



Harnett  
COUNTY  
NORTH CAROLINA

# APPROVED BUDGET

FOR FISCAL YEAR  
2024-2025





**Harnett**  
**C O U N T Y**  

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**NORTH CAROLINA**

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# Introduction



# Board of Commissioners



**William Morris**  
Chairman  
District 2



**Brooks Matthews**  
Vice-Chairman  
District 3



**Barbara McKoy**  
District 1



**Lewis Weatherspoon**  
District 4



**Matthew Nicol**  
District 5

**County Manager**

Brent Trout

**Deputy County Manager**

Coley Price

**Assistant County Manager**

Michael Morrow

**Finance Officer**

Kimberly Honeycutt

**Budget Director**

Lisa McFadden

**Clerk to the Board of Commissioners**

Melissa Capps

**County Leadership Team**

Board of Elections, Claire Jones

Capital Projects, Chris Johnson

Clerk of Courts, Renee Whittenton

Community Relations, Desiree Patrick

Cooperative Extension, Tim Mathews

Development Services, Mark Locklear

Economic Development, Stephen Barrington

Emergency Services, Larry T. Smith

Facilities Maintenance, Kenneth Snipes

Fleet Maintenance, Beth Blinson

General Service, Barry Blevins

Harnett Regional Jetport, Greg Frank

Harnett Regional Water, Steve Ward

Health Department, Ainsley Johnson

Human Resources &amp; Risk Management, Janice Lane

Information Technology, Ira Hall

Legal Services, Chris Appel

Library, Angela McCauley

Parks &amp; Recreation, Carl Davis

Register of Deeds, Matthew Willis

Sheriff's Office, Wayne Coats

Social Services, Paul Polinski

Soil &amp; Water Conservation District, Lynn Lambert

Solid Waste, Chad Beane

Tax Department, Christine Wallace

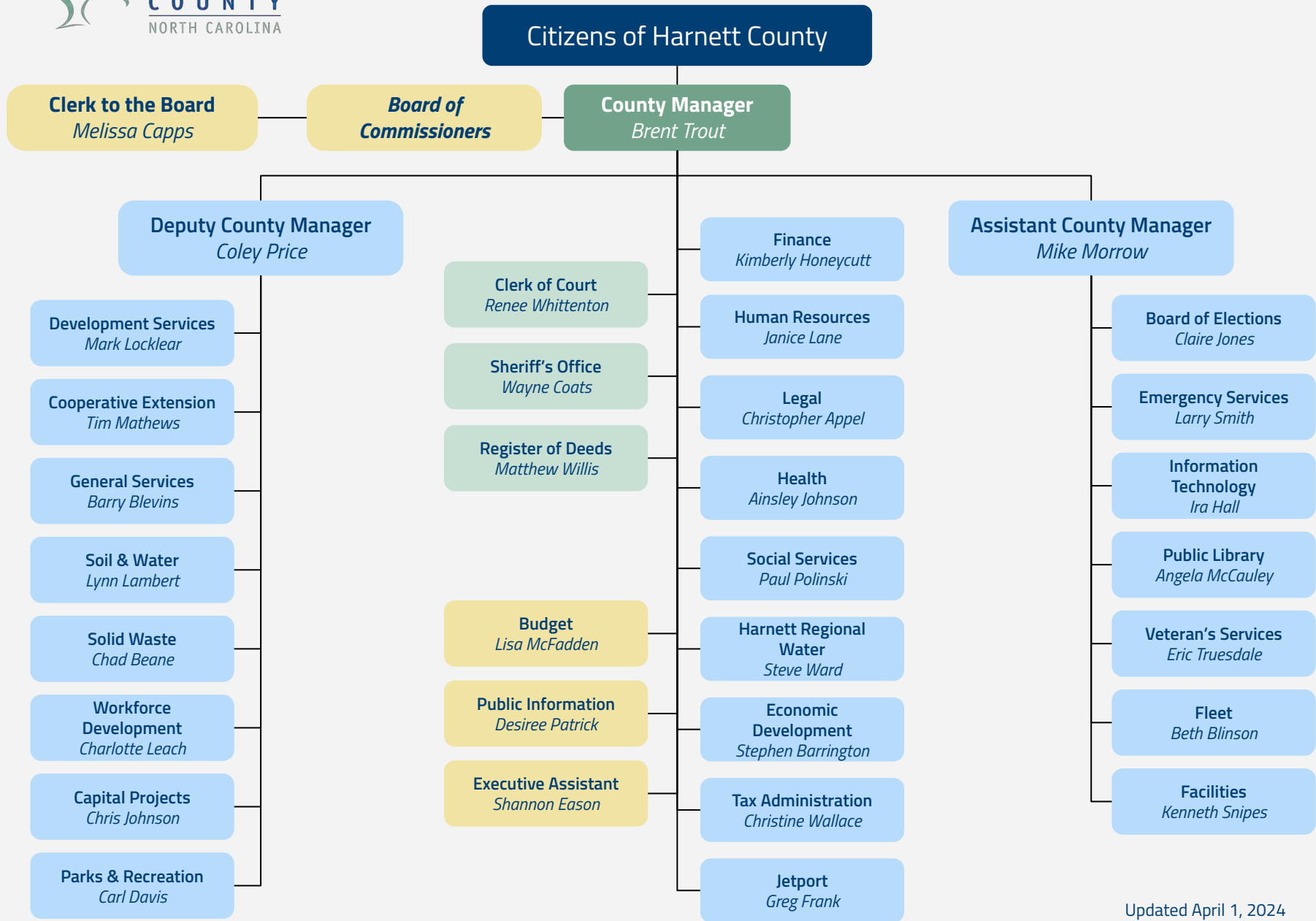
Veterans Services, Eric Truesdale

Workforce Development, Charlotte Leach





# Harnett County Organizational Structure



Updated April 1, 2024

## Harnett County Government Profile

The County, formed in 1855, is in the South-Central portion of North Carolina. It lies partially in the Coastal Plain and partially in the Piedmont section. Harnett County is one of the fastest growing counties in the United States based on the US Census Bureau's certified population estimate for 2021 of 138,832. The county seat, the Town of Lillington, has a population of 4,501 while the City of Dunn, the largest municipality located in the County, has a population of 8,534. Also located within the County are the Town of Coats with a population of 2,229, Erwin with a population of 4,692 and Angier with a population of 6,099. All five municipalities comprise approximately 18.77% of the total County population.

The County contains 601 square miles of land. The Cape Fear River, which flows from the northwest to the southeast part of the County, is the County's main drainage system. The chief tributaries include the Upper Little River system, Lower Little River, and the Black River. Generally, the eastern two-thirds of the County exhibits topographic features common to the Coastal Plain of North Carolina. It is an area of level to gently rolling terrain with elevations ranging from 100 to 300 feet above sea level. Undeveloped lands are covered by pines and low-growing shrubs. The major underlying geological formation includes sedimentary rocks consisting mostly of unconsolidated sands and clays. Topographic features in the western part of the County resemble the Piedmont region of North Carolina. It is an area of steeper hills with elevations as high as 450 feet above sea level. Undeveloped lands are also covered by pines and low-growing shrubs. The major underlying geological formation includes crystalline rocks, such as granite and slate.

The County is governed by a Board of Commissioners (the "Board"). The Board consists of five members who are elected from districts, on a partisan basis, by a district vote and serve staggered four-year terms. Elections for the Board are held in November of even-numbered years. The Commissioners take office at the first meeting in December following the November election. At that time, the Board elects a Chairman and a Vice Chairman from among its members. Commissioners hold policy-making and legislative authority. They are also responsible for adopting the budget and appointing the County Manager. The manager is responsible for implementing policies, managing daily operations, and appointing department heads.

The County provides its citizens with a wide range of services including public safety, human services, culture and recreation development, environmental protection, sanitation, and general government services. The County also extends financial support to certain boards, agencies, and commissions to assist their efforts in serving citizens. Among these are the Harnett County Board of Education, Central Carolina Community College, the Mid-Carolina Council of Governments, and Alliance Health.

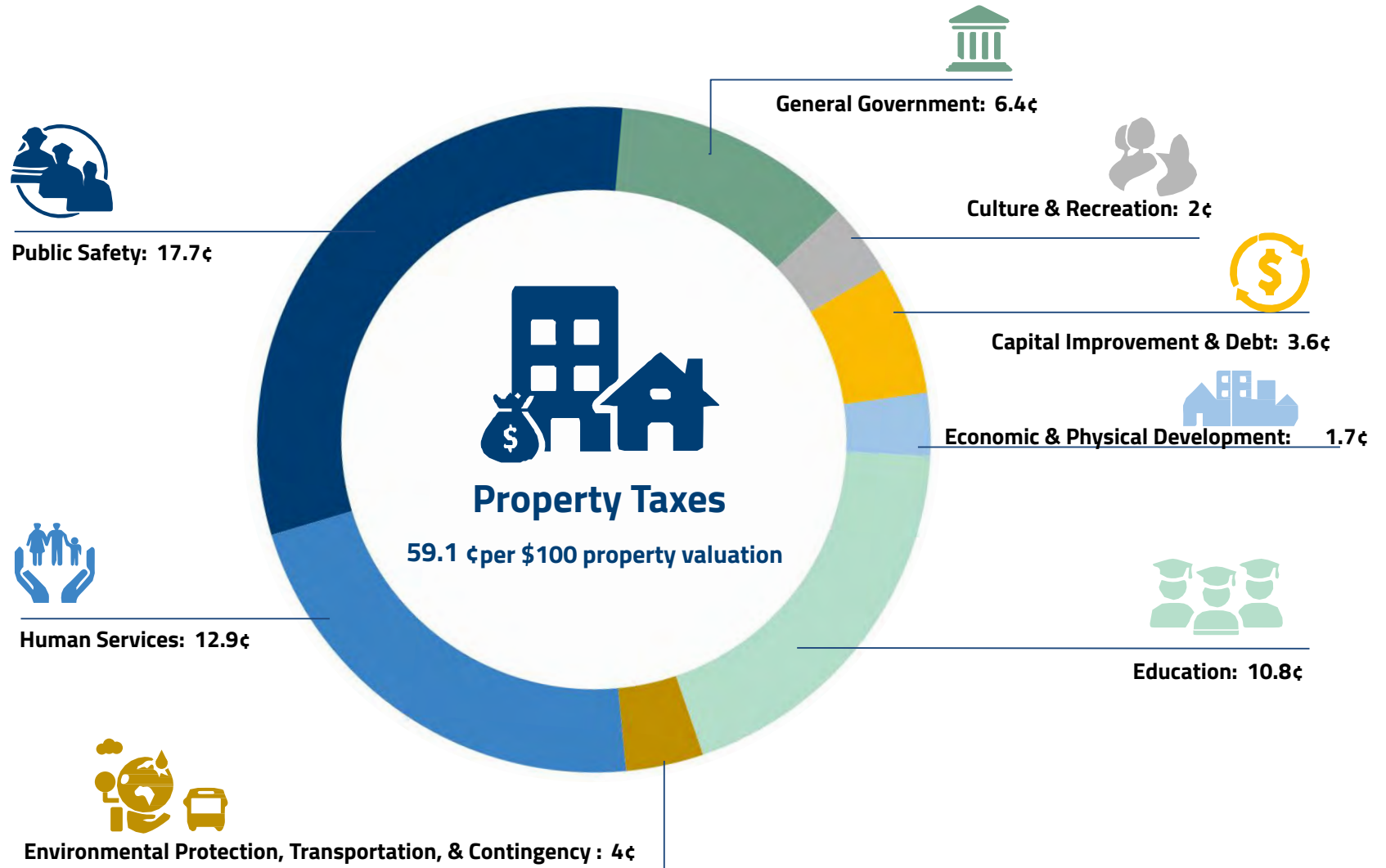
The County has 29 public schools and a community college (Central Carolina Community College). The County has evaluated its relationship with each of these entities. The school administrative units and the community college are entities independent of the County because County allocations do not constitute a major portion of their revenues, and because the County has no authority to designate their management.



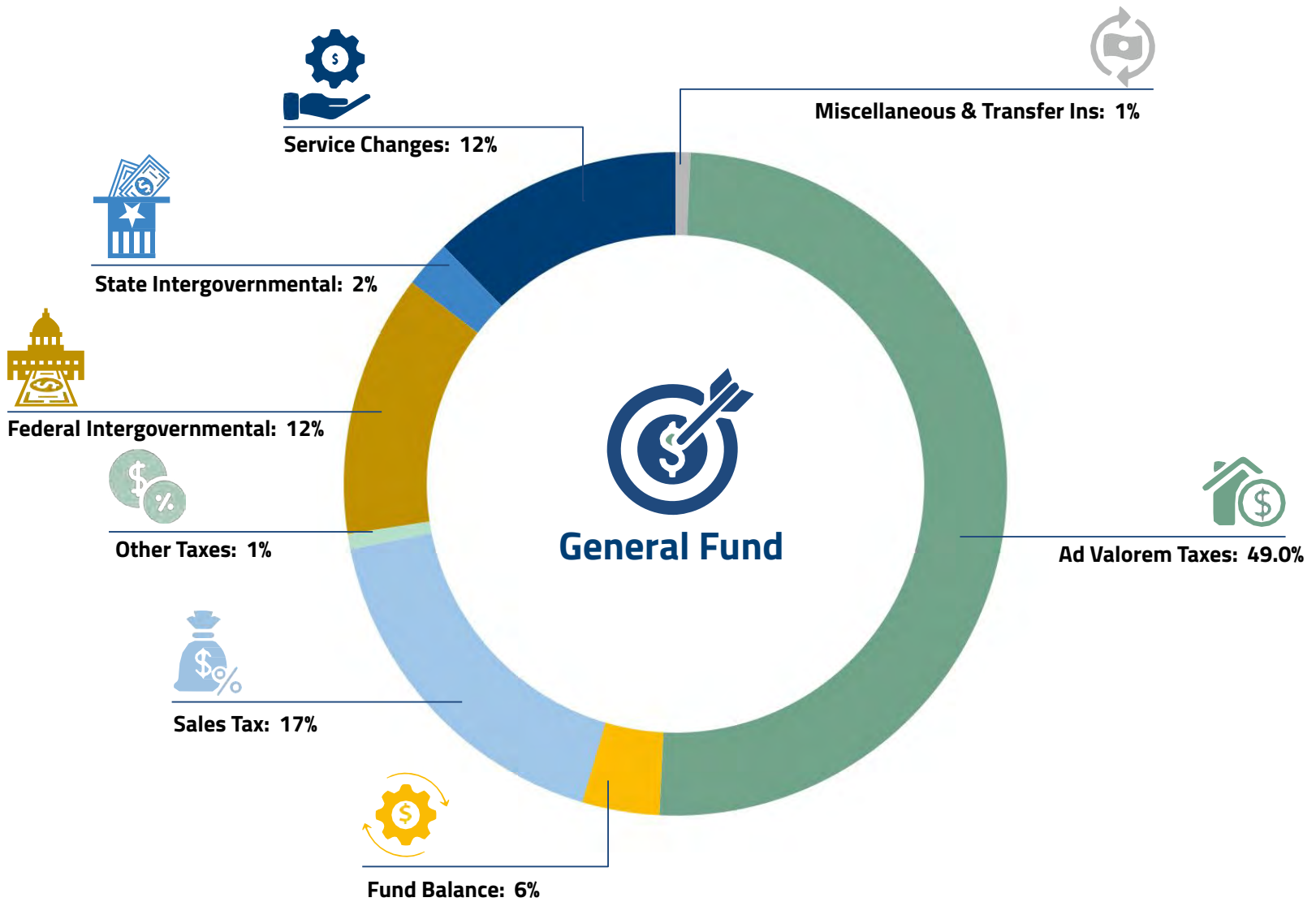
# Fiscal Year 2025: Budget at a Glance



# Your Tax Dollars at Work



## Revenue Sources







# Budget Message



DATE: May 1, 2024  
TO: Harnett County Board of Commissioners  
FROM: Brent Trout, County Manager  
SUBJECT: Budget Message for FY 2025

The work has been completed on the Harnett County FY 2025 budget, and it is presented to you today for review and consideration. Harnett County prepares the annual budget in accordance with the statutory requirements with consideration of enhancing the quality for our residents. The budget has been prepared with the purpose of supporting the strategic goals and priorities of the County Commissioners. You will see this specifically in the items we are recommending for consideration in the expansion budget.

## Property Reappraisal and Tax Rate

The property tax assessed values increased by approximately \$496 million this year. The growth in home construction continues to increase our total assessed valuation to levels never seen before in Harnett County. The continued growth in the County creates challenges for provision of services and management of government services.

The current tax levy rate is \$0.591/\$100. The revenues in total compared to expenses for a continuation budget leaves a small deficit. In addition, the rapid growth in the County and the priorities of the Board requires us to find additional resources and propose the use of a portion of existing fund balance. In order to meet these needs, I am recommending the continuation of the current tax levy rate of \$0.591/\$100.

## Other Revenue Sources

In looking at revenue sources other than property tax, we see good news as well as they surpass our Fiscal Year 2024 projections. The two biggest examples of this growth in revenue are Building Inspection Fees and Sales Tax revenues. These positive increases are not surprising based on the County's growth pattern, however the sales tax growth is significantly less than last year.

Sales tax revenues continued to exceed our projections, but the growth is predicted to be at a more moderate rate during Fiscal Year 2025. The North Carolina League of Municipalities (NCLM) provides sales tax forecast information, and we used their research in projecting our sales tax revenues. Based on current research, NCLM projects that local sales tax revenues will finish Fiscal Year 2023-2024 2.9% above Fiscal Year 2022-2023 levels. They also project a Fiscal Year 2024-2025 sales tax growth of 2.2% over Fiscal Year 2023-2024 levels.

Harnett County shares sales taxes with the municipalities based on the Ad Valorem method, meaning sales tax is distributed to the County and the municipalities in proportion to the total amount of ad valorem taxes levied by each entity. With an increase in Medicaid costs and a decrease in sales tax collection, we are projecting \$2.1 million less in Medicaid Hold Harmless revenues.



### Table 1: General Fund Funding by Category

The variance column shows the difference between FY 2025 Recommended Budget and FY 2024 Revised Budget.

	FY 23 Actual	FY 24 Revised	FY 25 Recommended Cont	FY 25 Recommended Exp	FY 25 Total Recommended	Approved Variance	Approved % Inc/Dec
Human Services	28,853,658	38,267,027	37,760,738	156,835	37,917,573	(349,454)	(1%)
Public Safety	42,103,221	48,872,660	53,334,308	367,526	53,701,834	4,829,174	10%
Transportation	2,543,958	6,840,036	4,489,286	280,439	4,769,725	(2,070,311)	(30%)
Environmental Protection	440,337	515,709	527,100	-	527,100	11,391	2%
Economic & Physical Development	3,492,106	4,747,308	5,252,425	150,685	5,403,110	655,802	14%
General Government	16,599,615	19,553,675	19,614,952	262,147	19,877,099	323,424	2%
Education	27,679,321	30,119,584	30,119,584	2,687,486	32,807,070	2,687,486	9%
Culture & Recreation	4,210,927	5,652,779	6,158,866	94,769	6,253,635	600,856	11%
Contingency	-	94,866	1,285,000	-	1,285,000	1,190,134	1255%
Transfers	27,336,394	18,017,337	11,000,000	-	11,000,000	(7,017,337)	(39%)
	<b>153,259,537</b>	<b>172,680,981</b>	<b>169,542,259</b>	<b>3,999,887</b>	<b>173,542,146</b>	<b>861,165</b>	<b>0%</b>

**The FY 2024 Original Budget amount for contingency was \$1,460,000. As funds have been moved out of contingency into other departments, the Revised Budget amount has been reduced to reflect these transfers. If the FY 2025 Recommended amount was compared with the original budget, the variance would be \$175,000 and the percent decrease would be 12%. This chart does not include the \$1.4 million going to Harnett County Schools for maintenance needs. Those funds are budgeted in the Board of Education Capital Reserve.**

### Fee Schedule Recommendations

A list of fees is recommended to be adjusted. Appendix 1 in the budget book contains the details on these changes.

We have included a recommended 17% increase across the board for rescue agencies, allocating 10% for increased operational costs and a 7% increase to offset the loss of Medicaid Cost Settlement Funds. I am recommending increases in tax rates for two fire departments. The recommendation is detailed in the table below and recommended increases are in red..

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

District	FY 24 Rate	FY 25 Req Rate	FY 25 Rec Rate	Total Revenue FY 24 Rate Produces	Total Revenue FY 25 Rate Produces	Increase
Anderson Creek	0.110	0.110	0.110	2,001,170	2,001,170	-
<b>Angier</b>	<b>0.075</b>	<b>0.085</b>	<b>0.085</b>	<b>1,697,563</b>	<b>1,874,958</b>	<b>177,395</b>
Benhaven	0.120	0.120	0.120	1,641,776	1,641,776	-
Benson	0.120	0.120	0.120	134,253	134,253	-
Boone Trail	0.100	0.100	0.100	858,169	858,169	-
Buies Creek	0.100	0.100	0.100	873,904	873,904	-
Coats/Grove	0.110	0.110	0.110	955,768	955,768	-
Crains Creek	0.100	0.100	0.100	82,339	82,339	-
Cypress Pointe	0.095	0.095	0.095	75,029	75,029	-
Dunn	0.090	0.090	0.090	1,934,375	1,934,375	-
Erwin	0.095	0.095	0.095	453,406	453,406	-
Flatbranch	0.130	0.130	0.130	682,660	682,660	-
Flatwoods	0.120	0.120	0.120	154,631	154,631	-
Godwin	0.150	0.150	0.150	8,009	8,009	-
Northwest Harnett	0.080	0.080	0.080	1,428,811	1,428,811	-
Spout Springs	0.120	0.120	0.120	2,966,231	2,966,231	-
Summerville	0.100	0.100	0.100	1,168,410	1,168,410	-
<b>West Area</b>	<b>0.110</b>	<b>0.150</b>	<b>0.150</b>	<b>75,344</b>	<b>96,956</b>	<b>21,612</b>
West Johnston	0.070	0.070	0.070	27,047	27,047	-
<b>Total Fire Districts</b>				<b>17,218,895</b>	<b>17,417,902</b>	<b>199,007</b>
Averasboro School District	0.020	0.020	0.020	411,935	411,935	-

The justification for Fire District tax increases is as follows:

- > Angier/Black River requested a 1-cent increase to help fund a new fire station and a rescue pumper truck. I am recommending a 1-cent increase in their tax rate.
- > West Area requested a 4-cent increase to make the rate equal to what is charged in Cumberland County. I am recommending a 4-cent increase in their tax rate.

The County also levies the Averasboro School District tax. No change is recommended for that district.

## Harnett County Schools

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

- > The school district will see an increase per student from \$1,321.51 to \$1,416.17 per student. The funding includes county and charter school students that the school must fund. The total amount of base funding increased by \$2,503,509.00 from \$28,301,509 to \$30,804,606. These additional funds will help increase local supplement pay for certified staff and salary increases for classified staff.
- > Provides funding for 2,048 charter school students (an increase of 519 over last year), which Harnett County Schools must share on a per-student basis.
- > Holds HCS harmless for the loss of lottery funds. At the request of the Board of Education, the County is foregoing proceeds from the lottery for the next two years due to a \$10 million grant that was obtained to help fund the construction of the new Northwest Harnett Elementary. Capital outlay spending, budgeted in the Board of Education Capital Reserve, remains at Fiscal Year 2024 levels, in spite of this loss of more than \$1 million in lottery funds. (School systems do not share capital outlay funds with charter schools).

## Compensation Study, Pay Recommendations and Organizational Excellence

The completion of a compensation study last year provided support for increases in salaries for all positions in the County. The Board of Commissioners authorized a substantial increase in pay for law enforcement and emergency medical personnel in FY 2024.

- > We have a current total of 51 full-time vacancies versus 101 vacancies last year, of which 32 of those positions are in our public safety departments. The increased compensation levels have had a positive impact on retention and recruitment.
- > The recommendation included in the budget is to provide a 3% COLA increase for all employees.
- > The recommendation included in the budget is to provide a 1.5% performance pay increase to staff that meet expectations and have a positive performance evaluation.
- > Increased employer contribution by 3% for health insurance premiums instead of passing an increase to employees.
- > Retirement contribution increased by 0.95% for law-enforcement officers and 0.70% for all other county employees.
- > There are 16 new positions recommended due to increased demand for services. Nine of these new positions are in Harnett Regional Water.
- > There are 12 reclassifications and two special salary adjustments recommended due to changes in duties and certifications received.
- > The budget provides a shift premium of \$10 per shift for certified training officers for the Emergency Communications Division of the Sheriff's Office.
- > The budget provides an additional \$12.50 per day for Election Workers.

## Community Programs and County Initiatives

- > Provides funding for two small business grants (\$5,000) in partnership with the Small Business Development Center at Central Carolina Community College.
- > Provides funding for countywide in-person customer service training and supervisory training for new and future supervisors.
- > Provides funding for additional Parks and Recreation programs (instructor led classes, senior programming, athletic camps/clinics).

- > Provides funding for additional Public Library programs (children's programming).
- > Provides funding towards increasing teacher supplements.

## American Rescue Plan Funding Plan

- > Harnett County received \$26,411,744 in funding through the American Rescue Plan.
- > The Board of Commissioners have approved a plan to utilize most of the American Rescue Plan funding. The Board approved an updated list of projects that will utilize \$25,058,359 of the funding with \$1,353,385 to be determined at a later date.
- > The FY 2024-25 budget will allocate the use of an additional \$1,031,186 of those funds for one-time projects. The ARPA fund has generated over \$1 million in additional revenue from earned interest. The interest may be utilized in the same manner as the supplanted funds.
- > Staff has implemented some of the projects in FY 2023 and FY 2024 with a requirement to obligate all of the money by December 31, 2024 and spend all of the money by December 31, 2026.

## Other County Initiatives

The Board of Commissioners completed the first ever Strategic Plan for Harnett County in 2022. The process involved the Board of Commissioners, County staff, and the public to develop the strategic plan. Staff completed the Performance Management process to determine action plans for the key strategic actions. The process has continued in FY 2024 with phase four with the creation of business plans for each department to execute. The business plans are expected to be completed and approved by the County Manager by June 30, 2024, with implementation to occur throughout the FY 2025 budget year and into the future.

The County contracted with Cloudwyze to install a fixed wireless broadband system in the area north of the Cape Fear River. The first phase is complete and the second phase began in early 2024 with ARPA funding. The new system will provide a new and better option for access to broadband for many residents of Harnett County.

We spent a great deal of time projecting our revenues and expenses to ensure that we were as accurate as possible in determining our resources available and our funding needs. Departments were asked to justify any spending over Fiscal Year 2024 budgeted amounts and their requests were reviewed in detail by our budget team. We also continued breaking the budget into continuation and expansion funding requests. Continuation refers to funding needed for ongoing operations, while expansion requests are for new programs and positions. Each expansion request is separately justified by the director. You will see CONT (continuation) and EXP (expansion) columns in the budget summaries of the document. Any new request is also detailed separately, along with the cost to the County.

Over the past few years, we have continued improving our Capital Improvements Program (CIP) process, and the Board of Commissioners adopted the CIP in December 2024. The improved process and early adoption meant that we were able to focus our time this spring on the operating budget. In addition to the CIP funding, the influx of ARPA funds and state directed funding allows us to address several of our capital improvement projects sooner than anticipated, such as the fiber extension, VIPER radio replacement project, Jetport Terminal project and park improvement projects.


The budget that I am proposing provides the funding needed by the schools, community college, and the departments to continue to provide the quality service and support that the citizens of Harnett County expect. The proposed budget provides increases in order to operate our government and covers new expansion items related to keeping up with our growing County and operations. The tax levy rate will remain the same as last year in the proposed budget.

I want to thank Central Carolina Community College, the Fire and EMS Departments, Harnett County Schools, and other community partners for their collaboration in developing the Fiscal Year 2025 budget. I want to thank the department directors for submitting their information and requests in a timely manner with well thought out justifications for their requests. I would love to meet all their requests, but unfortunately, we do not have the resources to do so. I also want to thank Budget Director, Lisa McFadden, for all the countless hours she has spent preparing this budget for your consideration.

We have a joint session planned with the Board of Education on May 14, 2024, to discuss their budget request. The presentation of budget details will be conducted on May 14, 2024, with a public hearing on the budget conducted on May 20, 2024. We will have the budget on as a discussion item on the May 28, 2024, meeting to address any concerns and answer any questions regarding the recommended budget. The final approval of the budget is scheduled for the June 3, 2024, meeting.

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

Respectfully,



Brent Trout  
County Manager  
Harnett County

## Changes to Manager’s Recommended Budget

page #

Expenditures, as presented in recommended budget:

45	Org-Object	Description	Continuation \$173,542,146	Expansion
	1104110-543040..549095	FIXED CHARGES-GOVERNING BODY	(75,000)	-
	1104140-502010..507070	SALARIES & BENEFITS-TAX	-	(37,095)
	1104170-543010..549085	FIXED CHARGES-BOARD OF ELECTIONS	-	(24,261)
	1104230-502010..507070	SALARIES & BENEFITS-FACILITIES MAINTENANCE	-	(29,437)
	1104310-543010..549090	FIXED CHARGES-SHERIFF	-	(36,000)
	1104350-502010..507075	SALARIES & BENEFITS-SCHOOL RESOURCE OFFICER	-	83,883
	1104350-547090	FIXED CHARGES-SCHOOL RESOURCE OFFICER	79,394	-
	1104390-502010..507075	SALARIES & BENEFITS-JAIL	(65,742)	-
	1104512-502010..507070	SALARIES & BENEFITS-ANIMAL SHELTER	-	52,609
	1104512-521010..526010	SUPPLIES & MATERIALS-ANIMAL SHELTER	-	416
	1104512-531010..539090	CURRENT SERVICES-ANIMAL SHELTER	-	604
	1104610-502010..507070	SALARIES & BENEFITS-TRANSPORTATION	-	(26,387)
	1104910-502010..507070	SALARIES & BENEFITS-DEVELOPMENT SERVICES	13,338	-
	1104915-502010..507070	SALARIES & BENEFITS-INSPECTIONS	12,985	-
	1104970-502010..507070	SALARIES & BENEFITS-WIOA - ADMINISTRATION	35,163	-
	1104990-502010..507070	SALARIES & BENEFITS-COOPERATIVE EXTENSION	-	(35,698)
	1105260-502010..507070	SALARIES & BENEFITS-SENIOR HEALTH SERVICE	12,077	-
	1105310-582000..587000	NON-CAPITALIZED ASSETS-DSS - ADMINISTRATION	-	(73,608)
	1105920-602010..602050	EDUCATION-CCCC	-	(184,389)
	1106110-519090	PROFESSIONAL SERVICES-PARKS & RECREATION	-	(7,000)
	1106110-543010..549090	FIXED CHARGES-PARKS & RECREATION	-	(50,000)
	1106170-543010..548000	FIXED CHARGES-MAIN LIBRARY	576	-
	1106173-502010..507070	SALARIES & BENEFITS-BENHAVEN BRANCH LIBRARY	4,335	-
	1106175-582000..587000	NON-CAPITALIZED ASSETS-COATS BRANCH LIBRARY	(1,575)	-
	1106176-582000..587000	NON-CAPITALIZED ASSETS-DUNN BRANCH LIBRARY	(1,838)	-
	1106177-582000..587000	NON-CAPITALIZED ASSETS-ERWIN BRANCH LIBRARY	(1,575)	-
	1109910-599000	INTERFUND / BUDGETARY-CONTINGENCY	-	5,566,572
	1204650-502010..507070	SALARIES & BENEFITS-HARNETT REGIONAL JETPORT	7,501	-
<b>Adjusted expenditure, as presented in the budget ordinance</b>			<b>\$178,761,994</b>	

Revenues, as presented in recommended budget:

45	Org-Object	Description	Continuation \$173,542,146	Expansion
	1103900-390982..390990	INTERFUND / BUDGETARY-NON-REVENUE RECEIPTS	(953,407)	6,202,558
	1105310-330210	RESTRICTED REVENUE-DSS - ADMINISTRATION	-	(36,804)
	1204650-350410..350480	SERVICE CHARGES-HARNETT REGIONAL JETPORT	7,501	-

**Adjusted revenue, as presented in the budget ordinance** **\$178,761,994**

193	Org-Object	Description	\$17,829,837	
	2118401-567100..567700	CONTRACTS & GRANTS-SPECIAL DISTRICTS	-	(10,806)

**Adjusted expenditure, as presented in the budget ordinance** **\$17,819,031**

193	Org-Object	Description	\$17,829,837	
	2118401-300101..300201	TAXES - AD VALOREM-SPECIAL DISTRICTS	-	(10,806)

**Adjusted revenue, as presented in the budget ordinance** **\$17,819,031**

185	Org-Object	Description	\$998,153	
	2128501-543040..544050	FIXED CHARGES-EMERGENCY TELEPHONE 911	(16,910)	-

**Adjusted expenditure, as presented in the budget ordinance** **\$981,243**

185	Org-Object	Description	\$998,153	
	2128501-320500	TAXES - OTHER-EMERGENCY TELEPHONE 911	(16,910)	-

**Adjusted revenue, as presented in the budget ordinance** **\$981,243**

Capital Reserve Funds, as presented in recommended budget:

157	Org-Object	Description	\$1,113,906	
	5004230-535020	CURRENT SERVICES-FACILITIES MAINTENANCE	-	(62,455)
	5004250-555000	CAPITAL OUTLAY-FLEET MAINTENANCE	-	(24,717)
	5004650-553000..559000	CAPITAL OUTLAY-HARNETT REGIONAL JETPORT	-	(72,000)
	5006175-544000	FIXED CHARGES-LIBRARY - COATS	-	(4,700)
	5006175-587000	NON-CAPITALIZED ASSETS-LIBRARY - COATS	-	(10,965)
	5006176-587000	NON-CAPITALIZED ASSETS-LIBRARY - DUNN	-	(24,799)
	5006177-587000	NON-CAPITALIZED ASSETS-LIBRARY - ERWIN	-	(9,958)
	5009800-598100..598500	INTERFUND / BUDGETARY-INTERFUND TRANSFERS	-	635,986

**Adjusted expenditure, as presented in the budget ordinance** **\$1,540,298**

157	Org-Object	Description	\$1,113,906	
	5003900-390981..390990	INTERFUND / BUDGETARY-NON-REVENUE RECEIPTS	-	426,392

**Adjusted revenue, as presented in the budget ordinance** **\$1,540,298**

164	Org-Object	Description	\$608,896	
	5529910-599000	INTERFUND / BUDGETARY-CONTINGENCY	(165,624)	-

**Adjusted expenditure, as presented in the budget ordinance** **\$443,272**

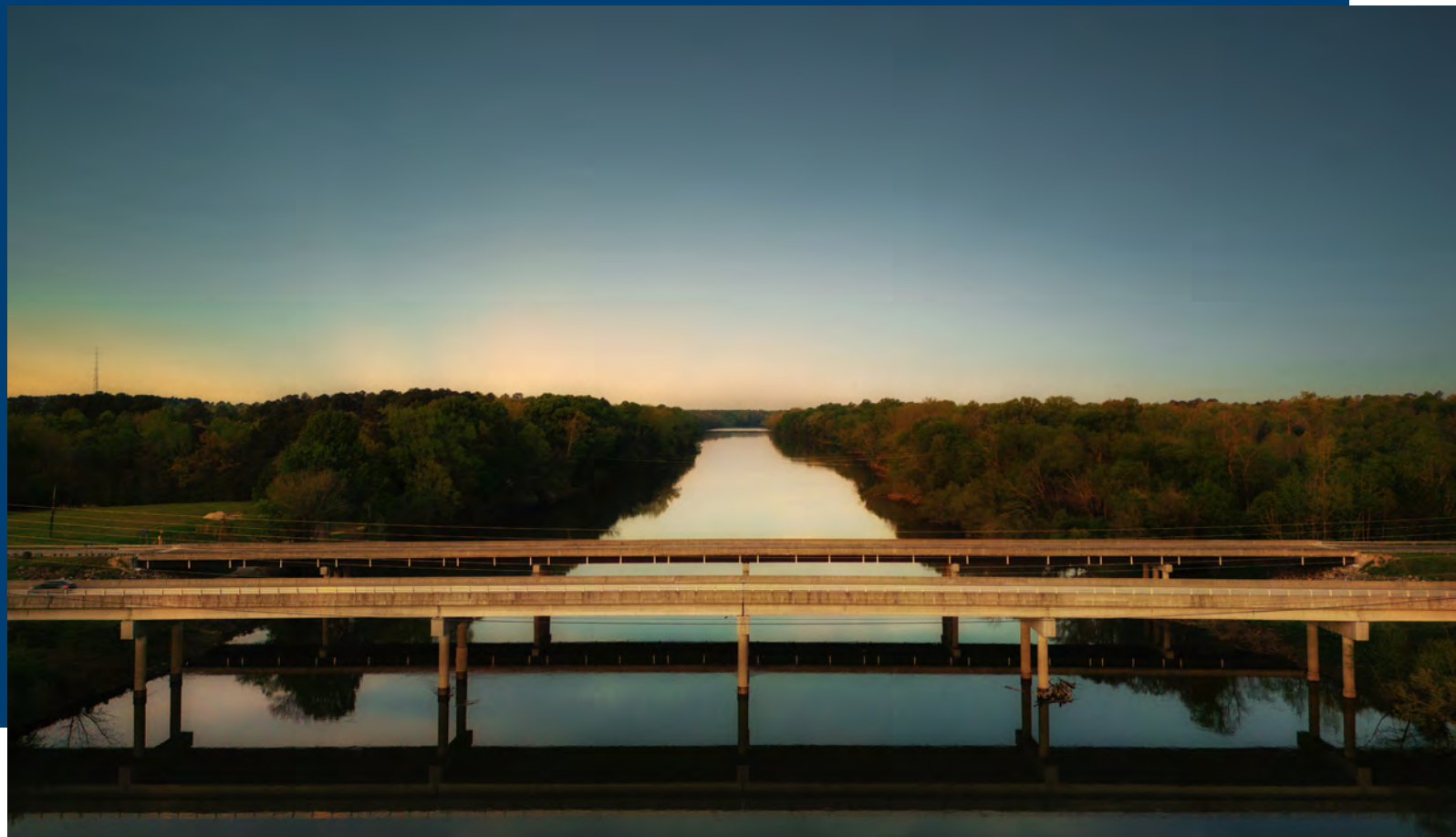
164	Org-Object	Description	\$608,896	
	5523900-390986..390990	INTERFUND / BUDGETARY-NON-REVENUE RECEIPTS	(165,624)	-
<b>Adjusted revenue, as presented in the budget ordinance</b>			<b>\$443,272</b>	

150	Org-Object	Description	\$8,825,858	
	6607410-502010..507070	SALARIES & BENEFITS-SOLID WASTE MANAGEMENT	-	104,346
	6609990-598300..598600	INTERFUND / BUDGETARY-NON-DEPARTMENTAL	(163,546)	-
	6607410-555000..557000	CAPITAL OUTLAY-SOLID WASTE MANAGEMENT	-	59,200
<b>Adjusted expenditure, as presented in the budget ordinance</b>			<b>\$8,825,858</b>	





# Strategic Plan/ Performance Management



HARNETT COUNTY

# 2032 Strategic Plan

Updated July 1, 2024





## County Commissioners



**William Morris**  
**Chairman**  
District 2



**Brooks Matthews**  
**Vice-Chairman**  
District 3



**Barbara McKoy**  
District 1



**Lewis Weatherspoon**  
District 4



**Matthew Nicol**  
District 5

*Prepared by Harnett County in collaboration with the UNC School of Government, Center for Public Leadership and Governance*



Lead Consultants:

**Rebecca Jackson**, Consultant, *True North Performance Group, LLC*  
**Lydian Altman**, Senior Manager for Leadership Curriculum Development,  
*UNC School of Government Center for Public Leadership and Governance*

## Message from the Board Chairman

I am pleased to present Harnett County's inaugural Strategic Plan. This plan comes at a time of tremendous opportunity for Harnett County, and our goal is for the Strategic Plan to play a key role in helping the Board of Commissioners, County management, and staff seize that opportunity.

Harnett County has grown considerably over the past several decades, and is continuing to change rapidly. The County's population has nearly doubled since 1990, and Harnett is among the fastest growing counties in North Carolina over the past 10 years. If anything, this growth is only expected to accelerate going forward. There are currently more than 11,700 new homes in development across Harnett County. All of this growth means more citizens with more needs, priorities, and expectations for County government. Our job, and the job of all County employees, is to engage, listen to, and serve all of those citizens.

This Strategic Plan establishes explicit priorities that will serve as a roadmap for the County moving forward. It will allow us to move forward together in one direction for the betterment of Harnett County and all of its citizens.

The Plan articulates a dynamic and exciting vision for the future of Harnett County, along with a mission for County Government and five strategic goals that are intended to make that vision a reality. The plan also includes a set of shared core values for Harnett County Government, and objectives under each goal with key strategic actions aimed at accomplishing those objectives.

The process of developing this Strategic Plan was an inclusive one that offered opportunities for both County employees and the County's citizens to provide feedback, which informed the plan. We wanted to develop Strategic Goals that every County department and employee can see their role in accomplishing, and that every citizen feels will improve their lives.

I want to take this opportunity to thank my fellow commissioners for their leadership and direction in making this plan a reality; our County employees and citizens for their participation and input into this process; and our consultants, Rebecca Jackson and Lydian Altman, with the UNC School of Government's Center for Public Leadership and Governance for their support in the County's strategic planning efforts.

As the County transitions from plan development and adoption to execution and implementation, we intend to share our progress and successes by creating an annual performance report that will be available to the public to highlight our accomplishments and track progress towards accomplishing the goals set out in this plan.

Thank you again for your participation in this process and for your commitment to the success of Harnett County. We look forward to what lies ahead.

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## Foundation for High Performing Framework

Understanding what the County wishes to achieve by having a clear focus is foundational for building a culture of high performance and essential for making a positive impact in the community. That is what a strategic plan provides.

Once a strategic plan is in place, it is not meant to be a static document that sits on a shelf. It is a living document that must be evaluated and updated as priorities and needs change.

Long-term strategic planning provides direction, identifies desired outcomes, and is the basis for performance analysis.



**Vision:** What do we want our community to be like for future generations?

**Mission:** What is our purpose for existence?

**Core Values:** What are our beliefs and attitudes that guide behavior and our relationships with others?

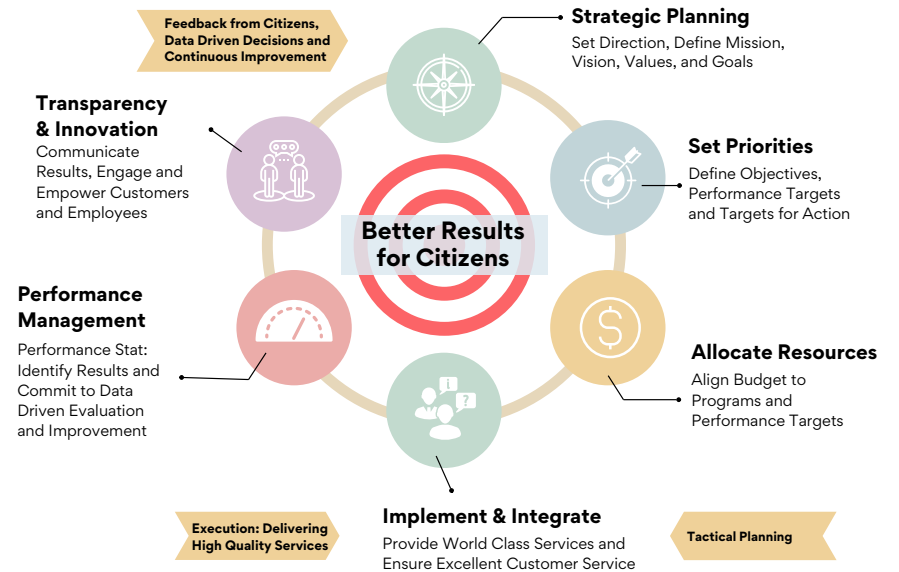
**Strategy:** What are our goals, objectives and priorities?

**Performance:** What are our one-year plans and how will we track our progress?

## Foundation for High Performing Framework

Strategic plans improve transparency and accountability. They align community values with strategies and priorities, transforming ideas into action.

This Plan will provide clarity to our organization and the community. It will guide our efforts and help make sure resources are allocated in the right areas. Strategic plans lay a foundation for engaging employees and citizens with clear communication, and they provide a basis for performance management.



## Strategic Planning Process

The strategic planning process kicked off in June 2021 with a retreat for County Department Heads where they were introduced to strategic planning and high performance structures, and where they identified strategic priorities for the County. A retreat was held for the Board of Commissioners in August 2021, during which the Board identified vision, mission, and core value themes along with strategic goals and priority themes.

County leaders recognized that input from citizens, partner organizations, and the business community was critical to the success of the strategic plan and launched a public engagement campaign in October 2021. Citizens and County employees were given an opportunity to weigh in on the themes the Board identified and provide their feedback during multiple virtual and in-person engagement sessions, and by participating in a strategic planning survey. The results of the survey and engagement sessions were then used to inform the draft Strategic Plan, which was presented to the Board of Commissioners for adoption in February 2022.



### MANAGER'S & DIRECTOR'S RETREAT JUNE 2021

- Introduction to strategic planning and high performance structures
- Celebrating success
- Changing times and improvement opportunities
- Environmental Scan
- Harnett County strategic priorities



### COMMISSIONERS INTERVIEWS & RETREAT JULY-AUGUST 2021

- Introduction to strategic planning and high performance structures
- Environmental scan review
- History of Harnett County
- Vision, Mission and Core Value Themes
- Strategic Goals and priority themes



### PUBLIC & WORKFORCE ENGAGEMENT OCTOBER 2021

- Employee survey and workshops
- Citizen survey and workshops



### PLAN DEVELOPMENT & ADOPTION NOV 2021-FEB 2022

- Board of Commissioner review of input
- Refinement of strategic framework
- Adoption
- Implementation planning

## Citizen & Employee Engagement

Following strategic planning workshops held with Harnett County Department Heads and the Board of Commissioners, the County sought input from the public, as well as County employees.

Harnett County invited residents to participate in one of three community workshops in October 2021 to learn more about the strategic planning process and provide feedback. The County held two virtual workshops and one in-person workshop in the Harnett County Resource Center and Library in Lillington. County employees were also invited to attend one of two 30-minute employee engagement workshops to share priorities and to learn more about the process.

In addition to the workshops, citizens and employees were asked to complete a short survey to provide input on the Strategic Plan, which was incorporated into the draft Plan. The surveys contained demographic questions to help ensure the County received diverse perspectives. The County received 776 survey responses from citizens and 263 survey responses from employees within several departments with various years of experience.

Capturing the voice of employees and the community within the Strategic Plan helps to ensure alignment with organizational priorities and community expectations. In addition to being incorporated in the draft plan, the feedback from the workshops and surveys was compiled into an Engagement Report and provided to County Commissioners to show community and employee priorities for the County's vision, mission, and goals.



WHO WE ASPIRE TO BE

Our vision tells us where we are going. It describes the ideal state of Harnett County in 10 years and is focused on the community's future.

## OUR VISION



Harnett County is a **unified, safe, healthy, and engaged community** that is **culturally vibrant, well-planned with a thriving economy and a high-quality educational system**, in **harmony with its environment and beautiful natural resources**, and with **strong leadership** ensuring **equitable services** so that all citizens will prosper.

WHO WE ARE, WHAT WE DO

Our mission imparts our organization's purpose. It describes why we exist and defines our organization's role in pursuing the community vision.

## OUR MISSION



Harnett County will **effectively and efficiently deliver high quality County services and public infrastructure with smart growth strategies** and through a **responsive** Board and workforce who are **committed to excellence and ensuring the public trust with dedication, leadership and governance**.

## CORE VALUES

Our Core Values inform how we will make decisions and fulfill our mission to serve the public. They define our standards of behavior. Harnett County employees are public servants whose purpose is to **CREATE** a better Harnett County.



### CUSTOMER SERVICE

*Seeking to provide citizens and coworkers with the highest level of service possible, taking the time to listen and respond to their needs, and engaging in problem-solving.*



### RESPECT

*Valuing other people's beliefs and treating them with kindness and courtesy.*



### ETHICAL & FAIR TREATMENT

*Doing what's right even when nobody's watching, having concern for others, and serving with integrity, honesty and consistency.*



### ACCOUNTABILITY

*Recognizing your actions and behaviors reflect on the organization, taking responsibility when things don't go as planned, doing what you say you will do, and being good stewards of the public trust.*



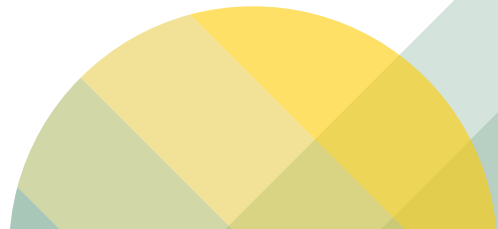
### TEAMWORK

*Working together to get the job done, communicating clearly and proactively, engaging community partners and stakeholders, and recognizing the benefits of diverse views and opinions in decision-making.*



### EXCELLENCE

*Committing to making processes more efficient and effective, asking how can we make things better, and seeking continued professional development.*



## Strategic Goals

Harnett County's Strategic Plan is designed to provide a clear vision for the future along with direction for turning that vision into a reality. The Plan includes five Strategic Goals that reflect the County's priorities for the next three years. Goal statements define what the organization intends to accomplish and lays out a path to follow in order to realize the vision.

Each Goal includes a set of Objectives that further define the Goal, along with Key Strategic Actions that should be undertaken in the coming year to make progress toward the County's Objectives. Key Performance Indicators (KPIs) will also be developed following Strategic Plan adoption that will assist the County in tracking progress toward accomplishing each Goal.



### SUPERIOR EDUCATION



### ORGANIZATIONAL EXCELLENCE



### HEALTHY & SAFE COMMUNITY



### ECONOMIC STRENGTH



### INFORMED & ENGAGED CITIZENS



## SUPERIOR EDUCATION

A strong public school system is essential for the development of children into productive adults who contribute to the overall success of Harnett County. It is critical that Harnett County Government partner with the Harnett County School System to ensure all students in Harnett County are provided with a high quality education.

### GOAL OBJECTIVES

Objective 1.1	Maintain effective collaboration with Harnett County Schools to coordinate budget process, capital projects, and other initiatives
Objective 1.2	Maintain a long-term funding plan for capital needs
Objective 1.3	Attract, support, and retain highly qualified and experienced public school teachers and staff
Objective 1.4	Advocate for appropriate allocation of school funding from federal and state sources

### FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 1.1.1:** Engage school administration proactively to discuss and coordinate budget priorities and funding for fiscal year
- ▶ **Action 1.1.2:** Adopt long-term plan for funding new schools based on education priorities
- ▶ **Action 1.2.1:** Maintain County involvement in capital planning and architectural committee for ongoing and upcoming projects
- ▶ **Action 1.3.1:** Continue to monitor and address teacher supplements to increase competitiveness in the region
- ▶ **Action 1.4.1:** Adopt Legislative Priorities for FY 2025 that includes advocacy for increased funding for schools

Key Performance Indicators will be developed for each Strategic Goal following Strategic Plan adoption to measure and track progress towards accomplishing each goal.





## ORGANIZATIONAL EXCELLENCE

Harnett County's greatest asset is its employees. The County desires to become an employer of choice, growing a culture that values high performance and embraces diversity. A positive workplace environment increases productivity and reduces employee stress levels, empowering staff to perform at their peak and provide top-notch service to residents. The County seeks to implement a culture of accountability where staff at every level look for ways to improve and innovate operations and service delivery.

### GOAL OBJECTIVES

Objective 2.1	Attract, retain and grow high performing employees
Objective 2.2	Lead the organization with best finance and budget practices
Objective 2.3	Foster culture of accountability through performance management and adherence to internal processes
Objective 2.4	Seek new and best practice technology to improve processes in all operational areas
Objective 2.5	Improve resident and customer experiences through efficient, high quality service delivery and continuous improvement

### FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 2.1.1:** Complete and implement Compensation Study to assess competitiveness of employee pay and salary compression for existing County employees
- ▶ **Action 2.1.2:** Review Develop a strategy for replacing future retiring key leadership positions in the organization
- ▶ **Action 2.2.1:** Develop and implement a holistic performance management program
- ▶ **Action 2.2.2:** Reduce government redundancy with process improvement to find efficiencies and fee schedule improvements to reduce overall government, where possible and reduce the financial burden on tax payers
- ▶ **Action 2.3.1:** Review and revise employee performance evaluation and training programs to encourage culture of empowerment and accountability, to foster employee development and to provide enrichment opportunities.
- ▶ **Action 2.4.1:** Engage County employees in improving internal processes and provide regular education on adherence
- ▶ **Action 2.5.1:** Implement process for obtaining citizen feedback on County service provision

Key Performance Indicators will be developed for each Strategic Goal following Strategic Plan adoption to measure and track progress towards accomplishing each goal.



## SAFE & HEALTHY COMMUNITY

Harnett County is committed to ensuring that all residents have opportunities to live healthy and productive lives, and that they feel safe. This commitment is shown through the provision of services and programs that enhance residents' lives and promote healthy behaviors and lifestyles. The County is also committed to providing strong public safety and emergency response services.

### GOAL OBJECTIVES

Objective 3.1	Preserve and enhance County residents' quality of life through open space, parks, recreation resources and greenways
Objective 3.2	Protect open space and natural resources
Objective 3.3	Improve access to healthy food
Objective 3.4	Decrease alcohol and drug abuse
Objective 3.5	Provide high quality emergency response and public safety
Objective 3.6	Support, promote and celebrate arts and culture
Objective 3.7	Provide effective public transportation to the County
Objective 3.8	Provide effective solid waste services for the County

### FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 3.1.1:** Prioritize parks and greenway projects for development through Capital Improvements Program
- ▶ **Action 3.1.2:** Increase provision of County programs and initiatives aimed at encouraging healthy lifestyles and outdoor activity to include a focus on senior citizens and other special populations

Key Performance Indicators will be developed for each Strategic Goal following Strategic Plan adoption to measure and track progress towards accomplishing each goal.

## FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 3.2.1:** Acquire Johnson Farm for future generations
- ▶ **Action 3.3.1:** Medicaid expansion (State Mandate)
- ▶ **Action 3.3.2:** Provide support for local farmer’s markets and community gardens at County locations to support healthy food options for residents
- ▶ **Action 3.3.3:** Research and discuss strategy to address mental health concerns for County residents and bring back to Board for consideration
- ▶ **Action 3.4.1:** Assess most pressing issues surrounding substance abuse and engage stakeholder to develop plan to curb problems
- ▶ **Action 3.4.2:** Collaborate with Sherriff Office to eradicate drugs in schools (opioid offense) ensuring clean and safe schools. Provide additional resources
- ▶ **Action 3.6.1:** Meet regularly with the local arts organizations to generate and implement ideas for celebrating arts and culture
- ▶ **Action 3.8.1:** Create a northwest convenience site for public use



### ECONOMIC STRENGTH

Harnett County is committed to creating economic opportunity for our residents. The County is working to strengthen its economic development program to position the County for success. This includes providing well-planned infrastructure to recruit business and industry, working with our educational partners to ensure a highly-skilled workforce, and leveraging our resources to ensure residents share in the prosperity generated through these efforts.

## GOAL OBJECTIVES

Objective 4.1	Provide an effective economic development program
Objective 4.2	Provide well-planned communities with smart and sustainable growth strategies
Objective 4.3	Attract and retain a diverse and viable tax base with increased commercial and retail
Objective 4.4	Provide strategically-placed infrastructure for business and industry growth and attraction
Objective 4.5	Enhance Harnett Regional Jetport's function as an economic engine for the county
Objective 4.6	Foster upward mobility and reduce poverty
Objective 4.7	Leverage partners and stakeholders to enhance economic development capacity

## FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 4.1.1:** Revise development and incentive policies to support thriving businesses and job creation and implement
- ▶ **Action 4.1.2:** Educate County departments about economic development priorities and their role in advancing those priorities
- ▶ **Action 4.2.1:** Implementation and completion of a comprehensive growth plan for the County
- ▶ **Action 4.3.1:** Expand and diversify tax base with strategic and major retail and commercial development in key corridors, especially those with high population centers with sales tax leakage in concert with the comprehensive growth plan for the County

Key Performance Indicators will be developed for each Strategic Goal following Strategic Plan adoption to measure and track progress towards accomplishing each goal.

## FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 4.3.2:** Diversify the tax base by attracting business and industry to bring in higher paying jobs to the County with key businesses that make substantial development investments in the County
- ▶ **Action 4.4.1:** Increase availability of high-speed Broadband through County
- ▶ **Action 4.4.2:** Seek to extend natural gas availability along strategic corridors identified for commercial growth
- ▶ **Action 4.4.3:** Advocate and coordinate with NCDOT and CAMPO and pursue enhanced transportation infrastructure to reduce congestion and increase access throughout the County
- ▶ **Action 4.4.4:** Plan water and wastewater infrastructure to direct and attract residential, commercial and industrial growth toward targeted areas
- ▶ **Action 4.5.1:** Complete the Jetport runway
- ▶ **Action 4.5.2:** Create strategic growth plan for the HR Jetport



## INFORMED & ENGAGED CITIZENS

Harnett County Government exists to serve the citizens of Harnett County. It is vitally important that the public have access to information about County services and programs, and are given an opportunity to provide feedback to the County. Citizens also need to have the capacity and knowledge to effectively engage with County government.

## GOAL OBJECTIVES

- Objective 5.1** Provide effective communication to citizens and businesses
- Objective 5.2** Provide opportunities for citizens to engage meaningfully with County government
- Objective 5.3** Provide effective internal communications and engagement with employees
- Objective 5.4** Strengthen Citizen Advisory Boards and Committees program

## FY 2025 KEY STRATEGIC ACTIONS

- ▶ **Action 5.2.1:** Develop an effective resident engagement strategy focused on creating a positive image for the County and promoting excellent customer service
- ▶ **Action 5.4.1:** Create and implement a new program which tracks participation and engagement levels of the Citizen Advisory Boards

Key Performance Indicators will be developed for each Strategic Goal following Strategic Plan adoption to measure and track progress towards accomplishing each goal.

Key Performance Indicators will be developed for each Strategic Goal following Strategic Plan adoption to measure and track progress towards accomplishing each goal.



For more information, contact:  
Harnett County Manager's Office  
455 McKinney Parkway  
Lillington, NC 27546  
910-893-7555

[harnett.org/strategicplan](https://harnett.org/strategicplan)

**Strategic Plan Performance Measures as of April 2024**

Strategic Plan Performance Measures as of April 2024										
Blue = Pending/ Not Yet Started										
Green = In-Process and On Target										
Yellow = Ongoing and Behind Target										
Red = Stopped/ Barrier to Completion										
Purple = Complete										
							Status Update FY 2024			
Project	Action	Goal	Due Date for Completion	Action Item	Update	QTR 1	QTR 2	QTR 3	QTR 4	
Engage school administration proactively to discuss and coordinate budget priorities and funding for FY2024	Key Strategic Action	1	6/30/2024	Quarterly collaborative meetings with County Manager and Superintendent	Number of Meetings as of 3/31/24 County Manager/Superintendent- 1 Harnett County Schools Finance/County Finance & Budget- 2	Green	Green	Green		
			6/30/2024	Elected officials and administration staff survey	Developing a customer survey completed	Green	Green	Green		
			6/30/2024	Engage Central Carolina Community College budget requests for Harnett Promise for FY24	Planning to collect data at the end of Spring semester 2024	Green	Green	Green		
Restore County involvement in capital planning and architectural committee for ongoing and upcoming projects	Key Strategic Action	1	8/23/2023	Quotes submitted by Harnett County Schools to County Administration	Complete	Purple	Purple	Purple		
			6/30/2024	Board approved Project Ordinance	Funding approved - complete	Green	Green	Purple		
			6/30/2024	Funding of Projects	Funding approved - complete	Green	Green	Purple		
Create and adopt a long-term plan for funding new schools based on Board of Education priorities	Key Strategic Action	1	1/23/2024	Consultant is developing the debt affordability plan	Complete	Green	Green	Purple		
			1/23/2024	Present debt affordability plan to Board of Commissioners	Complete	Green	Green	Purple		
Address teacher supplements to increase competitiveness	Key Strategic Action	1	6/30/2024	Increase funding for teacher supplement	Funding request will be considered in FY2025 budget	Green	Green	Green		
Adopt Legislative Priorities for FY2024 that includes advocacy for increased funding for schools	Key Strategic Action	1	1/23/2024	Adopted Legislative Priorities for 2024	Complete	Purple	Purple	Purple		
			1/23/2024	Develop Legislative Priorities for 2024	Planning to review current and future legislative priorities at the Board of Commissioners work session during March 2024- Complete	Purple	Purple	Purple		
Contract with Lobbying Firm to address priorities with state and federal elected officials during the upcoming calendar year- <b>COMPLETE FY2023</b>	Other Strategic Action	1	11/7/2022	Issue RFP	Complete					
			2/13/2023	Selection of lobbying firm	Complete - Kairos Government Affairs					
			2/28/2023	Board approval of lobbying firm	Complete					
			6/30/2023	Board adoption of state and federal agendas	Complete					
Office 365 Migration	Other Strategic Action	2	5/21/2022	Pricing/Quotes per license	Complete	Purple	Purple	Purple		
			11/1/2022	Determine migration process, discover potential issues	Complete	Purple	Purple	Purple		
			7/31/2023	Migration of email	Complete	Purple	Purple	Purple		
			12/31/2023	Complete migration	Complete	Green	Green	Purple		
Library Consolidation <b>COMPLETE FY2023</b>	Other Strategic Action	2	10/1/2022	Create a single, County-operated library system	Complete					
Job Descriptions/Reclassification Project <b>COMPLETE FY2023</b>	Other Strategic Action	2	12/1/2022	Position analysis and job description revision project	Complete					
Space Needs	Other Strategic Action	2	10/1/2022	Meet with staff	Complete	Purple	Purple	Purple		
			3/15/2023	Facility Space Assessment study	Complete	Purple	Purple	Purple		
			3/15/2023	Adoption by Board of Commissioners for study	Complete	Purple	Purple	Purple		
			6/30/2024	Fund Assessment	In process	Green	Green	Green		
Harnett County owned fiber across the rive for County internal network redundancy <b>COMPLETE FY2023</b>	Other Strategic Action	2	9/30/2022	RFP issued	Complete					
			12/30/2022	Working with vendor on performance bond	Complete					
			1/9/2023	Review project with vendor fiber crew onsite	Complete					
			5/19/2023	Vendor install fiber	Complete					
			5/31/2023	Testing and acceptance	Complete					

Animal Shelter Needs Assessment <b>COMPLETE FY2023</b>	Other Strategic Action	2	12/1/2022	Detailed and completed needs study with Animal Shelter Conceptual Floor Plan including estimated building construction costs	Complete				
2.1 Complete Compensation Study to assess competitiveness of employee pay and salary compression for existing County employees	Key Strategic Action	2	11/28/2022	RFP issued	Complete				
			4/30/2023	Selection of Consulting Company	Complete				
			1/30/2024	HR to study follow up items from report	In process				
			8/1/2024	Consultant to complete the study	In process				
2.2 Review and revise employee performance evaluation process to encourage culture of accountability	Key Strategic Action	2	12/30/2023	Meet with Department Heads to discuss proposed changes	Make proposed changes to the evaluation process.				
			7/1/2024	Communicate changes to employees	Meet with each department and employees via training.				
			7/1/2024	Implementation	Implement new performance evaluation process.				
2.3 Engage County employees in improving internal processes and provide regular education on adherence (RPI)	Key Strategic Action	2	12/31/2023	Meet with staff	Confirm Performance Plan and RPI project scope. Form RPI team.				
			3/1/2024	Develop scope of work RPI	Finalize Scope and RFP process				
			4/1/2024	Select Vendor	Include budget for FY2025				
			1/1/2025	Launch program	Implement program and staff training				
2.4 Develop and implement an organizational training and development program	Key Strategic Action	2	10/31/2022	Implement Neogov Learn	Complete				
			7/30/2023	Develop Program for employees going into a supervisory role	Complete				
			7/1/2024	Develop method to identify employees to complete the training.	Works with Departments for early identification for employees who will move into supervisory role				
			9/1/2024	Roll out training course/evaluate success rate	Conduct training class for employees and gather feedback/success rate				
2.5 Research, develop, and implement a holistic performance management	Key Strategic Action	2	11/1/2021	Plan elements	Complete				
			2/1/2022	Strategic Plan	Complete				
			6/30/2023	Performance Management Plan	Complete				
			6/30/2024	Business Plan for Departments	4 sessions with UNC School of Government for business plan creation for County Departments held. Business plan creation underway.				
2.6 Implement process for obtaining citizen feedback on County service provision	Key Strategic Action	2	TBD	Meet with staff	Plan to meet with staff with completion of performance management plan.				
			TBD	Develop scope of work RPI	Plan to develop scope with completion of performance management plan.				
			TBD	Select Vendor					
			TBD	Conduct Survey and Incorporate Results into Performance and RPI					
3.1 Prioritize parks and greenway projects for development through CIP	Key Strategic Action	3	9/29/2023	Submit projects for CIP	Projects have been submitted to County administration and Board of Commissioners.				
			6/30/2024	Plan for implementation of approved/recommended projects	Planning has begun with several projects working on design and construction contract approvals.				
			6/30/2025	Begin next fiscal year projects: Plan, Design, Construction and plan for future CIP process	Following action item completion, prioritizing projects for CIP will be operational. 2024-2031 CIP has seven new recommended projects, two under contract, and three slated for future funding.				
3.2 Provide support for local farmer's markets and community gardens at County locations to support healthy food options for residents	Key Strategic Action	3	3/31/2023	Compile a workgroup of local market organizers, local farmers and County staff	List of local farmers and municipal market organizers started.				
			4/30/2023	Develop assessment plan, analyze budget needs, and request funding	Briefed Board of Commissioners and received direction. Action plan adjusted per their direction. Research to see whether or not there is support. Reaching out to local farmers and vendors and planning a citizen survey.				
			12/31/2023	Research local market and producer needs for local foods system sustainability	Survey results collected (500+ responses). Positive community and farmers response for farmer's market.				

			5/1/2024	Analyze data, develop program, delivery strategy, and budget needs	Not yet started.				
			5/31/2024	Present feedback, program and budget to the Board of Commissioners	Estimated completion May 2024				
3.3 Assess most pressing issues surrounding substance abuse and engage stakeholders to develop plan to curb problems	Key Strategic Action	3	9/12/2022	Develop a task force of pertinent Harnett County staff and community stakeholders	Opioid Settlement Funding taskforce created and began meetings.				
			7/31/2023	Create a charter and research current substance abuse issues in Harnett County	Taskforce meetings are underway to discuss strategic plan and research avenues.				
			4/30/2024	Compile and analyze data to identify most pressing issues and determine where program should focus.	Needs have been identified, and three subcommittees have been created to address them.				
			7/31/2024	Develop program to curb substance abuse and present to County Manager for approval with needed resources and budget	Goals have been established for each subcommittee. They will begin program development and working towards implementation.				
			1/31/2025	Implement approved program and begin tracking KPIs	Not yet started.				
3.4 Increase provision of County programs and initiatives aimed at encouraging healthy lifestyles and outdoor activities	Key Strategic Action	3	2/28/2023	Coordinate stakeholder meetings to access current program offerings	Completed.				
			2/28/2023	Gather programming wants and needs through the most recent community and health needs assessments	Complete				
			3/31/2023	Analyze engagement results and plan for future programming	Completed.				
			Apr-24	Implement programming plan and prioritize replication of highest need and impact programs	In process. Requested position in FY25 for this work.				
3.5 Meet regularly with local arts organizations to generate and implement ideas for celebrating arts and culture <b>COMPLETE</b>	Key Strategic Action	3	2/28/2022	Identify local arts organizations, artists, and other partners	Identified nine (9) organizations to provide funding.				
			3/31/2022	Meet with project team, stakeholders, and collaborators to identify funding sources and develop programming ideas.	Completed.				
			2/28/2023	Submit State Arts Grant application	Grant application submitted on 2/14/2023.				
			1/1/2023	Award Sub-Grant applicants	Awards were provided: Received \$46,556.00 from State and \$63,997.00 from ARPA				
			6/30/2023	Implement arts programs and activities and begin tracking KPIs	Data has been reviewed and added to the scorecard.				
Fleet Analysis Study to ensure funding assumptions of the fleet model to replace its non-emergency fleet through a vehicle leasing program and internal service fund <b>COMPLETE FY2023</b>	Other Strategic Action	3	6/30/2021	A funding model was developed to project future vehicle purchases, values of cars being sold, and insurance costs. Able to reduce the General Fund contribution to \$100,000 for each of the next two years and still maintain a targeted fund balance of approximately \$500,000. This level of fund balance gives enough cushion to make adjustments for significant factors such as inflation or resale value assumptions needing adjustment or a number of vehicles being in accidents within one year. Vehicles replaced using a point system plus Garage Supervisor knowledge. Department lease rates based on using a straightforward approach to estimate the replacement cost of the vehicle in five years and service trucks eight years. Sedans, small SUVs, and pickup trucks will be sold when they are five years old with approx. 60,000 miles to minimize repairs and maximize resale value. Vehicles should be driven approximately 12,000 miles per year. Departments to monitor mileage and Fleet Manager can rotate vehicles, where practical, to meet the mileage target.	Complete				

Assess landfill airspace capacity along with assuring appropriate, adequate coverage and availability of convenient sites for disposal services to meet the needs of the citizens	Other Strategic Action	3	2/1/2023	Continue construction of cell expansion project at Dunn Erwin landfill	Erosion & Sedimentation Control Plan permit has been obtained and cell expansion is completed.				
			4/1/2023	Plans submitted to NCDEQ for final approval on cell construction at Dunn Erwin landfill	Permit has been obtained from NCDEQ. Few punch list items need to be addressed before we utilize the new cell for Construction and Demolition debris.				
			3/1/2023	North West Convenient Site plans in hand and permit request has been sent to NCDEQ for ESC permit	Erosion & Sedimentation Control Plan permit paperwork was submitted to North Carolina Department of Environmental Quality Complete.				
			12/1/2023	Northwest Convenient Site: landfill equipment operators can clear the site as we wait on the permit. Equipment operators will work as availability of personnel will allow.	Clearing has not yet begun due to availability of personnel and schedules.				
Provide education and resources to citizens to promote conservation of working farmland and stewardship of natural resources	Other Strategic Action	3	1/31/2023	Set Ag Team meeting dates for 2023	Ag Team meeting set for January 26, 2023.				
			3/31/2023	Research citizen needs for educational opportunities and resources in the area of agriculture and natural resources	Client list and methods of data collection identified.				
			3/31/2023	Analyze data, develop program, delivery strategy, and budget needs	Will build on current programming and new education and resource needs will be identified.				
			6/30/2024	Secure budget needs County and potential stakeholders	Not yet started.				
			6/30/2024	Implement program and track KPI's	Not yet started.				
4.1 Revise development and incentive policies to support thriving business and job creation	Key Strategic Action	4	Spring 2024	Review and update existing economic development incentive guidelines	In process.				
			Spring 2024	Outline and streamline process.	Not yet started.				
4.2 Increase availability of high speed Broadband throughout County	Key Strategic Action	4	10/1/2020	RFP	Complete				
			9/30/2023	Fixed Wireless Implementation	Complete				
			1/1/2025	Great Grant Award	Complete. Awarded to Brightspeed.				
			1/1/2025	Phase 2 Implementation	Entered into Phase 2 agreement with Cloudwzye				
			TBD	CAB grant - state funded	Not yet started.				
TBD	Great Grant Award 2023	Not yet started.							
4.3 Seek to extend natural gas availability along strategic corridors identified for commercial growth	Key Strategic Action	4	TBD	Meet with Gas Company to determine location & availability	Discussed with Dominion and Piedmont Gas. In process.				
			TBD	Perform feasibility Study to determine cost & location	Not yet started.				
4.4 Pursue enhanced transportation infrastructure to reduce congestion and increase access throughout the county <b>COMPLETE</b>	Key Strategic Action	4	4/1/2021	Phase 1 Existing Conditions Analysis	Complete				
			11/1/2022	Phase 2 Develop Solutions	Complete				
			3/1/2023	Phase 3 Develop Preferred Alternatives	Complete				
			5/1/2023	Phase 4 Project Adoption	Recommendation will be sent to CAMPO and to be added to the MTP - complete				
4.5 Plan water and wastewater infrastructure to direct and attract residential, commercial and industrial growth toward targeted areas	Key Strategic Action	4	4/30/2023	Submit plans for NCDEQ	In process				
			11/30/2023	Receive authorization to Construct (ATC) permit	In process				
			3/1/2024	Advertise and Bid Project	In process				
			6/30/2025	Construction					
4.6 Educate County departments about economic development priorities and their role in advancing those priorities	Key Strategic Action	4	1/31/2023	Create a new economic development website	Website launch complete and underway				
			3/31/2023	Create a new quarterly economic development newsletter	New quarterly newsletter launched				



5.1: Launch program to provide presentations to community groups and organizations from County staff on requested topics	Key Strategic Action	5	6/30/2024	Provide quarterly information sessions for residents	Held Community Outreach Session for June 2023				
			6/30/2024	Represent Harnett County at local fairs and festivals for outreach opportunities	Attended 5 events over last reporting period				
			6/30/2024	Request a speaker program	Ongoing process				
5.2: Create and distribute bimonthly County newsletter in Harnett Regional Water bills	Key Strategic Action	5	6/30/2024	Provide bimonthly inserts to HRW water bills	3 inserts provided over last reporting period				
5.3: Implement use of video and storyboards to promote County events and educate citizens on County services and initiatives <b>COMPLETE</b>	Key Strategic Action	5	5/1/2022	This project is complete and effectiveness will be measured ongoing by the following KPIs: Total number of social media engagement for the Harnett County Government social media platforms % of citizens satisfied with County communication efforts Keeps citizens engaged in real time and demonstrates transparency and integrity resulting in increased trust of government processes.	Complete				
5.4: Launch new engagement initiative to inform citizens and County employees through quarterly update meetings <b>COMPLETE</b>	Key Strategic Action	5	7/1/2022	This project is complete and effectiveness will be measured ongoing by the following KPIs: Total attendance for quarterly citizen information sessions Total attendance for quarterly employee information sessions Gives citizens the opportunity to learn more about specific topics or issues.	Complete				
5.5: Redesign County website with citizen dashboard to create more user-friendly experience <b>COMPLETE</b>	Key Strategic Action	5	7/1/2022	Meet with website developer	Complete				
			12/31/2022	Review current webpage content and determine new content for new website	Complete				
			6/30/2023	Create design and layout for new website	Complete				
			10/9/2023	Training staff and launch of new website	Complete				

# Budget Process



## Harnett County FY 2024-2025 Budget Calendar

Deadline	Actions
August 23, 2023	Capital Improvements Program (CIP) training for departments
August 23, 2023	Project Notification Form due to notify Manager of new projects or requests to move future to funded projects
September 29, 2023	Forms due from departments for CIP projects
November 20, 2023	Manager submits recommended CIP to the Board of Commissioners
November 28, 2023	Work session on the recommended CIP
December 4, 2023	Hold public input session on the recommended CIP
December 12, 2023	Work session on the recommended CIP (if needed)
December 18, 2023	Board adopts CIP for FY 2025-2031
January 23, 2024	Board of Commissioners Planning Retreat
February 6, 2024	Budget kickoff and forms distributed to departments and agencies
March 5, 2024	Budgets due from departments and agencies (except schools)
May 6, 2024	Manager submits recommended budget to Board of Commissioners and public
May 14, 2024	Board of Commissioners holds budget work session
May 14, 2024	Board of Commissioners and Board of Education Joint Session
May 15, 2024	Legal deadline for school budget submission
May 20, 2024	Budget public hearing on recommended budget
May 28, 2024	Board of Commissioners holds budget work session (if needed)
June 11, 2024	Board of Commissioners holds budget work session (if needed)
June 25, 2024	Board of Commissioners adopts budget for FY 2025

# Budget Summary



# General Fund Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Revenues</b>								
TAXES - AD VALOREM	73,671,144	79,943,695	81,560,000	86,760,145	-	86,760,145	5,200,145	6%
TAXES - SALES	26,539,013	28,878,721	26,561,800	30,003,000	-	30,003,000	3,441,200	13%
TAXES - OTHER	1,565,634	1,536,644	1,164,000	1,300,000	-	1,300,000	136,000	12%
RESTRICTED REVENUE	18,321,662	23,932,971	23,773,916	21,907,031	241,417	22,148,448	(1,625,468)	(7%)
RESTRICTED REVENUE (MEDICAID)	5,550,493	6,619,121	6,100,000	4,000,000	-	4,000,000	(2,100,000)	(34%)
SERVICE CHARGES	15,963,541	18,018,305	17,853,557	21,364,486	12,200	21,376,686	3,523,129	20%
ENTERPRISE CHARGES	2,927	4,393	-	-	-	-	-	-%
FACILITY FEES	-	2,784	-	-	-	-	-	-%
MISCELLANEOUS INCOME	1,769,975	2,536,390	864,815	979,058	-	979,058	114,243	13%
INTERFUND / BUDGETARY	781,184	1,274,238	14,968,816	5,793,185	6,401,472	12,194,657	(2,774,159)	(19%)
<b>Total</b>	<b>\$ 144,165,573</b>	<b>\$ 162,747,262</b>	<b>\$ 172,846,904</b>	<b>\$ 172,106,905</b>	<b>\$ 6,655,089</b>	<b>\$ 178,761,994</b>	<b>\$ 5,915,090</b>	<b>3%</b>
<b>Expenses</b>								
SALARIES & BENEFITS	60,284,769	66,296,035	80,530,358	86,030,499	572,214	86,602,713	6,072,355	8%
PROFESSIONAL SERVICES	1,188,910	1,773,607	3,396,593	1,360,094	287	1,360,381	(2,036,212)	(60%)
SUPPLIES & MATERIALS	3,741,833	4,342,796	5,820,622	5,381,846	28,934	5,410,780	(409,842)	(7%)
CURRENT SERVICES	3,995,047	5,366,653	6,841,024	8,107,941	85,129	8,193,070	1,352,046	20%
FIXED CHARGES	13,093,636	14,830,133	15,568,489	18,373,033	52,348	18,425,381	2,856,892	18%
CAPITAL OUTLAY	116,430	751,212	2,816,131	56,892	85,995	142,887	(2,673,244)	(95%)
CONTRACTS & GRANTS	33,970	4,250	16,895	5,000	-	5,000	(11,895)	(70%)
NON-CAPITALIZED ASSETS	531,139	766,008	1,940,759	1,525,899	305,520	1,831,419	(109,340)	(6%)
INTERFUND / BUDGETARY	11,690,000	27,336,394	18,112,203	12,285,000	5,566,572	17,851,572	(260,631)	(1%)
EDUCATION	27,035,724	27,679,321	30,119,584	30,119,584	2,503,097	32,622,681	2,503,097	8%
DSS PROGRAMS	4,495,401	3,882,751	7,202,165	6,245,246	-	6,245,246	(956,919)	(13%)
WIOA PROGRAM	-	-	61,158	65,864	-	65,864	4,706	8%
HEALTH	24,437	230,377	250,000	-	-	-	(250,000)	(100%)
TRANSPORTATION	-	-	5,000	5,000	-	5,000	-	-%
<b>Total</b>	<b>\$ 126,231,296</b>	<b>\$ 153,259,537</b>	<b>\$ 172,680,981</b>	<b>\$ 169,561,898</b>	<b>\$ 9,200,096</b>	<b>\$ 178,761,994</b>	<b>\$ 6,081,013</b>	<b>4%</b>

## General Fund Revenue

Revenue:	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved
AD VALOREM TAXES - REAL	63,111,356	70,148,155	72,625,000	77,052,232	-	77,052,232
AD VALOREM TAXES - MOTOR VEHICLE	9,798,177	9,096,775	8,310,000	9,202,913	-	9,202,913
AVTAXES - REAL DELINQUENT	378,751	334,152	325,000	180,000	-	180,000
AD VALOREM TAXES - PENALTIES	382,860	364,613	300,000	325,000	-	325,000
ARTICLE 39 SALES TAX	8,847,865	9,453,612	10,100,000	10,403,000	-	10,403,000
ARTICLE 40 SALES TAX	8,339,762	8,888,477	7,950,000	9,000,000	-	9,000,000
ARTICLE 42 SALES TAX	3,765,471	4,113,807	2,061,800	4,100,000	-	4,100,000
ARTICLE 44 SALES TAX	5,585,915	6,422,825	6,450,000	6,500,000	-	6,500,000
EXCISE TAX	1,565,634	1,536,644	1,164,000	1,300,000	-	1,300,000
RESTRICTED - FEDERAL	16,025,810	17,751,494	20,162,882	17,956,650	241,417	18,198,067
RESTRICTED - STATE	2,207,829	6,145,809	3,478,184	3,950,381	-	3,950,381
RESTRICTED - LOCAL	88,023	35,668	34,850	-	-	-
RESTRICTED - OTHER	-	-	98,000	-	-	-
MEDICAID HOLD HARMLESS	5,550,493	6,619,121	6,100,000	4,000,000	-	4,000,000
SERVICE CHARGES - DEPARTMENTAL	14,470,555	16,096,979	15,431,811	15,850,586	12,200	15,862,786
SERVICE CHARGES - INDIRECT COST	1,425,847	1,560,659	1,564,646	1,422,070	-	1,422,070
SERVICE CHARGES - CONCESSIONS	114,312	110,666	107,100	91,830	-	91,830
SERVICE CHARGES - INVEST EARNINGS	(47,173)	250,001	750,000	4,000,000	-	4,000,000
ENTR CHARGES - RETURNED CHECK	2,927	4,393	-	-	-	-
FACILITY FEES - ENERGY	-	2,784	-	-	-	-
SALE OF MATERIALS AND SCRAP	-	501	-	-	-	-
SALE OF ASSETS	59,138	123,685	-	-	-	-
CONTRIBUTIONS AND DONATIONS	19,267	535,399	350,233	29,750	-	29,750
INSURANCE SETTLEMENT	104,775	194,263	150,194	-	-	-
LEASE / RENT	119,627	150,184	59,500	71,250	-	71,250
OTHER REVENUE	1,467,168	1,532,358	304,888	878,058	-	878,058
TRANSFERS FROM - SPECIAL REVENUE	522,921	1,274,238	71,608	-	-	-
TRANSFERS FROM - CAPITAL PROJECT	97,925	-	2,500,000	-	-	-
TRANSFERS FROM - CAPITAL RESERVE	160,338	-	-	178,820	834,900	1,013,720
FUND BALANCE APPROPRIATED	-	-	12,397,208	5,614,365	5,566,572	11,180,937
<b>Total Revenue</b>	<b>\$ 144,165,573</b>	<b>\$ 162,747,262</b>	<b>\$ 172,846,904</b>	<b>\$ 172,106,905</b>	<b>\$ 6,655,089</b>	<b>\$ 178,761,994</b>



# Culture & Recreation Functional Area





## Cultural & Recreation Appropriation

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	34,656	110,467	157,241	157,241	157,241	-	157,241	-	-%
<b>Total</b>	<b>34,656</b>	<b>110,467</b>	<b>157,241</b>	<b>157,241</b>	<b>157,241</b>	-	<b>157,241</b>	-	<b>-%</b>
<b>Expenses</b>									
FIXED CHARGES	184,656	260,466	307,241	307,241	307,241	-	307,241	-	-%
<b>Total</b>	<b>184,656</b>	<b>260,466</b>	<b>307,241</b>	<b>307,241</b>	<b>307,241</b>	-	<b>307,241</b>	-	<b>-%</b>
<b>Net Cost</b>	<b>\$ 150,000</b>	<b>\$ 149,999</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>\$ 150,000</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Arts Funding:** The County receives funding for arts programs and passes that funding to other agencies that provide the programs. The budget is reduced by this amount because the arts funding varies, and the County is not certain of the amount it will receive. Once the amount is known, a budget amendment will be done to add these funds and the offsetting allocations.

## Library – Main Branch

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	198,426	345,369	207,149	207,149	207,149	-	207,149	-	-%
SERVICE CHARGES	9,873	22,381	21,444	23,376	23,376	-	23,376	1,932	9%
ENTERPRISE CHARGES	-	7	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	403	1,477	-	-	-	-	-	-	-%
<b>Total</b>	<b>208,702</b>	<b>369,234</b>	<b>228,593</b>	<b>230,525</b>	<b>230,525</b>	<b>-</b>	<b>230,525</b>	<b>1,932</b>	<b>1%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,195,507	1,344,497	1,773,640	49,019	1,892,387	6,975	1,899,362	125,722	7%
PROFESSIONAL SERVICES	-	-	41,000	22,350	24,350	-	24,350	(16,650)	(41%)
SUPPLIES & MATERIALS	164,624	194,122	192,762	204,997	204,075	1,350	205,425	12,663	7%
CURRENT SERVICES	53,063	88,801	109,428	101,699	102,699	-	102,699	(6,729)	(6%)
FIXED CHARGES	79,355	91,285	110,877	227,683	229,089	-	229,089	118,212	107%
NON-CAPITALIZED ASSETS	37,832	17,649	9,222	6,100	6,100	-	6,100	(3,122)	(34%)
<b>Total</b>	<b>1,530,381</b>	<b>1,736,354</b>	<b>2,236,929</b>	<b>611,848</b>	<b>2,458,700</b>	<b>8,325</b>	<b>2,467,025</b>	<b>230,096</b>	<b>10%</b>
<b>Net Cost</b>	<b>\$ 1,321,679</b>	<b>\$ 1,367,120</b>	<b>\$ 2,008,336</b>	<b>\$ 381,323</b>	<b>\$ 2,228,175</b>	<b>\$ 8,325</b>	<b>\$ 2,236,500</b>	<b>\$ 228,164</b>	<b>11%</b>

### Expansion & Other Notes

**Fund operating costs to implement an early literacy program to support the Library located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses to implement the “1,000 Books Before Kindergarten” library program to increase early literacy skills and school readiness in children ages 0-5 in Harnett County. In FY 2025, the Library will participate in the nationwide literacy challenge, encouraging children and their parents to read 1000 books together before Kindergarten. Collaborative reading activities increase children’s pre-reading and literacy skills, exposing them to heightened language proficiency and an expanded vocabulary. Research has consistently demonstrated that children who experience reading at home exhibit better readiness for school, setting the stage for continued academic success throughout their educational trajectory.

Net Cost: \$1,350.

**Fund a one-grade reclassification to support the Library located at 455 McKinney Parkway, Lillington: Provide funding for a one-grade reclassification of the Library Director position from grade 33 to grade 34.** The Library Director position has grown with the addition of six branch libraries. Modifications of the position description have been made to better reflect the knowledge, abilities, and leadership skills required to provide oversight of a Library System.

Net Cost: \$6,975.

## Library – Angier Branch

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	-	1,880	-	-	-	-	-	-	-%
SERVICE CHARGES	-	392	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	-	167,094	85,472	-	-	-	-	(85,472)	(100%)
<b>Total</b>	-	<b>169,366</b>	<b>85,472</b>	-	-	-	-	<b>(85,472)</b>	<b>(100%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	169,505	223,271	33,922	234,831	-	234,831	11,560	5%
SUPPLIES & MATERIALS	-	30,235	41,099	43,349	43,349	-	43,349	2,250	5%
CURRENT SERVICES	-	7,141	6,856	11,526	11,826	-	11,826	4,970	72%
FIXED CHARGES	-	2,295	2,941	10,216	10,216	-	10,216	7,275	247%
NON-CAPITALIZED ASSETS	-	2,561	4,700	2,835	2,835	-	2,835	(1,865)	(40%)
<b>Total</b>	-	<b>211,737</b>	<b>278,867</b>	<b>101,848</b>	<b>303,057</b>	-	<b>303,057</b>	<b>24,190</b>	<b>9%</b>
<b>Net Cost</b>	\$ -	\$ 42,371	\$ 193,395	\$ 101,848	\$ 303,057	\$ -	\$ 303,057	\$ 109,662	57%

## Library - Benhaven Branch

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	-	-	150,774	9,562	158,084	-	158,084	7,310	5%
SUPPLIES & MATERIALS	-	-	12,720	37,092	37,092	-	37,092	24,372	192%
CURRENT SERVICES	-	-	19,443	20,748	20,748	-	20,748	1,305	7%
FIXED CHARGES	-	-	6,746	8,060	8,060	-	8,060	1,314	19%
NON-CAPITALIZED ASSETS	-	-	1,560	2,835	735	-	735	(825)	(53%)
<b>Total</b>	-	-	<b>191,243</b>	<b>78,297</b>	<b>224,719</b>	-	<b>224,719</b>	<b>33,476</b>	<b>18%</b>
<b>Net Cost</b>	\$ -	\$ -	\$ 191,243	\$ 78,297	\$ 224,719	\$ -	\$ 224,719	\$ 33,476	18%

## Library - Coats Branch

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
MISCELLANEOUS INCOME	-	36,039	36,042	-	-	-	-	(36,042)	(100%)
<b>Total</b>	-	<b>36,039</b>	<b>36,042</b>	-	-	-	-	<b>(36,042)</b>	<b>(100%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	99,816	137,972	393	144,011	-	144,011	6,039	4%
SUPPLIES & MATERIALS	-	7,052	22,015	23,398	23,398	-	23,398	1,383	6%
CURRENT SERVICES	-	5,222	6,396	12,191	12,191	-	12,191	5,795	91%
FIXED CHARGES	-	2,394	3,258	6,660	6,660	-	6,660	3,402	104%
NON-CAPITALIZED ASSETS	-	8,139	2,415	2,388	813	-	813	(1,602)	(66%)
<b>Total</b>	-	<b>122,623</b>	<b>172,056</b>	<b>45,030</b>	<b>187,073</b>	-	<b>187,073</b>	<b>15,017</b>	<b>9%</b>
<b>Net Cost</b>	\$ -	\$ <b>86,584</b>	\$ <b>136,014</b>	\$ <b>45,030</b>	\$ <b>187,073</b>	\$ -	\$ <b>187,073</b>	\$ <b>51,059</b>	<b>38%</b>

## Library - Dunn Branch

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	-	1	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	-	185,908	93,477	-	-	-	-	(93,477)	(100%)
<b>Total</b>	-	<b>185,909</b>	<b>93,477</b>	-	-	-	-	<b>(93,477)</b>	<b>(100%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	194,643	269,809	563	267,117	-	267,117	(2,692)	(1%)
SUPPLIES & MATERIALS	-	31,097	53,738	58,348	58,348	-	58,348	4,610	9%
CURRENT SERVICES	-	6,374	10,970	15,262	15,562	-	15,562	4,592	42%
FIXED CHARGES	-	2,695	3,994	10,265	10,265	-	10,265	6,271	157%
NON-CAPITALIZED ASSETS	-	8,006	3,200	2,626	788	-	788	(2,412)	(75%)
<b>Total</b>	-	<b>242,815</b>	<b>341,711</b>	<b>87,064</b>	<b>352,080</b>	-	<b>352,080</b>	<b>10,369</b>	<b>3%</b>
<b>Net Cost</b>	\$ -	\$ 56,906	\$ 248,234	\$ 87,064	\$ 352,080	\$ -	\$ 352,080	\$ 103,846	42%

## Library - Erwin Branch

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	-	1	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	-	69,631	52,100	-	-	-	-	(52,100)	(100%)
<b>Total</b>	-	<b>69,632</b>	<b>52,100</b>	-	-	-	-	<b>(52,100)</b>	<b>(100%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	100,996	142,262	506	140,659	-	140,659	(1,603)	(1%)
SUPPLIES & MATERIALS	-	20,180	22,225	23,398	23,398	-	23,398	1,173	5%
CURRENT SERVICES	-	6,713	9,481	14,670	14,670	-	14,670	5,189	55%
FIXED CHARGES	-	2,438	2,861	8,360	8,360	-	8,360	5,499	192%
NON-CAPITALIZED ASSETS	-	2,418	2,275	2,389	814	-	814	(1,461)	(64%)
<b>Total</b>	-	<b>132,745</b>	<b>179,104</b>	<b>49,323</b>	<b>187,901</b>	-	<b>187,901</b>	<b>8,797</b>	<b>5%</b>
<b>Net Cost</b>	\$ -	\$ 63,113	\$ 127,004	\$ 49,323	\$ 187,901	\$ -	\$ 187,901	\$ 60,897	48%

# Parks & Recreation

Parks and Recreation enhances the quality of life and nurtures the health and well-being of our community, economy and environment.

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	166	-	-	-	-	-	-	-	-%
SERVICE CHARGES	51,800	50,049	87,830	80,310	80,310	12,200	92,510	4,680	5%
MISCELLANEOUS INCOME	23,188	23,983	19,670	28,720	28,270	-	28,270	8,600	44%
<b>Total</b>	<b>75,154</b>	<b>74,032</b>	<b>107,500</b>	<b>109,030</b>	<b>108,580</b>	<b>12,200</b>	<b>120,780</b>	<b>13,280</b>	<b>12%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	830,998	900,734	1,217,725	172,120	1,249,261	-	1,249,261	31,536	3%
PROFESSIONAL SERVICES	3,733	5,944	9,325	11,460	11,460	-	11,460	2,135	23%
SUPPLIES & MATERIALS	101,250	112,823	136,017	142,058	142,358	7,580	149,938	13,921	10%
CURRENT SERVICES	69,850	69,444	98,328	114,857	115,927	8,535	124,462	26,134	27%
FIXED CHARGES	372,739	372,752	398,986	484,357	582,692	8,334	591,026	192,040	48%
CAPITAL OUTLAY	-	263	-	-	-	4,995	4,995	4,995	-%
NON-CAPITALIZED ASSETS	23,576	42,227	85,247	36,320	36,320	-	36,320	(48,927)	(57%)
<b>Total</b>	<b>1,402,146</b>	<b>1,504,187</b>	<b>1,945,628</b>	<b>961,172</b>	<b>2,138,018</b>	<b>29,444</b>	<b>2,167,462</b>	<b>221,834</b>	<b>11%</b>
<b>Net Cost</b>	<b>\$ 1,326,992</b>	<b>\$ 1,430,155</b>	<b>\$ 1,838,128</b>	<b>\$ 852,142</b>	<b>\$ 2,029,438</b>	<b>\$ 17,244</b>	<b>\$ 2,046,682</b>	<b>\$ 208,554</b>	<b>11%</b>



## Expansion & Other Notes

**Fund operating costs for a replacement vehicle at Parks and Recreation located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for a replacement vehicle with Parks and Recreation. The department requests to replace a Dodge Ram 1500 truck due to the vehicle's lack of capacity to haul the County's landscape trailer with loaded equipment. The new truck will have more engine power and towing capacity. The requested truck will also be comparable to the other vehicles within the department, which allows for the crews' vehicles to be interchangeable and flexible with their job tasks. The new vehicle will be part of the Fleet Renewal program.

Net Cost: \$10,124.

**Fund operating costs for a Basketball Camp to support Parks and Recreation located at 2815 Olivia Road, Sanford:** Provide funding for operating expenses for a youth Basketball Camp to be held at Benhaven Community Center in place of one of the planned Summer Camp programs. The program would be offered to ages 8-14 at a rate of \$300 for the weeklong camp. An instructor will be hired to teach the campers for four hours each day. The camp will be a full day with non-instructional time being administered by Community Center staff. This program will generate revenue with 15 campers.

Net Cost: \$-900.

**Fund operating costs for Pickleball Clinics to support Parks and Recreation located at 3885 Neills Creek Road, Angier:** Provide funding for operating expenses for Pickleball Clinics to be held at Neills Creek Park. The department recently installed pickleball lines on the tennis courts at Neills Creek Park after many inquiries and requests for courts in Harnett County. There are also pickleball lines on the tennis courts at Barbecue Creek Park. The department will partner with a local pickleball organization to offer instructional classes. These classes will be at Neills Creek Park and be offered at different times to allow a diverse group of people the ability to participate. This program will generate revenue.

Net Cost: \$-480.

**Fund operating costs for an Adult Basketball League to support Parks and Recreation located at 2815 Olivia Road, Sanford:** Provide funding for operating expenses for an adult basketball league to be held at Benhaven Community Center and Gym. This program is intended for ages 18+ and was requested by the participants of the Open Gym programs at Benhaven and Boone Trail, as well as the surrounding communities. Current adult athletic programming opportunities in the County are limited to Dunn, Coats and the church softball program at Neills Creek Park.

Net Cost: \$390.

**Fund operating costs for Watercolor Painting Classes to support Parks and Recreation located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for two watercolor painting classes. The department will partner with a local artist to provide watercolor painting classes. Two programs will be offered during different times of the year. This program will be an element of the Arts in Parks programming. This program will generate revenue.

Net Cost: \$-145.

**Fund operating costs for Senior Citizens' Canvas Painting Classes to support Parks and Recreation located at 8500 Old US 421, Lillington:** Provide funding for operating expenses for two senior citizens' canvas painting classes at Boone Trail Community Center. The department will partner with a local artist to provide canvas painting classes. Two programs will be offered during different times of the year. This program will generate revenue.

Net Cost: \$-240.

**Fund operating costs for brown mulch to support Parks and Recreation-Ground Maintenance Division located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for brown mulch replacement throughout the entire Government Complex, which includes

the Courthouse, Resource Center and Library, Health Department, and Department of Social Services.

Net Cost: \$3,000.

**Fund operating costs for a skid pumper unit to support Parks and Recreation-Ground Maintenance Division located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses for a skid pumper unit to be utilized for prescribed burning. The requested equipment is needed for staff to perform the burns. Prescribed fires offer many benefits including reducing the fuel to lessen the chance of a wildfire, promoting plant diversity, creating wildlife habitats, and controlling insects and diseases.

Net Cost: \$4,995.

**Capital Improvements Program Funding:** The FY 2025 budget includes \$500 in funding for operating costs of projects approved in the 2025-2031 CIP, including:

- > Bike Trail Maintenance at Anderson Creek Park: \$500

**The approved funding also includes:**

- > Provides funding for a new utility vehicle. The funds are budgeted in the General Fund Capital Reserve (\$13,870)



# Economic & Physical Development Functional Area



## Community Development

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
MISCELLANEOUS INCOME	7,787	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>7,787</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	-	75	75	75	-	75	-	-%
PROFESSIONAL SERVICES	-	-	10,000	10,000	10,000	-	10,000	-	-%
SUPPLIES & MATERIALS	58	49	75	100	100	-	100	25	33%
CURRENT SERVICES	25	30	459	665	665	-	665	206	45%
FIXED CHARGES	-	100	100	100	100	-	100	-	-%
<b>Total</b>	<b>83</b>	<b>179</b>	<b>10,709</b>	<b>10,940</b>	<b>10,940</b>	<b>-</b>	<b>10,940</b>	<b>231</b>	<b>2%</b>
<b>Net Cost</b>	<b>\$ (7,704)</b>	<b>\$ 179</b>	<b>\$ 10,709</b>	<b>\$ 10,940</b>	<b>\$ 10,940</b>	<b>\$ -</b>	<b>\$ 10,940</b>	<b>\$ 231</b>	<b>2%</b>

## Cooperative Extension

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	50	3	-	54,101	-	-	-	-	-%
<b>Total</b>	<b>50</b>	<b>3</b>	<b>-</b>	<b>54,101</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	407,925	390,535	443,705	349,029	450,705	35,698	486,403	42,698	10%
SUPPLIES & MATERIALS	2,708	2,363	4,210	4,760	5,510	-	5,510	1,300	31%
CURRENT SERVICES	2,159	2,843	4,400	4,310	4,310	-	4,310	(90)	(2%)
FIXED CHARGES	6,153	6,691	7,265	8,245	12,242	-	12,242	4,977	69%
<b>Total</b>	<b>418,945</b>	<b>402,432</b>	<b>459,580</b>	<b>366,344</b>	<b>472,767</b>	<b>35,698</b>	<b>508,465</b>	<b>48,885</b>	<b>11%</b>
<b>Net Cost</b>	<b>\$ 418,895</b>	<b>\$ 402,429</b>	<b>\$ 459,580</b>	<b>\$ 312,243</b>	<b>\$ 472,767</b>	<b>\$ 35,698</b>	<b>\$ 508,465</b>	<b>\$ 48,885</b>	<b>11%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Cooperative Extension located at 126 Alexander Drive, Lillington:** Provide funding for a full-time Agriculture Agent-Field Crops position, and operating expenses, such as a computer. Adding an additional agent will allow Cooperative Extension to accomplish the mission of extending research-based knowledge to the farmers of Harnett County. Creating an additional agent position will help more of our existing farmers adapt and survive by helping them diversify into new higher-value crops and by also helping them to expand value-added farm opportunities. The approved effective date for this position is January 1, 2025.

Net Cost: \$35,698.

## Cooperative Extension – Special Programs

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	62,455	76,013	78,788	55,146	27,423	-	27,423	(51,365)	(65%)
SERVICE CHARGES	12,581	17,621	35,000	35,000	35,000	-	35,000	-	-%
MISCELLANEOUS INCOME	1	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>75,037</b>	<b>93,634</b>	<b>113,788</b>	<b>90,146</b>	<b>62,423</b>	<b>-</b>	<b>62,423</b>	<b>(51,365)</b>	<b>(45%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	81,946	71,021	79,081	53,769	22,509	-	22,509	(56,572)	(72%)
SUPPLIES & MATERIALS	15,224	14,294	37,167	37,167	36,717	-	36,717	(450)	(1%)
CURRENT SERVICES	2,304	4,311	4,545	5,935	983	-	983	(3,562)	(78%)
FIXED CHARGES	2,093	2,474	2,620	2,795	2,743	-	2,743	123	5%
CAPITAL OUTLAY	-	22,450	-	-	-	-	-	-	-%
CONTRACTS & GRANTS	3,990	-	-	-	-	-	-	-	-%
NON-CAPITALIZED ASSETS	-	11,221	225	-	-	-	-	(225)	(100%)
<b>Total</b>	<b>105,557</b>	<b>125,771</b>	<b>123,638</b>	<b>99,666</b>	<b>62,952</b>	<b>-</b>	<b>62,952</b>	<b>(60,686)</b>	<b>(49%)</b>
<b>Net Cost</b>	<b>\$ 30,520</b>	<b>\$ 32,137</b>	<b>\$ 9,850</b>	<b>\$ 9,520</b>	<b>\$ 529</b>	<b>-</b>	<b>\$ 529</b>	<b>\$ (9,321)</b>	<b>(95%)</b>

## Development Services

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Revenues</b>									
SERVICE CHARGES	834,092	800,598	651,678	675,000	726,678	-	726,678	75,000	12%
<b>Total</b>	<b>834,092</b>	<b>800,598</b>	<b>651,678</b>	<b>675,000</b>	<b>726,678</b>	<b>-</b>	<b>726,678</b>	<b>75,000</b>	<b>12%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	830,284	905,182	1,058,356	12,600	1,118,744	-	1,118,744	60,388	6%
PROFESSIONAL SERVICES	-	13,750	38,200	154,000	154,000	-	154,000	115,800	303%
SUPPLIES & MATERIALS	7,331	7,245	11,000	11,450	10,950	-	10,950	(50)	(0%)
CURRENT SERVICES	15,762	12,857	18,150	22,955	22,955	-	22,955	4,805	26%
FIXED CHARGES	127,337	94,345	124,380	157,145	149,530	-	149,530	25,150	20%
NON-CAPITALIZED ASSETS	2,531	480	2,600	2,000	2,000	-	2,000	(600)	(23%)
<b>Total</b>	<b>983,245</b>	<b>1,033,859</b>	<b>1,252,686</b>	<b>360,150</b>	<b>1,458,179</b>	<b>-</b>	<b>1,458,179</b>	<b>205,493</b>	<b>16%</b>
<b>Net Cost</b>	<b>\$ 149,153</b>	<b>\$ 233,261</b>	<b>\$ 601,008</b>	<b>\$ (314,850)</b>	<b>\$ 731,501</b>	<b>\$ -</b>	<b>\$ 731,501</b>	<b>\$ 130,493</b>	<b>22%</b>



## Development Services — Building Inspections Division

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	1,729,899	1,807,110	1,700,000	1,938,322	1,938,322	-	1,938,322	238,322	14%
<b>Total</b>	<b>1,729,899</b>	<b>1,807,110</b>	<b>1,700,000</b>	<b>1,938,322</b>	<b>1,938,322</b>	<b>-</b>	<b>1,938,322</b>	<b>238,322</b>	<b>14%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	805,154	939,191	1,285,905	2,030	1,282,823	52,173	1,334,996	49,091	4%
SUPPLIES & MATERIALS	25,158	26,320	37,435	40,735	39,670	-	39,670	2,235	6%
CURRENT SERVICES	9,916	24,583	31,506	33,475	33,475	-	33,475	1,969	6%
FIXED CHARGES	53,013	54,652	92,008	132,260	139,875	-	139,875	47,867	52%
NON-CAPITALIZED ASSETS	928	1,416	4,900	4,900	3,900	1,500	5,400	500	10%
<b>Total</b>	<b>894,169</b>	<b>1,046,162</b>	<b>1,451,754</b>	<b>213,400</b>	<b>1,499,743</b>	<b>53,673</b>	<b>1,553,416</b>	<b>101,662</b>	<b>7%</b>
<b>Net Cost</b>	<b>\$ (835,730)</b>	<b>\$ (760,948)</b>	<b>\$ (248,246)</b>	<b>\$ (1,724,922)</b>	<b>\$ (438,579)</b>	<b>\$ 53,673</b>	<b>\$ (384,906)</b>	<b>\$ (136,660)</b>	<b>55%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support the Building Inspections Division of Development Services located at 420 McKinney Parkway, Lillington:** Provide funding for a full-time Administration Support Specialist I position (grade 13) and operating expenses, such as office furniture. This position is needed to serve as the initial point of contact for visitors, phone calls, and emails. The new position will greet clients,

direct them to the appropriate staff or department, and handle inquiries efficiently. Providing excellent customer service is essential in a department dealing with permits and inspections. The position will interact directly with clients, addressing their concerns, answering questions, and providing necessary information.

Net Cost: \$53,673.

## Workforce Development (WIA)

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	539,294	500,263	375,160	375,160	375,160	-	375,160	-	-%
INTERFUND / BUDGETARY	15,670	-	24,195	-	-	-	-	(24,195)	(100%)
<b>Total</b>	<b>554,964</b>	<b>500,263</b>	<b>399,355</b>	<b>375,160</b>	<b>375,160</b>	<b>-</b>	<b>375,160</b>	<b>(24,195)</b>	<b>(6%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	383,638	403,463	330,334	27,511	546,900	25,616	572,516	242,182	73%
SUPPLIES & MATERIALS	3,710	680	588	854	854	-	854	266	45%
CURRENT SERVICES	14,852	8,811	8,104	9,323	9,323	-	9,323	1,219	15%
FIXED CHARGES	19,090	19,904	9,976	9,282	9,282	-	9,282	(694)	(7%)
NON-CAPITALIZED ASSETS	6,843	-	-	-	-	-	-	-	-%
INTERFUND / BUDGETARY	-	-	24,195	-	-	-	-	(24,195)	(100%)
WIOA PROGRAM	127,335	67,686	61,158	65,864	65,864	-	65,864	4,706	8%
<b>Total</b>	<b>555,468</b>	<b>500,544</b>	<b>434,355</b>	<b>112,834</b>	<b>632,223</b>	<b>25,616</b>	<b>657,839</b>	<b>223,484</b>	<b>51%</b>
<b>Net Cost</b>	<b>\$ 504</b>	<b>\$ 281</b>	<b>\$ 35,000</b>	<b>\$ (262,326)</b>	<b>\$ 257,063</b>	<b>\$ 25,616</b>	<b>\$ 282,679</b>	<b>\$ 247,679</b>	<b>708%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Workforce Development located at 900 S. 9th Street, Lillington:** Provide funding to move a part-time Accounting Technician (grade 17) to a full-time Accounting Technician (grade 17). Transitioning the Accounting Technician position from

part-time to full-time will ensure Workforce Development and NC Career Center are providing timely and quality customer service to the County's growing population and workforce.

Net Cost: \$25,616.

## Economic Development

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	279,128	399,432	512,434	11,500	557,559	-	557,559	45,125	9%
PROFESSIONAL SERVICES	49,350	21,658	13,734	1,612,629	34,340	-	34,340	20,606	150%
SUPPLIES & MATERIALS	1,488	2,851	5,300	7,100	7,100	-	7,100	1,800	34%
CURRENT SERVICES	67,252	38,154	64,687	130,783	126,783	-	126,783	62,096	96%
FIXED CHARGES	463,658	421,550	442,626	447,475	451,325	-	451,325	8,699	2%
NON-CAPITALIZED ASSETS	-	58	-	-	-	-	-	-	-%
<b>Total</b>	<b>860,876</b>	<b>883,703</b>	<b>1,038,781</b>	<b>2,209,487</b>	<b>1,177,107</b>	<b>-</b>	<b>1,177,107</b>	<b>138,326</b>	<b>13%</b>
<b>Net Cost</b>	<b>\$ 860,876</b>	<b>\$ 883,703</b>	<b>\$ 1,038,781</b>	<b>\$ 2,209,487</b>	<b>\$ 1,177,107</b>	<b>\$ -</b>	<b>\$ 1,177,107</b>	<b>\$ 138,326</b>	<b>13%</b>

# Education Functional Area



# Central Carolina Community College

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
EDUCATION	1,502,947	1,557,732	1,818,075	2,002,464	1,818,075	-	1,818,075	-	-%
<b>Total</b>	<b>1,502,947</b>	<b>1,557,732</b>	<b>1,818,075</b>	<b>2,002,464</b>	<b>1,818,075</b>	-	<b>1,818,075</b>	-	-%
<b>Net Cost</b>	<b>\$ 1,502,947</b>	<b>\$ 1,557,732</b>	<b>\$ 1,818,075</b>	<b>\$ 2,002,464</b>	<b>\$ 1,818,075</b>	<b>\$ -</b>	<b>\$ 1,818,075</b>	<b>\$ -</b>	<b>-%</b>

# Harnett County Schools

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
EDUCATION	25,532,777	26,121,589	28,301,509	28,301,509	28,301,509	2,503,097	30,804,606	2,503,097	9%
<b>Total</b>	<b>25,532,777</b>	<b>26,121,589</b>	<b>28,301,509</b>	<b>28,301,509</b>	<b>28,301,509</b>	<b>2,503,097</b>	<b>30,804,606</b>	<b>2,503,097</b>	<b>9%</b>
<b>Net Cost</b>	<b>\$ 25,532,777</b>	<b>\$ 26,121,589</b>	<b>\$ 28,301,509</b>	<b>\$ 28,301,509</b>	<b>\$ 28,301,509</b>	<b>\$ 2,503,097</b>	<b>\$ 30,804,606</b>	<b>\$ 2,503,097</b>	<b>9%</b>

## Expansion & Other Notes

### The approved funding:

- > Provides funding for 2048 charter school students (an increase of 519 over last year), which Harnett County Schools must share on a per-student basis.
- > Provides expansion funding for Harnett County Schools’ discretion (\$2,503,097).
- > Provides funding for maintenance projects, in accordance with the Approved FY 2025-2031 Capital Improvements Program. These funds are budgeted in the Board of Education Capital Reserve.
- > Holds HCS harmless for the loss of lottery funds. At the request of the Board of Education, the County is foregoing proceeds from the lottery over the next two years to obtain a \$10 million grant to help fund Northwest Harnett Elementary. Capital outlay spending, budgeted in the Board of Education Capital Reserve, remains at FY 2024 levels, in spite of this loss of more than \$1 million in lottery funds. (School systems do not share capital outlay funds with charter schools).
- > The total appropriation budgeted for Fiscal Year 2025 will provide a per pupil funding of \$1,416.17, which is an increase of \$94.66 per student.



# Environmental Protection Functional Area





## Environmental Protection Allocation

This allocation reflects the County’s support of the Beaver Management Program.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
FIXED CHARGES	11,000	11,900	12,000	12,000	12,000	-	12,000	-	-%
<b>Total</b>	<b>11,000</b>	<b>11,900</b>	<b>12,000</b>	<b>12,000</b>	<b>12,000</b>	<b>-</b>	<b>12,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ 11,000</b>	<b>\$ 11,900</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ -</b>	<b>-%</b>

## NC Forest Service

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Expenses</b>									
FIXED CHARGES	126,845	132,588	164,599	149,122	149,122	-	149,122	(15,477)	(9%)
<b>Total</b>	<b>126,845</b>	<b>132,588</b>	<b>164,599</b>	<b>149,122</b>	<b>149,122</b>	<b>-</b>	<b>149,122</b>	<b>(15,477)</b>	<b>(9%)</b>
<b>Net Cost</b>	<b>\$ 126,845</b>	<b>\$ 132,588</b>	<b>\$ 164,599</b>	<b>\$ 149,122</b>	<b>\$ 149,122</b>	<b>\$ -</b>	<b>\$ 149,122</b>	<b>\$ (15,477)</b>	<b>(9%)</b>

## Soil & Water Conservation District

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	25,197	24,642	24,642	24,642	24,642	-	24,642	-	-%
<b>Total</b>	<b>25,197</b>	<b>24,642</b>	<b>24,642</b>	<b>24,642</b>	<b>24,642</b>	<b>-</b>	<b>24,642</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	236,773	275,445	304,857	300	320,253	-	320,253	15,396	5%
SUPPLIES & MATERIALS	5,961	5,365	11,210	9,500	9,500	-	9,500	(1,710)	(15%)
CURRENT SERVICES	6,139	9,250	9,280	11,030	11,030	-	11,030	1,750	19%
FIXED CHARGES	5,850	5,789	10,913	23,695	23,695	-	23,695	12,782	117%
NON-CAPITALIZED ASSETS	77	-	2,850	1,500	1,500	-	1,500	(1,350)	(47%)
<b>Total</b>	<b>254,800</b>	<b>295,849</b>	<b>339,110</b>	<b>46,025</b>	<b>365,978</b>	<b>-</b>	<b>365,978</b>	<b>26,868</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ 229,603</b>	<b>\$ 271,207</b>	<b>\$ 314,468</b>	<b>\$ 21,383</b>	<b>\$ 341,336</b>	<b>-</b>	<b>\$ 341,336</b>	<b>\$ 26,868</b>	<b>9%</b>

# General Government Functional Area



## Administration

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	174,943	174,943	174,943	-	174,943	-	174,943	-	-%
<b>Total</b>	<b>174,943</b>	<b>174,943</b>	<b>174,943</b>	<b>-</b>	<b>174,943</b>	<b>-</b>	<b>174,943</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	991,943	944,251	1,197,965	42,200	1,253,234	-	1,253,234	55,269	5%
PROFESSIONAL SERVICES	38,420	37,905	40,550	40,950	40,950	-	40,950	400	1%
SUPPLIES & MATERIALS	2,453	3,218	5,792	6,950	6,950	-	6,950	1,158	20%
CURRENT SERVICES	23,571	48,108	83,770	97,419	82,989	-	82,989	(781)	(1%)
FIXED CHARGES	28,262	27,216	78,013	82,354	83,914	-	83,914	5,901	8%
NON-CAPITALIZED ASSETS	-	-	900	-	-	-	-	(900)	(100%)
<b>Total</b>	<b>1,084,649</b>	<b>1,060,698</b>	<b>1,406,990</b>	<b>269,873</b>	<b>1,468,037</b>	<b>-</b>	<b>1,468,037</b>	<b>61,047</b>	<b>4%</b>
<b>Net Cost</b>	<b>\$ 909,706</b>	<b>\$ 885,755</b>	<b>\$ 1,232,047</b>	<b>\$ 269,873</b>	<b>\$ 1,293,094</b>	<b>\$ -</b>	<b>\$ 1,293,094</b>	<b>\$ 61,047</b>	<b>5%</b>

### Expansion & Other Notes

**Continue to fund a temporary, full-time employee and operating costs to support the County Manager’s Office located at 455 McKinney Parkway, Lillington:** Continue to provide funding for a temporary, full-time Management Analyst position (grade 22). This position plays a vital role with managing all American Rescue Plan Act (ARPA) projects, Office of State Budget and Management (OSBM) grants and serves as the Opioid Task Force Coordinator. The Management Analyst position is included in the continuation budget and will be paid for using supplanted ARPA funds through June 30, 2025.

Net Cost: \$80,485.

## Board of Elections

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	181	22	40,000	-	-	-	-	(40,000)	(100%)
MISCELLANEOUS INCOME	27,953	5	1,000	-	-	-	-	(1,000)	(100%)
<b>Total</b>	<b>28,134</b>	<b>27</b>	<b>41,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(41,000)</b>	<b>(100%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	395,847	445,058	437,721	24,625	412,957	7,178	420,135	(17,586)	(4%)
PROFESSIONAL SERVICES	17,979	8,303	31,200	13,200	13,200	-	13,200	(18,000)	(58%)
SUPPLIES & MATERIALS	5,459	9,318	12,700	12,800	12,800	1,000	13,800	1,100	9%
CURRENT SERVICES	41,398	57,237	96,979	96,860	96,860	-	96,860	(119)	(0%)
FIXED CHARGES	26,303	41,819	277,936	250,343	257,201	500	257,701	(20,235)	(7%)
NON-CAPITALIZED ASSETS	-	1,064	19,190	-	-	-	-	(19,190)	(100%)
<b>Total</b>	<b>486,986</b>	<b>562,799</b>	<b>875,726</b>	<b>397,828</b>	<b>793,018</b>	<b>8,678</b>	<b>801,696</b>	<b>(74,030)</b>	<b>(8%)</b>
<b>Net Cost</b>	<b>\$ 458,852</b>	<b>\$ 562,772</b>	<b>\$ 834,726</b>	<b>\$ 397,828</b>	<b>\$ 793,018</b>	<b>\$ 8,678</b>	<b>\$ 801,696</b>	<b>\$ (33,030)</b>	<b>(4%)</b>

### Expansion & Other Notes

**Fund operating costs for an Election Worker Appreciation event to support the Board of Elections located at 308 W. Duncan Street, Lillington:** Provide funding for operating expenses to hold an election worker appreciation event after the 2024 Presidential Election. Election work is often unnoticed and undervalued by much of the population. This event will honor the long hours and hard work of the election workers.

Net Cost: \$1,500.

**Fund three reclassifications to support the Board of Elections located at 308 W Duncan Street, Lillington:** Provide funding to reclassify two Elections Specialist positions from grade 16 to grade 17 and reclassify one Elections Technician from grade 18 to grade 19. These positions have

changed in that work is performed in a dynamic environment that requires the employees to be sensitive to change and responsive to changing goals, priorities, and needs. These positions oversee work that involves the use of complex technical, scientific, or mathematical concepts that increases the efficiency and effectiveness of the organization. Elections are critical infrastructure and duties have increased especially regarding physical and cyber security. We now handle, in house, tasks related to Finance, HR, GIS and IT. We work directly with the elected officials, towns/cities, media, and legal resources.

Net Cost: \$7,178.

## Clerk of Court

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	205,682	168,099	205,000	205,000	205,000	-	205,000	-	-%
<b>Total</b>	<b>205,682</b>	<b>168,099</b>	<b>205,000</b>	<b>205,000</b>	<b>205,000</b>	<b>-</b>	<b>205,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,500	-	1,500	-	-	-	-	(1,500)	(100%)
SUPPLIES & MATERIALS	4,371	7,009	13,500	13,700	14,700	-	14,700	1,200	9%
FIXED CHARGES	9,133	7,977	8,890	10,195	10,195	-	10,195	1,305	15%
NON-CAPITALIZED ASSETS	-	2,728	27,920	27,920	28,920	-	28,920	1,000	4%
<b>Total</b>	<b>15,004</b>	<b>17,714</b>	<b>51,810</b>	<b>51,815</b>	<b>53,815</b>	<b>-</b>	<b>53,815</b>	<b>2,005</b>	<b>4%</b>
<b>Net Cost</b>	<b>\$ (190,678)</b>	<b>\$ (150,385)</b>	<b>\$ (153,190)</b>	<b>\$ (153,185)</b>	<b>\$ (151,185)</b>	<b>-</b>	<b>\$ (151,185)</b>	<b>\$ 2,005</b>	<b>(1%)</b>

# Facilities

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

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	20,167	26,686	23,896	-	19,117	-	19,117	(4,779)	(20%)
FACILITY FEES	-	2,784	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	76,919	76,005	-	-	-	-	-	-	-%
<b>Total</b>	<b>97,086</b>	<b>105,475</b>	<b>23,896</b>	<b>-</b>	<b>19,117</b>	<b>-</b>	<b>19,117</b>	<b>(4,779)</b>	<b>(20%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	729,194	855,177	1,003,674	-	1,103,659	34,681	1,138,340	134,666	13%
SUPPLIES & MATERIALS	212,279	177,589	225,863	241,170	241,170	-	241,170	15,307	7%
CURRENT SERVICES	1,426,695	2,231,349	2,520,779	2,658,352	2,572,161	-	2,572,161	51,382	2%
FIXED CHARGES	789,664	125,468	149,208	199,324	335,855	-	335,855	186,647	125%
NON-CAPITALIZED ASSETS	11,523	9,448	16,707	7,441	10,500	-	10,500	(6,207)	(37%)
<b>Total</b>	<b>3,169,355</b>	<b>3,399,031</b>	<b>3,916,231</b>	<b>3,106,287</b>	<b>4,263,345</b>	<b>34,681</b>	<b>4,298,026</b>	<b>381,795</b>	<b>10%</b>
<b>Net Cost</b>	<b>\$ 3,072,269</b>	<b>\$ 3,293,556</b>	<b>\$ 3,892,335</b>	<b>\$ 3,106,287</b>	<b>\$ 4,244,228</b>	<b>\$ 34,681</b>	<b>\$ 4,278,909</b>	<b>\$ 386,574</b>	<b>10%</b>

## Expansion & Other Notes

**Fund a one-grade reclassification to support Facilities Maintenance located at 420 Alexander Drive, Lillington:** Provide funding to reclassify the Facilities Maintenance Manager position (grade 25) to Facilities Maintenance Director position (grade 26). The Facilities Maintenance Manager supervises the Facilities Maintenance Supervisor and has been acting as de-facto department head since 2019 for the Facilities Maintenance Division. In consideration of the Facilities Maintenance Division, the leadership and directing work role displayed by the Facilities Maintenance Manager meets or exceeds the position title for the job.

Net Cost: \$5,239.

**Fund a full-time employee and operating costs to support Facilities Maintenance located at 420 Alexander Drive, Lillington:** Provide funding for one full-time Painter position (grade 16) and operating expenses, such

as uniforms and supplies. This position will focus on the maintenance and upkeep of county facilities related to painting and pressure washing. Currently, painting requires scheduling and leaves our staff short for other maintenance needs. Facilities Maintenance outsources many painting projects, and the amount paid to an outside contractor exceeds \$20,000. These jobs could be done in-house if we had the sufficient staff. For FY 2025, painting projects have been quoted in excess of \$48,000. This position is approved with an effective date of January 1, 2025.

Net Cost: \$29,442.



## Finance

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Revenues</b>									
RESTRICTED REVENUE	389	-	-	-	-	-	-	-	-%
SERVICE CHARGES	289,782	338,735	314,606	-	286,005	-	286,005	(28,601)	(9%)
ENTERPRISE CHARGES	175	75	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	1,341	1,828	17,188	-	-	-	-	(17,188)	(100%)
<b>Total</b>	<b>291,687</b>	<b>340,638</b>	<b>331,794</b>	<b>-</b>	<b>286,005</b>	<b>-</b>	<b>286,005</b>	<b>(45,789)</b>	<b>(14%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,226,135	1,312,888	1,575,523	800	1,628,734	-	1,628,734	53,211	3%
PROFESSIONAL SERVICES	139,050	131,725	170,229	159,550	159,550	-	159,550	(10,679)	(6%)
SUPPLIES & MATERIALS	4,552	5,889	10,255	10,863	8,863	-	8,863	(1,392)	(14%)
CURRENT SERVICES	19,349	30,118	56,469	62,113	61,313	-	61,313	4,844	9%
FIXED CHARGES	55,927	51,162	94,712	122,287	126,212	-	126,212	31,500	33%
NON-CAPITALIZED ASSETS	1,958	1,662	3,537	4,650	4,650	-	4,650	1,113	31%
<b>Total</b>	<b>1,446,971</b>	<b>1,533,444</b>	<b>1,910,725</b>	<b>360,263</b>	<b>1,989,322</b>	<b>-</b>	<b>1,989,322</b>	<b>78,597</b>	<b>4%</b>
<b>Net Cost</b>	<b>\$ 1,155,284</b>	<b>\$ 1,192,806</b>	<b>\$ 1,578,931</b>	<b>\$ 360,263</b>	<b>\$ 1,703,317</b>	<b>\$ -</b>	<b>\$ 1,703,317</b>	<b>\$ 124,386</b>	<b>8%</b>

## Fleet Maintenance

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Revenues</b>									
SERVICE CHARGES	626,179	689,020	778,607	942,707	942,707	-	942,707	164,100	21%
MISCELLANEOUS INCOME	76,699	76,589	150,764	-	-	-	-	(150,764)	(100%)
<b>Total</b>	<b>702,878</b>	<b>765,609</b>	<b>929,371</b>	<b>942,707</b>	<b>942,707</b>	<b>-</b>	<b>942,707</b>	<b>13,336</b>	<b>1%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	251,490	314,140	355,824	1,200	373,735	5,093	378,828	23,004	6%
SUPPLIES & MATERIALS	255,878	300,962	363,251	369,874	370,374	-	370,374	7,123	2%
CURRENT SERVICES	252,524	208,468	367,628	306,421	306,421	-	306,421	(61,207)	(17%)
FIXED CHARGES	8,051	7,376	22,454	15,737	15,737	-	15,737	(6,717)	(30%)
NON-CAPITALIZED ASSETS	9,972	10,192	11,596	12,000	12,000	-	12,000	404	3%
<b>Total</b>	<b>777,915</b>	<b>841,138</b>	<b>1,120,753</b>	<b>705,232</b>	<b>1,078,267</b>	<b>5,093</b>	<b>1,083,360</b>	<b>(37,393)</b>	<b>(3%)</b>
<b>Net Cost</b>	<b>\$ 75,037</b>	<b>\$ 75,529</b>	<b>\$ 191,382</b>	<b>\$ (237,475)</b>	<b>\$ 135,560</b>	<b>\$ 5,093</b>	<b>\$ 140,653</b>	<b>\$ (50,729)</b>	<b>(27%)</b>

### Expansion & Other Notes

**Fund a one-grade reclassification to support Fleet Maintenance located at 1100 East McNeill Street, Lillington:** Provide funding to reclassify the Fleet Manager position (grade 24) to Fleet Director position (grade 25). The Fleet Manager supervises the Fleet Maintenance Supervisor and has been acting as de-facto department head since 2019 for the Fleet Maintenance

Division. In consideration of the Fleet Maintenance Division, the leadership and directing work role displayed by the Fleet Manager meets or exceeds the position title for the job.

Net Cost: \$5,093.

## General Services

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	236,911	247,957	271,393	1,404	287,096	-	287,096	15,703	6%
SUPPLIES & MATERIALS	100	26	100	100	100	-	100	-	-%
CURRENT SERVICES	156	119	238	264	264	-	264	26	11%
FIXED CHARGES	870	1,004	1,200	9,502	9,502	-	9,502	8,302	692%
NON-CAPITALIZED ASSETS	-	2,917	-	-	-	-	-	-	-%
<b>Total</b>	<b>238,037</b>	<b>252,023</b>	<b>272,931</b>	<b>11,270</b>	<b>296,962</b>	<b>-</b>	<b>296,962</b>	<b>24,031</b>	<b>9%</b>
<b>Net Cost</b>	<b>\$ 238,037</b>	<b>\$ 252,023</b>	<b>\$ 272,931</b>	<b>\$ 11,270</b>	<b>\$ 296,962</b>	<b>\$ -</b>	<b>\$ 296,962</b>	<b>\$ 24,031</b>	<b>9%</b>

## Governing Board

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Revenues</b>									
RESTRICTED REVENUE	-	10,652	26,850	-	-	-	-	(26,850)	(100%)
SERVICE CHARGES	140,819	154,901	154,901	-	140,819	-	140,819	(14,082)	(9%)
MISCELLANEOUS INCOME	-	307	-	-	-	-	-	-	-%
<b>Total</b>	<b>140,819</b>	<b>165,860</b>	<b>181,751</b>	<b>-</b>	<b>140,819</b>	<b>-</b>	<b>140,819</b>	<b>(40,932)</b>	<b>(23%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	248,725	260,352	286,770	37,000	294,943	-	294,943	8,173	3%
PROFESSIONAL SERVICES	127,194	99,668	168,018	141,000	141,000	-	141,000	(27,018)	(16%)
SUPPLIES & MATERIALS	6,450	11,134	12,445	15,100	15,100	-	15,100	2,655	21%
CURRENT SERVICES	14,663	14,854	42,407	16,295	16,295	-	16,295	(26,112)	(62%)
FIXED CHARGES	301,463	460,689	166,290	208,100	133,100	-	133,100	(33,190)	(20%)
NON-CAPITALIZED ASSETS	2,187	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>700,682</b>	<b>846,697</b>	<b>675,930</b>	<b>417,495</b>	<b>600,438</b>	<b>-</b>	<b>600,438</b>	<b>(75,492)</b>	<b>(11%)</b>
<b>Net Cost</b>	<b>\$ 559,863</b>	<b>\$ 680,837</b>	<b>\$ 494,179</b>	<b>\$ 417,495</b>	<b>\$ 459,619</b>	<b>\$ -</b>	<b>\$ 459,619</b>	<b>\$ (34,560)</b>	<b>(7%)</b>

## Human Resources

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	97,481	102,355	102,355	-	97,481	-	97,481	(4,874)	(5%)
MISCELLANEOUS INCOME	-	54	-	-	-	-	-	-	-%
<b>Total</b>	<b>97,481</b>	<b>102,409</b>	<b>102,355</b>	<b>-</b>	<b>97,481</b>	<b>-</b>	<b>97,481</b>	<b>(4,874)</b>	<b>(5%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	420,231	429,566	500,292	600	517,454	6,429	523,883	23,591	5%
PROFESSIONAL SERVICES	15,845	58,392	16,538	17,365	17,365	-	17,365	827	5%
SUPPLIES & MATERIALS	21,728	22,293	30,915	37,190	37,190	1,722	38,912	7,997	26%
CURRENT SERVICES	2,730	4,002	11,215	9,022	10,022	48,606	58,628	47,413	423%
FIXED CHARGES	304,164	361,929	408,328	32,914	32,914	-	32,914	(375,414)	(92%)
NON-CAPITALIZED ASSETS	545	6,393	-	-	-	-	-	-	-%
<b>Total</b>	<b>765,243</b>	<b>882,575</b>	<b>967,288</b>	<b>97,091</b>	<b>614,945</b>	<b>56,757</b>	<b>671,702</b>	<b>(295,586)</b>	<b>(31%)</b>
<b>Net Cost</b>	<b>\$ 667,762</b>	<b>\$ 780,166</b>	<b>\$ 864,933</b>	<b>\$ 97,091</b>	<b>\$ 517,464</b>	<b>\$ 56,757</b>	<b>\$ 574,221</b>	<b>\$ (290,712)</b>	<b>(34%)</b>

### Expansion & Other Notes

**Fund a two-grade reclassification to support Human Resources located at 455 McKinney Parkway, Lillington:** Provide funding to reclassify a Human Resources Recruiting Specialist from grade 22 to grade 24. This position is a potential candidate’s “first touch” to begin the hiring process. The hiring process is complex with multiple action items happening simultaneously which requires being detail oriented and understanding and working within sensitive timelines. This position oversees the Neogov Insight and Neogov Onboarding modules. This position follows (and updates as necessary) our internal hiring policies and uses those policies when making decisions regarding the new hire process and orientation.

Net Cost: \$6,429.

**Fund operating costs to implement the Management Leadership Academy to support Human Resources located at 455 McKinney Parkway, Lillington:**

Provide funding for operating expenses for a Management Leadership Academy training for managers and supervisors. This training program will be geared towards current managers and supervisors who need or desire leadership training, as well as employees who have been identified as next in line supervisors and will assist departments in developing a succession plan for their department. The training will be one day per month for nine months, with a graduation afterwards. Each cohort will have a maximum of 18 attendees. Attendees will be selected by a committee made up of County Administration and Human Resources.

Net Cost: \$35,328.

**Fund operating costs to implement onsite Customer Service Training to support Human Resources located at 455 McKinney Parkway, Lillington:** Provide funding for operating expenses to provide onsite Customer Service

Training. These classes will provide in-depth training for providing excellent customer service. As the County grows, the services provided also grow and

are in high demand. This training will increase customer/citizen satisfaction and help attendees understand the mindset of the County's residents.

Net Cost: \$15,000.

## Information Technology

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	291,385	297,178	279,646	180,000	340,689	-	340,689	61,043	22%
ENTERPRISE CHARGES	25	25	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	-	646	-	-	-	-	-	-	-%
<b>Total</b>	<b>291,410</b>	<b>297,849</b>	<b>279,646</b>	<b>180,000</b>	<b>340,689</b>	<b>-</b>	<b>340,689</b>	<b>61,043</b>	<b>22%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,382,338	1,524,096	1,693,423	19,500	1,781,316	-	1,781,316	87,893	5%
SUPPLIES & MATERIALS	23,265	15,692	23,525	23,725	23,725	-	23,725	200	1%
CURRENT SERVICES	93,800	64,300	106,979	72,420	69,580	-	69,580	(37,399)	(35%)
FIXED CHARGES	899,437	955,829	1,025,834	114,060	232,380	18,314	250,694	(775,140)	(76%)
NON-CAPITALIZED ASSETS	123,955	57,508	283	500	500	-	500	217	77%
<b>Total</b>	<b>2,522,795</b>	<b>2,617,425</b>	<b>2,850,044</b>	<b>230,205</b>	<b>2,107,501</b>	<b>18,314</b>	<b>2,125,815</b>	<b>(724,229)</b>	<b>(25%)</b>
<b>Net Cost</b>	<b>\$ 2,231,385</b>	<b>\$ 2,319,576</b>	<b>\$ 2,570,398</b>	<b>\$ 50,205</b>	<b>\$ 1,766,812</b>	<b>\$ 18,314</b>	<b>\$ 1,785,126</b>	<b>\$ (785,272)</b>	<b>(31%)</b>

### Expansion & Other Notes

**Fund operating costs to implement SiteImprove Software to support the Information Technology Department located at 420 McKinney Parkway, Lillington:** Provide funding for operating expenses to implement SiteImprove Software to keep our websites ADA compliant, limit broken links, and give us more accurate web reporting of site usage. Siteimprove

will demonstrate digital footprint on where visitors are going throughout the website and help to make the website more logical for visitors and allow staff to make changes to give visitors a better experience.

Net Cost: \$18,314.

## Information Technology - GIS

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	98,009	105,345	90,409	26,000	96,409	-	96,409	6,000	7%
<b>Total</b>	<b>98,009</b>	<b>105,345</b>	<b>90,409</b>	<b>26,000</b>	<b>96,409</b>	<b>-</b>	<b>96,409</b>	<b>6,000</b>	<b>7%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	622,877	717,252	791,054	2,400	833,904	5,834	839,738	48,684	6%
PROFESSIONAL SERVICES	150	-	-	-	-	-	-	-	-%
SUPPLIES & MATERIALS	31,899	29,913	41,700	41,700	41,700	-	41,700	-	-%
CURRENT SERVICES	6,715	4,903	5,135	13,560	13,560	-	13,560	8,425	164%
FIXED CHARGES	63,795	58,091	167,985	191,120	191,120	-	191,120	23,135	14%
NON-CAPITALIZED ASSETS	-	649	-	1,000	1,000	-	1,000	1,000	-%
<b>Total</b>	<b>725,436</b>	<b>810,808</b>	<b>1,005,874</b>	<b>249,780</b>	<b>1,081,284</b>	<b>5,834</b>	<b>1,087,118</b>	<b>81,244</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ 627,427</b>	<b>\$ 705,463</b>	<b>\$ 915,465</b>	<b>\$ 223,780</b>	<b>\$ 984,875</b>	<b>\$ 5,834</b>	<b>\$ 990,709</b>	<b>\$ 75,244</b>	<b>8%</b>

### Expansion & Other Notes

**Fund a five-grade reclassification to support GIS/E-911 Addressing Department located at 305 W. Cornelius Harnett Blvd, Lillington:** Provide funding for operating expenses to reclassify GIS Technician position (grade 21) to Senior GIS Technician position (grade 26). The purpose of the reclassification is to increase employee retention by having a tiered position structure that the GIS technicians will be able to progress into. This position

will allow the GIS technicians to take more responsibility and prepare them for the next step in their career. The technical expertise required to complete some job duties is also demanding a higher pay rate across the industry. Effective date of reclassification is September 1, 2024.

Net Cost: \$5,834.



## Insurance - Property & Liability

This department accounts for the activity associated with the County's property and liability insurance.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
FIXED CHARGES	-	-	-	336,230	336,230	-	336,230	336,230	-%
<b>Total</b>	-	-	-	<b>336,230</b>	<b>336,230</b>	-	<b>336,230</b>	<b>336,230</b>	-%
<b>Net Cost</b>	\$ -	\$ -	\$ -	\$ 336,230	\$ 336,230	\$ -	\$ 336,230	\$ 336,230	-%

## Legal Services

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	167,274	209,093	209,093	-	167,274	-	167,274	(41,819)	(20%)
<b>Total</b>	<b>167,274</b>	<b>209,093</b>	<b>209,093</b>	<b>-</b>	<b>167,274</b>	<b>-</b>	<b>167,274</b>	<b>(41,819)</b>	<b>(20%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	311,739	341,987	536,409	4,420	574,576	-	574,576	38,167	7%
PROFESSIONAL SERVICES	6,417	11,688	25,000	25,000	25,000	-	25,000	-	-%
SUPPLIES & MATERIALS	798	857	2,140	1,940	1,940	-	1,940	(200)	(9%)
CURRENT SERVICES	1,794	4,818	7,190	9,449	9,664	-	9,664	2,474	34%
FIXED CHARGES	15,241	10,518	15,307	23,100	23,100	-	23,100	7,793	51%
NON-CAPITALIZED ASSETS	-	-	3,410	-	-	-	-	(3,410)	(100%)
<b>Total</b>	<b>335,989</b>	<b>369,868</b>	<b>589,456</b>	<b>63,909</b>	<b>634,280</b>	<b>-</b>	<b>634,280</b>	<b>44,824</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ 168,715</b>	<b>\$ 160,775</b>	<b>\$ 380,363</b>	<b>\$ 63,909</b>	<b>\$ 467,006</b>	<b>\$ -</b>	<b>\$ 467,006</b>	<b>\$ 86,643</b>	<b>23%</b>

## Register of Deeds

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TAXES - OTHER	1,565,634	1,536,644	1,164,000	1,200,000	1,300,000	-	1,300,000	136,000	12%
SERVICE CHARGES	684,783	648,564	650,000	600,000	600,000	-	600,000	(50,000)	(8%)
ENTERPRISE CHARGES	50	25	-	-	-	-	-	-	-%
<b>Total</b>	<b>2,250,467</b>	<b>2,185,233</b>	<b>1,814,000</b>	<b>1,800,000</b>	<b>1,900,000</b>	<b>-</b>	<b>1,900,000</b>	<b>86,000</b>	<b>5%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	601,548	659,624	782,233	15,000	820,721	-	820,721	38,488	5%
SUPPLIES & MATERIALS	6,415	4,199	5,165	5,500	5,500	-	5,500	335	6%
CURRENT SERVICES	15,272	14,968	15,875	19,165	19,165	-	19,165	3,290	21%
FIXED CHARGES	107,904	88,354	97,950	110,850	110,950	-	110,950	13,000	13%
NON-CAPITALIZED ASSETS	1,865	4,645	2,210	7,800	7,800	-	7,800	5,590	253%
<b>Total</b>	<b>733,004</b>	<b>771,790</b>	<b>903,433</b>	<b>158,315</b>	<b>964,136</b>	<b>-</b>	<b>964,136</b>	<b>60,703</b>	<b>7%</b>
<b>Net Cost</b>	<b>\$ (1,517,463)</b>	<b>\$ (1,413,443)</b>	<b>\$ (910,567)</b>	<b>\$ (1,641,685)</b>	<b>\$ (935,864)</b>	<b>\$ -</b>	<b>\$ (935,864)</b>	<b>\$ (25,297)</b>	<b>3%</b>

## Retiree Health Insurance

The Retiree Health Insurance Fund is used to account for revenues and expenses associated with post-employment medical benefits and Medicare supplement reimbursements for eligible county retirees as directed by the County's Personnel Ordinance.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	881,999	919,465	930,000	-	956,573	-	956,573	26,573	3%
<b>Total</b>	<b>881,999</b>	<b>919,465</b>	<b>930,000</b>	<b>-</b>	<b>956,573</b>	<b>-</b>	<b>956,573</b>	<b>26,573</b>	<b>3%</b>
<b>Net Cost</b>	<b>\$ 881,999</b>	<b>\$ 919,465</b>	<b>\$ 930,000</b>	<b>\$ -</b>	<b>\$ 956,573</b>	<b>\$ -</b>	<b>\$ 956,573</b>	<b>\$ 26,573</b>	<b>3%</b>

## Tax Department

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	136,854	175,080	205,584	-	181,723	-	181,723	(23,861)	(12%)
MISCELLANEOUS INCOME	1	1	-	-	-	-	-	-	-%
<b>Total</b>	<b>136,855</b>	<b>175,081</b>	<b>205,584</b>	<b>-</b>	<b>181,723</b>	<b>-</b>	<b>181,723</b>	<b>(23,861)</b>	<b>(12%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,213,792	1,280,803	1,514,259	5,000	1,603,650	40,565	1,644,215	129,956	9%
PROFESSIONAL SERVICES	14,750	12,000	20,000	50,000	50,000	-	50,000	30,000	150%
SUPPLIES & MATERIALS	9,835	9,405	13,941	14,700	14,200	-	14,200	259	2%
CURRENT SERVICES	109,701	107,625	136,038	148,641	158,641	1,000	159,641	23,603	17%
FIXED CHARGES	288,393	301,458	389,865	467,411	471,808	432	472,240	82,375	21%
NON-CAPITALIZED ASSETS	1,808	2,849	2,381	3,500	3,500	-	3,500	1,119	47%
<b>Total</b>	<b>1,638,279</b>	<b>1,714,140</b>	<b>2,076,484</b>	<b>689,252</b>	<b>2,301,799</b>	<b>41,997</b>	<b>2,343,796</b>	<b>267,312</b>	<b>13%</b>
<b>Net Cost</b>	<b>\$ 1,501,424</b>	<b>\$ 1,539,059</b>	<b>\$ 1,870,900</b>	<b>\$ 689,252</b>	<b>\$ 2,120,076</b>	<b>\$ 41,997</b>	<b>\$ 2,162,073</b>	<b>\$ 291,173</b>	<b>16%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support the Tax Department located at 305 W Cornelius Harnett Boulevard, Lillington:**

Provide funding for one full-time Land Records Paralegal position (grade 22) and operating expenses, such as computer, training, and office supplies. This position is needed to perform technical duties involving the listing of real property for taxation. These duties involve the review, interpretation, and processing of a wide range of legal documents which are recorded daily in the Register of Deeds office and the ability to accurately maintain, create, and modify the County’s real property tax listings. This position is approved with the effective date of January 1, 2025.

Net Cost: \$38,530.

**Fund a reclassification to support the Tax Department located at 305 W Cornelius Harnett Boulevard, Lillington:**

Provide funding to reclassify Real Property Supervisor (grade 23) to Real Property Reval Supervisor (grade 24). The Tax Administrator and Real Property Supervisor have shared the duties of organizing and implementing procedures related to the reappraisal for 2026, with a majority of the work falling on the Real Property Supervisor. This position oversees the customer service division and has increased responsibilities of managing the reappraisal process and appeals for the Tax Department.

Net cost: \$3,467.

# Human Services Functional Area



## General Services - Restitution Program

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	76,405	97,500	97,500	102,724	129,724	-	129,724	32,224	33%
MISCELLANEOUS INCOME	2,084	2,234	3,000	3,000	3,000	-	3,000	-	-%
<b>Total</b>	<b>78,489</b>	<b>99,734</b>	<b>100,500</b>	<b>105,724</b>	<b>132,724</b>	<b>-</b>	<b>132,724</b>	<b>32,224</b>	<b>32%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	74,461	79,519	101,305	17,137	146,277	-	146,277	44,972	44%
PROFESSIONAL SERVICES	-	-	75	75	75	-	75	-	-%
SUPPLIES & MATERIALS	2,930	3,535	6,250	5,000	5,200	-	5,200	(1,050)	(17%)
CURRENT SERVICES	1,853	3,017	5,325	5,102	6,540	-	6,540	1,215	23%
FIXED CHARGES	5,801	8,064	9,653	9,434	8,751	-	8,751	(902)	(9%)
CONTRACTS & GRANTS	-	-	11,895	-	-	-	-	(11,895)	(100%)
NON-CAPITALIZED ASSETS	-	29	350	-	-	-	-	(350)	(100%)
<b>Total</b>	<b>85,045</b>	<b>94,164</b>	<b>134,853</b>	<b>36,748</b>	<b>166,843</b>	<b>-</b>	<b>166,843</b>	<b>31,990</b>	<b>24%</b>
<b>Net Cost</b>	<b>\$ 6,556</b>	<b>\$ (5,570)</b>	<b>\$ 34,353</b>	<b>\$ (68,976)</b>	<b>\$ 34,119</b>	<b>\$ -</b>	<b>\$ 34,119</b>	<b>\$ (234)</b>	<b>(1%)</b>

# Health Department

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

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	3,940,346	4,731,087	4,843,844	3,130,557	3,130,557	-	3,130,557	(1,713,287)	(35%)
SERVICE CHARGES	903,571	833,821	654,860	710,350	710,350	-	710,350	55,490	8%
ENTERPRISE CHARGES	25	-	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	8,456	10,726	10,480	10,000	10,000	-	10,000	(480)	(5%)
<b>Total</b>	<b>4,852,398</b>	<b>5,575,634</b>	<b>5,509,184</b>	<b>3,850,907</b>	<b>3,850,907</b>	<b>-</b>	<b>3,850,907</b>	<b>(1,658,277)</b>	<b>(30%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	4,870,082	5,330,761	6,128,996	83,712	6,220,348	9,617	6,229,965	100,969	2%
PROFESSIONAL SERVICES	662,308	675,947	1,874,858	210,968	210,968	-	210,968	(1,663,890)	(89%)
SUPPLIES & MATERIALS	351,151	442,314	1,145,113	619,754	619,754	-	619,754	(525,359)	(46%)
CURRENT SERVICES	139,586	173,788	284,275	753,955	753,955	-	753,955	469,680	165%
FIXED CHARGES	183,946	237,260	235,291	396,560	396,560	-	396,560	161,269	69%
CAPITAL OUTLAY	37,381	431,568	-	-	-	-	-	-	-%
NON-CAPITALIZED ASSETS	67,926	58,227	301,874	42,983	23,483	-	23,483	(278,391)	(92%)
<b>Total</b>	<b>6,312,380</b>	<b>7,349,865</b>	<b>9,970,407</b>	<b>2,107,932</b>	<b>8,225,068</b>	<b>9,617</b>	<b>8,234,685</b>	<b>(1,735,722)</b>	<b>(17%)</b>
<b>Net Cost</b>	<b>\$ 1,459,982</b>	<b>\$ 1,774,231</b>	<b>\$ 4,461,223</b>	<b>\$ (1,742,975)</b>	<b>\$ 4,374,161</b>	<b>\$ 9,617</b>	<b>\$ 4,383,778</b>	<b>\$ (77,445)</b>	<b>(2%)</b>

## Expansion & Other Notes

**Fund a two special salary adjustment to support the Environmental Health Division of the Health Department located at 307 W Cornelius Harnett Boulevard, Lillington:** Provide funding for a 5% special salary adjustment for two Environmental Health Specialist positions. The special

salary adjustments are requested to compensate two Environmental Health Specialists for their additional duties and expertise with the swimming pool program and plan review program.

Net Cost: \$9,617.



## Health Department – Senior Services

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	-	1,210,522	1,068,881	990,208	990,208	-	990,208	(78,673)	(7%)
MISCELLANEOUS INCOME	-	11,386	27,675	27,200	27,200	-	27,200	(475)	(2%)
<b>Total</b>	-	<b>1,221,908</b>	<b>1,096,556</b>	<b>1,017,408</b>	<b>1,017,408</b>	-	<b>1,017,408</b>	<b>(79,148)</b>	<b>(7%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	755,359	819,684	16,356	885,968	-	885,968	66,284	8%
PROFESSIONAL SERVICES	-	553,407	688,379	226,191	226,191	-	226,191	(462,188)	(67%)
SUPPLIES & MATERIALS	-	15,764	39,288	23,266	23,266	-	23,266	(16,022)	(41%)
CURRENT SERVICES	-	128,509	241,628	540,227	540,227	-	540,227	298,599	124%
FIXED CHARGES	-	42,053	62,183	62,325	62,325	-	62,325	142	0%
NON-CAPITALIZED ASSETS	-	3,329	12,545	3,455	3,455	-	3,455	(9,090)	(72%)
<b>Total</b>	-	<b>1,498,421</b>	<b>1,863,707</b>	<b>871,820</b>	<b>1,741,432</b>	-	<b>1,741,432</b>	<b>(122,275)</b>	<b>(7%)</b>
<b>Net Cost</b>	\$ -	\$ 276,513	\$ 767,151	\$ (145,588)	\$ 724,024	\$ -	\$ 724,024	\$ (43,127)	(6%)

## Mental Health

This department accounts for the mental health activities associated with Alliance Health, Good Hope Hospital, and ABC Board funding eligible activities.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	29,356	30,041	22,000	26,000	26,000	-	26,000	4,000	18%
<b>Total</b>	<b>29,356</b>	<b>30,041</b>	<b>22,000</b>	<b>26,000</b>	<b>26,000</b>	<b>-</b>	<b>26,000</b>	<b>4,000</b>	<b>18%</b>
<b>Expenses</b>									
FIXED CHARGES	605,679	605,679	605,679	609,673	609,673	-	609,673	3,994	1%
<b>Total</b>	<b>605,679</b>	<b>605,679</b>	<b>605,679</b>	<b>609,673</b>	<b>609,673</b>	<b>-</b>	<b>609,673</b>	<b>3,994</b>	<b>1%</b>
<b>Net Cost</b>	<b>\$ 576,323</b>	<b>\$ 575,638</b>	<b>\$ 583,679</b>	<b>\$ 583,673</b>	<b>\$ 583,673</b>	<b>\$ -</b>	<b>\$ 583,673</b>	<b>\$ (6)</b>	<b>-%</b>

### Expansion & Other Notes

**Approved allocations include:**

- > Dunn ABC Board - \$6,000
- > Good Hope Behavioral Hospital - \$400,000
- > Alliance Health - \$203,673

## Veteran Services

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	2,109	2,083	2,000	2,000	2,000	-	2,000	-	-%
<b>Total</b>	<b>2,109</b>	<b>2,083</b>	<b>2,000</b>	<b>2,000</b>	<b>2,000</b>	<b>-</b>	<b>2,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	291,727	325,612	399,102	900	453,424	-	453,424	54,322	14%
SUPPLIES & MATERIALS	1,976	2,764	3,150	3,600	3,600	-	3,600	450	14%
CURRENT SERVICES	1,537	7,837	15,116	20,896	20,896	-	20,896	5,780	38%
FIXED CHARGES	6,665	6,888	8,883	17,020	17,020	-	17,020	8,137	92%
CONTRACTS & GRANTS	4,880	4,250	5,000	5,000	5,000	-	5,000	-	-%
NON-CAPITALIZED ASSETS	598	216	400	500	500	-	500	100	25%
<b>Total</b>	<b>307,383</b>	<b>347,567</b>	<b>431,651</b>	<b>47,916</b>	<b>500,440</b>	<b>-</b>	<b>500,440</b>	<b>68,789</b>	<b>16%</b>
<b>Net Cost</b>	<b>\$ 305,274</b>	<b>\$ 345,484</b>	<b>\$ 429,651</b>	<b>\$ 45,916</b>	<b>\$ 498,440</b>	<b>-</b>	<b>\$ 498,440</b>	<b>\$ 68,789</b>	<b>16%</b>

## Social Services - Total

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	11,572,079	11,816,103	13,724,521	158,000	13,441,797	36,805	13,478,602	(245,919)	(2%)
SERVICE CHARGES	600	600	-	-	700	-	700	700	-%
MISCELLANEOUS INCOME	68,802	51,309	85,100	-	95,100	-	95,100	10,000	12%
<b>Total</b>	<b>11,641,481</b>	<b>11,868,012</b>	<b>13,809,621</b>	<b>158,000</b>	<b>13,537,597</b>	<b>36,805</b>	<b>13,574,402</b>	<b>(235,219)</b>	<b>(2%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	12,671,155	14,045,901	16,622,172	326,965	18,505,943	-	18,505,943	1,883,771	11%
PROFESSIONAL SERVICES	22,209	49,050	76,050	110,250	70,250	-	70,250	(5,800)	(8%)
SUPPLIES & MATERIALS	59,244	79,757	86,635	91,300	90,800	-	90,800	4,165	5%
CURRENT SERVICES	174,740	254,830	380,832	448,797	411,100	-	411,100	30,268	8%
FIXED CHARGES	724,202	565,343	699,262	776,798	1,167,420	-	1,167,420	468,158	67%
NON-CAPITALIZED ASSETS	82,940	80,330	82,198	38,600	38,600	73,610	112,210	30,012	37%
DSS PROGRAMS	4,495,401	3,882,751	7,202,165	6,245,246	6,245,246	-	6,245,246	(956,919)	(13%)
<b>Total</b>	<b>18,229,891</b>	<b>18,957,962</b>	<b>25,149,314</b>	<b>8,037,956</b>	<b>26,529,359</b>	<b>73,610</b>	<b>26,602,969</b>	<b>1,453,655</b>	<b>6%</b>
<b>Net Cost</b>	<b>\$ 6,588,410</b>	<b>\$ 7,089,950</b>	<b>\$ 11,339,693</b>	<b>\$ 7,879,956</b>	<b>\$ 12,991,762</b>	<b>\$ 36,805</b>	<b>\$ 13,028,567</b>	<b>\$ 1,688,874</b>	<b>15%</b>

### Expansion & Other Notes

**Total Social Services Budget:** The FY 2025 Approved Budget makes some changes in allocating costs between the divisions of DSS, especially in personnel costs. As a result, some divisions show an increase in cost, while others show a decrease. A total budget is shown to give perspective on the total difference in funding for Social Services.

## Social Services – Administration

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	10,441,467	9,994,391	11,130,022	-	10,900,273	36,805	10,937,078	(192,944)	(2%)
SERVICE CHARGES	600	600	-	-	700	-	700	700	-%
MISCELLANEOUS INCOME	(12,158)	(14,964)	-	-	-	-	-	-	-%
<b>Total</b>	<b>10,429,909</b>	<b>9,980,027</b>	<b>11,130,022</b>	<b>-</b>	<b>10,900,973</b>	<b>36,805</b>	<b>10,937,778</b>	<b>(192,244)</b>	<b>(2%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,259,736	1,417,466	1,739,622	74,220	1,808,568	-	1,808,568	68,946	4%
PROFESSIONAL SERVICES	14,990	32,970	25,000	60,000	20,000	-	20,000	(5,000)	(20%)
SUPPLIES & MATERIALS	56,372	63,319	81,835	86,700	86,200	-	86,200	4,365	5%
CURRENT SERVICES	158,094	177,772	299,084	267,981	267,981	-	267,981	(31,103)	(10%)
FIXED CHARGES	548,178	462,794	536,961	616,271	994,632	-	994,632	457,671	85%
NON-CAPITALIZED ASSETS	20,493	16,965	71,455	33,100	33,100	73,610	106,710	35,255	49%
DSS PROGRAMS	10,153	73,838	187,209	238,750	238,750	-	238,750	51,541	28%
<b>Total</b>	<b>2,068,016</b>	<b>2,245,124</b>	<b>2,941,166</b>	<b>1,377,022</b>	<b>3,449,231</b>	<b>73,610</b>	<b>3,522,841</b>	<b>581,675</b>	<b>20%</b>
<b>Net Cost</b>	<b>\$ (8,361,893)</b>	<b>\$ (7,734,903)</b>	<b>\$ (8,188,856)</b>	<b>\$ 1,377,022</b>	<b>\$ (7,451,742)</b>	<b>\$ 36,805</b>	<b>\$ (7,414,937)</b>	<b>\$ 773,919</b>	<b>(9%)</b>

### Expansion & Other Notes

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

**Expenses:** Most Social Services expenses are shown in their respective divisions.

**Fund operating costs for replacement furniture at Department of Social Services (DSS) located at 311 W Cornelius Harnett Boulevard, Lillington:** Allocate funds for operational costs associated with purchasing 67 replacement desks to serve multiple divisions within the Department of Social Services. The State will reimburse a minimum of 50% of the desk expenses.

Net cost: \$36,805.

## Social Services – Adoptions

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	49,385	109,076	12,975	-	7,000	-	7,000	(5,975)	(46%)
<b>Total</b>	<b>49,385</b>	<b>109,076</b>	<b>12,975</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>7,000</b>	<b>(5,975)</b>	<b>(46%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	116,569	163,546	202,296	23,000	207,853	-	207,853	5,557	3%
DSS PROGRAMS	204,578	179,257	381,988	381,988	381,988	-	381,988	-	-%
<b>Total</b>	<b>321,147</b>	<b>342,803</b>	<b>584,284</b>	<b>404,988</b>	<b>589,841</b>	<b>-</b>	<b>589,841</b>	<b>5,557</b>	<b>1%</b>
<b>Net Cost</b>	<b>\$ 271,762</b>	<b>\$ 233,727</b>	<b>\$ 571,309</b>	<b>\$ 404,988</b>	<b>\$ 582,841</b>	<b>\$ -</b>	<b>\$ 582,841</b>	<b>\$ 11,532</b>	<b>2%</b>

## Social Services – Adult Medicaid

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,390,031	1,607,000	1,891,865	28,872	2,235,703	-	2,235,703	343,838	18%
CURRENT SERVICES	-	-	-	4,335	4,335	-	4,335	4,335	-%
DSS PROGRAMS	550,995	476,214	724,000	1,021,222	1,021,222	-	1,021,222	297,222	41%
<b>Total</b>	<b>1,941,026</b>	<b>2,083,214</b>	<b>2,615,865</b>	<b>1,054,429</b>	<b>3,261,260</b>	<b>-</b>	<b>3,261,260</b>	<b>645,395</b>	<b>25%</b>
<b>Net Cost</b>	<b>\$ 1,941,026</b>	<b>\$ 2,083,214</b>	<b>\$ 2,615,865</b>	<b>\$ 1,054,429</b>	<b>\$ 3,261,260</b>	<b>\$ -</b>	<b>\$ 3,261,260</b>	<b>\$ 645,395</b>	<b>25%</b>

## Social Services – Adult Resources

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	17,662	18,204	20,000	-	20,000	-	20,000	-	-%
MISCELLANEOUS INCOME	1,103	1,803	-	-	-	-	-	-	-%
<b>Total</b>	<b>18,765</b>	<b>20,007</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	879,511	1,037,795	1,141,552	-	1,199,085	-	1,199,085	57,533	5%
CURRENT SERVICES	-	-	-	2,944	996	-	996	996	-%
FIXED CHARGES	390	-	-	-	-	-	-	-	-%
DSS PROGRAMS	53,979	71,118	130,147	138,610	138,610	-	138,610	8,463	7%
<b>Total</b>	<b>933,880</b>	<b>1,108,913</b>	<b>1,271,699</b>	<b>141,554</b>	<b>1,338,691</b>	<b>-</b>	<b>1,338,691</b>	<b>66,992</b>	<b>5%</b>
<b>Net Cost</b>	<b>\$ 915,115</b>	<b>\$ 1,088,906</b>	<b>\$ 1,251,699</b>	<b>\$ 141,554</b>	<b>\$ 1,318,691</b>	<b>\$ -</b>	<b>\$ 1,318,691</b>	<b>\$ 66,992</b>	<b>5%</b>



## Social Services – Child Care Subsidy

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	422,236	456,671	486,115	-	511,098	-	511,098	24,983	5%
<b>Total</b>	<b>422,236</b>	<b>456,671</b>	<b>486,115</b>	<b>-</b>	<b>511,098</b>	<b>-</b>	<b>511,098</b>	<b>24,983</b>	<b>5%</b>
<b>Net Cost</b>	<b>\$ 422,236</b>	<b>\$ 456,671</b>	<b>\$ 486,115</b>	<b>\$ -</b>	<b>\$ 511,098</b>	<b>\$ -</b>	<b>\$ 511,098</b>	<b>\$ 24,983</b>	<b>5%</b>

## Social Services – Child Protective Services

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	2,125,865	2,080,071	2,437,614	-	2,563,907	-	2,563,907	126,293	5%
CURRENT SERVICES	2,171	9,023	42,999	46,697	25,225	-	25,225	(17,774)	(41%)
DSS PROGRAMS	500	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>2,128,536</b>	<b>2,089,094</b>	<b>2,480,613</b>	<b>46,697</b>	<b>2,589,132</b>	<b>-</b>	<b>2,589,132</b>	<b>108,519</b>	<b>4%</b>
<b>Net Cost</b>	<b>\$ 2,128,536</b>	<b>\$ 2,089,094</b>	<b>\$ 2,480,613</b>	<b>\$ 46,697</b>	<b>\$ 2,589,132</b>	<b>\$ -</b>	<b>\$ 2,589,132</b>	<b>\$ 108,519</b>	<b>4%</b>

## Social Services – Child Support

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	162,469	162,498	160,000	158,000	158,000	-	158,000	(2,000)	(1%)
MISCELLANEOUS INCOME	42,809	39,985	45,100	-	45,100	-	45,100	-	-%
<b>Total</b>	<b>205,278</b>	<b>202,483</b>	<b>205,100</b>	<b>158,000</b>	<b>203,100</b>	<b>-</b>	<b>203,100</b>	<b>(2,000)</b>	<b>(1%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,233,484	1,297,122	1,433,383	36,223	1,525,555	-	1,525,555	92,172	6%
SUPPLIES & MATERIALS	-	13,896	-	-	-	-	-	-	-%
CURRENT SERVICES	14,475	29,132	20,894	82,000	82,000	-	82,000	61,106	292%
FIXED CHARGES	86,304	102,549	162,301	160,527	172,788	-	172,788	10,487	6%
NON-CAPITALIZED ASSETS	62,447	17,545	10,743	5,500	5,500	-	5,500	(5,243)	(49%)
DSS PROGRAMS	31,236	25,935	60,254	63,200	63,200	-	63,200	2,946	5%
<b>Total</b>	<b>1,427,946</b>	<b>1,486,179</b>	<b>1,687,575</b>	<b>347,450</b>	<b>1,849,043</b>	<b>-</b>	<b>1,849,043</b>	<b>161,468</b>	<b>10%</b>
<b>Net Cost</b>	<b>\$ 1,222,668</b>	<b>\$ 1,283,696</b>	<b>\$ 1,482,475</b>	<b>\$ 189,450</b>	<b>\$ 1,645,943</b>	<b>\$ -</b>	<b>\$ 1,645,943</b>	<b>\$ 163,468</b>	<b>11%</b>

## Social Services – Energy Programs

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
MISCELLANEOUS INCOME	6,010	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>6,010</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	99,990	198,620	72,740	220,450	-	220,450	21,830	11%
CURRENT SERVICES	-	11,001	-	-	-	-	-	-	-%
FIXED CHARGES	75,640	-	-	-	-	-	-	-	-%
DSS PROGRAMS	1,979,262	749,575	1,359,067	180,831	180,831	-	180,831	(1,178,236)	(87%)
<b>Total</b>	<b>2,054,902</b>	<b>860,566</b>	<b>1,557,687</b>	<b>253,571</b>	<b>401,281</b>	<b>-</b>	<b>401,281</b>	<b>(1,156,406)</b>	<b>(74%)</b>
<b>Net Cost</b>	<b>\$ 2,048,892</b>	<b>\$ 860,566</b>	<b>\$ 1,557,687</b>	<b>\$ 253,571</b>	<b>\$ 401,281</b>	<b>\$ -</b>	<b>\$ 401,281</b>	<b>\$ (1,156,406)</b>	<b>(74%)</b>

## Social Services – Family & Children’s Medicaid

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,557,853	1,688,981	2,016,885	-	2,777,354	-	2,777,354	760,469	38%
CURRENT SERVICES	-	-	-	2,890	2,890	-	2,890	2,890	-%
<b>Total</b>	<b>1,557,853</b>	<b>1,688,981</b>	<b>2,016,885</b>	<b>2,890</b>	<b>2,780,244</b>	<b>-</b>	<b>2,780,244</b>	<b>763,359</b>	<b>38%</b>
<b>Net Cost</b>	<b>\$ 1,557,853</b>	<b>\$ 1,688,981</b>	<b>\$ 2,016,885</b>	<b>\$ 2,890</b>	<b>\$ 2,780,244</b>	<b>\$ -</b>	<b>\$ 2,780,244</b>	<b>\$ 763,359</b>	<b>38%</b>

## Social Services – Food and Nutrition (Food Stamps)

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
MISCELLANEOUS INCOME	8,570	3,030	15,000	-	25,000	-	25,000	10,000	67%
<b>Total</b>	<b>8,570</b>	<b>3,030</b>	<b>15,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>10,000</b>	<b>67%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,574,751	1,688,160	1,997,369	-	2,159,662	-	2,159,662	162,293	8%
PROFESSIONAL SERVICES	7,219	-	-	-	-	-	-	-	-%
CURRENT SERVICES	-	23,302	11,575	4,335	4,335	-	4,335	(7,240)	(63%)
NON-CAPITALIZED ASSETS	-	45,820	-	-	-	-	-	-	-%
DSS PROGRAMS	32,950	33,320	42,500	42,000	42,000	-	42,000	(500)	(1%)
<b>Total</b>	<b>1,614,920</b>	<b>1,790,602</b>	<b>2,051,444</b>	<b>46,335</b>	<b>2,205,997</b>	<b>-</b>	<b>2,205,997</b>	<b>154,553</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ 1,606,350</b>	<b>\$ 1,787,572</b>	<b>\$ 2,036,444</b>	<b>\$ 46,335</b>	<b>\$ 2,180,997</b>	<b>\$ -</b>	<b>\$ 2,180,997</b>	<b>\$ 144,553</b>	<b>7%</b>

## Social Services – Foster Care

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	849,567	1,495,683	2,331,524	-	2,331,524	-	2,331,524	-	-%
<b>Total</b>	<b>849,567</b>	<b>1,495,683</b>	<b>2,331,524</b>	<b>-</b>	<b>2,331,524</b>	<b>-</b>	<b>2,331,524</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,299,130	1,625,270	2,079,491	-	2,246,510	-	2,246,510	167,019	8%
PROFESSIONAL SERVICES	-	16,080	51,050	50,250	50,250	-	50,250	(800)	(2%)
SUPPLIES & MATERIALS	2,872	2,542	4,800	4,600	4,600	-	4,600	(200)	(4%)
CURRENT SERVICES	-	4,600	6,280	29,464	18,688	-	18,688	12,408	198%
FIXED CHARGES	13,690	-	-	-	-	-	-	-	-%
DSS PROGRAMS	1,583,211	2,231,813	4,220,000	4,106,645	4,106,645	-	4,106,645	(113,355)	(3%)
<b>Total</b>	<b>2,898,903</b>	<b>3,880,305</b>	<b>6,361,621</b>	<b>4,190,959</b>	<b>6,426,693</b>	<b>-</b>	<b>6,426,693</b>	<b>65,072</b>	<b>1%</b>
<b>Net Cost</b>	<b>\$ 2,049,336</b>	<b>\$ 2,384,622</b>	<b>\$ 4,030,097</b>	<b>\$ 4,190,959</b>	<b>\$ 4,095,169</b>	<b>\$ -</b>	<b>\$ 4,095,169</b>	<b>\$ 65,072</b>	<b>2%</b>

## Social Services – Program Integrity

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
MISCELLANEOUS INCOME	22,468	21,455	25,000	-	25,000	-	25,000	-	-%
<b>Total</b>	<b>22,468</b>	<b>21,455</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	355,120	381,048	421,935	62,535	445,586	-	445,586	23,651	6%
CURRENT SERVICES	-	-	-	8,151	4,650	-	4,650	4,650	-%
<b>Total</b>	<b>355,120</b>	<b>381,048</b>	<b>421,935</b>	<b>70,686</b>	<b>450,236</b>	<b>-</b>	<b>450,236</b>	<b>28,301</b>	<b>7%</b>
<b>Net Cost</b>	<b>\$ 332,652</b>	<b>\$ 359,593</b>	<b>\$ 396,935</b>	<b>\$ 70,686</b>	<b>\$ 425,236</b>	<b>\$ -</b>	<b>\$ 425,236</b>	<b>\$ 28,301</b>	<b>7%</b>



## Social Services – Medicaid Transportation

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	51,529	36,251	70,000	-	25,000	-	25,000	(45,000)	(64%)
<b>Total</b>	<b>51,529</b>	<b>36,251</b>	<b>70,000</b>	<b>-</b>	<b>25,000</b>	<b>-</b>	<b>25,000</b>	<b>(45,000)</b>	<b>(64%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	162,950	187,273	205,609	29,375	215,744	-	215,744	10,135	5%
DSS PROGRAMS	41,833	36,485	70,000	45,000	45,000	-	45,000	(25,000)	(36%)
<b>Total</b>	<b>204,783</b>	<b>223,758</b>	<b>275,609</b>	<b>74,375</b>	<b>260,744</b>	<b>-</b>	<b>260,744</b>	<b>(14,865)</b>	<b>(5%)</b>
<b>Net Cost</b>	<b>\$ 153,254</b>	<b>\$ 187,507</b>	<b>\$ 205,609</b>	<b>\$ 74,375</b>	<b>\$ 235,744</b>	<b>\$ -</b>	<b>\$ 235,744</b>	<b>\$ 30,135</b>	<b>15%</b>

## Social Services – Work First

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	293,919	315,508	369,816	-	388,868	-	388,868	19,052	5%
DSS PROGRAMS	6,704	5,196	27,000	27,000	27,000	-	27,000	-	-%
<b>Total</b>	<b>300,623</b>	<b>320,704</b>	<b>396,816</b>	<b>27,000</b>	<b>415,868</b>	<b>-</b>	<b>415,868</b>	<b>19,052</b>	<b>5%</b>
<b>Net Cost</b>	<b>\$ 300,623</b>	<b>\$ 320,704</b>	<b>\$ 396,816</b>	<b>\$ 27,000</b>	<b>\$ 415,868</b>	<b>\$ -</b>	<b>\$ 415,868</b>	<b>\$ 19,052</b>	<b>5%</b>



# Non-Departmental Functional Area



## Contingency

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
INTERFUND / BUDGETARY	-	-	94,866	-	1,285,000	5,566,572	6,851,572	6,756,706	7122%
<b>Total</b>	-	-	<b>94,866</b>	-	<b>1,285,000</b>	<b>5,566,572</b>	<b>6,851,572</b>	<b>6,756,706</b>	<b>7122%</b>
<b>Net Cost</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 94,866</b>	<b>\$ -</b>	<b>\$ 1,285,000</b>	<b>\$ 5,566,572</b>	<b>\$ 6,851,572</b>	<b>\$ 6,756,706</b>	<b>7122%</b>

### Expansion & Other Notes

**Difference between FY 2024 and FY 2025:** The FY 2024 Original Budget amount for contingency was \$1,460,000. As funds have been moved out of contingency into other departments, the Revised Budget amount has been reduced to reflect these transfers. If the FY 2025 approved amount was compared with the original budget, the variance would be \$5,391,572 and the percent increase would be 369%.

Additional funds, approximately \$5M, are set aside in contingency, pending legislative action and State budget approval.

## Transfers to Debt and Capital Improvements

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Expenses</b>									
INTERFUND / BUDGETARY	11,690,000	27,336,394	18,017,337	11,000,000	11,000,000	-	11,000,000	(7,017,337)	(39%)
<b>Total</b>	<b>11,690,000</b>	<b>27,336,394</b>	<b>18,017,337</b>	<b>11,000,000</b>	<b>11,000,000</b>	<b>-</b>	<b>11,000,000</b>	<b>(7,017,337)</b>	<b>(39%)</b>
<b>Net Cost</b>	<b>\$ 11,690,000</b>	<b>\$ 27,336,394</b>	<b>\$ 18,017,337</b>	<b>\$ 11,000,000</b>	<b>\$ 11,000,000</b>	<b>\$ -</b>	<b>\$ 11,000,000</b>	<b>\$ (7,017,337)</b>	<b>(39%)</b>

### Expansion & Other Notes

**Transfers include:**

- > Debt Service Fund - \$11,000,000



# Public Safety Functional Area





## Animal Services — Animal Control

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	54,000	55,391	76,125	145,369	76,125	-	76,125	-	-%
MISCELLANEOUS INCOME	200	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>54,200</b>	<b>55,391</b>	<b>76,125</b>	<b>145,369</b>	<b>76,125</b>	<b>-</b>	<b>76,125</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	263,989	316,159	368,208	8,000	388,823	60,976	449,799	81,591	22%
SUPPLIES & MATERIALS	22,462	30,362	42,617	41,450	41,450	6,176	47,626	5,009	12%
CURRENT SERVICES	14,880	26,176	23,394	22,167	22,167	3,988	26,155	2,761	12%
FIXED CHARGES	19,361	23,188	24,684	42,958	42,958	17,004	59,962	35,278	143%
NON-CAPITALIZED ASSETS	124	2,420	6,900	-	-	-	-	(6,900)	(100%)
<b>Total</b>	<b>320,816</b>	<b>398,305</b>	<b>465,803</b>	<b>114,575</b>	<b>495,398</b>	<b>88,144</b>	<b>583,542</b>	<b>117,739</b>	<b>25%</b>
<b>Net Cost</b>	<b>\$ 266,616</b>	<b>\$ 342,914</b>	<b>\$ 389,678</b>	<b>\$ (30,794)</b>	<b>\$ 419,273</b>	<b>\$ 88,144</b>	<b>\$ 507,417</b>	<b>\$ 117,739</b>	<b>30%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Animal Services located at 1100 McKay Place, Lillington:** Provide funding for one full-time Municipal Field Service Officer position (grade 17) and operating expenses, such as computer, training, and vehicle. This position is needed to provide Animal Control services to all contracted municipalities. Current demand per municipality has increased, and non-emergency trapping services have been delayed. This position will be responsible for fielding daily municipal calls, investigations, animal trapping, assisting law enforcement, and be the point of contact for municipal agencies.

Net Cost: \$70,464.

**Fund operating costs for two replacement vehicles at Animal Services located at 1100 McKay Place, Lillington:** Provide funding for operating expenses for two replacement vehicles with Animal Services. Animal Services requests to replace two 2008 Ford 250 due to the high mileage, age, condition, and lack of storage space of both vehicles. The new vehicle will be used by real property appraisal staff to move and install foreclosure signs and to make off-road site visits down farm paths and dirt roads for present use value verification. The new vehicle will become part of the County’s fleet renewal program. In order to provide adequate public safety services 24 hours a day, dependable and capable vehicles are needed. Both vehicles will be part of the Fleet Renewal program.

Net Cost: \$17,680.

## Animal Services — Shelter

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	19,916	25,883	26,247	26,247	26,247	-	26,247	-	-%
ENTERPRISE CHARGES	-	25	-	-	-	-	-	-	-%
MISCELLANEOUS INCOME	11,398	9,614	52,587	-	-	-	-	(52,587)	(100%)
<b>Total</b>	<b>31,314</b>	<b>35,522</b>	<b>78,834</b>	<b>26,247</b>	<b>26,247</b>	<b>-</b>	<b>26,247</b>	<b>(52,587)</b>	<b>(67%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	173,324	262,315	326,968	48,225	345,721	52,609	398,330	71,362	22%
PROFESSIONAL SERVICES	10,360	10,472	57,550	67,400	67,400	-	67,400	9,850	17%
SUPPLIES & MATERIALS	34,225	64,796	124,513	90,507	90,507	416	90,923	(33,590)	(27%)
CURRENT SERVICES	18,372	23,303	32,502	27,094	27,094	604	27,698	(4,804)	(15%)
FIXED CHARGES	2,065	3,088	4,216	15,107	15,107	-	15,107	10,891	258%
NON-CAPITALIZED ASSETS	-	3,014	8,500	-	-	-	-	(8,500)	(100%)
<b>Total</b>	<b>238,346</b>	<b>366,988</b>	<b>554,249</b>	<b>248,333</b>	<b>545,829</b>	<b>53,629</b>	<b>599,458</b>	<b>45,209</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ 207,032</b>	<b>\$ 331,466</b>	<b>\$ 475,415</b>	<b>\$ 222,086</b>	<b>\$ 519,582</b>	<b>\$ 53,629</b>	<b>\$ 573,211</b>	<b>\$ 97,796</b>	<b>21%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Animal Services located at 1100 McKay Place, Lillington:** Provide funding for one full-time Animal Care Technician position (grade 13) and operating expenses, such as uniforms and training. This position is essential for assisting with kenneling, administrative duties, and logistical tasks. Adding an Animal

Care Technician will facilitate a higher intake rate of animals, streamline paperwork processing, transport animals to spay/neuter appointments, offer Petco adoption services, and participate in local adoption events.

Net Cost: \$53,629.

## Emergency Services - Emergency Management

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	146,232	255,977	441	-	-	-	-	(441)	(100%)
SERVICE CHARGES	60,810	107,683	115,919	115,919	115,919	-	115,919	-	-%
MISCELLANEOUS INCOME	5,287	50,000	-	-	-	-	-	-	-%
<b>Total</b>	<b>212,329</b>	<b>413,660</b>	<b>116,360</b>	<b>115,919</b>	<b>115,919</b>	<b>-</b>	<b>115,919</b>	<b>(441)</b>	<b>(0%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	840,248	872,001	1,062,035	141,474	1,164,525	82,999	1,247,524	185,489	17%
PROFESSIONAL SERVICES	1,225	620	1,922	2,620	2,620	287	2,907	985	51%
SUPPLIES & MATERIALS	54,022	54,740	73,636	66,008	66,008	6,640	72,648	(988)	(1%)
CURRENT SERVICES	61,624	68,726	82,386	91,468	91,468	3,764	95,232	12,846	16%
FIXED CHARGES	51,595	47,453	82,000	91,981	91,981	600	92,581	10,581	13%
CAPITAL OUTLAY	-	-	-	-	-	81,000	81,000	81,000	-%
NON-CAPITALIZED ASSETS	15,855	84,048	12,574	20,620	20,620	7,510	28,130	15,556	124%
<b>Total</b>	<b>1,024,569</b>	<b>1,127,588</b>	<b>1,314,553</b>	<b>414,171</b>	<b>1,437,222</b>	<b>182,800</b>	<b>1,620,022</b>	<b>305,469</b>	<b>23%</b>
<b>Net Cost</b>	<b>\$ 812,240</b>	<b>\$ 713,928</b>	<b>\$ 1,198,193</b>	<b>\$ 298,252</b>	<b>\$ 1,321,303</b>	<b>\$ 182,800</b>	<b>\$ 1,504,103</b>	<b>\$ 305,910</b>	<b>26%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Emergency Services located at 1005 Edwards Brothers Drive, Lillington:** Provide funding for a full-time Daytime Deputy Fire Marshal position (grade 26) and operating expenses, such as computer, vehicle, and public safety supplies. This position will primarily concentrate on enforcing fire codes, conducting routine fire prevention inspections, reviewing plans, completing numerous final inspections for new occupancies and offering technical guidance to

contractors and developers. Additionally, this position will assume a pivotal role in emergency response activities, help bolster Emergency Operations Center (EOC) operations, conduct investigations into cause and origins of fires, cover when our shift staff are out, join our on-call duty officer rotation, and actively contribute to public education campaigns.

Net Cost: \$182,800.

## Emergency Services — Emergency Management Grants

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	106,783	259,487	374,520	189,002	242,502	-	242,502	(132,018)	(35%)
<b>Total</b>	<b>106,783</b>	<b>259,487</b>	<b>374,520</b>	<b>189,002</b>	<b>242,502</b>	<b>-</b>	<b>242,502</b>	<b>(132,018)</b>	<b>(35%)</b>
<b>Expenses</b>									
SUPPLIES & MATERIALS	33,095	55,403	152,924	108,292	108,292	-	108,292	(44,632)	(29%)
CURRENT SERVICES	-	-	10,000	20,000	20,000	-	20,000	10,000	100%
CAPITAL OUTLAY	41,489	195,097	211,596	56,892	56,892	-	56,892	(154,704)	(73%)
NON-CAPITALIZED ASSETS	7,011	-	-	57,318	57,318	-	57,318	57,318	-%
<b>Total</b>	<b>81,595</b>	<b>250,500</b>	<b>374,520</b>	<b>242,502</b>	<b>242,502</b>	<b>-</b>	<b>242,502</b>	<b>(132,018)</b>	<b>(35%)</b>
<b>Net Cost</b>	<b>\$ (25,188)</b>	<b>\$ (8,987)</b>	<b>\$ -</b>	<b>\$ 53,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Emergency Services — Emergency Medical Services (EMS)

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	70,644	1,188,682	-	-	702,869	-	702,869	702,869	-%
SERVICE CHARGES	5,963,411	7,510,558	6,393,400	6,393,400	6,393,400	-	6,393,400	-	-%
MISCELLANEOUS INCOME	1,044	4,786	-	-	-	-	-	-	-%
<b>Total</b>	<b>6,035,099</b>	<b>8,704,026</b>	<b>6,393,400</b>	<b>6,393,400</b>	<b>7,096,269</b>	<b>-</b>	<b>7,096,269</b>	<b>702,869</b>	<b>11%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	7,580,095	7,908,929	9,557,697	1,915,328	10,512,244	-	10,512,244	954,547	10%
PROFESSIONAL SERVICES	1,097	3,579	5,000	5,000	5,000	-	5,000	-	-%
SUPPLIES & MATERIALS	590,504	502,619	621,750	614,250	614,250	3,000	617,250	(4,500)	(1%)
CURRENT SERVICES	201,361	204,591	227,031	278,345	280,145	12,020	292,165	65,134	29%
FIXED CHARGES	432,824	738,977	908,980	1,254,047	1,248,467	7,164	1,255,631	346,651	38%
CAPITAL OUTLAY	21,589	-	-	-	-	-	-	-	-%
NON-CAPITALIZED ASSETS	22,317	10,445	5,500	2,000	2,000	2,900	4,900	(600)	(11%)
HEALTH	24,437	230,377	250,000	-	-	-	-	(250,000)	(100%)
<b>Total</b>	<b>8,874,224</b>	<b>9,599,517</b>	<b>11,575,958</b>	<b>4,068,970</b>	<b>12,662,106</b>	<b>25,084</b>	<b>12,687,190</b>	<b>1,111,232</b>	<b>10%</b>
<b>Net Cost</b>	<b>\$ 2,839,125</b>	<b>\$ 895,491</b>	<b>\$ 5,182,558</b>	<b>\$ (2,324,430)</b>	<b>\$ 5,565,837</b>	<b>\$ 25,084</b>	<b>\$ 5,590,921</b>	<b>\$ 408,363</b>	<b>8%</b>

### Expansion & Other Notes

**Fund operating costs for additional emergency services coverage for Northwest Harnett Station 3 to support Emergency Medical Services Department located at 1005 Edwards Brothers Drive, Lillington:** Provide funding for operating expenses, such computers, furniture, fuel, and rental space to assist with providing emergency services for the Northwest Harnett Station 3 (Medic 16). The East and West side supervisor units currently use a 911 ambulance and are staffed with two employees per shift: one District Chief and one Paramedic. With the purchase of three

new quick-response vehicles, the department will transition the District Chiefs to the quick response vehicles and put the two Paramedics in one ambulance to staff Medic 16.

Net Cost: \$25,084.

**The approved funding also includes:**

- > Provides funding for three emergency response vehicles. The funds are budgeted in the General Fund Capital Reserve (\$190,173).

## Emergency Services — Medical Examiner

For services performed as required by Article 16, Chapter 130A of the North Carolina General Statutes.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
FIXED CHARGES	99,550	82,400	100,000	100,000	100,000	-	100,000	-	-%
<b>Total</b>	<b>99,550</b>	<b>82,400</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ 99,550</b>	<b>\$ 82,400</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

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

## Emergency Services — Rescue Districts

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	-	1,583,178	-	-	-	-	-	-	-%
<b>Total</b>	<b>-</b>	<b>1,583,178</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
FIXED CHARGES	3,749,400	5,792,107	4,592,173	5,549,191	5,372,140	-	5,372,140	779,967	17%
<b>Total</b>	<b>3,749,400</b>	<b>5,792,107</b>	<b>4,592,173</b>	<b>5,549,191</b>	<b>5,372,140</b>	<b>-</b>	<b>5,372,140</b>	<b>779,967</b>	<b>17%</b>
<b>Net Cost</b>	<b>\$ 3,749,400</b>	<b>\$ 4,208,929</b>	<b>\$ 4,592,173</b>	<b>\$ 5,549,191</b>	<b>\$ 5,372,140</b>	<b>\$ -</b>	<b>\$ 5,372,140</b>	<b>\$ 779,967</b>	<b>17%</b>

### Expansion & Other Notes

The approved budget includes a 17% across-the-board increase for rescue agencies, allocating 10% for increased operational costs and 7% to offset the loss of Medicaid Cost Settlement funds.

## Total Sheriff Office

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	172,181	138,881	278,800	61,060	61,060	-	61,060	(217,740)	(78%)
SERVICE CHARGES	2,586,419	2,583,804	2,802,564	1,230,962	2,644,541	-	2,644,541	(158,023)	(6%)
MISCELLANEOUS INCOME	278,568	422,674	185,260	116,000	251,988	-	251,988	66,728	36%
<b>Total</b>	<b>3,037,168</b>	<b>3,145,359</b>	<b>3,266,624</b>	<b>1,408,022</b>	<b>2,957,589</b>	<b>-</b>	<b>2,957,589</b>	<b>(309,035)</b>	<b>(9%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	16,595,745	17,290,278	21,064,828	499,925	22,121,708	107,038	22,228,746	1,163,918	6%
PROFESSIONAL SERVICES	77,344	68,427	103,895	83,375	90,375	-	90,375	(13,520)	(13%)
SUPPLIES & MATERIALS	935,990	1,191,314	1,103,499	1,206,838	1,213,138	-	1,213,138	109,639	10%
CURRENT SERVICES	1,025,654	1,260,004	1,379,662	1,622,421	1,646,361	-	1,646,361	266,699	19%
FIXED CHARGES	2,612,993	2,464,478	3,298,549	4,303,552	4,246,393	-	4,246,393	947,844	29%
CAPITAL OUTLAY	-	60,533	104,535	-	-	-	-	(104,535)	(100%)
NON-CAPITALIZED ASSETS	97,362	190,542	219,135	296,990	319,050	-	319,050	99,915	46%
<b>Total</b>	<b>21,345,088</b>	<b>22,525,576</b>	<b>27,274,103</b>	<b>8,013,101</b>	<b>29,637,025</b>	<b>107,038</b>	<b>29,744,063</b>	<b>2,469,960</b>	<b>9%</b>
<b>Net Cost</b>	<b>\$ 18,307,920</b>	<b>\$ 19,380,217</b>	<b>\$ 24,007,479</b>	<b>\$ 6,605,079</b>	<b>\$ 26,679,436</b>	<b>\$ 107,038</b>	<b>\$ 26,786,474</b>	<b>\$ 2,778,995</b>	<b>12%</b>



# Sheriff's Office

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	144,034	118,443	108,800	36,060	36,060	-	36,060	(72,740)	(67%)
SERVICE CHARGES	318,095	381,265	283,628	330,000	326,025	-	326,025	42,397	15%
MISCELLANEOUS INCOME	7,230	14,008	-	-	-	-	-	-	-%
<b>Total</b>	<b>469,359</b>	<b>513,716</b>	<b>392,428</b>	<b>366,060</b>	<b>362,085</b>	<b>-</b>	<b>362,085</b>	<b>(30,343)</b>	<b>(8%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	10,897,445	11,358,717	13,441,530	301,025	14,626,221	23,155	14,649,376	1,207,846	9%
PROFESSIONAL SERVICES	70,744	64,827	99,775	65,775	72,775	-	72,775	(27,000)	(27%)
SUPPLIES & MATERIALS	821,667	1,042,655	946,266	1,025,338	1,028,938	-	1,028,938	82,672	9%
CURRENT SERVICES	512,647	586,609	696,460	798,874	797,814	-	797,814	101,354	15%
FIXED CHARGES	343,347	337,229	415,281	1,267,496	1,315,096	-	1,315,096	899,815	217%
NON-CAPITALIZED ASSETS	52,702	115,180	209,835	175,276	197,336	-	197,336	(12,499)	(6%)
<b>Total</b>	<b>12,698,552</b>	<b>13,505,217</b>	<b>15,809,147</b>	<b>3,633,784</b>	<b>18,038,180</b>	<b>23,155</b>	<b>18,061,335</b>	<b>2,252,188</b>	<b>14%</b>
<b>Net Cost</b>	<b>\$ 12,229,193</b>	<b>\$ 12,991,501</b>	<b>\$ 15,416,719</b>	<b>\$ 3,267,724</b>	<b>\$ 17,676,095</b>	<b>\$ 23,155</b>	<b>\$ 17,699,250</b>	<b>\$ 2,282,531</b>	<b>15%</b>

## Expansion & Other Notes

**Fund two reclassifications to support the Sheriff's Office located at 175 Bain Street, Lillington:** Provide funding to reclassify Administrative Assistant (grade 19) to Criminal Analyst II (grade 22) in the Narcotics Division and Administrative Assistant III (grade 16) to Criminal Analyst I (grade 20) in the Criminal Investigation Division. Both administrative assistants have been working in dual roles of administrative assistant and criminal analyst.

The criminal analyst role formulates and deciphers data, data entry, phone tolls, strategic interpretation of data, manages software entry for calls for service as well as reporting monthly, annually, and as needed for criminal activity.

Net Cost: \$23,155.

## Sheriff's Office — Campbell Deputies

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	546,241	543,154	727,436	66,013	691,536	-	691,536	(35,900)	(5%)
MISCELLANEOUS INCOME	8,025	8,833	-	-	-	-	-	-	-%
<b>Total</b>	<b>554,266</b>	<b>551,987</b>	<b>727,436</b>	<b>66,013</b>	<b>691,536</b>	<b>-</b>	<b>691,536</b>	<b>(35,900)</b>	<b>(5%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	480,769	550,432	689,336	17,500	643,023	-	643,023	(46,313)	(7%)
SUPPLIES & MATERIALS	16,862	21,042	26,200	27,800	27,800	-	27,800	1,600	6%
CURRENT SERVICES	8,157	3,914	11,900	14,050	14,050	-	14,050	2,150	18%
FIXED CHARGES	-	-	-	6,663	6,663	-	6,663	6,663	-%
<b>Total</b>	<b>505,788</b>	<b>575,388</b>	<b>727,436</b>	<b>66,013</b>	<b>691,536</b>	<b>-</b>	<b>691,536</b>	<b>(35,900)</b>	<b>(5%)</b>
<b>Net Cost</b>	<b>\$ (48,478)</b>	<b>\$ 23,401</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Sheriff's Office — Child Support Enforcement

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
MISCELLANEOUS INCOME	80,275	90,053	10,260	5,000	107,988	-	107,988	97,728	953%
<b>Total</b>	<b>80,275</b>	<b>90,053</b>	<b>10,260</b>	<b>5,000</b>	<b>107,988</b>	<b>-</b>	<b>107,988</b>	<b>97,728</b>	<b>953%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	81,478	91,282	105,167	-	102,988	-	102,988	(2,179)	(2%)
SUPPLIES & MATERIALS	2,993	3,093	4,100	3,500	3,500	-	3,500	(600)	(15%)
CURRENT SERVICES	678	1,873	1,500	1,500	1,500	-	1,500	-	-%
<b>Total</b>	<b>85,149</b>	<b>96,248</b>	<b>110,767</b>	<b>5,000</b>	<b>107,988</b>	<b>-</b>	<b>107,988</b>	<b>(2,779)</b>	<b>(3%)</b>
<b>Net Cost</b>	<b>\$ 4,874</b>	<b>\$ 6,195</b>	<b>\$ 100,507</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (100,507)</b>	<b>(100%)</b>

## Sheriff's Office — Emergency Communications

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,567,227	1,839,250	2,383,754	135,085	2,521,585	12,343	2,533,928	150,174	6%
PROFESSIONAL SERVICES	-	-	-	1,000	1,000	-	1,000	1,000	-%
SUPPLIES & MATERIALS	6,015	3,759	4,600	6,500	6,000	-	6,000	1,400	30%
CURRENT SERVICES	22,185	26,412	71,346	86,340	82,792	-	82,792	11,446	16%
FIXED CHARGES	158,808	90,819	158,011	255,292	232,561	-	232,561	74,550	47%
NON-CAPITALIZED ASSETS	-	-	3,590	12,900	11,800	-	11,800	8,210	229%
<b>Total</b>	<b>1,754,235</b>	<b>1,960,240</b>	<b>2,621,301</b>	<b>497,117</b>	<b>2,855,738</b>	<b>12,343</b>	<b>2,868,081</b>	<b>246,780</b>	<b>9%</b>
<b>Net Cost</b>	<b>\$ 1,754,235</b>	<b>\$ 1,960,240</b>	<b>\$ 2,621,301</b>	<b>\$ 497,117</b>	<b>\$ 2,855,738</b>	<b>\$ 12,343</b>	<b>\$ 2,868,081</b>	<b>\$ 246,780</b>	<b>9%</b>

### Expansion & Other Notes

**Fund operating costs for incentive pay for Certified Training Officers of Emergency Communications Division of the Harnett County Sheriff's Office located at 175 Bain Street, Lillington:** Provide funding for incentive pay and benefits compensate the trainers for the increased workload and provide an incentive for other qualified Telecommunicators to want to

become a trainer. The incentive will provide a shift premium of \$10 per shift for certified trainers while they are actively training a new employee or providing remedial training to a current employee.

Net Cost: \$12,343.

## Sheriff’s Office — Detention Center (Jail)

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	28,147	20,438	170,000	25,000	25,000	-	25,000	(145,000)	(85%)
SERVICE CHARGES	352,066	432,986	491,500	326,980	326,980	-	326,980	(164,520)	(33%)
MISCELLANEOUS INCOME	183,038	309,780	175,000	111,000	144,000	-	144,000	(31,000)	(18%)
<b>Total</b>	<b>563,251</b>	<b>763,204</b>	<b>836,500</b>	<b>462,980</b>	<b>495,980</b>	<b>-</b>	<b>495,980</b>	<b>(340,520)</b>	<b>(41%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	3,650,499	4,031,096	4,790,339	159,400	4,562,867	-	4,562,867	(227,472)	(5%)
PROFESSIONAL SERVICES	6,600	3,600	4,120	17,600	17,600	-	17,600	13,480	327%
SUPPLIES & MATERIALS	94,468	124,524	126,933	150,200	152,900	-	152,900	25,967	20%
CURRENT SERVICES	504,172	665,745	659,687	797,882	822,882	-	822,882	163,195	25%
FIXED CHARGES	1,974,443	1,807,580	2,451,165	2,553,539	2,369,386	-	2,369,386	(81,779)	(3%)
CAPITAL OUTLAY	-	60,533	104,535	-	-	-	-	(104,535)	(100%)
NON-CAPITALIZED ASSETS	44,660	75,362	9,300	121,714	121,714	-	121,714	112,414	1209%
<b>Total</b>	<b>6,274,842</b>	<b>6,768,440</b>	<b>8,146,079</b>	<b>3,800,335</b>	<b>8,047,349</b>	<b>-</b>	<b>8,047,349</b>	<b>(98,730)</b>	<b>(1%)</b>
<b>Net Cost</b>	<b>\$ 5,711,591</b>	<b>\$ 6,005,236</b>	<b>\$ 7,309,579</b>	<b>\$ 3,337,355</b>	<b>\$ 7,551,369</b>	<b>\$ -</b>	<b>\$ 7,551,369</b>	<b>\$ 241,790</b>	<b>3%</b>

## Sheriff’s Office — School Resource Officers

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	1,370,017	1,226,399	1,300,000	507,969	1,300,000	-	1,300,000	-	-%
<b>Total</b>	<b>1,370,017</b>	<b>1,226,399</b>	<b>1,300,000</b>	<b>507,969</b>	<b>1,300,000</b>	<b>-</b>	<b>1,300,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,485,554	1,258,751	2,038,456	22,000	2,186,609	83,883	2,270,492	232,036	11%
CURRENT SERVICES	-	1,863	10,115	10,115	10,115	-	10,115	-	-%
FIXED CHARGES	295,203	319,669	432,103	475,854	555,248	-	555,248	123,145	29%
<b>Total</b>	<b>1,780,757</b>	<b>1,580,283</b>	<b>2,480,674</b>	<b>507,969</b>	<b>2,751,972</b>	<b>83,883</b>	<b>2,835,855</b>	<b>355,181</b>	<b>14%</b>
<b>Net Cost</b>	<b>\$ 410,740</b>	<b>\$ 353,884</b>	<b>\$ 1,180,674</b>	<b>\$ -</b>	<b>\$ 1,451,972</b>	<b>\$ 83,883</b>	<b>\$ 1,535,855</b>	<b>\$ 355,181</b>	<b>30%</b>

### Expansion & Other Notes

**Reclassify a vacant Detention Officer position to a School Resource Officer position to fund an employee and operating costs to support Harnett County Sheriff’s Office - School Resource Officer Division located at 175 Bain Street, Lillington:** Provide funding for one full-time Deputy Sheriff position (grade 107) and operating expenses, such as computer, uniforms, and equipment. The new school resource officer position will provide services at Lillington-Shawtown Elementary School.

Net Cost: \$17,969.



**Harnett**  
**C O U N T Y**  
NORTH CAROLINA

# Transportation Functional Area





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

HARTS is a Community Transportation program that serves the public as well as human services for medical, personal, employment, and education trips.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	222,034	387,407	1,311,465	1,339,155	1,199,223	204,612	1,403,835	92,370	7%
<b>Total</b>	<b>222,034</b>	<b>387,407</b>	<b>1,311,465</b>	<b>1,339,155</b>	<b>1,199,223</b>	<b>204,612</b>	<b>1,403,835</b>	<b>92,370</b>	<b>7%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	181,647	198,648	264,501	1,500	283,986	-	283,986	19,485	7%
PROFESSIONAL SERVICES	1,147	1,323	2,000	2,000	2,000	-	2,000	-	-%
SUPPLIES & MATERIALS	5,436	5,616	24,858	14,665	7,550	-	7,550	(17,308)	(70%)
CURRENT SERVICES	28,053	29,362	28,320	35,700	35,700	6,612	42,312	13,992	49%
FIXED CHARGES	45,074	85,210	81,280	72,828	72,828	-	72,828	(8,452)	(10%)
NON-CAPITALIZED ASSETS	-	134,044	1,037,944	1,056,815	923,998	220,000	1,143,998	106,054	10%
TRANSPORTATION	-	-	5,000	5,000	5,000	-	5,000	-	-%
<b>Total</b>	<b>261,357</b>	<b>454,203</b>	<b>1,443,903</b>	<b>1,188,508</b>	<b>1,331,062</b>	<b>226,612</b>	<b>1,557,674</b>	<b>113,771</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ 39,323</b>	<b>\$ 66,796</b>	<b>\$ 132,438</b>	<b>\$ (150,647)</b>	<b>\$ 131,839</b>	<b>\$ 22,000</b>	<b>\$ 153,839</b>	<b>\$ 21,401</b>	<b>16%</b>

### Expansion & Other Notes

**Fund grant match to replace transit vehicles at 250 Alexander Drive, Lillington:** Provide funding to match CTPCP Grant to replace two transit vehicles. North Carolina Department of Transportation’s best practices indicate Light Transit Vehicles (LTV) whose accumulated mileage is at 145,000 have reached the end of their lifecycle and are generally scheduled for replacement. Based on current mileage for van number 7967, it will

exceed North Carolina Department of Transportation’s recommended lifecycle. The State has also approved the replacement purchase of van number 7953, which was wrecked in February 2021. Procurement includes the cost of the vehicle, required camera system installation, radio system Installation.

Net Cost: \$22,000.

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

HARTS is a Community Transportation program that serves the public as well as human services for medical, personal, employment, and education trips.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	1,404,493	1,100,104	1,034,756	1,044,118	1,044,118	-	1,044,118	9,362	1%
SERVICE CHARGES	6,521	10,358	10,000	10,000	10,000	-	10,000	-	-%
MISCELLANEOUS INCOME	30,596	3,104	-	-	-	-	-	-	-%
<b>Total</b>	<b>1,441,610</b>	<b>1,113,566</b>	<b>1,044,756</b>	<b>1,054,118</b>	<b>1,054,118</b>	<b>-</b>	<b>1,054,118</b>	<b>9,362</b>	<b>1%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	801,806	825,130	1,198,944	359,574	1,316,682	26,390	1,343,072	144,128	12%
PROFESSIONAL SERVICES	332	1,515	3,000	3,000	3,000	-	3,000	-	-%
SUPPLIES & MATERIALS	135,847	138,822	150,014	158,800	161,300	1,050	162,350	12,336	8%
CURRENT SERVICES	27,503	46,593	143,264	197,636	193,676	-	193,676	50,412	35%
FIXED CHARGES	22,025	23,523	39,240	171,858	135,858	-	135,858	96,618	246%
CONTRACTS & GRANTS	25,100	-	-	-	-	-	-	-	-%
NON-CAPITALIZED ASSETS	322	4,785	41,863	-	-	-	-	(41,863)	(100%)
<b>Total</b>	<b>1,012,935</b>	<b>1,040,368</b>	<b>1,576,325</b>	<b>890,868</b>	<b>1,810,516</b>	<b>27,440</b>	<b>1,837,956</b>	<b>261,631</b>	<b>17%</b>
<b>Net Cost</b>	<b>\$ (428,675)</b>	<b>\$ (73,198)</b>	<b>\$ 531,569</b>	<b>\$ (163,250)</b>	<b>\$ 756,398</b>	<b>\$ 27,440</b>	<b>\$ 783,838</b>	<b>\$ 252,269</b>	<b>47%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Harnett Area Rural Transit System (HARTS) located at 250 Alexander Drive, Lillington:** Provide funding for one full-time Transit Driver position (grade 12) and operating expenses, such as uniforms. This position is needed to accommodate the increased demand for transit services. HARTS is

experiencing part-time recruitment issues and a higher than historical turn over with part-time drivers. More potential new drivers are requiring full-time employment. The approved effective date is January 1, 2025.

Net Cost: \$27,440.

## Harnett Regional Jetport

Harnett Regional Jetport’s Mission is to provide comprehensive aircraft services, effective airfield maintenance, and exceptional customer service, ensuring the highest standards of safety, efficiency and satisfaction for every aviation partner we serve. Through attention to detail, professionalism, and dedication, we aim to streamline operations, uphold industry standards, and foster strong partnerships based on respect, ethical and fair treatment, accountability, and excellence in service delivery.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	-	82,000	-	-	-	-	-	-	-%
SERVICE CHARGES	818,441	827,387	1,274,808	1,029,151	1,306,709	-	1,306,709	31,901	3%
MISCELLANEOUS INCOME	64,174	88,847	45,000	48,500	48,500	-	48,500	3,500	8%
INTERFUND / BUDGETARY	-	-	2,500,000	-	-	-	-	(2,500,000)	(100%)
<b>Total</b>	<b>882,615</b>	<b>998,234</b>	<b>3,819,808</b>	<b>1,077,651</b>	<b>1,355,209</b>	-	<b>1,355,209</b>	<b>(2,464,599)</b>	<b>(65%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	189,279	202,560	312,508	57,337	334,795	-	334,795	22,287	7%
PROFESSIONAL SERVICES	-	8,234	70	-	-	-	-	(70)	(100%)
SUPPLIES & MATERIALS	599,652	699,731	892,922	894,000	894,000	-	894,000	1,078	0%
CURRENT SERVICES	42,861	46,913	63,208	55,638	55,738	-	55,738	(7,470)	(12%)
FIXED CHARGES	42,342	50,299	51,042	70,276	70,276	-	70,276	19,234	38%
CAPITAL OUTLAY	15,971	41,301	2,500,000	-	-	-	-	(2,500,000)	(100%)
NON-CAPITALIZED ASSETS	17,927	349	58	400	400	-	400	342	590%
<b>Total</b>	<b>908,032</b>	<b>1,049,387</b>	<b>3,819,808</b>	<b>1,077,651</b>	<b>1,355,209</b>	-	<b>1,355,209</b>	<b>(2,464,599)</b>	<b>(65%)</b>
<b>Net Cost</b>	<b>\$ 25,417</b>	<b>\$ 51,153</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**The approved funding includes:**

- > Provides funding for the rewrite of Minimum Standards document and Rules and Regulations document (\$22,535)

These funds are budgeted in the General Fund Capital Reserve.

# Enterprise Funds



# Harnett Regional Water Fund Summary

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES	1,149	555,432	250,000	750,000	750,000	-	750,000	500,000	200%
ENTERPRISE CHARGES	2,379,865	2,477,357	2,113,000	2,418,000	2,418,000	-	2,418,000	305,000	14%
FACILITY FEES	39,966,547	41,935,720	40,635,000	43,600,000	43,600,000	-	43,600,000	2,965,000	7%
MISCELLANEOUS INCOME	9,532,430	(103,296,900)	340,000	340,000	340,000	-	340,000	-	-%
INTERFUND / BUDGETARY	2,208,738	-	1,993,600	-	-	-	-	(1,993,600)	(100%)
<b>Total</b>	<b>54,088,729</b>	<b>(58,328,391)</b>	<b>45,331,600</b>	<b>47,108,000</b>	<b>47,108,000</b>	<b>-</b>	<b>47,108,000</b>	<b>1,776,400</b>	<b>4%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	8,171,823	8,999,945	10,353,716	11,644,545	11,027,447	617,098	11,644,545	1,290,829	12%
PROFESSIONAL SERVICES	400,467	280,691	883,711	796,900	796,900	-	796,900	(86,811)	(10%)
SUPPLIES & MATERIALS	4,278,132	5,318,936	7,722,475	8,233,125	8,233,125	-	8,233,125	510,650	7%
CURRENT SERVICES	9,054,827	10,719,842	12,784,744	14,110,630	14,110,630	-	14,110,630	1,325,886	10%
FIXED CHARGES	16,163,761	22,842,333	4,497,329	4,867,379	4,867,379	-	4,867,379	370,050	8%
CAPITAL OUTLAY	12	763,967	3,743,364	2,864,014	1,989,014	875,000	2,864,014	(879,350)	(23%)
NON-CAPITALIZED ASSETS	70,854	128,899	246,600	257,600	257,600	-	257,600	11,000	4%
INTERFUND / BUDGETARY	6,441,330	28,847,973	5,099,661	4,333,807	4,333,807	-	4,333,807	(765,854)	(15%)
<b>Total</b>	<b>44,581,206</b>	<b>77,902,586</b>	<b>45,331,600</b>	<b>47,108,000</b>	<b>45,615,902</b>	<b>1,492,098</b>	<b>47,108,000</b>	<b>1,776,400</b>	<b>4%</b>
<b>Net Cost</b>	<b>\$ (9,507,523)</b>	<b>\$ 136,230,977</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1,492,098)</b>	<b>\$ 1,492,098</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Harnett Regional Water Fund Revenue

Revenue:	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved
SERVICE CHARGES - INVEST EARNINGS	1,149	555,432	250,000	750,000	-	750,000
ENTR CHARGES - OTHER SERVICES	920,061	897,830	750,000	950,000	-	950,000
ENTR CHARGES - RETURNED CHECK	15,650	17,900	13,000	18,000	-	18,000
ENTR CHARGES - PENALTIES	1,444,154	1,561,627	1,350,000	1,450,000	-	1,450,000
FACILITY FEES - WATER	26,866,082	27,392,797	26,500,000	28,500,000	-	28,500,000
FACILITY FEES - SEWER	12,349,763	13,762,882	13,310,000	14,200,000	-	14,200,000
FACILITY FEES - ENERGY	750,702	780,041	825,000	900,000	-	900,000
SALE OF MATERIALS AND SCRAP	1,000	-	-	-	-	-
SALE OF ASSETS	30,230	68,326	15,000	15,000	-	15,000
GAIN/LOSS ON ASSETS	(66,531)	-	-	-	-	-
CAPITAL OUTLAY OFFSET	8,451,828	(104,058,709)	-	-	-	-
CONTRIBUTIONS AND DONATIONS	390,000	-	-	-	-	-
INSURANCE SETTLEMENT	38,023	54,844	-	-	-	-
LEASE / RENT	170,558	186,354	175,000	175,000	-	175,000
OTHER REVENUE	517,322	452,285	150,000	150,000	-	150,000
TRANSFERS FROM - CAPITAL PROJECT	2,208,738	-	-	-	-	-
FUND BALANCE APPROPRIATED	-	-	1,993,600	-	-	-
<b>Total Revenue</b>	<b>\$ 54,088,729</b>	<b>\$ (58,328,391)</b>	<b>\$ 45,331,600</b>	<b>\$ 47,108,000</b>	<b>\$ -</b>	<b>\$ 47,108,000</b>

## Harnett Regional Water – Administration

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	2,363,381	2,731,198	2,914,825	3,104,250	3,042,729	61,521	3,104,250	189,425	7%
PROFESSIONAL SERVICES	89,584	54,039	305,040	168,000	168,000	-	168,000	(137,040)	(45%)
SUPPLIES & MATERIALS	298,493	282,121	992,950	1,287,150	1,287,150	-	1,287,150	294,200	30%
CURRENT SERVICES	236,179	394,985	524,455	609,195	609,195	-	609,195	84,740	16%
FIXED CHARGES	14,148,805	20,780,595	2,259,810	2,378,610	2,378,610	-	2,378,610	118,800	5%
CAPITAL OUTLAY	112,342	-	1,774,759	1,989,014	1,989,014	-	1,989,014	214,255	12%
NON-CAPITALIZED ASSETS	42,588	5,384	39,700	42,500	42,500	-	42,500	2,800	7%
INTERFUND / BUDGETARY	6,441,330	28,847,973	5,099,661	4,333,807	4,333,807	-	4,333,807	(765,854)	(15%)
<b>Total</b>	<b>23,732,702</b>	<b>53,096,295</b>	<b>13,911,200</b>	<b>13,912,526</b>	<b>13,851,005</b>	<b>61,521</b>	<b>13,912,526</b>	<b>1,326</b>	<b>0%</b>
<b>Net Cost</b>	<b>\$ 23,732,702</b>	<b>\$ 53,096,295</b>	<b>\$ 13,911,200</b>	<b>\$ 13,912,526</b>	<b>\$ 13,851,005</b>	<b>\$ 61,521</b>	<b>\$ 13,912,526</b>	<b>\$ 1,326</b>	<b>0%</b>

### Expansion & Other Notes

**Fund a full-time employee and operating costs to support Harnett Regional Water-Customer Service Division located at 700 McKinney Parkway, Lillington:** Provide funding for one full-time Utility Customer Service Representative I position (grade 17) and operating expenses, such

as computer and office supplies. This position is needed to accommodate the increased number of applications and credit verifications, and to ensure adequate staff is available to assist with public requests.

Net Cost: \$61,521.

# Harnett Regional Water – Sewer Collections

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,029,531	1,159,931	1,413,002	1,528,900	1,583,198	-	1,583,198	170,196	12%
PROFESSIONAL SERVICES	96,937	21,350	90,000	105,000	105,000	-	105,000	15,000	17%
SUPPLIES & MATERIALS	650,524	715,043	1,076,520	1,022,700	1,022,700	-	1,022,700	(53,820)	(5%)
CURRENT SERVICES	2,498,367	2,709,410	2,747,105	2,943,175	2,943,175	-	2,943,175	196,070	7%
FIXED CHARGES	189,286	186,964	197,038	258,838	258,838	-	258,838	61,800	31%
CAPITAL OUTLAY	(389,615)	265,993	452,297	278,000	-	278,000	278,000	(174,297)	(39%)
NON-CAPITALIZED ASSETS	435	14,180	27,000	27,000	27,000	-	27,000	-	-%
<b>Total</b>	<b>4,075,465</b>	<b>5,072,871</b>	<b>6,002,962</b>	<b>6,163,613</b>	<b>5,939,911</b>	<b>278,000</b>	<b>6,217,911</b>	<b>214,949</b>	<b>4%</b>
<b>Net Cost</b>	<b>\$ 4,075,465</b>	<b>\$ 5,072,871</b>	<b>\$ 6,002,962</b>	<b>\$ 6,163,613</b>	<b>\$ 5,939,911</b>	<b>\$ 278,000</b>	<b>\$ 6,217,911</b>	<b>\$ 214,949</b>	<b>4%</b>

## Expansion & Other Notes

**Fund capital costs for two replacement vehicles at Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expense to replace two service trucks with the Sewer Collection Division. The vehicles have excessive miles and maintenance issues. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided with safe and reliable vehicles.

Net Cost: \$152,000.

**Fund capital costs for the purchase of two new generators Harnett Regional Water (HRW) located at 700 McKinney Parkway, Lillington:** Provide funding for capital expenses to purchase two backup generators at sewer lift stations SLS #16 and SLS #38. New permanent stand-by generators at these two sewer lift stations will ensure reliable sewer service will continue in the event of power outages in these areas.

Net Cost: \$126,000.



# Harnett Regional Water – Water Distribution

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,344,716	1,466,219	1,896,561	2,114,241	2,004,517	-	2,004,517	107,956	6%
PROFESSIONAL SERVICES	133,552	106,983	135,500	155,500	155,500	-	155,500	20,000	15%
SUPPLIES & MATERIALS	810,370	725,217	1,068,183	1,071,400	1,071,400	-	1,071,400	3,217	0%
CURRENT SERVICES	2,049,131	2,493,331	2,688,950	3,133,750	3,133,750	-	3,133,750	444,800	17%
FIXED CHARGES	353,774	362,692	370,946	392,446	392,446	-	392,446	21,500	6%
CAPITAL OUTLAY	88,728	136,662	1,190,864	200,000	-	200,000	200,000	(990,864)	(83%)
NON-CAPITALIZED ASSETS	9,829	57,162	88,200	94,200	94,200	-	94,200	6,000	7%
<b>Total</b>	<b>4,790,100</b>	<b>5,348,266</b>	<b>7,439,204</b>	<b>7,161,537</b>	<b>6,851,813</b>	<b>200,000</b>	<b>7,051,813</b>	<b>(387,391)</b>	<b>(5%)</b>
<b>Net Cost</b>	<b>\$ 4,790,100</b>	<b>\$ 5,348,266</b>	<b>\$ 7,439,204</b>	<b>\$ 7,161,537</b>	<b>\$ 6,851,813</b>	<b>\$ 200,000</b>	<b>\$ 7,051,813</b>	<b>\$ (387,391)</b>	<b>(5%)</b>

## Expansion & Other Notes

**Fund capital costs for a replacement standby generator, a mini excavator, and an automated traffic flagger at Harnett Regional Water (HRW) located at 312 W Duncan Street, Lillington:** Provide funding for capital expenses to replace a standby generator for the East Central Booster Pump Station (BPS), which is obsolete and needs total replacement. The

new mini excavator will greatly enhance the department’s capabilities for installing water taps and repairing line breaks. The automated traffic flagger is needed to ensure the safety of crews working on and around highways throughout the County.

Net Cost: \$200,000.

# Harnett Regional Water – Water Treatment Plant

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,315,427	1,418,551	1,631,314	1,901,600	1,694,948	206,652	1,901,600	270,286	17%
PROFESSIONAL SERVICES	10,405	13,296	201,900	201,900	201,900	-	201,900	-	-%
SUPPLIES & MATERIALS	1,890,359	2,936,263	3,549,747	3,808,500	3,808,500	-	3,808,500	258,753	7%
CURRENT SERVICES	2,048,688	2,665,845	3,309,825	4,190,680	4,190,680	-	4,190,680	880,855	27%
FIXED CHARGES	578,637	687,446	724,370	774,620	774,620	-	774,620	50,250	7%
CAPITAL OUTLAY	-	258,656	61,861	76,000	-	76,000	76,000	14,139	23%
NON-CAPITALIZED ASSETS	5,459	14,431	25,500	39,700	39,700	-	39,700	14,200	56%
<b>Total</b>	<b>5,848,975</b>	<b>7,994,488</b>	<b>9,504,517</b>	<b>10,993,000</b>	<b>10,710,348</b>	<b>282,652</b>	<b>10,993,000</b>	<b>1,488,483</b>	<b>16%</b>
<b>Net Cost</b>	<b>\$ 5,848,975</b>	<b>\$ 7,994,488</b>	<b>\$ 9,504,517</b>	<b>\$ 10,993,000</b>	<b>\$ 10,710,348</b>	<b>\$ 282,652</b>	<b>\$ 10,993,000</b>	<b>\$ 1,488,483</b>	<b>16%</b>

## Expansion & Other Notes

**Fund three full-time employee and operating costs to support Harnett Regional Water (HRW) located at 312 W Duncan Street, Lillington:**

Provide funding for two full-time Water Treatment Plant Operator/Trainee positions (grade 20) and one full-time Plant Maintenance Technician (grade 19) and operating expenses, such as computers, uniforms and equipment. The new Water Treatment Plant Operators are needed to ensure that two licensed operators are present on each 12-hour shift at the water plant. The plant currently operates with one operator, but a shift in operational, technological, and most importantly safety reasons now require a minimum of two operators per shift. The plant currently has one plant maintenance technician to oversee ongoing maintenance, but the increased sophistication

and aging of the plant’s infrastructure now requires a minimum of two maintenance positions.

Net Cost: \$206,652.

**Fund capital costs for a new vehicle at Harnett Regional Water (HRW) located at 312 W Duncan Street, Lillington:**

Provide funding for capital expenses to purchase one service truck for the Water Plant Division. The new vehicle is needed for the new requested Plant Maintenance Technician position.

Net Cost: \$76,000.

# Harnett Regional Water – North Harnett Wastewater Treatment Plant

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	985,585	1,040,691	1,149,834	1,449,550	1,309,980	139,570	1,449,550	299,716	26%
PROFESSIONAL SERVICES	35,552	45,163	65,000	79,000	79,000	-	79,000	14,000	22%
SUPPLIES & MATERIALS	368,275	430,976	586,475	617,075	617,075	-	617,075	30,600	5%
CURRENT SERVICES	1,112,013	1,241,287	1,795,065	1,529,790	1,529,790	-	1,529,790	(265,275)	(15%)
FIXED CHARGES	398,150	387,865	473,726	525,026	525,026	-	525,026	51,300	11%
CAPITAL OUTLAY	-	-	77,000	59,000	-	59,000	59,000	(18,000)	(23%)
NON-CAPITALIZED ASSETS	12,336	11,271	32,000	26,000	26,000	-	26,000	(6,000)	(19%)
<b>Total</b>	<b>2,911,911</b>	<b>3,157,253</b>	<b>4,179,100</b>	<b>4,285,441</b>	<b>4,086,871</b>	<b>198,570</b>	<b>4,285,441</b>	<b>106,341</b>	<b>3%</b>
<b>Net Cost</b>	<b>\$ 2,911,911</b>	<b>\$ 3,157,253</b>	<b>\$ 4,179,100</b>	<b>\$ 4,285,441</b>	<b>\$ 4,086,871</b>	<b>\$ 198,570</b>	<b>\$ 4,285,441</b>	<b>\$ 106,341</b>	<b>3%</b>

## Expansion & Other Notes

### Fund two full-time employee and operating costs to support Harnett Regional Water (HRW) located at 312 W Duncan Street, Lillington:

Provide funding for two full-time Wastewater Treatment Plant Operator/ Trainee positions (grade 20) and operating expenses, such as computers, uniforms and equipment. The new Wastewater Treatment Plant Operators are needed to ensure that two licensed operators are present on each 12-hour shift at the water plant. The North Harnett Wastewater Treatment Plant currently operates with one operator, but a shift in operational, technological, and most importantly safety reasons now require a minimum of two operators per shift.

Net Cost: \$139,570.

### Fund capital costs for replacement vehicles at Harnett Regional Water (HRW) located at 312 W Duncan Street, Lillington:

Provide funding for capital expense to replace one all-wheel drive (AWD) vehicle and one rough terrain vehicle (RTV) at the North Harnett Wastewater Treatment Plant (NHWWTTP). The AWD vehicle will replace a totaled vehicle, and the RTV has over 4,000 hours on it. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided with safe and reliable vehicles.

Net Cost: \$59,000.

# Harnett Regional Water – South Harnett Wastewater Treatment Plant

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	1,067,504	1,119,075	1,272,356	1,546,004	1,336,649	209,355	1,546,004	273,648	22%
PROFESSIONAL SERVICES	34,437	39,860	86,271	87,500	87,500	-	87,500	1,229	1%
SUPPLIES & MATERIALS	260,111	229,316	448,600	426,300	426,300	-	426,300	(22,300)	(5%)
CURRENT SERVICES	1,110,449	1,214,984	1,719,344	1,704,040	1,704,040	-	1,704,040	(15,304)	(1%)
FIXED CHARGES	495,109	436,771	471,439	537,839	537,839	-	537,839	66,400	14%
CAPITAL OUTLAY	188,557	102,656	186,583	262,000	-	262,000	262,000	75,417	40%
NON-CAPITALIZED ASSETS	207	26,471	34,200	28,200	28,200	-	28,200	(6,000)	(18%)
<b>Total</b>	<b>3,156,374</b>	<b>3,169,133</b>	<b>4,218,793</b>	<b>4,591,883</b>	<b>4,120,528</b>	<b>471,355</b>	<b>4,591,883</b>	<b>373,090</b>	<b>9%</b>
<b>Net Cost</b>	<b>\$ 3,156,374</b>	<b>\$ 3,169,133</b>	<b>\$ 4,218,793</b>	<b>\$ 4,591,883</b>	<b>\$ 4,120,528</b>	<b>\$ 471,355</b>	<b>\$ 4,591,883</b>	<b>\$ 373,090</b>	<b>9%</b>

## Expansion & Other Notes

**Fund three full-time employees and operating costs to support Harnett Regional Water (HRW) located at Shady Grove Road, Spring Lake:** Provide funding for two full-time Wastewater Treatment Plant Operator/Trainee positions (grade 20) and one full-time Utility System Electrical Technician (grade 20) and operating expenses, such as computers, uniforms, and equipment. The new Wastewater Treatment Plant Operators are needed to ensure that two licensed operators are present on each 12-hour shift at the water plant. The South Harnett Wastewater Treatment Plant currently operates with one operator, but a shift in operational, technological, and most importantly safety reasons now requires a minimum of two operators per shift. The new Utility System Electrical Technician is needed to maintain the current electrical operating systems and generators at the plant.

Net Cost: \$209,355.

**Fund capital costs for one new vehicle and one replacement vehicle at Harnett Regional Water (HRW) located at Shady Grove Road, Spring Lake:** Provide funding for capital expenses to purchase a new service truck for the new requested Utility System Electrical Technician position and a replacement crane at the South Harnett Wastewater Treatment Plant (SHWWTP). The current crane truck has excessive miles and maintenance issues. The mission of HRW is to provide the highest quality of water and wastewater services to the citizens of Harnett County. To provide this type of service, staff must be provided with safe and reliable vehicles.

Net Cost: \$262,000.

## Harnett Regional Water – Retiree Insurance

The Harnett Regional Water (HRW) Retiree Health Insurance Fund is used to account for revenues and expenses associated with post-employment medical benefits and Medicare supplement reimbursements for eligible HRW county retirees as directed by the County’s Personnel Ordinance.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Expenses</b>									
SALARIES & BENEFITS	65,679	64,280	75,824	-	55,426	-	55,426	(20,398)	(27%)
<b>Total</b>	<b>65,679</b>	<b>64,280</b>	<b>75,824</b>	<b>-</b>	<b>55,426</b>	<b>-</b>	<b>55,426</b>	<b>(20,398)</b>	<b>(27%)</b>
<b>Net Cost</b>	<b>\$ 65,679</b>	<b>\$ 64,280</b>	<b>\$ 75,824</b>	<b>\$ -</b>	<b>\$ 55,426</b>	<b>\$ -</b>	<b>\$ 55,426</b>	<b>\$ (20,398)</b>	<b>(27%)</b>

## Solid Waste Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED REVENUE	333,365	378,939	300,000	300,000	300,000	-	300,000	-	-%
SERVICE CHARGES	410	18,173	-	-	6,858	-	6,858	6,858	-%
ENTERPRISE CHARGES	3,455,130	3,525,625	4,122,082	3,512,000	3,512,000	-	3,512,000	(610,082)	(15%)
FACILITY FEES	4,722,830	4,824,836	4,822,000	4,822,000	4,822,000	-	4,822,000	-	-%
MISCELLANEOUS INCOME	124,397	(572,047)	185,000	185,000	185,000	-	185,000	-	-%
<b>Total</b>	<b>8,636,132</b>	<b>8,175,526</b>	<b>9,429,082</b>	<b>8,819,000</b>	<b>8,825,858</b>	-	<b>8,825,858</b>	<b>(603,224)</b>	<b>(6%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	1,200,757	1,195,304	1,346,804	48,500	1,397,470	104,346	1,501,816	155,012	12%
PROFESSIONAL SERVICES	85,298	126,120	150,000	181,000	181,000	-	181,000	31,000	21%
SUPPLIES & MATERIALS	83,270	124,346	225,230	193,300	193,300	-	193,300	(31,930)	(14%)
CURRENT SERVICES	574,437	687,517	1,255,296	637,791	637,791	-	637,791	(617,505)	(49%)
FIXED CHARGES	4,087,761	4,200,575	4,802,555	5,407,238	5,407,238	-	5,407,238	604,683	13%
CAPITAL OUTLAY	-	(66,956)	-	-	-	59,200	59,200	59,200	-%
NON-CAPITALIZED ASSETS	1,191	-	12,968	4,000	4,000	-	4,000	(8,968)	(69%)
INTERFUND / BUDGETARY	2,145,984	900,928	1,636,229	391,241	841,513	-	841,513	(794,716)	(49%)
<b>Total</b>	<b>8,178,698</b>	<b>7,167,834</b>	<b>9,429,082</b>	<b>6,863,070</b>	<b>8,662,312</b>	<b>163,546</b>	<b>8,825,858</b>	<b>(603,224)</b>	<b>(6%)</b>
<b>Net Cost</b>	<b>\$ (457,434)</b>	<b>\$ (1,007,692)</b>	<b>\$ -</b>	<b>\$ (1,955,930)</b>	<b>\$ (163,546)</b>	<b>\$ 163,546</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Fund two full-time employees and operating costs to support Solid Waste located at 449 Daniels Rd, Dunn:** Provide funding for two full-time Landfill Maintenance Technician positions (grade 13) and operating expenses, such as uniforms, equipment, and truck. The new Landfill Maintenance

Technicians are needed to assist with roadside cleanup throughout the county.

Net Cost: \$163,546.

## Solid Waste Revenues

Revenue:	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved
RESTRICTED - STATE	333,365	378,939	300,000	300,000	-	300,000
SERVICE CHARGES - INDIRECT COST	-	-	-	6,858	-	6,858
SERVICE CHARGES - INVEST EARNINGS	410	18,173	-	-	-	-
ENTR CHARGES - OTHER SERVICES	3,442,630	3,513,150	4,110,082	3,500,000	-	3,500,000
ENTR CHARGES - SPECIAL CHARGES	12,500	12,375	12,000	12,000	-	12,000
ENTR CHARGES - RETURNED CHECK	-	100	-	-	-	-
FACILITY FEES - SW - CURRENT	4,686,441	4,786,060	4,800,000	4,800,000	-	4,800,000
FACILITY FEES - SW - PRIOR	36,389	38,776	22,000	22,000	-	22,000
SALE OF MATERIALS AND SCRAP	123,811	93,417	185,000	185,000	-	185,000
SALE OF ASSETS	-	52,625	-	-	-	-
CAPITAL OUTLAY OFFSET	-	(738,120)	-	-	-	-
INSURANCE SETTLEMENT	-	19,356	-	-	-	-
OTHER REVENUE	586	675	-	-	-	-
<b>Total Revenue</b>	<b>\$ 8,636,132</b>	<b>\$ 8,175,526</b>	<b>\$ 9,429,082</b>	<b>\$ 8,825,858</b>	<b>\$ -</b>	<b>\$ 8,825,858</b>

# Other Funds





## Capital Reserve Funds

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

### Board of Education Capital Reserve

This fund accounts for the expenditures and revenues directly associated with the capital purchases of the Harnett County Schools. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - STATE	1,200,000	-	-	-	-	-	-	-	-%
PROCEEDS OF DEBT ISSUES	231,966	-	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	3,088,180	1,841,528	1,021,528	-	-	-	-	(1,021,528)	(100%)
TRANSFERS FROM - SPECIAL REVENUE	3,343,348	-	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	1,400,000	-	2,421,528	-	2,421,528	1,021,528	73%
<b>Total</b>	<b>7,863,494</b>	<b>1,841,528</b>	<b>2,421,528</b>	<b>-</b>	<b>2,421,528</b>	<b>-</b>	<b>2,421,528</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
CAPITAL OUTLAY	1,172,349	430,536	1,021,528	-	1,021,528	-	1,021,528	-	-%
EDUCATION	2,515,114	-	1,400,000	-	1,400,000	-	1,400,000	-	-%
<b>Total</b>	<b>3,687,463</b>	<b>430,536</b>	<b>2,421,528</b>	<b>-</b>	<b>2,421,528</b>	<b>-</b>	<b>2,421,528</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (4,176,031)</b>	<b>\$ (1,410,992)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Capital Improvements Program Funding:** The FY 2025 budget includes \$1,400,000 to fund the CIP school maintenance fund. Because of the loss of more than \$1 million in lottery proceeds, the Approved 2022-2028 CIP reduced the funding to \$410,000 per year. Because of the importance of providing maintenance for schools, funding has been restored to what was originally recommended. The County has absorbed the loss in lottery proceeds.

## Central Carolina Community College Capital Reserve

This fund accounts for the expenditures and revenues directly associated with the capital purchases of Central Carolina Community College. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - CAPITAL RESERVE	-	-	210,000	-	-	-	-	(210,000)	(100%)
<b>Total</b>	-	-	<b>210,000</b>	-	-	-	-	<b>(210,000)</b>	<b>(100%)</b>
<b>Expenses</b>									
EDUCATION	-	-	210,000	-	-	-	-	(210,000)	(100%)
<b>Total</b>	-	-	<b>210,000</b>	-	-	-	-	<b>(210,000)</b>	<b>(100%)</b>
<b>Net Cost</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%

## Economic Development Capital Reserve

This fund accounts for the expenditures and revenues directly associated with capital purchases for the Harnett County Economic Department.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - INVEST EARNINGS	-	2,500,000	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	-	5,500,000	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	500,000	-	-	-	-	(500,000)	(100%)
<b>Total</b>	-	<b>8,000,000</b>	<b>500,000</b>	-	-	-	-	<b>(500,000)</b>	<b>(100%)</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	-	500,000	-	-	-	-	(500,000)	(100%)
<b>Total</b>	-	-	<b>500,000</b>	-	-	-	-	<b>(500,000)</b>	<b>(100%)</b>
<b>Net Cost</b>	\$ -	\$ (8,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%

## Emergency Services Capital Reserve

This fund accounts for the expenditures and revenues directly associated with capital purchases for the Harnett County Emergency Services Department. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - FEDERAL	-	424,211	-	-	-	-	-	-	-%
SALE OF ASSETS	2,001	51,800	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	-	690,000	-	-	-	-	-	-	-%
TRANSFERS FROM - CAPITAL RESERVE	-	571,535	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	1,321,799	-	1,496,100	-	1,496,100	174,301	13%
<b>Total</b>	<b>2,001</b>	<b>1,737,546</b>	<b>1,321,799</b>	<b>-</b>	<b>1,496,100</b>	<b>-</b>	<b>1,496,100</b>	<b>174,301</b>	<b>13%</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	8,551	-	-	-	-	-	-	-%
CAPITAL OUTLAY	-	391,646	1,321,799	-	1,198,339	-	1,198,339	(123,460)	(9%)
INTERFUND / BUDGETARY	-	-	-	-	297,761	-	297,761	297,761	-%
<b>Total</b>	<b>-</b>	<b>400,197</b>	<b>1,321,799</b>	<b>-</b>	<b>1,496,100</b>	<b>-</b>	<b>1,496,100</b>	<b>174,301</b>	<b>13%</b>
<b>Net Cost</b>	<b>\$ (2,001)</b>	<b>\$ (1,337,349)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Capital Improvements Program Funding:** The FY 2025 budget includes funding for the following capital items, which were approved in the FY 2025-2031 Capital Improvements Program:

- > Construct a County Morgue (396,100)
- > Remount one Emergency Transport Unit (\$218,030)
- > Replacement of a Convalescent Transport Unit (\$144,813)
- > Replacement of two Emergency Transport Units (\$439,396)

## General Government Capital Reserve

This fund accounts for the expenditures and revenues directly associated with capital purchases for various Harnett County departments (unless otherwise noted). Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - INVEST EARNINGS	74	15,101	-	-	-	-	-	-	-%
SALE OF ASSETS	256	9,156	-	-	-	-	-	-	-%
OTHER REVENUE	-	100,000	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	1,429,201	-	-	-	-	-	-	-	-%
TRANSFERS FROM - CAPITAL PROJECT	-	334,360	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	1,014,549	-	478,820	1,061,478	1,540,298	525,749	52%
<b>Total</b>	<b>1,429,531</b>	<b>458,617</b>	<b>1,014,549</b>	<b>-</b>	<b>478,820</b>	<b>1,061,478</b>	<b>1,540,298</b>	<b>525,749</b>	<b>52%</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	258,920	714,000	-	300,000	22,535	322,535	(391,465)	(55%)
SUPPLIES & MATERIALS	-	-	55,000	-	-	-	-	(55,000)	(100%)
CAPITAL OUTLAY	501,941	334,734	10,948	-	-	190,173	190,173	179,225	1637%
NON-CAPITALIZED ASSETS	12,008	-	4,601	-	-	13,870	13,870	9,269	201%
INTERFUND / BUDGETARY	320,834	678,876	210,000	-	178,820	834,900	1,013,720	803,720	383%
<b>Total</b>	<b>834,783</b>	<b>1,272,530</b>	<b>994,549</b>	<b>-</b>	<b>478,820</b>	<b>1,061,478</b>	<b>1,540,298</b>	<b>545,749</b>	<b>55%</b>
<b>Net Cost</b>	<b>\$ (594,748)</b>	<b>\$ 813,913</b>	<b>\$ (20,000)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>(100%)</b>

### Expansion & Other Notes

#### The approved funding:

- > Provides funding for the rewrite of Minimum Standards document and Rules and Regulations document for Harnett Regional Jetport (\$22,535)
- > Provides funding for a new utility vehicle for the Parks and Recreation Department (\$13,870)
- > Provides funding for three emergency response vehicles for Emergency Medical Services (\$190,173)

#### Transfers to the General Fund for the purpose of:

- > Emergency Medical Services - \$25,084
- > Department of Social Services - \$73,610
- > Harnett Area Rural Transit System (HARTS) - \$26,612
- > Transfer supplanted ARPA funds and reduce use of Fund Balance - \$709,594
- > Administration - \$80,485 (included in continuation)

- > Parks and Recreation - \$98,335 (included in continuation)

## Facilities Maintenance Capital Reserve

This fund accounts for the expenditures and revenues directly associated with capital purchases for improvements to Harnett County facilities. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	170,336	-	-	-	-	-	-	-	-%
SALE OF ASSETS	-	7,822	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	250,000	500,000	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	750,819	-	500,000	-	500,000	(250,819)	(33%)
<b>Total</b>	<b>420,336</b>	<b>507,822</b>	<b>750,819</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>	<b>(250,819)</b>	<b>(33%)</b>
<b>Expenses</b>									
CURRENT SERVICES	-	180,000	750,819	-	500,000	-	500,000	(250,819)	(33%)
<b>Total</b>	<b>-</b>	<b>180,000</b>	<b>750,819</b>	<b>-</b>	<b>500,000</b>	<b>-</b>	<b>500,000</b>	<b>(250,819)</b>	<b>(33%)</b>
<b>Net Cost</b>	<b>\$ (420,336)</b>	<b>\$ (327,822)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Capital Improvements Program Funding:** The FY 2025 budget includes \$500,000 to fund various facilities' maintenance projects.

## Library Capital Reserve

This fund accounts for the expenditures and revenues directly associated with capital purchases for the Harnett County Public Library and branches.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - LOCAL	87,385	73,364	-	-	-	-	-	-	-%
CONTRIBUTIONS AND DONATIONS	-	100	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	28,509	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>115,894</b>	<b>73,464</b>	-	-	-	-	-	-	-%
<b>Net Cost</b>	<b>\$ (115,894)</b>	<b>\$ (73,464)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>



## Parks & Recreation Capital Reserve

This fund is used to account for the expenditures and revenues directly associated with capital purchases for improvements to the County’s parks and other recreation facilities. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - GENERAL	200,000	700,000	31,000	-	-	-	-	(31,000)	(100%)
FUND BALANCE APPROPRIATED	-	-	570,000	-	300,000	581,379	881,379	311,379	55%
<b>Total</b>	<b>200,000</b>	<b>700,000</b>	<b>601,000</b>	<b>-</b>	<b>300,000</b>	<b>581,379</b>	<b>881,379</b>	<b>280,379</b>	<b>47%</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	5,000	7,200	75,950	-	-	-	-	(75,950)	(100%)
SUPPLIES & MATERIALS	4,620	7,479	10,400	-	-	-	-	(10,400)	(100%)
CURRENT SERVICES	-	3,000	66,498	-	-	-	-	(66,498)	(100%)
CAPITAL OUTLAY	-	-	23,382	-	-	-	-	(23,382)	(100%)
NON-CAPITALIZED ASSETS	14,358	17,335	51,270	-	-	-	-	(51,270)	(100%)
INTERFUND / BUDGETARY	117,175	-	373,500	-	300,000	581,379	881,379	507,879	136%
<b>Total</b>	<b>141,153</b>	<b>35,014</b>	<b>601,000</b>	<b>-</b>	<b>300,000</b>	<b>581,379</b>	<b>881,379</b>	<b>280,379</b>	<b>47%</b>
<b>Net Cost</b>	<b>\$ (58,847)</b>	<b>\$ (664,986)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Capital Improvements Program Funding:** The FY 2025 budget includes funding for the following capital items, which were approved in the FY 2025-2031 Capital Improvements Program:

- > Northwest Harnett Park Development (\$63,600)
- > Cape Fear Shiner Park Development Phase 2 (\$517,779)

## Sheriff's Capital Reserve

This fund is used to account for the expenditures and revenues directly associated with the capital purchases for the Harnett County Sheriff's. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SALE OF ASSETS	12,183	51,504	-	-	-	-	-	-	-%
CONTRIBUTIONS AND DONATIONS	100,000	100	-	-	-	-	-	-	-%
INSURANCE SETTLEMENT	-	65,286	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	86,102	1,112,285	874,700	-	-	-	-	(874,700)	(100%)
TRANSFERS FROM - SPECIAL REVENUE	94,567	-	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	766,790	-	224,700	-	224,700	(542,090)	(71%)
<b>Total</b>	<b>292,852</b>	<b>1,229,175</b>	<b>1,641,490</b>	<b>-</b>	<b>224,700</b>	<b>-</b>	<b>224,700</b>	<b>(1,416,790)</b>	<b>(86%)</b>
<b>Expenses</b>									
CAPITAL OUTLAY	194,890	650,400	1,641,490	991,490	224,700	-	224,700	(1,416,790)	(86%)
<b>Total</b>	<b>194,890</b>	<b>650,400</b>	<b>1,641,490</b>	<b>991,490</b>	<b>224,700</b>	<b>-</b>	<b>224,700</b>	<b>(1,416,790)</b>	<b>(86%)</b>
<b>Net Cost</b>	<b>\$ (97,962)</b>	<b>\$ (578,775)</b>	<b>\$ -</b>	<b>\$ 991,490</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**Capital Improvements Program Funding:** The FY 2025 budget includes funds for vehicles, which was approved in the FY 2025-2031 Capital Improvements Program.

## Solid Waste Post Closure Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - ENTERPRISE	237,350	237,350	251,591	251,591	251,591	-	251,591	-	-%
<b>Total</b>	<b>237,350</b>	<b>237,350</b>	<b>251,591</b>	<b>251,591</b>	<b>251,591</b>	<b>-</b>	<b>251,591</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	-	251,591	251,591	251,591	-	251,591	-	-%
<b>Total</b>	<b>-</b>	<b>-</b>	<b>251,591</b>	<b>251,591</b>	<b>251,591</b>	<b>-</b>	<b>251,591</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (237,350)</b>	<b>\$ (237,350)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Solid Waste Capital Reserve Fund

This fund accounts for the expenditures and revenues directly associated with capital purchases for the Solid Waste enterprise fund. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - ENTERPRISE	1,555,084	315,628	1,233,188	-	443,272	-	443,272	(789,916)	(64%)
FUND BALANCE APPROPRIATED	-	-	1,100,000	-	-	-	-	(1,100,000)	(100%)
<b>Total</b>	<b>1,555,084</b>	<b>315,628</b>	<b>2,333,188</b>	<b>-</b>	<b>443,272</b>	<b>-</b>	<b>443,272</b>	<b>(1,889,916)</b>	<b>(81%)</b>
<b>Expenses</b>									
CAPITAL OUTLAY	-	(671,164)	2,333,188	-	-	-	-	(2,333,188)	(100%)
INTERFUND / BUDGETARY	513,581	-	-	-	443,272	-	443,272	443,272	-%
<b>Total</b>	<b>513,581</b>	<b>(671,164)</b>	<b>2,333,188</b>	<b>-</b>	<b>443,272</b>	<b>-</b>	<b>443,272</b>	<b>(1,889,916)</b>	<b>(81%)</b>
<b>Net Cost</b>	<b>\$ (1,041,503)</b>	<b>\$ (986,792)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Transportation Capital Reserve

This fund accounts for capital projects and purchases for Harnett Regional Jetport. Please refer to the Harnett County Approved 2025-2031 Capital Improvements Program document approved by the Harnett County Board of Commissioners for further details.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - INVEST EARNINGS	6,491	-	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	16,667	-	-	-	-	-	-	-	-%
TRANSFERS FROM - CAPITAL PROJECT	-	11,869	-	-	-	-	-	-	-%
<b>Total</b>	<b>23,158</b>	<b>11,869</b>	-	-	-	-	-	-	-%
<b>Expenses</b>									
INTERFUND / BUDGETARY	208,895	(1,782)	-	-	-	-	-	-	-%
<b>Total</b>	<b>208,895</b>	<b>(1,782)</b>	-	-	-	-	-	-	-%
<b>Net Cost</b>	<b>\$ 185,737</b>	<b>\$ (13,651)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Debt Service Funds

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

### General Government Debt Service Fund

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

#### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
ARTICLE 40 SALES TAX	2,940,591	3,092,250	-	-	-	-	-	-	-%
ARTICLE 42 SALES TAX	5,881,182	6,184,499	-	-	-	-	-	-	-%
ARTICLE 46 SALES TAX	3,706,635	4,061,296	-	-	-	-	-	-	-%
SERVICE CHARGES - INVEST EARNINGS	-	3,189,587	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	11,000,000	11,000,000	11,000,000	4,894,323	4,893,725	-	4,893,725	(6,106,275)	(56%)
FUND BALANCE APPROPRIATED	-	-	18,561,508	-	-	-	-	(18,561,508)	(100%)
<b>Total</b>	<b>23,528,408</b>	<b>27,527,632</b>	<b>29,561,508</b>	<b>4,894,323</b>	<b>4,893,725</b>	-	<b>4,893,725</b>	<b>(24,667,783)</b>	<b>(83%)</b>
<b>Expenses</b>									
DEBT SERVICE	19,935,921	22,267,762	4,897,823	4,894,323	4,893,725	-	4,893,725	(4,098)	(0%)
<b>Total</b>	<b>19,935,921</b>	<b>22,267,762</b>	<b>4,897,823</b>	<b>4,894,323</b>	<b>4,893,725</b>	-	<b>4,893,725</b>	<b>(4,098)</b>	<b>(0%)</b>
<b>Net Cost</b>	<b>\$ (3,592,487)</b>	<b>\$ (5,259,870)</b>	<b>\$ (24,663,685)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,663,685</b>	<b>(100%)</b>

## Board of Education Debt Service Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
ARTICLE 40 SALES TAX	-	-	2,415,182	2,415,182	2,415,182	-	2,415,182	-	-%
ARTICLE 42 SALES TAX	-	-	5,244,640	5,244,640	5,244,640	-	5,244,640	-	-%
ARTICLE 46 SALES TAX	-	-	3,122,285	3,122,285	3,122,285	-	3,122,285	-	-%
TRANSFERS FROM - GENERAL	-	-	6,102,177	6,105,677	6,106,275	-	6,106,275	4,098	0%
<b>Total</b>	-	-	<b>16,884,284</b>	<b>16,887,784</b>	<b>16,888,382</b>	-	<b>16,888,382</b>	<b>4,098</b>	<b>0%</b>
<b>Expenses</b>									
DEBT SERVICE	-	-	16,884,284	16,887,784	16,888,382	-	16,888,382	4,098	0%
<b>Total</b>	-	-	<b>16,884,284</b>	<b>16,887,784</b>	<b>16,888,382</b>	-	<b>16,888,382</b>	<b>4,098</b>	<b>0%</b>
<b>Net Cost</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%

## Harnett Regional Water Debt Service Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - ENTERPRISE	4,541,330	4,475,065	4,441,495	-	4,333,807	-	4,333,807	(107,688)	(2%)
<b>Total</b>	<b>4,541,330</b>	<b>4,475,065</b>	<b>4,441,495</b>	<b>-</b>	<b>4,333,807</b>	<b>-</b>	<b>4,333,807</b>	<b>(107,688)</b>	<b>(2%)</b>
<b>Expenses</b>									
DEBT SERVICE	4,477,631	1,203,973	4,441,495	-	4,333,807	-	4,333,807	(107,688)	(2%)
<b>Total</b>	<b>4,477,631</b>	<b>1,203,973</b>	<b>4,441,495</b>	<b>-</b>	<b>4,333,807</b>	<b>-</b>	<b>4,333,807</b>	<b>(107,688)</b>	<b>(2%)</b>
<b>Net Cost</b>	<b>\$ (63,699)</b>	<b>\$ (3,271,092)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>



## Solid Waste Debt Service Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - ENTERPRISE	353,550	347,950	151,450	-	146,650	-	146,650	(4,800)	(3%)
<b>Total</b>	<b>353,550</b>	<b>347,950</b>	<b>151,450</b>	<b>-</b>	<b>146,650</b>	<b>-</b>	<b>146,650</b>	<b>(4,800)</b>	<b>(3%)</b>
<b>Expenses</b>									
DEBT SERVICE	339,546	15,978	151,450	-	146,650	-	146,650	(4,800)	(3%)
<b>Total</b>	<b>339,546</b>	<b>15,978</b>	<b>151,450</b>	<b>-</b>	<b>146,650</b>	<b>-</b>	<b>146,650</b>	<b>(4,800)</b>	<b>(3%)</b>
<b>Net Cost</b>	<b>\$ (14,004)</b>	<b>\$ (331,972)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Internal Service Funds

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

### Dental Insurance Fund

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

#### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	520,837	519,534	650,000	-	650,000	-	650,000	-	-%
<b>Total</b>	<b>520,837</b>	<b>519,534</b>	<b>650,000</b>	<b>-</b>	<b>650,000</b>	<b>-</b>	<b>650,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
FIXED CHARGES	445,344	460,867	650,000	-	650,000	-	650,000	-	-%
<b>Total</b>	<b>445,344</b>	<b>460,867</b>	<b>650,000</b>	<b>-</b>	<b>650,000</b>	<b>-</b>	<b>650,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (75,493)</b>	<b>\$ (58,667)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Employee Clinic Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	157,395	154,380	228,762	-	229,901	-	229,901	1,139	1%
<b>Total</b>	<b>157,395</b>	<b>154,380</b>	<b>228,762</b>	<b>-</b>	<b>229,901</b>	<b>-</b>	<b>229,901</b>	<b>1,139</b>	<b>1%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	86,834	124,035	136,614	-	149,850	-	149,850	13,236	10%
SUPPLIES & MATERIALS	25,773	33,900	56,365	51,400	51,400	-	51,400	(4,965)	(9%)
CURRENT SERVICES	-	265	1,730	1,730	4,730	-	4,730	3,000	173%
FIXED CHARGES	14,974	19,880	23,956	23,921	23,921	-	23,921	(35)	(0%)
NON-CAPITALIZED ASSETS	-	-	10,097	15,097	-	-	-	(10,097)	(100%)
<b>Total</b>	<b>127,581</b>	<b>178,080</b>	<b>228,762</b>	<b>92,148</b>	<b>229,901</b>	<b>-</b>	<b>229,901</b>	<b>1,139</b>	<b>1%</b>
<b>Net Cost</b>	<b>\$ (29,814)</b>	<b>\$ 23,700</b>	<b>\$ -</b>	<b>\$ 92,148</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Fleet Replacement Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	217,547	121,749	148,008	210,030	192,640	-	192,640	44,632	30%
SALE OF ASSETS	17,410	16,270	22,360	12,000	12,000	-	12,000	(10,360)	(46%)
INSURANCE SETTLEMENT	45,059	-	-	-	-	-	-	-	-%
TRANSFERS FROM - GENERAL	100,000	100,000	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	484,521	-	-	-	-	(484,521)	(100%)
<b>Total</b>	<b>380,016</b>	<b>238,019</b>	<b>654,889</b>	<b>222,030</b>	<b>204,640</b>	<b>-</b>	<b>204,640</b>	<b>(450,249)</b>	<b>(69%)</b>
<b>Expenses</b>									
CURRENT SERVICES	816	-	-	-	-	-	-	-	-%
FIXED CHARGES	14,650	14,650	-	-	-	-	-	-	-%
CAPITAL OUTLAY	261,671	144,477	654,889	204,640	-	204,640	204,640	(450,249)	(69%)
<b>Total</b>	<b>277,137</b>	<b>159,127</b>	<b>654,889</b>	<b>204,640</b>	<b>-</b>	<b>204,640</b>	<b>204,640</b>	<b>(450,249)</b>	<b>(69%)</b>
<b>Net Cost</b>	<b>\$ (102,879)</b>	<b>\$ (78,892)</b>	<b>\$ -</b>	<b>\$ (17,390)</b>	<b>\$ (204,640)</b>	<b>\$ 204,640</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**The FY 2025 budget includes funding for replacement vehicles at Facilities Maintenance, Department of Social Services, and Parks and Recreation:** As part of the vehicle renewal program, four vehicles from three departments are approved for replacement during FY 2025. Fiscal year 2025 departments include: Department of Social Services (2), Facilities

Maintenance (1) and Parks and Recreation (1). The vehicles selected for replacement are part of the aged fleet, some with high miles, and all past the powertrain warranty which also skews resale values when sold on GovDeals (online government auction platform).

Net Cost: \$204,640.

## Flexible Spending Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	324,236	335,700	400,000	-	400,000	-	400,000	-	-%
<b>Total</b>	<b>324,236</b>	<b>335,700</b>	<b>400,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
FIXED CHARGES	332,475	318,214	400,000	-	400,000	-	400,000	-	-%
<b>Total</b>	<b>332,475</b>	<b>318,214</b>	<b>400,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>400,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ 8,239</b>	<b>\$ (17,486)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

# Health Insurance Fund

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

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	10,001,729	11,097,616	12,000,000	-	12,000,000	-	12,000,000	-	-%
RX REBATE	-	313,483	-	-	-	-	-	-	-%
OTHER REVENUE	352,487	947,519	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	486,500	-	1,503,500	-	1,503,500	1,017,000	209%
<b>Total</b>	<b>10,354,216</b>	<b>12,358,618</b>	<b>12,486,500</b>	<b>-</b>	<b>13,503,500</b>	<b>-</b>	<b>13,503,500</b>	<b>1,017,000</b>	<b>8%</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	-	139,176	-	140,000	-	140,000	824	1%
CURRENT SERVICES	3,549	-	3,500	-	3,500	-	3,500	-	-%
FIXED CHARGES	9,495,465	10,662,370	12,343,824	10,000	13,360,000	-	13,360,000	1,016,176	8%
<b>Total</b>	<b>9,499,014</b>	<b>10,662,370</b>	<b>12,486,500</b>	<b>10,000</b>	<b>13,503,500</b>	<b>-</b>	<b>13,503,500</b>	<b>1,017,000</b>	<b>8%</b>
<b>Net Cost</b>	<b>\$ (855,202)</b>	<b>\$ (1,696,248)</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Information Technology Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/ Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	1,788,955	-	-	-	-	-	-	-	-%
SALE OF ASSETS	-	51,434	-	-	-	-	-	-	-%
LEASE / RENT	-	981,211	1,037,980	957,900	957,900	-	957,900	(80,080)	(8%)
OTHER REVENUE	-	569,165	735,330	2,557,060	2,477,060	-	2,477,060	1,741,730	237%
TRANSFERS FROM - GENERAL	350,000	2,074,009	350,000	-	-	-	-	(350,000)	(100%)
FUND BALANCE APPROPRIATED	-	-	350	-	-	-	-	(350)	(100%)
<b>Total</b>	<b>2,138,955</b>	<b>3,675,819</b>	<b>2,123,660</b>	<b>3,514,960</b>	<b>3,434,960</b>	<b>-</b>	<b>3,434,960</b>	<b>1,311,300</b>	<b>62%</b>
<b>Expenses</b>									
SUPPLIES & MATERIALS	-	443	20,000	20,000	20,000	-	20,000	-	-%
CURRENT SERVICES	341,291	353,923	476,050	568,180	568,180	-	568,180	92,130	19%
FIXED CHARGES	709,560	744,068	1,157,610	2,031,000	1,951,000	-	1,951,000	793,390	69%
CAPITAL OUTLAY	-	938,764	-	-	-	-	-	-	-%
NON-CAPITALIZED ASSETS	660,517	610,120	470,000	895,780	895,780	-	895,780	425,780	91%
<b>Total</b>	<b>1,711,368</b>	<b>2,647,318</b>	<b>2,123,660</b>	<b>3,514,960</b>	<b>3,434,960</b>	<b>-</b>	<b>3,434,960</b>	<b>1,311,300</b>	<b>62%</b>
<b>Net Cost</b>	<b>\$ (427,587)</b>	<b>\$ (1,028,501)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Retiree Health Insurance Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	1,496,197	1,409,302	1,500,000	-	1,500,000	-	1,500,000	-	-%
ENTR CHARGES - RETURNED CHECK	25	225	-	-	-	-	-	-	-%
<b>Total</b>	<b>1,496,222</b>	<b>1,409,527</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
FIXED CHARGES	1,117,497	1,357,594	1,500,000	-	1,500,000	-	1,500,000	-	-%
<b>Total</b>	<b>1,117,497</b>	<b>1,357,594</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>1,500,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (378,725)</b>	<b>\$ (51,933)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>



## Risk Management Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	-	-	1,280,117	-	1,971,757	-	1,971,757	691,640	54%
SERVICE CHARGES - INVEST EARNINGS	-	-	200,000	-	-	-	-	(200,000)	(100%)
TRANSFERS FROM - INTERNL SERVICE	-	1,000,000	-	-	-	-	-	-	-%
<b>Total</b>	-	<b>1,000,000</b>	<b>1,480,117</b>	-	<b>1,971,757</b>	-	<b>1,971,757</b>	<b>491,640</b>	<b>33%</b>
<b>Expenses</b>									
FIXED CHARGES	-	-	1,480,117	-	1,971,757	-	1,971,757	491,640	33%
<b>Total</b>	-	-	<b>1,480,117</b>	-	<b>1,971,757</b>	-	<b>1,971,757</b>	<b>491,640</b>	<b>33%</b>
<b>Net Cost</b>	\$	- \$	<b>(1,000,000)</b> \$	- \$	- \$	- \$	- \$	- \$	-

## Unemployment Insurance Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	108,675	128,055	250,000	-	250,000	-	250,000	-	-%
<b>Total</b>	<b>108,675</b>	<b>128,055</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	16,813	31,607	250,000	-	250,000	-	250,000	-	-%
INTERFUND / BUDGETARY	-	1,000,000	-	-	-	-	-	-	-%
<b>Total</b>	<b>16,813</b>	<b>1,031,607</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (91,862)</b>	<b>\$ 903,552</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Workers Compensation Insurance Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	1,322,418	553,775	850,000	-	850,000	-	850,000	-	-%
INSURANCE SETTLEMENT	-	218	-	-	-	-	-	-	-%
OTHER REVENUE	-	5,575	-	-	-	-	-	-	-%
<b>Total</b>	<b>1,322,418</b>	<b>559,568</b>	<b>850,000</b>	<b>-</b>	<b>850,000</b>	<b>-</b>	<b>850,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
FIXED CHARGES	349,599	854,567	850,000	-	850,000	-	850,000	-	-%
<b>Total</b>	<b>349,599</b>	<b>854,567</b>	<b>850,000</b>	<b>-</b>	<b>850,000</b>	<b>-</b>	<b>850,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (972,819)</b>	<b>\$ 294,999</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Special Revenue Funds

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

## American Rescue Plan Funds

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - FEDERAL	-	7,001,497	2,000,000	-	-	-	-	(2,000,000)	(100%)
SERVICE CHARGES - INVEST EARNINGS	20,997	880,076	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	71,608	-	-	-	-	(71,608)	(100%)
<b>Total</b>	<b>20,997</b>	<b>7,881,573</b>	<b>2,071,608</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,071,608)</b>	<b>(100%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	117,822	-	-	-	-	-	-	-%
FIXED CHARGES	-	15,000	-	-	-	-	-	-	-%
CAPITAL OUTLAY	-	5,619,227	2,000,000	-	-	-	-	(2,000,000)	(100%)
INTERFUND / BUDGETARY	-	1,249,448	71,608	-	-	-	-	(71,608)	(100%)
<b>Total</b>	<b>-</b>	<b>7,001,497</b>	<b>2,071,608</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(2,071,608)</b>	<b>(100%)</b>
<b>Net Cost</b>	<b>\$ (20,997)</b>	<b>\$ (880,076)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Asset Forfeiture Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
OTHER REVENUE	2,775	-	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	469,100	378,500	378,500	-	378,500	(90,600)	(19%)
<b>Total</b>	<b>2,775</b>	<b>-</b>	<b>469,100</b>	<b>378,500</b>	<b>378,500</b>	<b>-</b>	<b>378,500</b>	<b>(90,600)</b>	<b>(19%)</b>
<b>Expenses</b>									
SUPPLIES & MATERIALS	19,828	14,943	-	20,000	20,000	-	20,000	20,000	-%
CURRENT SERVICES	-	25,830	-	-	-	-	-	-	-%
FIXED CHARGES	-	10,575	17,200	80,000	80,000	-	80,000	62,800	365%
CAPITAL OUTLAY	63,078	267,986	362,900	250,000	250,000	-	250,000	(112,900)	(31%)
NON-CAPITALIZED ASSETS	309,995	113,248	89,000	28,500	28,500	-	28,500	(60,500)	(68%)
INTERFUND / BUDGETARY	94,567	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>487,468</b>	<b>432,582</b>	<b>469,100</b>	<b>378,500</b>	<b>378,500</b>	<b>-</b>	<b>378,500</b>	<b>(90,600)</b>	<b>(19%)</b>
<b>Net Cost</b>	<b>\$ 484,693</b>	<b>\$ 432,582</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

**The FY 2025 budget includes funding for five new vehicles and safety supplies at the Sheriff's Office.** The vehicles will be utilized by the Investigative Division.

## Automation Enhancement & Preservation Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - STATE	2,000	2,166	-	-	-	-	-	-	-%
SERVICE CHARGES - DEPARTMENTAL	85,108	75,020	65,000	65,000	65,000	-	65,000	-	-%
SERVICE CHARGES - INVEST EARNINGS	-	485	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	85,000	49,332	49,332	-	49,332	(35,668)	(42%)
<b>Total</b>	<b>87,108</b>	<b>77,671</b>	<b>150,000</b>	<b>114,332</b>	<b>114,332</b>	<b>-</b>	<b>114,332</b>	<b>(35,668)</b>	<b>(24%)</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	7,188	4,600	114,332	114,332	-	114,332	109,732	2385%
SUPPLIES & MATERIALS	266	-	-	-	-	-	-	-	-%
FIXED CHARGES	1,500	114,475	145,400	-	-	-	-	(145,400)	(100%)
NON-CAPITALIZED ASSETS	1,096	-	-	-	-	-	-	-	-%
INTERFUND / BUDGETARY	6,600	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>9,462</b>	<b>121,663</b>	<b>150,000</b>	<b>114,332</b>	<b>114,332</b>	<b>-</b>	<b>114,332</b>	<b>(35,668)</b>	<b>(24%)</b>
<b>Net Cost</b>	<b>\$ (77,646)</b>	<b>\$ 43,992</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Concealed Weapons Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	-	134,430	250,000	-	250,000	-	250,000	-	-%
<b>Total</b>	-	<b>134,430</b>	<b>250,000</b>	-	<b>250,000</b>	-	<b>250,000</b>	-	-%
<b>Expenses</b>									
CURRENT SERVICES	-	131,295	250,000	-	250,000	-	250,000	-	-%
<b>Total</b>	-	<b>131,295</b>	<b>250,000</b>	-	<b>250,000</b>	-	<b>250,000</b>	-	-%
<b>Net Cost</b>	\$ -	\$ (3,135)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%

## Emergency Response Planning Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
CONTRIBUTIONS AND DONATIONS	75,000	75,000	75,000	75,000	75,000	-	75,000	-	-%
FUND BALANCE APPROPRIATED	-	-	-	10,000	10,000	-	10,000	10,000	-%
<b>Total</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>85,000</b>	<b>85,000</b>	<b>-</b>	<b>85,000</b>	<b>10,000</b>	<b>13%</b>
<b>Expenses</b>									
SALARIES & BENEFITS	38,901	34,761	42,685	56,056	54,887	-	54,887	12,202	29%
SUPPLIES & MATERIALS	3,694	5,117	5,100	3,850	3,850	-	3,850	(1,250)	(25%)
CURRENT SERVICES	7,424	1,005	6,830	4,194	4,194	-	4,194	(2,636)	(39%)
FIXED CHARGES	5,391	13,310	19,755	15,900	17,069	-	17,069	(2,686)	(14%)
CAPITAL OUTLAY	47,159	-	-	-	-	-	-	-	-%
NON-CAPITALIZED ASSETS	-	3,259	630	5,000	5,000	-	5,000	4,370	694%
<b>Total</b>	<b>102,569</b>	<b>57,452</b>	<b>75,000</b>	<b>85,000</b>	<b>85,000</b>	<b>-</b>	<b>85,000</b>	<b>10,000</b>	<b>13%</b>
<b>Net Cost</b>	<b>\$ 27,569</b>	<b>\$ (17,548)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>



## Emergency Telephone Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
911 CHARGES	866,878	872,801	457,539	17,419	-	-	-	(457,539)	(100%)
FUND BALANCE APPROPRIATED	-	-	536,913	981,243	981,243	-	981,243	444,330	83%
<b>Total</b>	<b>866,878</b>	<b>872,801</b>	<b>994,452</b>	<b>998,662</b>	<b>981,243</b>	<b>-</b>	<b>981,243</b>	<b>(13,209)</b>	<b>(1%)</b>
<b>Expenses</b>									
SUPPLIES & MATERIALS	822	4,549	8,000	10,000	10,000	-	10,000	2,000	25%
CURRENT SERVICES	103,575	42,117	152,620	162,330	161,821	-	161,821	9,201	6%
FIXED CHARGES	291,363	226,368	327,082	319,582	302,672	-	302,672	(24,410)	(7%)
NON-CAPITALIZED ASSETS	12,230	424	506,750	506,750	506,750	-	506,750	-	-%
INTERFUND / BUDGETARY	-	24,790	-	-	-	-	-	-	-%
<b>Total</b>	<b>407,990</b>	<b>298,248</b>	<b>994,452</b>	<b>998,662</b>	<b>981,243</b>	<b>-</b>	<b>981,243</b>	<b>(13,209)</b>	<b>(1%)</b>
<b>Net Cost</b>	<b>\$ (458,888)</b>	<b>\$ (574,553)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Fines & Forfeitures Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
OTHER REVENUE	239,891	312,882	350,000	-	350,000	-	350,000	-	-%
<b>Total</b>	<b>239,891</b>	<b>312,882</b>	<b>350,000</b>	<b>-</b>	<b>350,000</b>	<b>-</b>	<b>350,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
CURRENT SERVICES	218,246	312,882	350,000	-	350,000	-	350,000	-	-%
FIXED CHARGES	21,644	-	-	-	-	-	-	-	-%
<b>Total</b>	<b>239,890</b>	<b>312,882</b>	<b>350,000</b>	<b>-</b>	<b>350,000</b>	<b>-</b>	<b>350,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ (1)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Housing Preservation Fund

This fund accounts for the collection and payment of funds awarded by the US Department of Housing and Urban Development to assist with general repairs and rehabilitation services for very-low to low-income homeowners.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - FEDERAL	-	-	85,000	85,000	85,000	-	85,000	-	-%
<b>Total</b>	-	-	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	-	<b>85,000</b>	-	-%
<b>Expenses</b>									
PROFESSIONAL SERVICES	-	-	84,400	84,400	84,400	-	84,400	-	-%
CURRENT SERVICES	-	-	600	600	600	-	600	-	-%
<b>Total</b>	-	-	<b>85,000</b>	<b>85,000</b>	<b>85,000</b>	-	<b>85,000</b>	-	-%
<b>Net Cost</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-%

## Office of State Budget and Management (OSBM) Grant Fund

This fund accounts for restricted grant funding passed through various entities from the NC Office of State Budget and Management (OSBM).

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - STATE	-	1,184,893	5,616,000	-	-	-	-	(5,616,000)	(100%)
FUND BALANCE APPROPRIATED	-	-	315,107	-	-	-	-	(315,107)	(100%)
<b>Total</b>	-	<b>1,184,893</b>	<b>5,931,107</b>	-	-	-	-	<b>(5,931,107)</b>	<b>(100%)</b>
<b>Expenses</b>									
FIXED CHARGES	-	1,134,893	1,465,107	-	-	-	-	(1,465,107)	(100%)
CAPITAL OUTLAY	-	-	4,466,000	-	-	-	-	(4,466,000)	(100%)
INTERFUND / BUDGETARY	88,472	50,000	-	-	-	-	-	-	-%
<b>Total</b>	<b>88,472</b>	<b>1,184,893</b>	<b>5,931,107</b>	-	-	-	-	<b>(5,931,107)</b>	<b>(100%)</b>
<b>Net Cost</b>	<b>\$ 88,472</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Opioid Settlement Fund

This fund accounts for the restricted funds related to the Opioid settlement. These funds are restricted for their intended purpose under the funding terms.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - OTHER	244,702	1,070,433	215,000	-	101,051	-	101,051	(113,949)	(53%)
SERVICE CHARGES - INVEST EARNINGS	26	17,351	-	-	-	-	-	-	-%
<b>Total</b>	<b>244,728</b>	<b>1,087,784</b>	<b>215,000</b>	<b>-</b>	<b>101,051</b>	<b>-</b>	<b>101,051</b>	<b>(113,949)</b>	<b>(53%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	-	-	63,123	-	101,051	-	101,051	37,928	60%
FIXED CHARGES	-	-	151,877	-	-	-	-	(151,877)	(100%)
<b>Total</b>	<b>-</b>	<b>-</b>	<b>215,000</b>	<b>-</b>	<b>101,051</b>	<b>-</b>	<b>101,051</b>	<b>(113,949)</b>	<b>(53%)</b>
<b>Net Cost</b>	<b>\$ (244,728)</b>	<b>\$ (1,087,784)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

# Radio System Fund

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

## Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	370,242	392,398	393,400	397,716	397,716	-	397,716	4,316	1%
INSURANCE SETTLEMENT	3,041	-	-	-	-	-	-	-	-%
TRANSFERS FROM - CAPITAL RESERVE	-	12,227	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	768,200	202,132	202,132	-	202,132	(566,068)	(74%)
<b>Total</b>	<b>373,283</b>	<b>404,625</b>	<b>1,161,600</b>	<b>599,848</b>	<b>599,848</b>	<b>-</b>	<b>599,848</b>	<b>(561,752)</b>	<b>(48%)</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	2,500	-	10,000	110,000	110,000	-	110,000	100,000	1000%
SUPPLIES & MATERIALS	-	-	1,000	7,000	7,000	-	7,000	6,000	600%
CURRENT SERVICES	20,999	102,742	149,100	127,131	127,131	-	127,131	(21,969)	(15%)
FIXED CHARGES	144,885	78,826	67,600	70,717	70,717	-	70,717	3,117	5%
CAPITAL OUTLAY	-	-	753,900	100,000	100,000	-	100,000	(653,900)	(87%)
NON-CAPITALIZED ASSETS	-	-	180,000	185,000	185,000	-	185,000	5,000	3%
<b>Total</b>	<b>168,384</b>	<b>181,568</b>	<b>1,161,600</b>	<b>599,848</b>	<b>599,848</b>	<b>-</b>	<b>599,848</b>	<b>(561,752)</b>	<b>(48%)</b>
<b>Net Cost</b>	<b>\$ (204,899)</b>	<b>\$ (223,057)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Sheriff's Execution Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
SERVICE CHARGES - DEPARTMENTAL	151,949	91,654	200,000	-	200,000	-	200,000	-	-%
<b>Total</b>	<b>151,949</b>	<b>91,654</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-%</b>
<b>Expenses</b>									
CURRENT SERVICES	151,949	91,268	200,000	-	200,000	-	200,000	-	-%
<b>Total</b>	<b>151,949</b>	<b>91,268</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>200,000</b>	<b>-</b>	<b>-%</b>
<b>Net Cost</b>	<b>\$ -</b>	<b>\$ (386)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

## Revaluation Fund

By law, the county is required to set aside annually a portion of the cost of the reappraisal of real property required by state law. This fund accounts for the transfer from the General Fund and the expenses associated with the reappraisal. Funds required for FY 25 will be transferred early, and amounts will be reflected in FY 24 Revised Budget.

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
TRANSFERS FROM - GENERAL	1,380,000	500,000	-	-	-	-	-	-	-%
FUND BALANCE APPROPRIATED	-	-	500,000	-	751,523	-	751,523	251,523	50%
<b>Total</b>	<b>1,380,000</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>	<b>751,523</b>	<b>-</b>	<b>751,523</b>	<b>251,523</b>	<b>50%</b>
<b>Expenses</b>									
PROFESSIONAL SERVICES	900,052	88,875	500,000	-	751,523	-	751,523	251,523	50%
<b>Total</b>	<b>900,052</b>	<b>88,875</b>	<b>500,000</b>	<b>-</b>	<b>751,523</b>	<b>-</b>	<b>751,523</b>	<b>251,523</b>	<b>50%</b>
<b>Net Cost</b>	<b>\$ (479,948)</b>	<b>\$ (411,125)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>



## Special Districts Fund

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

### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
AD VALOREM TAXES - REAL	8,045,354	11,235,606	12,956,777	-	12,380,872	169,873	12,550,745	(406,032)	(3%)
AD VALOREM TAXES - MOTOR VEHICLE	1,211,014	1,367,083	1,507,972	-	1,501,679	18,328	1,520,007	12,035	1%
AVTAXES - REAL DELINQUENT	46,609	42,379	59,984	-	38,265	-	38,265	(21,719)	(36%)
NC SALES TAX SPECIAL DISTRICTS	2,588,376	3,713,088	2,986,778	-	3,710,014	-	3,710,014	723,236	24%
<b>Total</b>	<b>11,891,353</b>	<b>16,358,156</b>	<b>17,511,511</b>	<b>-</b>	<b>17,630,830</b>	<b>188,201</b>	<b>17,819,031</b>	<b>307,520</b>	<b>2%</b>
<b>Expenses</b>									
CONTRACTS & GRANTS	11,812,159	15,749,060	17,511,511	-	17,630,830	188,201	17,819,031	307,520	2%
<b>Total</b>	<b>11,812,159</b>	<b>15,749,060</b>	<b>17,511,511</b>	<b>-</b>	<b>17,630,830</b>	<b>188,201</b>	<b>17,819,031</b>	<b>307,520</b>	<b>2%</b>
<b>Net Cost</b>	<b>\$ (79,194)</b>	<b>\$ (609,096)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

The Board of Commissioners approved increases in tax rates for two fire departments. The increases are detailed in the table below and recommended increases are in red.

The justifications for increases are as follows:

- > Angier requested a 1-cent tax increase, and the Board of Commissioners approved a 1-cent tax increase. Angier will use the increased revenue to purchase a new rescue pumper truck and help pay for a new fire station.
- > West Area requested a 4-cent tax increase to make the rate equal to what is charged in Cumberland County. The Board of Commissioners approved a 2-cent tax increase.

The Averbosoro School District is recommended at the same rate as current, 2 cents, which results in \$411,935.

## Special Districts Fund

District	FY 24 Rate	FY 25 Req Rate	FY 25 App Rate	Total Revenue FY 24 Rate Produces	Total Revenue FY 25 Rate Produces	Increase
Anderson Creek	0.110	0.110	0.110	2,001,170	2,001,170	-
<b>Angier</b>	<b>0.075</b>	<b>0.085</b>	<b>0.085</b>	<b>1,697,563</b>	<b>1,874,958</b>	<b>177,395</b>
Benhaven	0.120	0.120	0.120	1,641,776	1,641,776	-
Benson	0.120	0.120	0.120	134,253	134,253	-
Boone Trail	0.100	0.100	0.100	858,169	858,169	-
Buies Creek	0.100	0.100	0.100	873,904	873,904	-
Coats/Grove	0.110	0.110	0.110	955,768	955,768	-
Crains Creek	0.100	0.100	0.100	82,339	82,339	-
Cypress Pointe	0.095	0.095	0.095	75,029	75,029	-
Dunn	0.090	0.090	0.090	1,934,375	1,934,375	-
Erwin	0.095	0.095	0.095	453,406	453,406	-
Flatbranch	0.130	0.130	0.130	682,660	682,660	-
Flatwoods	0.120	0.120	0.120	154,631	154,631	-
Godwin	0.150	0.150	0.150	8,009	8,009	-
Northwest Harnett	0.080	0.080	0.080	1,428,811	1,428,811	-
Spout Springs	0.120	0.120	0.120	2,966,231	2,966,231	-
Summerville	0.100	0.100	0.100	1,168,410	1,168,410	-
<b>West Area</b>	<b>0.110</b>	<b>0.150</b>	<b>0.130</b>	<b>75,344</b>	<b>86,150</b>	<b>10,806</b>
West Johnston	0.070	0.070	0.070	27,047	27,047	-
<b>Total Fire Districts</b>				<b>17,218,895</b>	<b>17,407,096</b>	<b>188,201</b>
Averasboro School District	0.020	0.020	0.020	411,935.00	411,935.00	-

## Veterans Treatment Court Fund

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

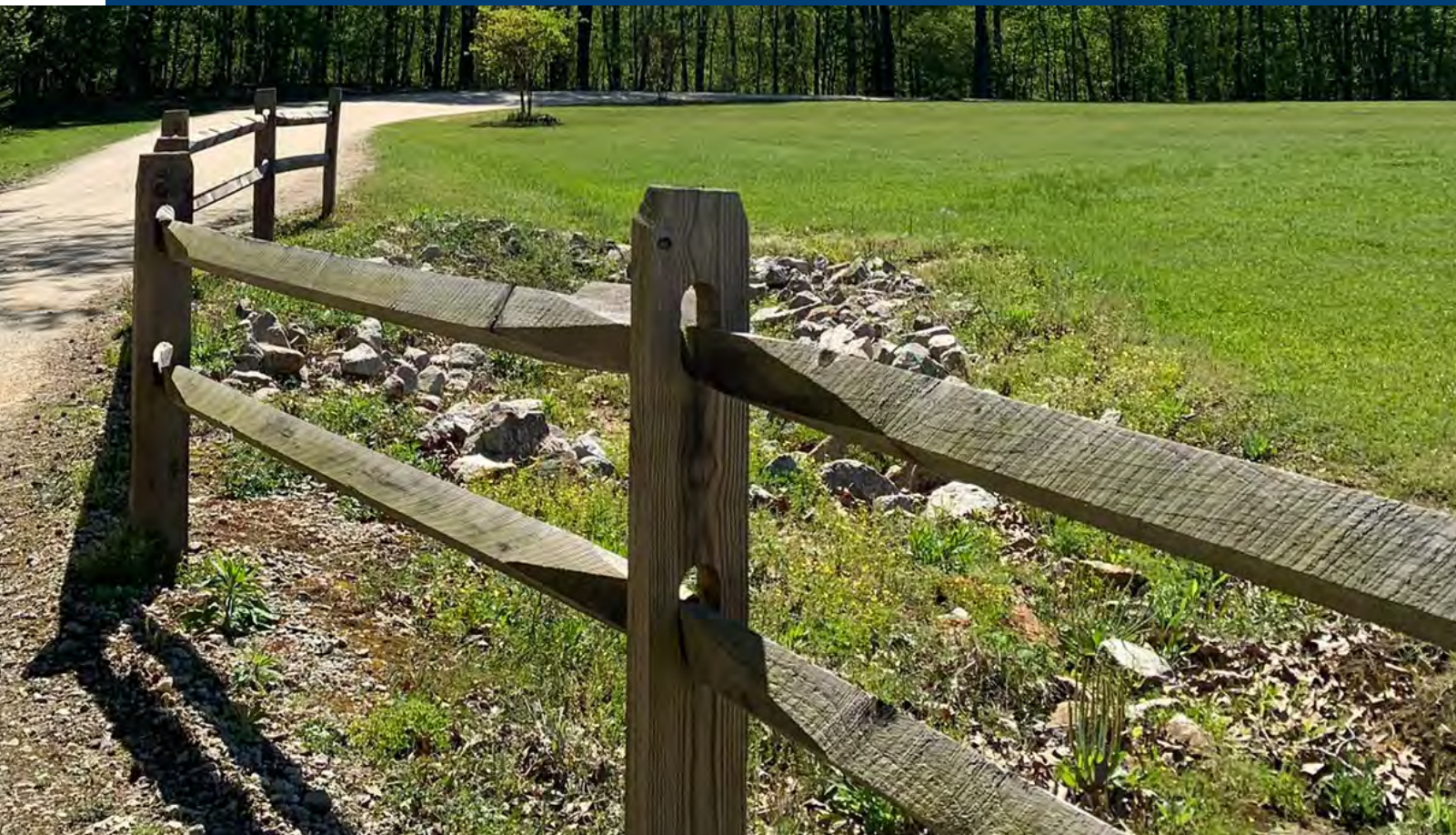
### Budget Summary

	FY 22 Actual	FY 23 Actual	FY 24 Revised	FY 25 Total Requested	FY 25 Approved Cont	FY 25 Approved Exp	FY 25 Total Approved	Approved Variance	Approved % Inc/Dec
<b>Revenues</b>									
RESTRICTED - FEDERAL	243,960	230,436	1,414,942	-	103,709	-	103,709	(1,311,233)	(93%)
RESTRICTED - STATE	200,000	180,726	75,000	-	50,000	-	50,000	(25,000)	(33%)
CONTRIBUTIONS AND DONATIONS	31,563	28,255	68,250	-	-	-	-	(68,250)	(100%)
FUND BALANCE APPROPRIATED	-	-	293,112	-	52,000	-	52,000	(241,112)	(82%)
<b>Total</b>	<b>475,523</b>	<b>439,417</b>	<b>1,851,304</b>	<b>-</b>	<b>205,709</b>	<b>-</b>	<b>205,709</b>	<b>(1,645,595)</b>	<b>(89%)</b>
<b>Expenses</b>									
SALARIES & BENEFITS	8,673	7,278	100,967	-	5,650	-	5,650	(95,317)	(94%)
PROFESSIONAL SERVICES	169,966	271,466	1,348,197	-	106,725	-	106,725	(1,241,472)	(92%)
SUPPLIES & MATERIALS	6,331	72,504	117,721	-	25,250	-	25,250	(92,471)	(79%)
CURRENT SERVICES	33,113	27,808	239,606	-	64,084	-	64,084	(175,522)	(73%)
FIXED CHARGES	68,080	37,326	33,509	-	4,000	-	4,000	(29,509)	(88%)
NON-CAPITALIZED ASSETS	299	18,844	11,304	-	-	-	-	(11,304)	(100%)
<b>Total</b>	<b>286,462</b>	<b>435,226</b>	<b>1,851,304</b>	<b>-</b>	<b>205,709</b>	<b>-</b>	<b>205,709</b>	<b>(1,645,595)</b>	<b>(89%)</b>
<b>Net Cost</b>	<b>\$ (189,061)</b>	<b>\$ (4,191)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-%</b>

### Expansion & Other Notes

No county funding for Veterans Treatment Court is requested in FY 2025.

# Glossary



## Glossary

### Account

A basic component of the accounting ledger used to classify financial transactions that are similar in terms of a given frame of reference, such as purpose, object or source.

### Accrual Basis

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent

### Ad Valorem Tax

Commonly referred to as property taxes, Ad Valorem taxes are levied on both real and personal property according to the property's valuation and the tax rate.

### Agency Fund

A fund that is a type of Fiduciary Fund. Agency Funds are custodial in nature, used to account for funds held by the County for individuals, private organizations, other governmental units and other funds.

### Allocation

A part of a lump-sum appropriation granted by the Board of Commissioners, which is designated for expenditure by function for specific organizational units and/or for special purposes, activities or objects.

### Amended Budget

A budget that includes authorized changes by the Board of Commissioners to the original adopted budget.

### American Rescue Plan

The American Rescue Plan Act of 2021, also called the COVID-19 Stimulus Package or American Rescue Plan, is a 1.9 trillion economic stimulus bill passed by the Congress signed to speed up the country's recovery from the economic and health effects of the COVID-19 pandemic and the ongoing recession.

### Annual Budget

A budget covering a single fiscal year (e.g., July 1 - June 30).

### Annual Comprehensive Financial Report

The official annual financial report of a county. This report summarizes and discloses the financial activity of a county and its component units for the fiscal year. The Finance Department produces this document.

### Annualize

Taking changes that occurred mid-year and calculating their cost for a full year for the purpose of preparing an annual budget.

### Amortization

(1) The gradual reduction of a debt by means of equal periodic payments sufficient to meet current interest and liquidate the debt at maturity. (2) The process of spreading the costs of an intangible asset over the expected useful life of the asset. (3) The deduction of capital expenses over a specific period of time. Similar to depreciation, it is a method of measuring the "consumption" of the value of long-term assets like equipment and buildings.

### Appropriated Fund Balance

Amount of fund balance designated as revenue for a given fiscal year.

**Appropriation**

The amount of money earmarked for a projected expense legally authorized by the Board of Commissioners. Asset: Resources owned or held by a government that have monetary value.

**Approved Budget**

The budget document formally approved by the Board of Commissioners after the required public hearing and deliberations on the Recommended Budget. This document sets forth authorized expenditures and the means of financing those expenditures. The approved budget is also referred to as the adopted budget.

**Assessed Valuation**

The valuation set by the County for real estate and certain personal property as a basis for levying property taxes.

**Assessment**

The process of determining the value of real and personal property for taxation purposes.

**Asset**

A resource owned or held by a government which has monetary value.

**Audit**

The examination of some or all of the following items: documents, records, reports, systems of internal control, accounting procedures, and other evidence, for one or more of the following purposes: (a) determining the propriety, legality, and mathematical accuracy of proposed or completed transactions; (b) ascertaining whether all transactions have been recorded; and (c) determining whether transactions are accurately recorded in the accounts and in the statements drawn therefrom in accordance with accepted accounting principles.

**Authorized Positions**

Employee positions that are authorized in the adopted budget to be filled during the year.

**Balanced Budget**

A budget in which planned revenues are equal to planned expenditures. All county budgets are required by the State of North Carolina to be balanced.

**Benefits**

Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security, retirement, and medical and life insurance plans.

**Bond**

A long-term I.O.U. or promise to pay. It is a promise to repay a specified amount of money (the face amount of the bond) on a particular date (the maturity date). Bonds are primarily used to finance capital projects.

**Bond Premium**

Additional amount of money an investor is willing to pay for a bond due to its rate of return. The investor is willing to pay more than the par value of the bond because it has a higher yield.

**Bond Rating**

The level of credit risk as evaluated by a bond rating agency associated with the County's bond issue. A bond rating ranges from AAA, the highest possible, to D, or default. The higher the County's bond rating, the lower the interest rate to the County on projects financed with bonds.

**Bond Refinancing**

The payoff and re-issuance of bonds to obtain better interest rates and/or bond terms.

## **Budget**

A plan of financial activity for a specified period of time (fiscal year) indicating all planned revenues and expenses for the budget period.

## **Budget Calendar**

The schedule of key dates that a government follows in the preparation and adoption of the budget.

## **Budget Document**

A formal document presented to the Board of Commissioners containing the County's financial plan for a fiscal year. The budget document is presented in two phases – preliminary and final. The final budget document reflects the budget as adopted by the Board of Commissioners.

## **Budget Manual**

Instructions for each annual budget process to ensure the budget is prepared in a manner consistent with current county policies or restrictions that may be new to each budget year.

## **Budget Message**

The County Manager's written overview of the proposed budget addressed to the Board of Commissioners. The budget message addresses the major budget items, and the County's present and expected financial condition.

## **Budget Ordinance**

The legal document adopted by the Board of Commissioners to estimate revenues, establish appropriations, and levy taxes for a unit of government for the coming year. It has the full force and effect of law within the County boundaries unless it conflicts with any higher form of law, such as a state statute or constitutional provision. It establishes the legal framework for the financial operations of the County for the current year.

## **Budgetary Basis**

This refers to the basis of accounting used to estimate financing sources and uses in the budget.

## **Capital Assets**

Land, buildings, machinery, furniture, fixtures and equipment that have a value of \$20,000 or more and have a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Capital assets are also called fixed assets.

## **Capital Improvements**

Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plan that is sometimes referred to as infrastructure. A capital improvement can also be a capital project.

## **Capital Improvements Plan (CIP)**

A long range plan of proposed capital improvement projects, which includes estimated project costs and funding over a specified period of years. The capital improvement program is updated annually to reassess capital needs during the preparation of the capital budget.

## **Capital Outlay**

The expenditures for land, building, machinery, furniture, fixtures and equipment that have a value of \$20,000-\$99,999 and have a useful economic life of more than one year.

## **Capital Project**

Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase their useful life. These improvements have a cost of \$100,000 or more and generally take longer than one fiscal year to complete.

**Certificates of Participation (COPS)**

A county obligation secured by relatively short-term leases on public facilities. Voter approval is not required.

**Contingency**

An appropriation to cover unanticipated events that may occur during the fiscal year. Transfers for this account must be approved by the Board of Commissioners.

**Continuation Budget**

Harnett County uses a continuation and expansion approach for budgeting. Continuation refers to the costs necessary to maintain current programs and services at their existing levels.

**Contractual Services**

Services rendered to a government by private firms, individuals or other governmental agencies.

**Cost-of-living Adjustment (COLA)**

An increase in salaries to offset the adverse effect of inflation on employees' compensation.

**County Appropriation**

Reflects general fund revenues used to meet an operating department's cost. Most revenues in the general fund are not program linked and can be used to fund all operations. Several examples are Ad Valorem Taxes, Sales Taxes, Unrestricted Intergovernmental Revenues and Interest earnings.

**Debt Service**

The cost of paying principal and interest on borrowed money according to a predetermined payment schedule.

**Department**

A basic organizational unit of government that is functionally unique in its delivery of services. The department may be subdivided into divisions or programs.

**Depreciation**

The expiration of service life of capital assets due to wear and tear, deterioration, inadequacy, or obsolescence.

**Disbursement**

The expenditure of money from an account.

**Division**

A functioning group of related activities within a department. The department's unique function is further delineated into smaller functioning units (divisions) that focus on delivery of specific services.

**Enhanced 911 (E911)**

Allows the citizens the ability to dial 911 in the event of an emergency. The system provides the caller's name, address, phone number and emergency responder information that is automatically displayed on a computer screen in the Emergency Communication Center.

**Encumbrance**

A financial commitment for services, contracts, or goods which have not, as yet, been delivered or performed.

**Enterprise Fund**

A fund that is a type of Proprietary Fund. An enterprise fund is established to account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the Board of Commissioners is that the costs of providing services be fully or predominantly financed through user fees.



## Expansion Budget

Harnett County uses a continuation and expansion approach for budgeting. Expansion refers to the costs of providing new or enhanced programs and services.

## Expense

The amount of assets or services used during a period.

## Expenses

The daily costs incurred in running and maintaining a business or governmental entity.

## Expenditure

The payment of funds against appropriations that reduce cash balance. Expenditures are made for the purpose of acquiring an asset, service or settling a loss.

## Fiduciary Fund

One of three fund classifications established by the GAAP standards. Fiduciary funds are used to account for assets held by a county in a trustee capacity, or as an agent for individuals, private organizations, other governmental units, and/or other funds. Since, by state statutes, these funds are not subject to appropriation by the Board of Commissioners, these funds are not included in the annual budget ordinance or the budget document. However, these funds are reported in the Annual Comprehensive Financial Report. The Fiduciary Fund Classification includes two types: Agency and Trust Funds. See Trust Fund and Custodial Fund.

## Fiscal Year (FY)

A 12-month period designated as the operating year for accounting and budgeting purposes in an organization. North Carolina State Statutes require local governments to begin the fiscal year on July 1 and end on June 30.

## Fixed Assets

Land, buildings, machinery, furniture, fixtures, and equipment that have a value of \$5,000 or more and have a useful economic life of more than one year; or assets of any value if the nature of the item is such that it must be controlled for custody purposes as a fixed asset. Fixed assets are also called Capital Assets. See Capital Assets.

## Forecast

An estimation of revenues and expenses for the current fiscal year to be used to determine the expected balances at the end of the year.

## Full Faith and Credit

A pledge of a government's taxing power to repay debt obligations.

## Full-Time Equivalent Positions (FTE)

A position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time position working for 20 hours per week would be equivalent to .5 of a full-time position.

## Function

A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible (e.g., Public Safety).

## Fund

An accounting entity created to record the financial activity for a selected financial grouping. A fund is set up to carry out a special function or to attain certain objectives in accordance with set laws or regulations.

## Fund Accounting

A method of accounting and presentation whereby assets and liabilities are grouped by individual funds according to the purpose for which they are to be used. Generally used by government entities and not-for-profits.

**Fund Balance**

The excess of the assets of a fund over its liabilities. Cash and investments that are left over at the end of the fiscal year and may be appropriated to finance expenditures in the next fiscal year.

**General Fund**

The general fund is used to account for the financial activities of the general government not required to be accounted for in another account.

**General Obligation Bond**

This type of bond is backed by the full faith, credit, and taxing power of the government.

**Generally Accepted Accounting Principles (GAAP)**

Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules and procedures that define accepted accounting principles.

**Goal**

A statement of broad direction, purpose, or intent based on the needs of the community.

**Governmental Funds**

One of three fund classifications established by the GAAP standards. Governmental funds are used to account for most typical governmental functions, focusing on the acquisition, use, and balance of a local or state government's expendable financial resources and the related current liabilities. The accounting for governmental funds has a budget orientation using the current financial resources measurement focus and the modified accrual basis of accounting.

**Grants**

A contribution by a government or other organization to support a particular function.

**Indirect Cost**

A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

**Infrastructure**

The physical assets of a government (e.g., water, sewer, public buildings and parks).

**Installment Purchase Agreement**

Contract under which the County gives the seller or other interest in the property to secure payment of the purchase price.

**Interest**

The cost of using money. The payment of interest is an expense to the County; the receipt of interest is revenue.

**Interfund Transfers**

The movement of money between funds of the same governmental entity.

**Intergovernmental Revenue**

Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

**Investments**

Securities held for the production of income. All investments made by the County must be in accordance with North Carolina General Statute 159-30.

### **Key Performance Indicators (KPIs)**

Defines data that documents how effectively or efficiently a department is achieving its key strategic objectives.

### **Lease Purchase Agreement**

Contracted agreements that are termed leases but apply the lease amount to the purchase.

### **Line Items**

Units of budgeted expense set up within each division used to classify expenditures by item or category and established the permissible level of expenditure for that item.

### **Local Government Commission (LGC)**

Overseeing organization for local government finances within the North Carolina State Treasurer.

### **Long-term Debt**

Debt with a maturity of more than one year after the date of issuance.

### **Major Funds**

Represents the significant activities of the County and includes any fund whose revenues or expenditures, excluding other financing sources and uses, constitute more than 10 percent of the revenues or expenditures of the appropriated budget.

### **Mandated Service**

A legal requirement usually imposed by state or federal law. This term is used to refer to county services that are provided to comply with state or federal laws.

### **Modified Accrual**

A budgetary accounting technique whereby revenues are recognized when they become measurable and available as net current assets to pay liabilities for the current period. Expenditures are recorded when the liability is actually incurred. In short, expenditures are recognized when encumbered and revenues are recognized when they are collected.

### **Net County Cost**

The amount of general revenue that supports a particular function, department, or program. Net cost is calculated by subtracting offsetting revenues from expenditures. Net cost gives an indication of how much general revenue goes to support a budget area, department, or functional area.

### **Non-Departmental Accounts**

Items of expenditure essential to the operation of county government that do not fall within the function of any department, or which provide for expenditures related to more than one department.

### **Non-Major Funds**

Represent any fund that does not meet the requirements of a Major Fund.

### **Non-operating Revenues**

Revenues that are generated from other sources (e.g., interest) and that are not directly related to service activities. Object - An expenditure classification, referring to the lowest and most detailed level of classification, such as, telephone expense, postage expense or departmental supplies.

### **Objective**

Something to be accomplished in specific, well defined and measurable terms that is achievable within a specific time frame.

**Obligations**

Amounts that a government may be legally required to meet from its resources. They include not only actual liabilities, but also encumbrances not yet paid.

**Operating Budget**

A plan of financial operation which encompasses an estimate of proposed expenditures for the fiscal year and the proposed means of financing these expenditures (revenues).

**Operating Expenses**

The cost for personnel, materials and equipment required for a department to function.

**Operating Revenue**

Funds that the government receives as income to pay for on-going operations. It includes such items as taxes, fees from specific services, interest earnings and grant revenues. Operating revenues are used to pay for day-to-day services.

**Ordinance**

A law set forth by a government authority, specifically, a county regulation or formal legislative enactment by the Board of Commissioners. It has the full force and effect of law within the County boundaries unless it is in conflict with any higher form of law, such as a state statute or constitutional provision. An ordinance has higher legal standing than a resolution.

**Pay-As-You-Go Basis**

A term used to describe a financial policy by which capital outlays or capital projects are financed from current revenues rather than through borrowing.

**Performance Measure**

Data collected to determine how effective or efficient a program is in achieving its objectives.

**Prior Year**

The fiscal year immediately preceding the current year.

**Program**

A service or services for which expenditures are made from several general ledger accounts which are combined into a single budgetary unit.

**Property Tax**

A tax levied on the assessed value of real and personal property. This tax is also known as ad valorem tax.

**Proprietary Fund**

One of three fund classifications established by the GAAP standards. This fund is used to account for funds for county operations which are managed in a manner similar to private business. Unlike governmental funds, net income is determined in Proprietary Funds. The two types of Proprietary Funds are Enterprise and Internal Service Funds.

**Purchase Order**

A written authorization for a vendor to supply goods or services at a specified price over a specified time period. Acceptance of the purchase order constitutes a purchase contract and is legally binding on all parties.

**Referendum**

Presenting an issue to the voters of the County where a majority of voters decide on the issue.

**Reserve**

An account designated for a portion of the fund balance to be used for a specific purpose.

**Resolution**

A formal decision of action or policy adopted by the County Board of Commissioners at a board meeting.

**Revaluation**

A process by which all county property values are reviewed to assure they are true value. True value is a monetary value that a buyer and seller would agree on without being compelled to buy or sell. Every county in North Carolina is required to reappraise its real property at least every eight years.

**Revenue Bond**

This type of bond is backed only by the revenues from a specific enterprise or project, such as a hospital or toll road.

**Revenue Neutral**

The revenue neutral property tax rate is the rate that is estimated to produce revenue for the next fiscal year equal to the revenue that would have been produced for the next fiscal year by the current tax rate if no reappraisal had occurred. Each year after a general reappraisal of property, the Budget Officer is required to include in the budget, for comparison purposes, a statement of the revenue-neutral tax rate.

**Revenues**

Funds received as income to support the operations of government.

**Salaries & Benefits**

Expenditures for salaries, wages, and fringe benefits of a government's employees.

**Sales Tax**

A tax levied on the taxable sales of all final goods. The State of North Carolina levies a 4.75 percent sales tax and allows counties to levy up to a 2.25 percent sales tax.

**Special District**

A unit of local government (other than a county or city) that is created for the performance of limited governmental functions and for the operation of a particular utility or public service enterprise.

**Special Revenue Fund**

A fund used to account for the proceeds of specific revenue sources (other than trusts for individuals, private organizations or other governments, or for major capital projects) that are legally restricted to expenditure for specific purposes.

**Tax Base**

The total assessed value of real, personal and state appraised property within the County.

**Tax Collection Rate**

The percentage of the tax levy that is expected to be collected in a fiscal year. The budgeted collection rate cannot exceed the actual collection rate for the previous year.

**Tax Levy**

The resultant product when the tax rate per \$100 is multiplied by the tax base and adjusted for the rate of collection.

**Tax Rate**

The amount of tax levied per \$100 assessed valuation.

**Tax Year**

The calendar year in which tax bills are sent to property owners.

**Taxes**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people.

**Transfers In/Out**

Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Trust Fund**

One of the two types of Fiduciary Funds. Trust Fund amounts are held by the County in a trustee capacity when the amounts are designated for a particular purpose.

**Unencumbered Balance**

The amount of an appropriation that is neither expended nor encumbered. It is essentially the amount of money still available for future purposes.

**Unreserved Fund Balance**

The portion of a fund's balance that is not restricted for a specific purpose and is available for general appropriation.

**User Charge**

The payment of a fee for direct receipt of a public service by the party who benefits from the service. This is also referred to as a service charge.



# Appendices









Appendix 1

# Harnett County Fiscal Year 2025 Budget Ordinance

# Budget Ordinance

## Fiscal Year 2024-2025

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

### Section 1: Expenditures

The following expenditure amounts are hereby appropriated for the operation of the county government and its activities for the fiscal year beginning July 1, 2024, and ending June 30, 2025, in accordance with the chart of accounts heretofore established for the County:

#### Capital Reserve Funds

CAPITAL RESERVE - BOARD OF EDUCATION	2,421,528
CAPITAL RESERVE - EMERGENCY SERVICES	1,496,100
CAPITAL RESERVE - FACILITIES MAINTENANCE	500,000
CAPITAL RESERVE - GENERAL GOVERNMENT	1,540,298
CAPITAL RESERVE - PARKS & RECREATION	881,379
CAPITAL RESERVE - SHERIFF	224,700
CAPITAL RESERVE - SOLID WASTE	443,272
CAPITAL RESERVE - SOLID WASTE POST CLOSURE	251,591

#### Debt Service Funds

DEBT SERVICE - GENERAL GOVERNMENT	4,893,725
DEBT SERVICE - BOARD OF EDUCATION	16,888,382
DEBT SERVICE - HARNETT REGIONAL WATER	4,333,807
DEBT SERVICE - SOLID WASTE	146,650

#### Enterprise Funds

<b>HARNETT REGIONAL WATER</b>	
HRW ADMINISTRATION	9,578,719
WATER TREATMENT PLANT	10,993,000
WASTEWATER TREATMENT PLANT	4,285,441
SOUTH HARNETT WASTEWATER PLANT	4,591,883
WATER DISTRIBUTION	7,051,813

SEWER COLLECTIONS	6,217,911
RETIREE INSURANCE HRW	55,426
NON-DEPARTMENTAL	4,333,807
<b>TOTAL HARNETT REGIONAL WATER</b>	<b>47,108,000</b>
<b>SOLID WASTE MANAGEMENT</b>	<b>8,825,858</b>

### General Fund

<b>Culture &amp; Recreation</b>	
PARKS & RECREATION	2,167,462
MAIN LIBRARY	2,467,025
ANGIER BRANCH LIBRARY	303,057
BENHAVEN BRANCH LIBRARY	224,719
COATS BRANCH LIBRARY	187,073
DUNN BRANCH LIBRARY	352,080
ERWIN BRANCH LIBRARY	187,901
CULTURAL & REC APPROP	307,241
<b>Economic &amp; Physical Development</b>	
DEVELOPMENT SERVICES	1,458,179
INSPECTIONS	1,553,416
ECONOMIC DEVELOPMENT	1,177,107
COMMUNITY DEVELOPMENT	10,940
WIOA - ADMINISTRATION	545,005
WIOA - ADULT	33,036
WIOA - NC WORKS CAREER CENTER	15,391
WIOA - DISLOCATED WORKER	19,161
WIOA - YOUTH - IN COUNTY	11,412
WIOA - YOUTH -OUT OF COUNTY	33,834
COOPERATIVE EXTENSION	508,465
COOPERATIVE EXT SPECIAL PROG	62,952
<b>Education</b>	
BOARD OF EDUCATION	30,804,606
CCCC	1,818,075

<b>Environmental Protection</b>	
SOIL & WATER	365,978
FORESTRY PROGRAM	149,122
ENVIRONMENTAL PROT ALLOC	12,000
<b>General Government</b>	
GOVERNING BODY	600,438
ADMINISTRATION	1,468,037
FINANCE	1,989,322
RETIREE INSURANCE	956,573
TAX	2,343,796
LEGAL SERVICES	634,280
HUMAN RESOURCES	671,702
INSURANCE - PROPERTY & LIABILITY	336,230
BOARD OF ELECTIONS	801,696
CLERK OF COURT	53,815
REGISTER OF DEEDS	964,136
GENERAL SERVICES	296,962
FACILITIES MAINTENANCE	4,298,026
FLEET MAINTENANCE	1,083,360
INFORMATION TECHNOLOGY	2,125,815
GIS	1,087,118
<b>Human Services</b>	
HEALTH ADMINISTRATION	6,440,756
VITAL RECORDS	313
LABORATORY SERVICES	99,245
CHILD HEALTH	250,721
IMMUNIZATION ACTION PLAN	3,506
SCHOOL HEALTH NURSE	150,000
ADULT HEALTH SERVICE	166,893
SEXUALLY TRANSMITTED DISEASE	29,220
MATERNAL HEALTH	89,559
FAMILY PLANNING	115,351
TUBERCULOSIS PROGRAM	20,344
COMMUNICABLE DISEASES	2,020
TANF	16,203

HEALTH EDUCATION	14,228
CHILD FATALITY PREVENTION TEAM	3,960
HIV-STD COUNTY	3,786
HEALTH PROMOTION	3,992
HEALTHY COMMUNITIES	20,084
ITTS	9,091
MOBILE HEALTH PROGRAM	15,658
WIC - ADMINISTRATION	358
WIC - CLIENT SERVICES	60,876
WIC - NUTRITION EDUCATION	4,955
WIC - BREASTFEEDING	1,757
WIC - PEER BREASTFEEDING	2,657
CMARC	94,073
CMHRP	129,414
BIOTERRORISM	28,214
ENVIRONMENTAL SERVICES	124,216
HEALTH DEPARTMENT GRANTS	333,235
MENTAL HEALTH	609,673
SENIOR HEALTH SERVICE	1,741,432
DSS - ADMINISTRATION	3,522,841
DSS - FRAUD PREVENTION	450,236
DSS - ADULT SERVICES	1,338,691
DSS - WORKFIRST	415,868
DSS - ENERGY PROGRAMS	401,281
DSS - CHILD CARE SUBSIDY	511,098
DSS - CHILD PROTECTIVE SERVICES	2,589,132
DSS - FOSTER CARE	6,426,693
DSS - ADOPTION	589,841
DSS - CHILD SUPPORT	1,849,043
DSS - ADULT MEDICAID	3,261,260
DSS - FAMILY & CHILDRENS MEDICAID	2,780,244
DSS - MEDICAID TRANSPORTATION	260,744
DSS - FOOD STAMPS	2,205,997
VETERANS SERVICES	500,440
RESTITUTION	166,843

<b>Non-Departmental</b>	
CONTINGENCY	6,851,572
DEBT SERVICE FUND - GENERAL GOVERNMENT & BOARD OF EDUCATION	11,000,000
<b>Public Safety</b>	
SHERIFF	18,061,335
CAMPBELL DEPUTIES	691,536
SCHOOL RESOURCE OFFICER	2,835,855
CHILD SUPPORT ENFORCEMENT	107,988
JAIL	8,047,349
EMERGENCY SERVICES	1,620,022
EMERGENCY SERVICES GRANTS	242,502
EMERGENCY MEDICAL SERVICE	12,687,190
RESCUE DISTRICTS	5,372,140
ANIMAL CONTROL	583,542
ANIMAL SHELTER	599,458
MEDICAL EXAMINER	100,000
COMMUNICATIONS	2,868,081
<b>Transportation</b>	
TRANSPORTATION	1,837,956
TRANSPORTATION - ADMIN	1,557,674
HARNETT REGIONAL JETPORT	1,355,209
<b>General Fund Total</b>	<b>178,761,994</b>

**Internal Service Funds**

DENTAL INSURANCE	650,000
EMPLOYEE CLINIC	229,901
FLEET REPLACEMENT	204,640
FLEXIBLE SPENDING ACCOUNT	400,000
HEALTH INSURANCE	13,503,500
INFORMATION TECHNOLOGY	3,434,960
RETIREE HEALTH INSURANCE	1,500,000
UNEMPLOYMENT INSURANCE	250,000
WORKERS COMPENSATION FUND	850,000
RISK MANAGEMENT FUND	1,971,757

### Special Districts

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

District	Total Revenue FY 25 Rate Produces
<b>Averasboro School</b>	<b>411,935</b>
<b>Fire Districts</b>	
Anderson Creek	2,001,170
<b>Angier</b>	<b>1,874,958</b>
Benhaven	1,641,776
Benson	134,253
Boone Trail	858,169
Buies Creek	873,904
Coats/Grove	955,768
Crains Creek	82,339
Cypress Pointe	75,029
Dunn	1,934,375
Erwin	453,406
Flatbranch	682,660
Flatwoods	154,631
Godwin	8,009
Northwest Harnett	1,428,811
Spout Springs	2,966,231
Summerville	1,168,410
<b>West Area</b>	<b>86,150</b>
West Johnston	27,047
<b>Total Fire Districts</b>	<b>17,407,096</b>



### Special Revenue Funds

ASSET FORFEITURES	378,500
AUTOMATION ENHANCEMENT & PRESERVATION	114,332
COMMUNITY DEVELOPMENT	85,000
CONCEALED WEAPON PERMIT	250,000
EMERGENCY RESPONSE PLANNING	85,000
EMERGENCY TELEPHONE SYSTEM	981,243
FINES AND FORFEITURES	350,000
OPIOID SETTLEMENT	101,051
RADIO SYSTEM	599,848
REVALUATION SPECIAL REVENUE FUND	751,523
SHERIFF'S EXECUTION	200,000
SPECIAL DISTRICTS	17,819,031
VETERANS TREATMENT COURT SPECIAL REVENUE FUND	205,709

## Section 2: Revenues

The following revenues are estimated to be available to fund the operations of the county government and are hereby approved for the fiscal year beginning July 1, 2024, and ending June 30, 2025, in accordance with the chart of accounts heretofore established for the county.

### Capital Reserve Funds

<b>CAPITAL RESERVE - BOARD OF EDUCATION</b>	
INTERFUND / BUDGETARY	2,421,528
<b>TOTAL CAPITAL RESERVE - BOARD OF EDUCATION</b>	<b>2,421,528</b>
<b>CAPITAL RESERVE - EMERGENCY SERVICES</b>	
INTERFUND / BUDGETARY	1,496,100
<b>TOTAL CAPITAL RESERVE - EMERGENCY SERVICES</b>	<b>1,496,100</b>
<b>CAPITAL RESERVE - GENERAL GOVERNMENT</b>	
INTERFUND / BUDGETARY	1,540,298
<b>TOTAL CAPITAL RESERVE - GENERAL GOVERNMENT</b>	<b>1,540,298</b>
<b>CAPITAL RESERVE - FACILITIES MAINTENANCE</b>	
INTERFUND / BUDGETARY	500,000
<b>TOTAL CAPITAL RESERVE - FACILITIES MAINTENANCE</b>	<b>500,000</b>
<b>CAPITAL RESERVE - PARKS &amp; RECREATION</b>	
INTERFUND / BUDGETARY	881,379
<b>TOTAL CAPITAL RESERVE - PARKS &amp; RECREATION</b>	<b>881,379</b>
<b>CAPITAL RESERVE - SHERIFF</b>	
INTERFUND / BUDGETARY	224,700
<b>TOTAL CAPITAL RESERVE - SHERIFF</b>	<b>224,700</b>
<b>CAPITAL RESERVE - SOLID WASTE POST CLOSURE</b>	
INTERFUND / BUDGETARY	251,591
<b>TOTAL CAPITAL RESERVE - SOLID WASTE POST CLOSURE</b>	<b>251,591</b>
<b>CAPITAL RESERVE - SOLID WASTE</b>	
INTERFUND / BUDGETARY	443,272
<b>TOTAL CAPITAL RESERVE - SOLID WASTE</b>	<b>443,272</b>

### Debt Service Funds

<b>DEBT SERVICE - BOARD OF EDUCATION</b>	
TAXES - SALES	10,782,107
INTERFUND / BUDGETARY	6,106,275
<b>TOTAL DEBT SERVICE - BOARD OF EDUCATION</b>	<b>16,888,382</b>
<b>DEBT SERVICE - GENERAL GOVERNMENT</b>	
INTERFUND / BUDGETARY	4,893,725
<b>TOTAL DEBT SERVICE - GENERAL GOVERNMENT</b>	<b>4,893,725</b>
<b>DEBT SERVICE - HARNETT REGIONAL WATER</b>	
INTERFUND / BUDGETARY	4,333,807
<b>TOTAL DEBT SERVICE - HARNETT REGIONAL WATER</b>	<b>4,333,807</b>
<b>DEBT SERVICE - SOLID WASTE</b>	
INTERFUND / BUDGETARY	146,650
<b>TOTAL DEBT SERVICE - SOLID WASTE</b>	<b>146,650</b>

### Enterprise Funds

<b>HARNETT REGIONAL WATER</b>	
SERVICE CHARGES	750,000
ENTERPRISE CHARGES	2,418,000
FACILITY FEES	43,600,000
MISCELLANEOUS REVENUE	340,000
<b>TOTAL HARNETT REGIONAL WATER</b>	<b>47,108,000</b>
<b>SOLID WASTE MANAGEMENT</b>	
INTERGOVERNMENTAL	300,000
SOLID WASTE MANAGEMENT	6,858
ENTERPRISE CHARGES	3,512,000
SOLID WASTE MANAGEMENT	4,822,000
MISCELLANEOUS REVENUE	185,000
<b>TOTAL SOLID WASTE MANAGEMENT</b>	<b>8,825,858</b>

### General Fund

<b>General Fund</b>	
AD VALOREM TAXES - REAL	77,052,232
AD VALOREM TAXES - MOTOR VEHICLE	9,202,913
AVTAXES - REAL DELINQUENT	180,000
AD VALOREM TAXES - PENALTIES	325,000

ARTICLE 39 SALES TAX	10,403,000
ARTICLE 40 SALES TAX	9,000,000
ARTICLE 42 SALES TAX	4,100,000
ARTICLE 44 SALES TAX	6,500,000
EXCISE TAX	1,300,000
RESTRICTED - FEDERAL	18,198,067
RESTRICTED - STATE	3,950,381
MEDICAID HOLD HARMLESS	4,000,000
SERVICE CHARGES - DEPARTMENTAL	15,862,786
SERVICE CHARGES - INDIRECT COST	1,422,070
SERVICE CHARGES - CONCESSIONS	91,830
SERVICE CHARGES - INVEST EARNINGS	4,000,000
CONTRIBUTIONS AND DONATIONS	29,750
LEASE / RENT	71,250
OTHER REVENUE	878,058
TRANSFERS FROM - CAPITAL RESERVE	1,013,720
FUND BALANCE APPROPRIATED	11,180,937
<b>TOTAL General Fund</b>	<b>178,761,994</b>

### Internal Service Funds

<b>DENTAL INSURANCE</b>	
SERVICE CHARGES	650,000
<b>TOTAL DENTAL INSURANCE</b>	<b>650,000</b>
<b>EMPLOYEE CLINIC</b>	
SERVICE CHARGES	229,901
<b>TOTAL EMPLOYEE CLINIC</b>	<b>229,901</b>
<b>FLEET REPLACEMENT</b>	
SERVICE CHARGES	192,640
MISCELLANEOUS INCOME	12,000
<b>TOTAL FLEET REPLACEMENT</b>	<b>204,640</b>
<b>FLEXIBLE SPENDING ACCOUNT</b>	
SERVICE CHARGES	400,000
<b>TOTAL FLEXIBLE SPENDING ACCOUNT</b>	<b>400,000</b>
<b>HEALTH INSURANCE</b>	
SERVICE CHARGES	12,000,000

INTERFUND / BUDGETARY	1,503,500
<b>TOTAL HEALTH INSURANCE</b>	<b>13,503,500</b>
<b>INFORMATION TECHNOLOGY</b>	
MISCELLANEOUS INCOME	3,434,960
<b>TOTAL INFORMATION TECHNOLOGY</b>	<b>3,434,960</b>
<b>RETIREE HEALTH INSURANCE</b>	
SERVICE CHARGES	1,500,000
<b>TOTAL RETIREE HEALTH INSURANCE</b>	<b>1,500,000</b>
<b>UNEMPLOYMENT INSURANCE</b>	
SERVICE CHARGES	250,000
<b>TOTAL UNEMPLOYMENT INSURANCE</b>	<b>250,000</b>
<b>WORKERS COMPENSATION FUND</b>	
SERVICE CHARGES	850,000
<b>TOTAL WORKERS COMPENSATION FUND</b>	<b>850,000</b>
<b>RISK MANAGEMENT FUND</b>	
SERVICE CHARGES	1,971,757
<b>TOTAL RISK MANAGEMENT FUND</b>	<b>1,971,757</b>

**Special Revenue Funds**

<b>ASSET FORFEITURES</b>	
INTERFUND / BUDGETARY	378,500
<b>TOTAL ASSET FORFEITURES</b>	<b>378,500</b>
<b>AUTOMATION ENHANCEMENT &amp; PRESERVATION</b>	
SERVICE CHARGES	65,000
INTERFUND / BUDGETARY	49,332
<b>TOTAL AUTOMATION ENHANCEMENT &amp; PRESERVATION</b>	<b>114,332</b>
<b>CONCEALED WEAPON PERMIT</b>	
SERVICE CHARGES	250,000
<b>TOTAL CONCEALED WEAPON PERMIT</b>	<b>250,000</b>
<b>AMERICAN RESCUE PLAN FUND</b>	

<b>EMERGENCY RESPONSE PLANNING</b>	
MISCELLANEOUS INCOME	75,000
INTERFUND / BUDGETARY	10,000
<b>TOTAL EMERGENCY RESPONSE PLANNING</b>	<b>85,000</b>
<b>EMERGENCY TELEPHONE SYSTEM</b>	
INTERFUND / BUDGETARY	981,243
<b>TOTAL EMERGENCY TELEPHONE SYSTEM</b>	<b>981,243</b>
<b>FINES AND FORFEITURES</b>	
MISCELLANEOUS INCOME	350,000
<b>TOTAL FINES AND FORFEITURES</b>	<b>350,000</b>
<b>OPIOID SETTLEMENT</b>	
RESTRICTED REVENUE	101,051
<b>TOTAL OPIOID SETTLEMENT</b>	<b>101,051</b>
<b>RADIO SYSTEM</b>	
SERVICE CHARGES	397,716
INTERFUND / BUDGETARY	202,132
<b>TOTAL RADIO SYSTEM</b>	<b>599,848</b>
<b>REVALUATION SPECIAL REVENUE FUND</b>	
INTERFUND / BUDGETARY	751,523
<b>TOTAL REVALUATION SPECIAL REVENUE FUND</b>	<b>751,523</b>
<b>SHERIFF'S EXECUTION</b>	
SERVICE CHARGES	200,000
<b>TOTAL SHERIFF'S EXECUTION</b>	<b>200,000</b>
<b>SPECIAL DISTRICTS</b>	
TAXES - AD VALOREM	14,109,017
MISCELLANEOUS INCOME	3,710,014
<b>TOTAL SPECIAL DISTRICTS</b>	<b>17,819,031</b>
<b>VETERANS TREATMENT COURT SPECIAL REVENUE FUND</b>	
RESTRICTED REVENUE	153,709
INTERFUND / BUDGETARY	52,000
<b>TOTAL VETERANS TREATMENT COURT SPECIAL REVENUE FUND</b>	<b>205,709</b>

### Section 3: Board of Commissioners Compensation

The following is the salary schedule for the Harnett County Board of Commissioners for the fiscal year beginning July 1, 2024, and ending June 30, 2025, as in accordance with G.S. 153A-28 and G.S. 153A-92:

Chairman	\$	12,969	per year	+\$ 610	per month (Travel)
Vice Chairman	\$	12,158	per year	+\$ 610	per month (Travel)
Commissioner	\$	11,354	per year	+\$ 610	per month (Travel)

### Section 4: Tax Levies

#### General Fund

There is hereby levied a tax at the rate of fifty-nine point one cent (.591) per one hundred dollars (\$100) valuation of property listed as of January 1, 2024, for the purpose of raising revenue listed as Tax - Ad Valorem Tax in the Harnett County General fund in Section 2 of this ordinance. The rate of tax, for the purpose of taxation, is based upon an estimated total valuation of real and personal property of \$13,112,343,114 and motor vehicles of \$1,566,103,234 together with anticipated delinquent collections of \$180,000 and penalties of \$325,000, should generate a total Tax-Ad Valorem of at least \$86,760,145. FY 2024-2025 estimates for real and personal property and for motor vehicle values are based on a property tax collection percentage of 99.43%, which is the collection percentage for the fiscal year ending June 30, 2023.

#### Special Averagesboro School District Tax Levy

There is hereby levied a tax at the rate of two cents (.02) per one hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2024, located within the Special Averagesboro School District for the raising of revenue for said Special School District. This rate of tax, for the purpose of taxation, is based upon an estimated total valuation of property of \$1,709,276,664 and an estimated collection rate of 99.43% and, together with anticipated delinquent collections, should generate a total Tax-Ad Valorem of at least \$411,935.

### Special Fire District Tax Levies

There is hereby levied the following tax rates per hundred dollars (\$100) valuation of property listed for taxes as of January 1, 2024, located within the Special Districts indicated below for the purpose of providing revenue for said Districts.

District	FY 25 Rate
Anderson Creek	0.110
Angier	0.085
Benhaven	0.120
Benson	0.120
Boone Trail	0.100
Buies Creek	0.100
Coats/Grove	0.110
Crains Creek	0.100
Cypress Pointe	0.095
Dunn	0.090
Erwin	0.095
Flatbranch	0.130
Flatwoods	0.120
Godwin	0.150
Northwest Harnett	0.080
Spout Springs	0.120
Summerville	0.100
West Area	0.130
West Johnston	0.070

The Tax Administrator of Harnett County is hereby authorized, empowered, and commanded to collect the taxes set forth in the tax records filed in the office of the Harnett County Tax Department in the amounts and from the taxpayers likewise therein set forth. Such taxes are hereby declared to be a first lien upon all real property of the respective taxpayers in the County of Harnett, and this order shall be a full and sufficient authority to direct, require, and enable the Tax Administrator to levy on and sell any real or personal property of such taxpayers, for and on account thereof, in accordance with the law.



## Section 5: Board of Education

The following categories of funding are provided for the FY 2024-2025 budget year to meet the needs of the Harnett County Board of Education as detailed in the Harnett County Schools FY 2024-2025 Budget Request dated April 4, 2024.

### A. Current Expense:

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

#### Funding Formula Allocation

NCDPI 2nd Month student count (April 3, 2024)	19,704
Three-year Average Appropriations	<u>1,167</u> (latest data available)
Base Funding, per fiscal policy	22,994,568
Plus, student count for charter schools 2048.00	<u>2,390,016</u>
Total funding, per fiscal policy	\$ 25,384,584

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

Fiscal Year 2024 Allocation	\$ 28,301,509
Fiscal Year 2025 Current Expansion Request funding	<u>2,503,097</u>
Total Budgeted Appropriation	\$ 30,804,606

The total appropriation budgeted for Fiscal Year 2025 will provide a per pupil funding of \$1,416.17.

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

### B. Capital Outlay:

On July 1, 2016, Harnett County adopted a funding formula for capital and capital maintenance to provide an appropriation based on an amount equal to 65% of the prior fiscal year ADM Lottery proceeds with the remaining 35% set aside for future land purchase or debt payments. On March 31, 2021,

Harnett County Schools was awarded a Needs-Based Capital Grant which results in the forfeiture of lottery proceeds for five years. In order to not penalize the Board of Education for the forfeiture of lottery proceeds, the Board of Commissioners has agreed to fund the capital and capital maintenance needs in the amount of \$1,021,528.

- C. Capital Improvements: In accordance with the approved FY 2025-2031 Capital Improvements Program (CIP), \$1,400,000 is hereby appropriated for school maintenance needs described in the CIP.
- D. School Debt: Funds to continue to retire the debt for our public schools have been included. The amounts are as follows:

<b>2020 Limited Obligation Refunding Bonds</b>	
Interest	899,550
Principal	5,545,000
<b>2012B Qualified School Construction Bonds</b>	
Interest	1,365,196
Principal	814,630
<b>2016 Qualified School Construction Bonds</b>	
Principal	220,000
<b>2017 GO Bonds - Schools (Benhaven Elementary)</b>	
Interest	778,063
Principal	1,475,000
<b>2020 GO Bonds for Erwin Elementary School</b>	
Interest	833,595
Principal	1,375,000
<b>2021 GO Bonds for NW Harnett Elementary School</b>	
Interest	1,408,250
Principal	2,150,000
<b>Total School Debt Payments</b>	<b>\$ 16,864,284</b>

E. Board of Education member compensation: In accordance with G.S. 115C-38 and G.S. 153A-92, the following maximum compensation levels for the Harnett County Board of Education are established for the fiscal year beginning July 1, 2024, and ending June 30, 2025:

Chairman	\$	12,969	per year	+\$ 610	per month (Travel)
Vice Chairman	\$	12,158	per year	+\$ 610	per month (Travel)
Member	\$	11,354	per year	+\$ 610	per month (Travel)

### Section 6: Economic Development

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

Personnel	557,559
Professional Consultants	34,340
Marketing/Advertising/Incentives	436,089
Impositions	28,000
Operations	46,868
Professional Dues	74,251
<b>Total Economic Development</b>	<b>1,177,107</b>

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

### Section 7: Periodic Financial Reports

The Finance Officer shall provide expense and revenue reports to the Board of Commissioners in a manner, format, and time agreed to by both parties.

The Finance Officer shall make available to each Department Director, or their designee, access to that director’s accounting data maintained on the County’s computerized financial management system. The level of access and the ability to manipulate said data shall be determined at the sole discretion of the Finance Officer but shall be no less restrictive than the ability to view such data and generate reports of the same.

### Section 8: Rates & Fees

The Board of Commissioners hereby declares that all rates and fees set forth in Attachment A: Rate & Fee Schedule are in effect during Fiscal Year 2024-2025 and that the County has the authority to charge said rates and fees as set forth in Attachment A until rescinded or modified. The following fees have been added, rescinded, or modified from FY 2023-2024 and are already reflected in Attachment A:

Department	New, Increase or Decrease	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
<b>General Fund</b>					
Development Services	New	Traffic Impact Analysis (TIA) Review	-	Consultant Cost	Per review
Harnett Area Rural Transit System	Increase	Medicaid Approved Transportation	3.75	5.75	Per mile
Harnett Area Rural Transit System	Increase	Out of county, medical trips only	5	10	Per trip – one way
Harnett Regional Jetport	Increase	Fuel Sales- AVGAS	.30 above county cost	.45above county cost	Per gallon
Harnett Regional Jetport	Increase	Ramp Fee	25	100	
Harnett Regional Jetport	Other	Call Out Fee	100.00 (not to exceed)	100.00 (flat rate, 530pm to 730am)	Per call
Harnett Regional Jetport	Other	Parking Fee	10	10.00 (see exemption)	Per day
Harnett Regional Jetport	Other	Parking Fee	50	50.00 (tenants only, agreement req'd)	Per month
Harnett Regional Jetport	New	Facility Rental, Conference Rom	-	60	Per hour
Harnett Regional Jetport	New	Facility Rental, Kitchen	-	30	Per hour
Harnett Regional Jetport	New	Facility Rental, Refundable Deposit	-	250	Per rental
Health	Remove	Camp/sport/college physicals			
Health	Increase	Fluad QIV 65+	100.61	107.77	
Health	Remove	Flu Vaccine, Prsrv free/Fluzone	45.41	n/a	
Health	Remove	Flu Vaccine Quad	54.41	n/a	
Health	Remove	Flu Vaccine (super)/Fluzone High Dose age 65>	94.41	n/a	
Health	Remove	Flu Vaccine Trivalent MDV	40	n/a	
Health	Increase	Flucelvax QIV	59.61	64.77	
Health	Increase	Fluzone QIV	50.61	52.77	
Health	Increase	Hep B	69	75	
Health	Increase	MMR – Adult	87	95	
Health	Increase	Menactra	152	178	
Health	Increase	HPV Vaccine (3 dose)	825	969	
Health	Increase	IPV	35	49	
Health	Increase	Kinrix (IPV, Dtap)	60	71	
Health	Increase	Pentacel (Dtap, IPV, HIB)	101	133	
Health	Increase	Prevnar (PCV13)	235	272	

Department	New, Increase or Decrease	Fee Name	Current Fee Amount	Proposed Fee Amount	Units
<b>General Fund</b>					
Health	Increase	Proquad (MMR & Varicella)	270	315	
Health	Increase	Rabies	393	455	
Health	Increase	Rotateq	95	104	
Health	Increase	Twinrix (Hep A & Hep B Combination)	122	146	
Health	Increase	Varicella	180	192	
Health	Increase	Tel health origination site facility fee	25	27	
Information Technology	Increase	NetMotion monthly subscription	6	7	Each
Information Technology	Increase	Office 365 Level 1 monthly subscription	-	14	Each
Information Technology	Increase	Office 365 Level 2 monthly subscription	-	20	Each
Information Technology	Increase	Office 365 Level 3 monthly subscription	-	32	Each
Information Technology	Increase	Small Firewall Support monthly subscription	-	35	Each
Parks & Recreation	New	Multi-Purpose Room – Benhaven Community Center Meeting Room	-	25	Per hour
Parks & Recreation	New	Multi-Purpose Room – Benhaven Community Center Meeting Room	-	90	Per 4-hr block
Parks & Recreation	New	Multi-Purpose Room – Benhaven Community Center Meeting Room	-	50	Refundable deposit
Parks & Recreation	Increase	Senior Golf Tournament Participation Fee	30	35	Per participant
Parks & Recreation	New	Adult Dodgeball Participation Fee	-	40	Per participant
Parks & Recreation	New	Adult Basketball Participation Fee	-	60	Per participant
Parks & Recreation	Decrease	Movie in the Park Sponsorship	1,200	-	Gold Level (3 movies, Naming Rights)
Parks & Recreation	Decrease	Movie in the Park Sponsorship	1,000	-	Silver Level (3 movies)
Parks & Recreation	Decrease	Movie in the Park Sponsorship	300	-	Bronze (1 movie)
Parks & Recreation	Rename/Increase	Movie in the Park Sponsorship	425	-	Per movie sponsorship
Solid Waste	Increase	Waste Hauler Permit	125	130	Per permit
Solid Waste	Increase	C&D landfill tipping fees	48	50	Per ton
Solid Waste	Increase	MSW (Transfer Station)	48	50	Per ton
Solid Waste	Increase	LCID landfill tipping fees	30	35	Per ton

## Section 9: Authorized Positions

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

	FY 2023	FY 2024	FY 2025
General Government	104.00	108.00	110.00
Public Safety:			
Sheriff	232.00	237.00	237.00
Emergency Service	8.50	8.50	9.50
Emergency Medical Services	86.00	86.00	86.00
Emergency Communications	27.00	27.00	27.00
Animal Services	10.00	10.00	12.00
Transportation	21.00	22.00	23.00
Environment Safety	4.00	4.00	4.00
Economic & Physical Development	28.00	29.00	29.00
Human Services:			
Health	60.30	60.30	60.30
Social Services	196.00	218.00	218.00
Human Services (all others)	14.70	15.70	15.70
Cultural & Recreational	38.00	41.00	41.00
Workforce Development	6.00	6.00	7.00
Emergency Response Planning Grant	0.50	0.50	0.50
Harnett Regional Water	110.00	110.00	119.00
Solid Waste	17.00	17.00	19.00
Employee Clinic	1.00	1.00	1.00
<b>Total Positions Budgeted</b>	<b>964.00</b>	<b>1,001.00</b>	<b>1,019.00</b>

## Section 10: Personnel and Compensation

The Board of Commissioners has authorized the Fiscal Year 2024-2025 Budget to include:

- A. Funding is included in the previously listed sections for the Employee Performance Pay Plan in the amount of 1.5% and a Cost-of-Living Adjustment (COLA) in the amount of 3.0% and is to be administered in accordance with the Harnett County Personnel Ordinance.
- B. A County contribution of 5% of sworn law enforcement officers' salary into the State supplemental 401K plan, regardless of employee contribution, as required by G.S. 143-166.50(e).
- C. A County contribution of 2% of general employees' (non-sworn law enforcement officers') salary into the State supplemental 401K plan, regardless of employee contribution.
- D. The County shall pay the individual cost of medical and dental insurance of all regular full-time active employees. The monthly rates for full-time active employees are posted in the Rate & Fee Schedule.
- E. Vision insurance is available for eligible full-time employees to purchase as an elected deduction. The County does not participate in the cost of this insurance for the employee. The monthly rate for full-time active employees is posted in the Rate & Fee Schedule.
- F. The County will transfer \$15.00 per full-time employee per month to the Employee Clinic Internal Service Fund to fund the employee health clinic. The County will provide the service for all full and part-time employees and their dependents. Those retirees who are covered by the County health insurance plan may also utilize the clinic. The employees will not be required to use leave while receiving treatment at the clinic nor pay a co-pay for services received.
- G. The County will transfer \$10.00 per full-time employee per month to the OPEB Trust Fund to fund the OPEB Trust. Additionally, the County will transfer \$10.00 per sworn law enforcement employee per month to the LEOSSA Trust Fund to fund the LEOSSA Trust. These funds will be placed into a special fund to be invested with the State Treasurer to accumulate for use in paying future benefits owed to qualifying employees who separate from the County's employment.
- H. Requests for new positions, salary adjustments, position reclassifications, transfers and/or department reorganizations will only be considered by management as part of the annual budget process. Should the need arise to address one or more of these items during the course of the fiscal year, the department will present their request to the County Manager who may address the matter based on his/her level of discretion granted in the Personnel Ordinance. All requests for new positions will be required to be presented to the full Board of County Commissioners at a regularly scheduled work session to obtain their approval at the following regular meeting.

## Section 11: Salary Grade Table

The Board of Commissioners hereby adopts the Fiscal Year 2024-2025 Classification and Grade Table as set forth in Attachment B to be effective July 16, 2024. Staff is hereby authorized to make modifications and adjust any and all pay ranges, accordingly, to maintain the integrity of the table going forward.

## Section 12: Reduction in State and Federal Funding

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

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

## Section 13: Fiscal Control Act

- A. The County Manager and the Finance Officer are hereby directed to make any changes in the budget or fiscal practices that are required by the Local Government Budget and Fiscal Control Act. This shall extend to permitted consolidation of funds and "Single Tax Levies" permitted in the Fiscal Control Act. Any changes made by this authorization shall be reported to the Board of Commissioners for their approval. The known changes that follow shall in no way be a limitation to the County Manager and Finance Officer in complying with said Act.
- B. As provided by G.S. 159-25(b), the Board has authorized dual signatures for each check or draft that is made on County funds. The signatures of the County Manager or the Chairman of the Board of Commissioners and the Finance Officer following proof or warrant, shall be the authorized signatures of the County.
- C. Department directors may request the transfer of line-item appropriations between cost centers under their jurisdiction. Transfers made from salary and wage accounts shall not result in the increase of salary obligations. Transfers into capital outlay lines shall not result in the purchase of additional capital items not previously approved by the Board of Commissioners. The County Manager, as the budget officer, is hereby authorized to approve such transfers. All budget transfers as referenced herein will be reported at the next regular meeting of the Board of Commissioners as in accordance with G.S. 159-15.
- D. The Harnett County Board of Commissioner's established a capitalization threshold of \$20,000 for equipment and vehicles, \$100,000 for renovations/improvements and \$250,000 for new construction.
- E. The County Manager, who serves as the Budget Officer, is hereby directed to administer the budget within the following legal parameters and the guidelines contained within the Fiscal Policy, adopted by the Harnett County Board of Commissioners on June 25, 2024, and incorporated by reference. A copy is attached as Attachment C.
  1. Except where in conflict with C above, transfer funds within a department without limitation.
  2. Transfer amounts of up to \$5,000 between departments of the same fund with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners.
  3. Employ temporary help from time to time to meet the needs of county departments.



4. Transfer amounts of up to \$50,000 from contingency to any department with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners. Amounts of \$50,000 or above must be approved by the Board of Commissioners.
  5. Execute contracts provided that funds for the contract have been approved as part of the annual budget and the contract does not exceed the funds appropriated, the contract's term does not exceed three years, does not automatically renew beyond three years, and all applicable state laws and county policies regarding purchasing are followed, and the contract does not exceed \$250,000.
  6. Execute on behalf of the Board of Commissioners any other contract, change order, purchase order or other instrument incurring any obligation which is specifically approved by the Board of Commissioners.
  7. Authorize payment in an amount not to exceed \$5,000 in settlement of any liability claims against the County or against any of its officers or employees.
- F. Other changes in this budget will be made by amendment only. Transfers between funds require the specific approval of the Board of Commissioners. Appropriation from contingency in a capital project fund can be made following previously adopted Best Management Practices as listed in Attachment D.

## Section 14: Capital Improvement Plans

### General Government and Solid Waste Capital Improvements Plan

The General Government and Solid Waste Capital Improvements Plan was adopted on December 18, 2023, and is available in the Office of the Clerk to the Board of Commissioners and the county's website. The CIP Summary is included in the FY 2024-2025 Approved Budget Document. The plan is acknowledged as being a working tool developed by county staff to give guidance toward the County's general government infrastructure development and capital needs. The amounts listed in the 2024-2025 fiscal year are approved as part of this budget ordinance.

### Harnett Regional Water Capital Improvements Plan

The Harnett Regional Water Department Capital Improvement Plan was adopted on June 25, 2024, and is available in the Office of the Clerk to the Board of Commissioners and is included in the FY 2024-2025 Approved Budget Document. The plan is acknowledged as being a working tool developed by the County staff to give guidance toward the County's water and sewer infrastructure development and capital needs. The amounts listed in the FY 2024-2025 fiscal year are approved as part of this budget ordinance.

### Section 15: Harnett Regional Water - Water and Sewer Ordinance

The Harnett Regional Water Department Ordinance is included for reference in Attachment F, and hereby remains in effect for the budget year 2024-2025.

### Section 16: Document Availability

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

Adopted this, the 25th day of June, 2024.

**HARNETT COUNTY BOARD OF COMMISSIONERS**

*William Morris*

**William Morris, Chairman**

*Brent Trout*

**Brent Trout, County Manager**

**ATTEST:**

*Melissa Capps*

**Melissa Capps, Clerk to the Board**



Attachment A

# Approved Rate and Fee Schedule



**Attachment A  
RATE AND FEE SCHEDULE  
Fiscal Year 2024-2025**



Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted	
<b>ANIMAL SERVICES</b>	Dangerous Dog Appeal	20.00	20.00	20.00	
	Livestock at Large	Notice of Sale (State Mandate) G.S §68-20	Notice of Sale (State Mandate) G.S §68-20	Notice of Sale (State Mandate) G.S §68-20	
	Large Livestock Adoption Fee	100.00	100.00	100.00	
	Small Livestock Adoption Fee	25.00	25.00	25.00	
	Poultry/Fowl Adoption Fee	5.00	5.00	5.00	
	Altered Cat Adoption Fee		55.00	55.00	
	Altered Animal Rescue Pull Fee		20.00	20.00	
	Altered Dog Adoption Fee		95.00	95.00	
	Rabies Lab Testing / Container Fee	50.00	50.00	50.00	
	Animal pick-up (if animal is reclaimed)	30.00	30.00	30.00	
	Animal boarding, per day (if animal is reclaimed)	20.00	20.00	20.00	
	Adoption Fees:				
	Canine Adoption Fee (includes Rabies, Vaccinations and microchip)	55.00	55.00	55.00	
	Feline Adoption Fee (includes Rabies and microchip)	45.00	45.00	45.00	
	Veteran's Adoption Fee	20.00	20.00	20.00	
	Small Animal Adoption Fee	10.00	10.00	10.00	
	Rescue Fees:				
	Canine Rescue Fee (first three canines, each)	-	-	-	
	Canine Rescue Fee (after three canines, each)	-	-	-	
	Feline Rescue / Rescue only fee	-	-	-	
	Civil Summons:				
	First Offense	100.00	100.00	100.00	
	Second Offense	200.00	200.00	200.00	
Third Offense	400.00	400.00	400.00		
Current Quarantine:					
If the animal is picked up	130.00	230.00	230.00		
If animal is brought in	100.00	200.00	200.00		

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Reclaim:			
	Multiple Offender		50.00	50.00
	Dangerous/Potentially Dangerous Dog		200.00	200.00
	Boarding:			
	Large Livestock (daily)		50.00	50.00
	Small-Medium Livestock (daily)		30.00	30.00
	Fowl (daily)		5.00	5.00
	Transport:			
	Large Livestock		100.00	100.00
	Small-Medium Livestock		50.00	50.00
	Rabies Vaccination	8.00	8.00	8.00
	Rabies Vaccination (special clinic)	5.00	5.00	5.00
	Rabies Non-Compliance		100.00	100.00
	Wormer all dogs	5.00	5.00	5.00
	Feline / Canine Testing	15.00	15.00	15.00
<b>BOARD OF ELECTIONS</b>	Paper List, per page	0.10	0.10	0.10
	Labels, per sheet (30 per sheet)	0.30	0.30	0.30
	Fax, per sheet	0.20	0.20	0.20
	CD ROM	3.00	3.00	3.00
	Copies, per page	0.10	0.10	0.10
	Postage	actual cost	actual cost	actual cost
	Pursuant to NC G.S. 163-82.10(c) the following information shall be provided at no cost:			
The State chair of each political party (1 list)				
The County chair of each political party:				
Once in every odd number year				
Once during the latter six calendar months of every even numbered year				
<b>COOPERATIVE EXTENSION</b>	Laminating:			
	9 x 11 1/2" pouch	0.25	0.25	0.25
	9 x 14 1/2" pouch	0.35	0.35	0.35
	12 x 18" pouch	0.50	0.50	0.50

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	25" wide roll	\$0.80 / ft	\$0.80 / ft	\$0.80 / ft
	Replacement training certificates (each)	1.00	1.00	1.00
<b>DEVELOPMENT SERVICES</b>	Board of Adjustments:			
	Conditional use permits, residential	175.00	175.00	175.00
	Conditional use permits, minor non-residential	200.00	200.00	200.00
	Conditional use permits, neighborhood non-residential	200 plus \$50 per acre \$500 max	200 plus \$50 per acre \$500 max	200 plus \$50 per acre \$500 max
	Conditional use permits, community non-residential	200 plus \$50 per acre \$1,000 max	200 plus \$50 per acre \$1,000 max	200 plus \$50 per acre \$1,000 max
	Conditional use permits, regional non-residential	200 plus \$75 per acre \$1,500 max	200 plus \$75 per acre \$1,500 max	200 plus \$75 per acre \$1,500 max
	Conditional use permits, planned unit development	\$ 175 plus \$10 per acre for commercial and \$3 res/ unit (includes SFR & MF, Max \$1,500)	\$ 175 plus \$10 per acre for commercial and \$3 res/ unit (includes SFR & MF, Max \$1,500)	\$ 175 plus \$10 per acre for commercial and \$3 res/ unit (includes SFR & MF, Max \$1,500)
	Conditional use permit, cell tower	200.00	200.00	200.00
	Appeal or interpretation	\$260 with refund option	\$260 with refund option	\$260 with refund option
	Variance	400.00	400.00	400.00
	Variance, administrative	400.00	400.00	400.00
	Re-inspect for Conditional Use permit	50.00	50.00	50.00
	Planning Board:			
	Alternate plan review	200.00	200.00	200.00
	Rezoning, first 10 acres	250.00	250.00	250.00
	Rezoning, each additional acre with maximum of	50.00 2,000.00	50.00 2,000.00	50.00 2,000.00
	Ordinance text amendment	250.00	250.00	250.00
Land Use Plan / Map Amendment	250.00	250.00	250.00	
Mobile Home Park Plan plus per lot charge	175.00 20.00	175.00 20.00	175.00 20.00	
Major subdivision plat plus per lot charge	500.00 20.00	500.00 20.00	500.00 20.00	
Major subdivision plat - Revision to preliminary	100.00	100.00	100.00	

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	plus per lot charge for new lots	20.00	20.00	20.00
	Major subdivision plat - final plat	100.00	100.00	100.00
	Re-inspection fee for final plats	50.00	50.00	50.00
	Major subdivision plat final recreation fee, per lot	500.00	500.00	500.00
	Minor subdivision plat w/o improvements	100.00	100.00	100.00
	plus per lot charge	20.00	20.00	20.00
	Minor subdivision plat with improvements	160.00	160.00	160.00
	plus per lot charge	20.00	20.00	20.00
	Highway Corridor Overlay Review	60.00	60.00	60.00
	Exempt Plats	30.00	30.00	30.00
<b>Permits &amp; Licenses:</b>				
	Land Use permit	25.00	25.00	25.00
	Land Use permit renewal	75.00	75.00	75.00
	Sign permit, ground	50.00	50.00	50.00
	Sign permit, wall	\$1/square foot	\$1/square foot	\$1/square foot
	Sign permit renewal	100.00	100.00	100.00
	Outdoor advertising signs (billboards)	refer to Commercial building permit	refer to Commercial building permit	refer to Commercial building permit
	Site plan, minor	100.00	100.00	100.00
	Site plan, neighborhood	250.00	250.00	250.00
	Site plan, community	400.00	400.00	400.00
	Site plan, regional	1,200.00	1,200.00	1,200.00
	Site plan, renewal	100.00	100.00	100.00
	Site plan, revision	40.00	40.00	40.00
	Historic property application	25.00	25.00	25.00
	Improvement guarantee review	400.00	400.00	400.00
	Improvement guarantees, modification	200.00	200.00	200.00
	Improvement guarantees, renewal	100.00	100.00	100.00
	Mobile home park zoning inspection	150.00	150.00	150.00
	plus per lot charge	7.00	7.00	7.00
	Mobile home re-inspection, per trip	50.00	50.00	50.00
	Vested rights certificate	400.00	400.00	400.00
	Flood Permit	100.00	100.00	100.00
	Letter of map amendment (LOMA) review	50.00	50.00	50.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Conditional letter of map amendment (CLOMA) review	50.00	50.00	50.00
	Letter of map revision (LOMR) review	50.00	50.00	50.00
	Conditional letter of map revision (CLOMR) review	50.00	50.00	50.00
	Watershed	100.00	100.00	100.00
	Special nonresidential intensity allocation permit (SNIA)	\$1,000/acre	\$1,000/acre	\$1,000/acre
	Watershed variance	400.00	400.00	400.00
	<b>Ordinances:</b>			
	Unified Development Ordinance	30.00	30.00	30.00
	Zoning Compliance (letter)	75.00	75.00	75.00
	Zoning Verification (letter)	25.00	25.00	25.00
	<b>Copies:</b>			
	Previously Issued Permit (per page)	3.00	3.00	3.00
	Maps	5.00	5.00	5.00
	Board Meeting Recordings on CD	5.00	5.00	5.00
	<b>Cell Towers:</b>			
	Concealed attached wireless communications facility (water tank, church steeple)	5,000.00	5,000.00	5,000.00
	Collocated or combined wireless communications facility (i.e. basic co-location)	\$1,000 (per change in General Statutes)	\$1,000 (per change in General Statutes)	\$1,000 (per change in General Statutes)
	Free-standing concealed Wireless communications facility (i.e. clock tower)	6,000.00	6,000.00	6,000.00
	Non-concealed freestanding wireless communications facility (i.e. lattice, guided tower, monopole)	7,000.00	7,000.00	7,000.00
	<b>Electrical:</b>			
	Electrical permit (minimum)	\$60/\$120 after the fact	\$60/\$120 after the fact	\$60/\$120 after the fact
	200 amps	\$80/\$160 after the fact	\$80/\$160 after the fact	\$80/\$160 after the fact
	Over 200 amps	\$90/\$180 after the fact	\$90/\$180 after the fact	\$90/\$180 after the fact
	Residential Solar Panels (new law requires 2 trips)	\$ 120 / \$240	\$ 120 / \$240	\$ 120 / \$240
	Residential Generator	\$ 120 / \$240	\$ 120 / \$240	\$ 120 / \$240
	Commercial Solar Panels	Based on Contractor's Labor Cost	Based on Contractor's Labor Cost	Based on Contractor's Labor Cost



Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
<b>Residential Mechanical:</b>				
	Minimum residential mechanical (ductwork & gas line only, etc.)	\$60/\$120 after the fact	\$60/\$120 after the fact	\$60/\$120 after the fact
	Up to 2 residential unit replacement (includes electrical)	\$90/\$180 after the fact	\$90/\$180 after the fact	\$90/\$180 after the fact
	More than 2 residential units (includes electrical)	\$110/\$220 after the fact	\$110/\$220 after the fact	\$110/\$220 after the fact
<b>Commercial Mechanical</b>				
	Up to 2 commercial unit replacement (includes electrical)	90.00	90.00	90.00
	More than 2 commercial units (includes electrical)	110.00	110.00	110.00
<b>Manufactured Home:</b>				
	Travel Trailer	\$125/\$250 after the fact	\$125/\$250 after the fact	\$125/\$250 after the fact
	Singlewide Mobile Home	\$150/\$300 after the fact	\$150/\$300 after the fact	\$150/\$300 after the fact
	Doublewide Mobile Home	\$200/\$400 after the fact	\$200/\$400 after the fact	\$200/\$400 after the fact
	Triplewide Mobile Home	\$225/\$450 after the fact	\$225/\$450 after the fact	\$225/\$450 after the fact
<b>Plumbing:</b>				
	Minimum Plumbing, 2 or less fixtures	\$50/\$100 after the fact	\$50/\$100 after the fact	\$50/\$100 after the fact
	Water service line	\$40/\$80 after the fact	\$40/\$80 after the fact	\$40/\$80 after the fact
	Sewer service line	\$50/\$100 after the fact	\$50/\$100 after the fact	\$50/\$100 after the fact
	Residential Plumbing, more than 2 fixtures	\$100/\$200 after the fact	\$100/\$200 after the fact	\$100/\$200 after the fact
	Insulation	\$55/\$110 after the fact	\$55/\$110 after the fact	\$55/\$110 after the fact
<b>Miscellaneous:</b>				
	Homeowner's Recovery Fund	10.00	10.00	10.00
	Day Care or Group Home	100.00	100.00	100.00
	Reinspection (1 - 9 violations)			
	First trip	50.00	50.00	50.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Second trip (existing violations not corrected)	100.00	100.00	100.00
	Plan Review Fee (Residential)	25.00	25.00	25.00
	Plan Review (Commercial)	50.00	50.00	50.00
	Site Plan Revision	40.00	40.00	40.00
	Expired permits (6 months to 2 years)	150.00	150.00	150.00
	Expired permits over 2 years	full cost	full cost	full cost
	Change of use (n/a when building permits issued)	100.00	100.00	100.00
	Second home removal permit & inspection	\$350 with partial refund option for compliance	\$350 with partial refund option for compliance	\$350 with partial refund option for compliance
	Swimming pools (does not include electrical) Moved from Mechanical	\$100/\$200 after the fact	\$100/\$200 after the fact	\$100/\$200 after the fact
	<b>Traffic Impact Analysis (TIA) Review</b>			<b>Consultant Cost</b>
	<b>New Single Family Dwelling:</b>			
	Description by dimension per square fee (heated and garage). Includes building, electrical, plumbing, mechanical, insulation and t.s.p. permit			
	Up to 1,200 square feet	\$600/\$1,200 after the fact	\$600/\$1,200 after the fact	\$600/\$1,200 after the fact
	1,201 to 2,000 square feet	\$700/\$1,400 after the fact	\$700/\$1,400 after the fact	\$700/\$1,400 after the fact
	2,001 to 2,500 square feet	\$805/\$1,610 after the fact	\$805/\$1,610 after the fact	\$805/\$1,610 after the fact
	2,501 to 3,000 square feet	\$940/\$1,880 after the fact	\$940/\$1,880 after the fact	\$940/\$1,880 after the fact
	3,001 to 3,500 square feet	\$1,045/\$2,090 after the fact	\$1,045/\$2,090 after the fact	\$1,045/\$2,090 after the fact
	3,501 to 4,000 square feet	\$1,200/\$2,400 after the fact	\$1,200/\$2,400 after the fact	\$1,200/\$2,400 after the fact
	4,001 to 4,500 square feet	\$1,290/\$2,580 after the fact	\$1,290/\$2,580 after the fact	\$1,290/\$2,580 after the fact
	4,501 to 5,000 square feet	\$1,390/\$2,780 after the fact	\$1,390/\$2,780 after the fact	\$1,390/\$2,780 after the fact
	5,001 or more square feet	\$1,390 plus \$0.20 x sq. ft	\$1,390 plus \$0.20 x sq. ft	\$1,390 plus \$0.20 x sq. ft

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Residential additions:			
	Attached and detached garage, storage buildings, renovations, and fire damage renovation (building permit only)			
	0 to 500 square feet	\$100/\$200 after the fact	\$100/\$200 after the fact	\$100/\$200 after the fact
	501 to 1,200 square feet	\$175/\$350 after the fact	\$175/\$350 after the fact	\$175/\$350 after the fact
	1,201 to 2,000 square feet	\$250/\$500 after the fact	\$250/\$500 after the fact	\$250/\$500 after the fact
	2,001 or more square feet	\$325/\$650 after the fact	\$325/\$650 after the fact	\$325/\$650 after the fact
	Modular Home (fee includes electrical, plumbing and mechanical)	\$375/\$750 after the fact	\$375/\$750 after the fact	\$375/\$750 after the fact
	Modular Construction Trailer - Temporary	\$125/\$250 after the fact	\$125/\$250 after the fact	\$125/\$250 after the fact
	Moved house or building (fee includes electrical, plumbing and mechanical)	\$375/\$750 after the fact	\$375/\$750 after the fact	\$375/\$750 after the fact
	*Please note that there are additional fee requirements for additions or renovations to Modular Home or Move House setups.			
	Commercial, Industrial and Multi-Family :			
	Fee is for each trade and is separate from the total cost of the project			
	\$0 - \$1,200	\$80/\$160 after the fact	\$80/\$160 after the fact	\$80/\$160 after the fact
	\$1,201 - \$2,500	\$160/\$320 after the fact	\$160/\$320 after the fact	\$160/\$320 after the fact
	\$2,501 - \$25,000	\$300/\$600 after the fact	\$300/\$600 after the fact	\$300/\$600 after the fact
	\$25,001 - \$50,000	\$500/\$1000 after the fact	\$500/\$1000 after the fact	\$500/\$1000 after the fact
	\$50,001 - \$100,000	\$905/\$1,810 after the fact	\$905/\$1,810 after the fact	\$905/\$1,810 after the fact
	\$100,001 - \$200,000	\$1,710/\$3,420 after the fact	\$1,710/\$3,420 after the fact	\$1,710/\$3,420 after the fact

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	\$200,001 - \$350,000	\$2,915/\$5,830 after the fact	\$2,915/\$5,830 after the fact	\$2,915/\$5,830 after the fact
	\$350,001 - \$500,000	\$3,820/\$7,640 after the fact	\$3,820/\$7,640 after the fact	\$3,820/\$7,640 after the fact
	\$500,001 - \$750,000	\$5,075/\$10,150 after the fact	\$5,075/\$10,150 after the fact	\$5,075/\$10,150 after the fact
	\$750,001 - \$1,000,000	\$6,330/\$12,660 after the fact	\$6,330/\$12,660 after the fact	\$6,330/\$12,660 after the fact
	Fees in excess of \$6,330 will require an additional .002 of each			
	Each T-pole	60.00	60.00	60.00
	Commercial Modular Unit (any size) plus each trade cost	\$375/\$750 after the fact	\$375/\$750 after the fact	\$375/\$750 after the fact
	<b>Harnett County Board of Education Classroom Huts:</b>			
	Single Room	100.00	100.00	100.00
	Two Rooms	200.00	200.00	200.00
	Three or more	300.00	300.00	300.00
<b>EMERGENCY SERVICES</b>	Annual Fees:			
	Foster home inspection	25.00	25.00	25.00
	Alcohol Beverage Control		100.00	100.00
	Battery Energy Storage System Inspection		100.00	100.00
	Emergency Access Gate Inspection		100.00	100.00
	<b>Non-Compliance of Violations:</b>			
	First reinspection for non-compliance, if code requirements are met	50.00	50.00	50.00
	Second non-compliance inspection	100.00	100.00	100.00
	Third and subsequent inspections for non-compliance		200.00	200.00
	<b>Special User Permits for Specific Times:</b>			
	Fireworks - Pyrotechnic Special Effects (Includes Site Plan Review)	150.00	150.00	150.00
	Tents & Temporary Membrane Structure (Includes Site Plan Review)	100.00	100.00	100.00
	Temporary kiosks or displays for merchandising	-	-	-

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Insecticide fogging or fumigation (Includes Site Plan Review)	75.00	75.00	75.00
	Explosive Materials (blasting permits):			
	Multiple visits - 90 days (Includes Site Plan Review)	250.00	250.00	250.00
	Single visit - 72 hours (Includes Site Plan Review)	100.00	100.00	100.00
	Amusement Buildings (Includes Site Plan Review)	75.00	75.00	75.00
	Carnivals and fairs (Includes Site Plan Review)	75.00	75.00	75.00
	Covered Mall Buildings (Includes construction plan review. Does not include individual tenant spaces.)	75.00	75.00	75.00
	Exhibits, Trade Shows and Festivals (Includes Site Plan Review)	75.00	75.00	75.00
	Liquids Use, Dispensing, Storage, Transportation	75.00	75.00	75.00
	Change in Liquid in Tanks	75.00	75.00	75.00
	Manufacture or Process Liquids	75.00	75.00	75.00
	Liquid Dispensing - AGST/UGST to Vehicles	75.00	75.00	75.00
	Liquid Dispensing - Tanker to Vehicles	75.00	75.00	75.00
	Liquid or gas-fueled vehicles or equipment in assembly buildings	75.00	75.00	75.00
	Private Fire Hydrants	75.00	75.00	75.00
	Combustible Dust Producing Operations	75.00	75.00	75.00
	Spraying or Dipping	75.00	75.00	75.00
	Required Construction Permits:			
	Automatic Fire Extinguishing System - Fixed Fire Suppression Systems/Sprinkler	\$50.00+ \$2.00 per Nozzle Head	\$50.00+ \$2.00 per Nozzle Head	\$50.00+ \$2.00 per Nozzle Head
	Fire Alarm Detection System and Related Equipment	\$50.000+ \$2.00 per initiating device	\$50.000+ \$2.00 per initiating device	\$50.000+ \$2.00 per initiating device
	Standpipes	150.00	150.00	150.00
	Certificate of occupancy certification (Final Inspection)	50.00	50.00	50.00
	Certificate of occupancy (Final Inspection) re-check per violation	50.00	50.00	50.00
	Any required permits not obtained prior to work being conducted shall be applicable for Double Permit Fees.			
	AGST/UGST (Above Ground/Underground. Storage Tanks):			
	Removal (per tank) (Includes Site Plan Review)	100.00	100.00	100.00
	New installations (per tank) (Includes Site Plan Review)	100.00	100.00	100.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Reinspection (per tank)	100.00	100.00	100.00
	AGST/UGST Pipe Inspection (Includes Site Plan Review)	100.00	100.00	100.00
	Plans Review:			
	Up to 5,000 sq. ft.	50.00	50.00	50.00
	5,001 to 10,000 sq. ft.	100.00	100.00	100.00
	10,001 to 25,000 sq. ft.	150.00	150.00	150.00
	Over 25,000 sq. ft.	250.00	.01 / square foot	.01 / square foot
	Major Subdivision Site Plant (DRB Review and Inspection Fee)	100.00	100.00	100.00
	Commercial Site Plan Review	50.00	50.00	50.00
	Revisions / Resubmittals	50.00	50.00	50.00
	Imminent Hazard Violations:			
	Locked or Blocked exit doors	250.00 Each Exit Door / Each Occurance	250.00 Each Exit Door / Each Occurance	250.00 Each Exit Door / Each Occurance
	Exceeding Posted Occupancy Capacity w/failure to comply	250.00 Each Occurance	250.00 Each Occurance	250.00 Each Occurance
<b>EMERGENCY MEDICAL SERVICES</b>	BLS:			
	Non-Emergency	393.80	393.80	393.80
	Emergency	630.07	630.07	630.07
	BLS Routine Disposable Supplies	75.00	75.00	75.00
	ALS 1:			
	Non-Emergency	472.55	472.55	472.55
	Emergency	748.21	748.21	748.21
	ALS 2:			
	Emergency	1,082.94	1,082.94	1,082.94
	ALS Routine Disposable Supplies	90.00	90.00	90.00
	Loaded Patient Mileage	13.33	13.33	13.33
	Wheel Chair Van Transport :			
	Within Harnett County - mileage included	50.00	50.00	50.00
	Outside Harnett County	3.00	3.00	3.00
	Note: Fees are based upon the current NC Medicare/ Medicaid Fee Schedule.			
	Specialty Care	1,279.82	1,279.82	1,279.82

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Round Trip	829.50	829.50	829.50
	Defibrillation	85.00	85.00	85.00
	Intubation	125.00	125.00	125.00
	IV Supplies	25.00	25.00	25.00
	Oxygen	20.00	20.00	20.00
	BLS Training (Organizations & Individuals):			
	Harnett County Resident	50.00	50.00	50.00
	Non-Harnett County Resident	75.00	75.00	75.00
	BLS Certification Card	5.00	5.00	5.00
	Health Saver Certification Card	25.00	25.00	25.00
	Health Saver Required Workbook	5.00	5.00	5.00
	Additional Training:			
	ACLS Certification Card	10.00	10.00	10.00
	PALS Certification Card	10.00	10.00	10.00
	Heart Saver CPR/AED	25.00	25.00	25.00
	Heart Saver First-Aid/CPR/AED	25.00	25.00	25.00
	Advanced Medical Life Support	20.00	20.00	20.00
	Community Paramedic Course	20.00	20.00	20.00
	Emergency Pediatric Care	20.00	20.00	20.00
	Emergency Vehicle Operations Safety	15.00	15.00	15.00
	First on Scene	15.00	15.00	15.00
	Geriatric Education for EMS	15.00	15.00	15.00
	Principals of Ethics and Personal Leadership	20.00	20.00	20.00
	Pre-Hospital Trauma Life Support	20.00	20.00	20.00
	EMS Safety	15.00	15.00	15.00
	Tactical Emergency Casualty Care	20.00	20.00	20.00
	Local Government & Non-Profit Agencies within Harnett County - cost of certification card and workbook if applicable, no cost for training.			
<b>GIS / E911</b>	Maps, Print Outs, Deed Plots or Copies printed on Copier (cost per page)	1.00	1.00	1.00
	Maps printed on Plotter:			

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted	
	Without Ortho's	6.00	6.00	6.00	
	With Ortho's	10.00	10.00	10.00	
	Without Ortho's on Poster Paper	16.00	16.00	16.00	
	With Ortho's on Poster Paper	20.00	20.00	20.00	
	Specialty Maps, Requests and Projects (hourly cost)	65.00	65.00	65.00	
	Specialty Maps on Poster Paper	-	-	-	
	Digital Data	35.00	35.00	35.00	
	Map Book	20.00	25.00	25.00	
	800 MHZ radio, per radio, per month. (This fee is charged to Fire, Rescue, Police Departments, Towns and anyone who utilizes an 800 MHZ radio).	25.00	25.00	25.00	
	Road Signs	400.00	400.00	400.00	
	Road Name Petition	500.00	500.00	500.00	
	Subdivision Name Change	500.00	500.00	500.00	
	Reflective Address Number Sign:				
	Complete	40.00	40.00	40.00	
	Sign Only	35.00	35.00	35.00	
	Post Only	10.00	10.00	10.00	
<b>HARNETT REGIONAL JETPORT</b>	FBO - Full Service	900.00	900.00	900.00	
	FBO/SASO - Aircraft Maintenance	900.00	900.00	900.00	
	FBO/SASO - Flight Training	900.00	900.00	900.00	
	FBO/SASO - Aircraft Charter or Taxi	900.00	900.00	900.00	
	FBO/SASO - Aircraft Rental	900.00	900.00	900.00	
	FBO/SASO - Ground Services (cleaning, servicing)	900.00	900.00	900.00	
	Facility/Ramp Fee (cabin class aircraft only)	Not to exceed 25.00	Not to exceed 25.00	100.00	
	Fee can be waived with the following conditions:				
	40'-50' wingspan = 50 gallon fuel sale				
	51'-60' wingspan = 100 gallon fuel sale				
61' + wingspan = 150 gallon fuel sale					
	Facility Rental:				
	Conference Room - per hour			60.00	
	Kitchen - per hour			30.00	



Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Refundable deposit			250.00
	Parking Fee:			
	Overnight	10.00	10.00	10.00 (see exemption)
	Per month	50.00	50.00	50.00 (tenants only, agreement req'd)
	Open Hangar / Shade, per month	100.00	100.00	100.00
	After hours call out service fee, per trip	Not to exceed 100.00	Not to exceed 100.00	100.00 (flat rate, 5:30pm-7:30am)
	Fee assessed based upon service provided and qualified purchases			
	Fuel Fees (per gallon):			
	Fuel - AVGAS	0.30 above county cost	0.30 above county cost	0.45 above county cost
	Fuel - Jet A	1.50 above county cost	1.50 above county cost	1.50 above county cost
	Oil (per container)	30% above county cost	30% above county cost	30% above county cost
	**All FBO/SASO fees are annual unless otherwise noted			
<b>HARNETT REGIONAL WATER</b>	All Water Districts:			
	Flat Rate Water, Residential 1st 2,000 gallons	20.00	22.00	22.00
	Per Thousand Water, Residential	5.50	5.75	5.75
	Flat Rate Water, Commercial, 1st 2,000 gallons (flat)	27.00	30.00	30.00
	Per Thousand Water, Commercial (per 1,000 over 2,000)	\$5.50/1,000	\$5.75/1,000	\$5.75/1,000
	Water Bulk Rate (per 1,000)	\$2.60/1,000	\$3.00/1,000	\$3.00/1,000
	Water Bulk Rate - Capacity Owners	\$2.05/1,000	\$2.35/1,000	\$2.35/1,000
	Water Bulk Rate- Woodlake	\$2.90/1,000	\$3.20/1,000	\$3.20/1,000
	Hydrant 3/4" Meter Rental-Daily/Monthly/Yrly	\$ 5 / \$140 / \$1,200	\$ 5 / \$140 / \$1,200	\$ 5 / \$140 / \$1,200
	Hydrant 3" Meter Rental-Daily/Monthly/Yrly	\$ 10 / \$280 / \$2,500	\$ 10 / \$280 / \$2,500	\$ 10 / \$280 / \$2,500
	Institutional Rate	Same as residential	Same as residential	Same as residential
	Commercial, per month (50,000 gallon minimum/month)	-	-	-
	Energy Charges per 1,000 Water (Out of County Municipal Customers only)	\$0.25/1,000	\$0.35/1,000	\$0.35/1,000
	All Sewer Districts:			

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Flat Rate Sewer, Residential, no gallons	15.00	16.00	16.00
	Per Thousand Sewer, Residential	\$6.00/1,000	\$6.50/1,000	\$6.50/1,000
	Flat Sewer, One person household	40.00	42.00	42.00
	Flat Sewer, Two + person household	45.00	48.00	48.00
	Flat Rate Sewer, Commercial, no gallons	40.00	45.00	45.00
	Per Thousand Sewer, Commercial	\$6.00/1,000	\$6.50/1,000	\$6.50/1,000
	Institutional Rate, Minimum	250.00	300.00	300.00
	Per Thousand Sewer, Institutional	\$6.00/1,000	\$6.50/1,000	\$6.50/1,000
	Sewer Bulk Rate Capacity Holders (per 1,000)	\$2.30/1,000	\$2.75/1,000	\$2.75/1,000
	Sewer Bulk Rate Linden Oaks	\$2.60/1,000	\$3.00/1,000	\$3.00/1,000
<b>All Water Districts:</b>				
	Water Tap On Fee, 3/4" Service (includes System Development Fee)	\$ 1,200.00 (total \$3,200)	\$ 1,200.00 (total \$4,200)	\$ 1,200.00 (total \$4,200)
	Water Tap On Fee, 1" Service (includes System Development Fee)	-	\$ 2,200.00 (total \$9,700)	\$ 2,200.00 (total \$9,700)
	Water Tap On Fee, 2" Service (includes System Development Fee)	\$ 3,500.00 (total \$5,500)	\$ 3,500.00 (total \$27,500)	\$ 3,500.00 (total \$27,500)
	Meter Fees 3/4" Mechanical	70.00	70.00	70.00
	Meter Fees 3/4" Electronic/Radio Read/Automatic Read	325.00	325.00	325.00
	Sprinkler Tap	500.00	500.00	500.00
	Water Tap, New District - Construction	200.00	200.00	200.00
	Water System Development Fee, per lot	2,000.00	3,000.00	3,000.00
	Water System Development Fees - Commercial	Based on SDF/Res Eq	Based on SDF/Res Eq	Based on SDF/Res Eq
	Late or delinquent fee	10.00	10.00	10.00
<b>All Sewer Districts:</b>				
	Sewer Tap on Fee, Residential, All Districts (does not include Sewer Capacity Use Fee)	\$ 1,500 (total \$4,000)	\$ 1,500 (total \$5,500)	\$ 1,500 (total \$5,500)
	Sewer System Development Fee for standard 3/4" meter/lot	2,500.00	4,000.00	4,000.00
	Sewer System Development Fees - Commercial	Based on SDF/Res Eq	Based on SDF/Res Eq	Based on SDF/Res Eq
	Sewer Tap, Step Tank, Bunnlevel / Riverside	\$ 2,800 (total \$5,300)	\$ 2,800 (total \$6,800)	\$ 2,800 (total \$6,800)
<b>Septage Hauler Fees:</b>				
	Basic Facilities Charge	\$20 per truckload	\$20 per truckload	\$20 per truckload
	Usage Charge	\$85.00/1,000	\$65.00/1,000	\$65.00/1,000

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	All Water & Sewer Districts:			
	Deposits, Owner, Water	25.00	25.00	25.00
	Deposits, Owner, Water (if credit is denied due to unpaid utilities)	50.00	50.00	50.00
	Deposits, Owner, Sewer	25.00	25.00	25.00
	Deposits, Owner, Sewer (if credit is denied due to unpaid utilities)	50.00	50.00	50.00
	Deposits, Rental, Water	50.00	50.00	50.00
	Deposits, Rental, Water (if credit is denied due to unpaid utilities)	100.00	100.00	100.00
	Deposits, Rental, Sewer	50.00	50.00	50.00
	Deposits, Rental, Sewer (if credit is denied due to unpaid utilities)	100.00	100.00	100.00
	Deposits, 3/4" Hydrant Meter-Refundable	250.00	250.00	250.00
	Deposits, 3" Hydrant Meter-Refundable	500.00	500.00	500.00
	Setup Fees	15.00	15.00	15.00
	After Hours Call Out	50.00	50.00	50.00
	Transfer Fee	15.00	15.00	15.00
	Water Samples	\$30 & up	\$30 & up	\$30 & up
	All Water & Sewer Districts (con't):			
	Reconnect Fees	40.00	40.00	40.00
	Damaged Fees - as allowed by the State	\$100 & up	\$100 & up	\$100 & up
	Preliminary Plan Review - all projects	250.00	250.00	250.00
	Construction Phase Review - per residential equivalent unit	40.00	40.00	40.00
	Meters:			
	3/4" Mechanical	70.00	70.00	70.00
	3/4" Electronic/Radio Read/Automatic Read	325.00	325.00	325.00
	1"	450.00	450.00	450.00
	1 1/2"	525.00	525.00	525.00
	2"	2,050.00	2,050.00	2,050.00
<b>HEALTH</b>	Miscellaneous Fees:			
	17P (Prenatal Patients Only)	125.00	125.00	125.00
	DTaP	50.00	50.00	50.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Fluad QIV 65+		100.61	107.77
	Flucelvax QIV		59.61	64.77
	Fluzone QIV		50.61	52.77
	Hep B	69.00	69.00	75.00
	Hepatitis B Vaccine (Hi-Risk)	-	-	-
	MMR - Adult	87.00	87.00	95.00
	Pneumonia shot	119.00	119.00	119.00
	PPD/TB Skin Test	25.00	25.00	25.00
	Menactra	152.00	152.00	178.00
	HPV Vaccine (3 dose)	720.00	825.00	969.00
	IPV	35.00	35.00	49.00
	Kinrix (IPV, Dtap)	60.00	60.00	71.00
	Pentacel (Dtap, IPV, HIB)	101.00	101.00	133.00
	Prevnar (PCV13)	235.00	235.00	272.00
	Prenar 20		302.00	302.00
	Proquad (MMR & Varicella)	232.00	270.00	315.00
	Rabies	393.00	393.00	455.00
	Rotateq	95.00	95.00	104.00
	Shingrix (only patients 50-64)	182.00	182.00	182.00
	Twinrix (Hep A & Hep B Combination)	122.00	122.00	146.00
	Varicella (Menigitis)	180.00	180.00	192.00
	Tele health originating site facility fee	25.00	25.00	27.00
	Women's Wellness Physical	Sliding Fee, Ins. Medicaid	60.00	60.00
	Child Health Services	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid
	Care Management for At Risk Children (CMARC)	Medicaid	Medicaid	Medicaid
	Cholesterol Test	-	-	-
	Family Planning	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid
	Care Management for At Risk Pregnancies (CMHRP)	Medicaid	Medicaid	Medicaid
	Pregnancy Test	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid
	Prenatal Program Services	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid	Sliding Fee, Ins. Medicaid

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	STD Control/Treatment	Insurance, Medicaid	Insurance, Medicaid	Insurance, Medicaid
	Environmental Health Fees:			
	Inorganic/Organic Water Samples	100.00	100.00	100.00
	Water samples / Microbiology	50.00	50.00	50.00
	Improvement / Septic Tank Permit	750.00	750.00	750.00
	Return Trip Fee ( if not properly marked)	25.00	25.00	25.00
	Existing tanks	100.00	100.00	100.00
	Swimming pool permits	200.00	250.00	250.00
	Swimming pool reinspection fee	25.00	75.00	75.00
	Tattoo Artist Permits	500.00	500.00	500.00
	Temporary Tattoo Artist Permits	125.00	125.00	125.00
	Plan Review for Food & Lodging	200.00	250.00	250.00
	Pool Plan Review	300.00	400.00	400.00
	Well Fees	250.00	250.00	250.00
	Engineered Option Permit Fee	225.00	225.00	225.00
	Simple Revision Fee	25.00	25.00	25.00
	Revision Fee	100.00	100.00	100.00
	Expansion / Relocation Fee	375.00	375.00	375.00
	Drain Field Redesign	100.00	100.00	100.00
	NC Division of Public Health - Women & Children's Health Section	Sliding Fee Scale	Sliding Fee Scale	Sliding Fee Scale
	Medicaid Reimbursement Schedule	Based on Current Medicaid Rates	Based on Current Medicaid Rates	Based on Current Medicaid Rates
<b>IT</b>	Current Customers (all amounts are per hour of service):			
	Technical Support Services - No Block of Time	95.00	95.00	95.00
	Block of 50 hours of Technical Support Services	80.00	80.00	80.00
	Block of 100 hours of Technical Support Services	75.00	75.00	75.00
	Block of 200 hours of Technical Support Services	70.00	70.00	70.00
	Block of 300 hours of Technical Support Services	65.00	65.00	65.00
	Block of 400 hours of Technical Support Services	60.00	60.00	60.00
	Overages if block of hours chosen	85.00	85.00	85.00
	Office 365 Level 1 (per month)			14.00
	Office 365 Level 2 (per month)			20.00
	Office 365 Level 3 (per month)			32.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	New Customers (all amounts are per hour of service):			
	Technical Support Services - No Block of Time	110.00	110.00	110.00
	Block of 15 hours of Technical Support Services	105.00	105.00	105.00
	Block of 25 hours of Technical Support Services	95.00	95.00	95.00
	Block of 50 hours of Technical Support Services	80.00	80.00	80.00
	Block of 100 hours of Technical Support Services	75.00	75.00	75.00
	Block of 200 hours of Technical Support Services	70.00	70.00	70.00
	Block of 300 hours of Technical Support Services	65.00	65.00	65.00
	Block of 400 hours of Technical Support Services	60.00	60.00	60.00
	Overages if block of hours chosen	85.00	85.00	85.00
	Email Hosting (all amounts are per month per user):			
	Microsoft Exchange Mailbox under 100 users	7.00	7.00	7.00
	Microsoft Exchange Mailbox 100 users or more	6.00	6.00	6.00
	Virtual Server Space and 1TB of Storage (per month)	400.00	400.00	400.00
	Small Firewall Support (per month)			35.00
	Netmotion VPN (per month per user)	6.00	6.00	7.00
	Additional Hosted Virtual Server (per month)	100.00	100.00	100.00
	VoIP / FoIP Line and Maintenance (per month)	12.50	12.50	12.50
	10MB Internet (per month)	75.00	75.00	75.00
<b>LIBRARY</b>	Copy & Printer Fees:			
	Black & White, per page (8 1/2 x 11)	0.10	0.10	0.10
	Black & White, per page (11 x 17)	0.20	0.20	0.20
	Color, per page (8 1/2 x 11)	1.00	1.00	1.00
	Overdue Fines:			
	Launchpads, per day (up to maximum of \$25)	1.00	1.00	1.00
	Fax fees (no international faxes sent or received):			
	Local, per page	0.25	0.25	0.25
	Long distance, per page	0.25	0.25	0.25
	All incoming faxes, per page	0.25	0.25	0.25
	Cold Lamination, per ft.	0.75	0.75	0.75
	All Library Materials			
	Lost Items	Purchase Cost of Item	Purchase Cost of Item	Purchase Cost of Item

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Books			
	Markings on pages non-obstructing of text	5.00	5.00	5.00
	Torn pages	5.00	5.00	5.00
	Torn cover	5.00	5.00	5.00
	Minor liquid damage	5.00	5.00	5.00
	AudioBooks, DVDs, and Kits			
	Audiobook bag missing	2.00	2.00	2.00
	Audiobook missing disc	10.00	10.00	10.00
	Audiobook-case damage	8.00	8.00	8.00
	AudioVox Charger	5.00	5.00	5.00
	Missing Audio CD case	1.00	1.00	1.00
	Missing DVD case	2.00	2.00	2.00
	Missing DVD Bonus Material	5.00	5.00	5.00
	Missing Kit Items	Purchase Cost of Item	Purchase Cost of Item	Purchase Cost of Item
	Damaged or missing cover art (Audiobooks, Music CDs, DVDs)	1.00	1.00	1.00
	Damaged or missing Literacy Kit Container	14.00	14.00	14.00
	LaunchPads			
	Damaged beyond repair or missing electronic device	70.00	70.00	70.00
	Missing or damaged Launch USB cord	7.00	7.00	7.00
	Missing or damaged LaunchPad case	13.00	13.00	13.00
	Missing or damaged LaunchPad power adapter	8.00	8.00	8.00
	Missing or damaged LaunchPad bumper	9.00	9.00	9.00
	Magazines			
<b>MISCELLANEOUS</b>	Employee Mileage Reimbursement	Current IRS Mileage Reimbursement Rate		
	Employee Subsistence Per Diem (subject to County travel policy):			
	Breakfast	GSA Rate	GSA Rate	GSA Rate
	Lunch	GSA Rate	GSA Rate	GSA Rate
	Dinner	GSA Rate	GSA Rate	GSA Rate
	Medical Insurance (monthly):			
	Employee Only (County pays)	906.00	934.00	962.00
	Employee + Spouse (Employee pays)	339.96	339.96	339.96
	Employee + Child(ren) (Employee pays)	314.03	314.03	314.03

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Employee + Family (Employee pays)	709.54	709.54	709.54
	Dental Insurance (monthly):			
	Employee Only (County pays)	32.00	32.00	32.00
	Employee + Spouse (Employee pays)	30.46	30.46	30.46
	Employee + Child(ren) (Employee pays)	34.04	34.04	34.04
	Employee + Family (Employee pays)	85.44	85.44	85.44
	Vision Insurance:			
	Employee Only (Employee Pays)	6.46	6.46	6.46
	Employee + Spouse (Employee Pays)	12.28	12.28	12.28
	Employee + Child(ren) (Employee Pays)	12.93	12.93	12.93
	Employee + Family (Employee Pays)	19.00	19.00	19.00
	Medicare Supplement amount for qualified retirees	not to exceed 200.00	not to exceed 200.00	not to exceed 200.00
<b>PARKS &amp; RECREATION</b>	Ball fields / Multipurpose fields:			
	1st hour	15.00	15.00	15.00
	each additional hour	15.00	15.00	15.00
	per hour with lights	25.00	25.00	25.00
	half day (up to 5 hours)	60.00	60.00	60.00
	half day with lights (up to 5 hours)	100.00	100.00	100.00
	full day	125.00	125.00	125.00
	full day with lights	150.00	150.00	150.00
	Ball field preparation (lining & dragging)	20.00	20.00	20.00
	Each additional field preparation	10.00	10.00	10.00
	Rapid dry (per bag)	15.00	15.00	15.00
	Multipurpose field preparation	30.00	40.00	40.00
	Picnic Shelter:			
	per hour	15.00	15.00	15.00
	Tennis Courts:			
	per hour	5.00	5.00	5.00
	per hour with lights	10.00	10.00	10.00
	Gyms:			
	per hour	50.00	50.00	50.00
	per full day	350.00	350.00	350.00
	Deposit required for any rentals over 2 hours	100.00	100.00	100.00



Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Party package (includes 1 hour meeting room rental at BTCC)	70.00	70.00	70.00
	Multi-purpose Rooms:			
	Barbecue Creek Park Room			
	per hour	20.00	20.00	20.00
	per 4 hour block	75.00	75.00	75.00
	refundable deposit	50.00	50.00	50.00
	Anderson Creek Senior Center			
	per hour	35.00	35.00	35.00
	per 4 hour block	130.00	130.00	130.00
	refundable deposit	100.00	100.00	100.00
	Boone Trail Community Center Meeting Room			
	per hour	25.00	25.00	25.00
	per 4 hour block	90.00	90.00	90.00
	refundable deposit	50.00	50.00	50.00
	Benhaven Community Center Meeting Room			
	per hour			25.00
	per 4 hour block			90.00
	refundable deposit			50.00
	Shawtown Community Development Center Classroom			
	per hour	25.00	25.00	25.00
	per 4 hour block	90.00	90.00	90.00
	refundable deposit	50.00	50.00	50.00
	Late fee for rental	10.00	10.00	10.00
	Recreation Fees:			
	Anderson Creek Senior Center Programs			
	Class A - per participant	30.00	30.00	30.00
	Class B - per participant	20.00	20.00	20.00
	Class C - per participant	10.00	10.00	10.00
	Adult Basketball Participant Fee			60.00
	Adult Dodgeball Participant Fee			40.00
	Adult Kickball (per team)	275.00	275.00	275.00
	Adult Softball -- Mens (per team) requires 2 umpires	550.00	550.00	550.00
	Adult Softball -- Women's (per team) requires 1 umpire	500.00	500.00	500.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Co-ed Softball Team Fee	450.00	450.00	450.00
	Co-ed Softball Participant Fee	40.00	40.00	40.00
	Senior Golf Tournament Participant Fee (could vary depending on course)	30.00	30.00	35.00
	Open Gym			
	Daily Pass	1.00	2.00	2.00
	Summer Camp			
	Weekly (County Resident)	110.00	110.00	110.00
	Weekly (Out of County Resident)	120.00	120.00	120.00
	Late pickup fee	1.00 / minute	1.00 / minute	1.00 / minute
	Afterschool Care			
	Monthly (December & April - \$100)	120.00	120.00	120.00
	Weekly	40.00	40.00	40.00
	10% discount on children after 1st child (same household)	10 % discount	10 % discount	10 % discount
	Teacher workday	20.00	20.00	20.00
	Later pickup fee	1.00 / minute	1.00 / minute	1.00 / minute
	Leisure / Fitness Programs and Activities	Varies	Varies	Varies
	Late fee per program	10.00	10.00	10.00
	Movie in the Park Sponsorship Levels			
	Platinum level (8 movies)	-	-	-
	Gold level (3 movies, naming rights)	900.00	1,200.00	-
	Silver level (3 movies)	375.00	1,000.00	-
	Bronze level (1 movie)	150.00	300.00	-
	Movie in the Park Sponsorship (per movie)			425.00
<b>REGISTER OF DEEDS</b>	General Recordings:			
	First 15 pages (\$6.20 is paid to the State Treasurer)	26.00	26.00	26.00
	Each additional pages	4.00	4.00	4.00
	Deed Recordings:			
	First 15 pages (\$6.20 is paid to the State Treasurer)	26.00	26.00	26.00
	Each additional pages	4.00	4.00	4.00
	DT Recordings:			
	First 15 35 pages (\$6.20 is paid to the State Treasurer)	64.00	64.00	64.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Each additional page	4.00	4.00	4.00
	Additional assignment instrument index reference, each	10.00	10.00	10.00
	Multiple Instrument fee	10.00	10.00	10.00
	Non Standard Document Fee	25.00	25.00	25.00
	Additional party to index in excess of 20, each	2.00	2.00	2.00
	Revenue stamps, per thousand (Half of collections are paid to the Department of Revenue; less 2% Administrative cost)	2.00	2.00	2.00
	Certified copies:			
	First Page	5.00	5.00	5.00
	Each additional page	2.00	2.00	2.00
	UCC copies	1.00	1.00	1.00
	Xerox copies	0.10	0.10	0.10
	Outgoing faxes - local, per page			
	Local, per page	0.10	0.10	0.10
	Long distance, per page	0.50	0.50	0.50
	Deaths	10.00	10.00	10.00
	Marriage license copies	10.00	10.00	10.00
	Birth amendments	20.00	20.00	20.00
	Legitimations	20.00	20.00	20.00
	Delayed births	20.00	20.00	20.00
	Notary oaths	10.00	10.00	10.00
	Births - Statewide Issuance (State Vital Records is paid; \$14 for issuance of out of County births issued by Register of Deeds.)	24.00	24.00	24.00
	Births	10.00	10.00	10.00
	UCC's	38.00	38.00	38.00
	Instruction. County keeps \$25)	60.00	60.00	60.00
	Lamination of births & marriages	2.00	2.00	2.00
	Maps	21.00	21.00	21.00
	Right-of-Way plans	21.00	21.00	21.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Certified copies of maps	5.00	5.00	5.00
	Notary acts	5.00	5.00	5.00
	Torren fees original plots:			
	First page	26.00	26.00	26.00
	Each additional page	4.00	4.00	4.00
	Torren fees recording new certificate:			
	First page	31.00	31.00	31.00
	Torren fees new certificates & noting entries	-	-	-
	Corporations:			
	First page	26.00	26.00	26.00
	Each additional page	4.00	4.00	4.00
	Uncertified map copies	0.50	0.50	0.50
	Copies of plats/plans larger than 18 X 24	1.00	1.00	1.00
	Lamination of paper, per foot	0.50	0.50	0.50
<b>RESTITUTION</b>	Juvenile Restitution Service Fees:			
	1 Juvenile per hour	7.25	7.25	7.25
	2 Juveniles per hour	14.50	14.50	14.50
	3 Juveniles per hour	21.75	21.75	21.75
	4 Juveniles per hour	29.00	29.00	29.00
	5 Juveniles per hour	36.25	36.25	36.25
<b>SHERIFF</b>	Service fee:			
	Per person - in state (State mandated)	30.00	30.00	30.00
	Per person - out of state	30.00	30.00	30.00
	Pistol permits	5.00	-	-
	Fingerprints:			
	In County Residents	10.00 first set / 5.00 additional set	10.00 first set / 5.00 additional set	10.00 first set / 5.00 additional set
	Out of County Residents	10.00 additional	10.00 additional	10.00 additional
	Copy of reports	3.00	3.00	3.00
	Local Jail Fee:			
	Per day	5.00	5.00	5.00
	State reimbursement, per day	18.00	18.00	18.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Inmate medical, per visit	10.00	10.00	10.00
	Concealed handgun application:			
	New	90.00	90.00	90.00
	Renewal	75.00	75.00	75.00
	Concealed sign	1.00	1.00	1.00
	Nartest Drug Testing Fee	-	-	-
	Storage Fee, per day	-	-	-
<b>SOCIAL SERVICES</b>	NC Health Choice Annual Fees:			
	One Child	50.00	50.00	50.00
	Multiple Children	100.00	100.00	100.00
	Adoption - preplacement assessments	1,300.00	1,300.00	1,300.00
	Adoption - report to court	200.00	200.00	200.00
	HCWD - Health Coverage for Workers with Disabilities	50.00	50.00	50.00
	Home Study	400.00	400.00	400.00
	Adoption Initial Search Intermediary Fee (fees charged to locate parties involved in an adoption or the retrieval of background information in accordance with NCGS 48-9-101, 104, and 109).	250.00	250.00	250.00
	Adoption Additional Services Intermediary Fee, per hour (extended provision of services to facilitate the exchange of information or personal contact between parties involved in an adoption if the initial search is not successful).	75.00	75.00	75.00
	Case record copy fee:			
	First page	2.00	2.00	2.00
	Multiple pages	0.25	0.25	0.25
	CSE NPA application fees - a non-public application fee collected in the amount of \$10 or \$25 , based upon income and the number in a household.	10/25	10/25	10/25
	Governmental Complex meeting room fee (per day)	N/A	N/A	N/A
<b>SOLID WASTE MANAGEMENT</b>	Collection/hauler permits (annual)	125.00	125.00	130.00
	Availability Fee (Household solid waste fee)	80.00	80.00	80.00

Department	Type of Fee	2022-2023	2023-2024	2024-2025 Adopted
	Recycling fee	5.00	5.00	5.00
	Landfill tipping fee:			
	Construction & demolition, per ton	48.00	48.00	50.00
	Municipal Solid Waste (Transfer Station)	48.00	48.00	50.00
	Land clearing/ inert debris and yard waste, per ton	30.00	30.00	35.00
	Uncertified tires, per ton	76.00	76.00	76.00
	Illegal waste, per ton	106.00	106.00	106.00
	Mattress / Box Spring (all sizes)	5.00	5.00	5.00
	Minimum Charge per Load	5.00	5.00	5.00
	Screened Mulch	Cost + 10%	Cost + 10%	Cost + 10%
	Surcharge for digging out loads	100.00	100.00	100.00
	Fine for including trash bags or debris in LCID	100.00	100.00	100.00
	Solid waste citation	100.00	100.00	100.00
<b>TAX</b>	Garnishment Fee:			
	Employee	30.00	30.00	30.00
	Employer	30.00	30.00	30.00
	Bank Attachment Fee	60.00	60.00	60.00
	Advertising Fee	5.00	5.00	5.00
	Returned Check Fee	10% of face amount or 25.00, whichever is greater	10% of face amount or 25.00, whichever is greater	10% of face amount or 25.00, whichever is greater
<b>TRANSPORTATION</b>	Dial-A-Ride - within City limits, one way	3.00	3.00	3.00
	Outside city limits, one way	3.00	3.00	3.00
	Out of County, medical trips only	5.00	5.00	10.00
	Senior discount (one way)	2.00	2.00	2.00
	Medicaid Approved Transportation per mile	3.75	3.75	5.75
	Deviated Fixed Rate, per ride	2.00	2.00	2.00
	Van use fee (per mile, Harnett County agencies only)	2.00	2.00	2.00

Attachment B

# Approved Salary and Grade Table





**Attachment B**  
**SALARY GRADE TABLE**  
**Fiscal Year 2024-2025**  
**(BOC approved 6/25/2024 and effective 7/16/2024)**

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
1	Not Used	Annual	\$ 17,993	\$ 20,917	\$ 23,841	\$ 29,690
2	Not used	Annual	\$ 18,894	\$ 21,965	\$ 25,035	\$ 31,175
		Monthly	\$ 1,574.50	\$ 1,830.38	\$ 2,086.25	\$ 2,597.92
		Hourly	\$ 9.0838	\$ 10.5601	\$ 12.0363	\$ 14.9883
3	Not used	Annual	\$ 19,840	\$ 23,064	\$ 26,287	\$ 32,733
		Monthly	\$ 1,653.33	\$ 1,921.96	\$ 2,190.58	\$ 2,727.75
		Hourly	\$ 9.5386	\$ 11.0884	\$ 12.6382	\$ 15.7373
4	Grounds Maintenance Assistant Park Maintenance Assistant	Annual	\$ 20,831	\$ 24,216	\$ 27,600	\$ 34,371
		Monthly	\$ 1,735.92	\$ 2,017.96	\$ 2,300.00	\$ 2,864.25
		Hourly	\$ 10.0151	\$ 11.6423	\$ 13.2695	\$ 16.5248
5	Camp Counselor Gym Supervisor Park Attendant	Annual	\$ 21,873	\$ 25,427	\$ 28,980	\$ 36,090
		Monthly	\$ 1,822.75	\$ 2,118.88	\$ 2,415.00	\$ 3,007.50
		Hourly	\$ 10.5161	\$ 12.2246	\$ 13.9330	\$ 17.3513
6	Not used	Annual	\$ 22,965	\$ 26,697	\$ 30,429	\$ 37,893
		Monthly	\$ 1,913.75	\$ 2,224.75	\$ 2,535.75	\$ 3,157.75
		Hourly	\$ 11.0411	\$ 12.8354	\$ 14.6296	\$ 18.2181
7	Not used	Annual	\$ 24,115	\$ 28,033	\$ 31,951	\$ 39,788
		Monthly	\$ 2,009.58	\$ 2,336.08	\$ 2,662.58	\$ 3,315.67
		Hourly	\$ 11.5940	\$ 13.4777	\$ 15.3613	\$ 19.1292
8	Computer Support Assistant Youth Program Assistant	Annual	\$ 25,319	\$ 29,434	\$ 33,549	\$ 41,778
		Monthly	\$ 2,109.92	\$ 2,452.84	\$ 2,795.75	\$ 3,481.50
		Hourly	\$ 12.1728	\$ 14.1512	\$ 16.1296	\$ 20.0860
9	Not used	Annual	\$ 26,585	\$ 30,906	\$ 35,227	\$ 43,867
		Monthly	\$ 2,215.42	\$ 2,575.50	\$ 2,935.58	\$ 3,655.58
		Hourly	\$ 12.7815	\$ 14.8590	\$ 16.9364	\$ 21.0903
10	4-H Program Assistant Community Social Services Assistant Custodian	Annual	\$ 27,916	\$ 32,452	\$ 36,987	\$ 46,061
		Monthly	\$ 2,326.33	\$ 2,704.29	\$ 3,082.25	\$ 3,838.42
		Hourly	\$ 13.4214	\$ 15.6020	\$ 17.7826	\$ 22.1452

APPROVED SALARY AND GRADE TABLE



Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
11	Data Entry Assistant	Annual	\$ 29,311	\$ 34,074	\$ 38,836	\$ 48,364
	Line Technician	Monthly	\$ 2,442.58	\$ 2,839.46	\$ 3,236.33	\$ 4,030.33
		Hourly	\$ 14.0921	\$ 16.3818	\$ 18.6715	\$ 23.2524
12	Community Health Technician	Annual	\$ 30,776	\$ 35,778	\$ 40,779	\$ 50,781
	Transit Driver (HARTS) PT/FT	Monthly	\$ 2,564.67	\$ 2,981.46	\$ 3,398.25	\$ 4,231.75
	(HARTS "NEW" starting pay \$15.0003)	Hourly	\$ 14.7965	\$ 17.2011	\$ 19.6057	\$ 24.4144
13	Administrative Support Specialist I	Annual	\$ 32,315	\$ 37,567	\$ 42,818	\$ 53,319
	Animal Care Technician	Monthly	\$ 2,692.92	\$ 3,130.55	\$ 3,568.17	\$ 4,443.25
	Breastfeeding Coordinator	Hourly	\$ 15.5364	\$ 18.0612	\$ 20.5860	\$ 25.6346
	Data Entry Operator II					
	Data Entry Specialist					
	Landfill Maintenance Worker					
	Library Assistant					
	Maintenance Worker					
	Medical Office Assistant					
	Park Supervisor					
	Processing Assistant III					
	Recreation Center Assistant					
	14	Administrative Support Specialist II	Annual	\$ 33,931	\$ 39,446	\$ 44,960
Transit Services Assistant		Monthly	\$ 2,827.58	\$ 3,287.13	\$ 3,746.67	\$ 4,665.58
		Hourly	\$ 16.3133	\$ 18.9646	\$ 21.6158	\$ 26.9173
15	Accounting Clerk IV (OSHR title- DSS)	Annual	\$ 35,628	\$ 41,417	\$ 47,206	\$ 58,786
	AMI Technician	Monthly	\$ 2,969.00	\$ 3,451.42	\$ 3,933.83	\$ 4,898.83
	Bailiff	Hourly	\$ 17.1292	\$ 19.9124	\$ 22.6956	\$ 28.2630
	Grounds Maintenance Technician I					
	Income Maintenance Technician					
	Office Assistant IV (OSHR title - DSS)					
	Parks Maintenance Technician I					
	Processing Assistant IV					
	Recreation Center Coordinator					
	Security Screening Technician					
Senior Maintenance Worker						
Transit Dispatcher						

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
16	Administrative Support Specialist III	Annual	\$ 37,410	\$ 43,489	\$ 49,567	\$ 61,725
	Evidence Technician	Monthly	\$ 3,117.50	\$ 3,624.04	\$ 4,130.58	\$ 5,143.75
	Library Community Engagement & Programming Assistant	Hourly	\$ 17.9859	\$ 20.9083	\$ 23.8307	\$ 29.6761
	Library Program Specialist					
	Office Assistant IV (OSHR title - Health)					
	Operations Supervisor (HARTS)					
	Painter					
	Register of Deeds Deputy I					
	Tax Program Assistant					
	Workforce Development Eligibility Specialist					
Youth Counselor						
17	Accounting Clerk V (DSS)	Annual	\$ 39,279	\$ 45,663	\$ 52,046	\$ 64,811
	Accounting Technician II (OSHR title -Health)	Monthly	\$ 3,273.25	\$ 3,805.21	\$ 4,337.17	\$ 5,400.92
	Classification Assistant	Hourly	\$ 18.8845	\$ 21.9536	\$ 25.0226	\$ 31.1598
	Collection System Technician Trainee/I					
	Distribution System Technician Trainee					
	Elections Specialist					
	Field Service Officer					
	Grounds Maintenance Technician II					
	Income Maintenance Caseworker I					
	Natural Resources Manager					
	NC Agriculture Cost Share Technician					
	Parks Maintenance Technician II					
	Processing Assistant V					
	Processing Unit Supervisor V					
	Program Assistant V					
	Register of Deeds Deputy II					
	Tax Collections Technician					
Utility Customer Service Representative I						
Utility Locate Technician						
Utility System Technician						
Water Quality Technician						
Weighmaster						

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
18	Asst ES Administrator	Annual	\$ 41,243	\$ 47,946	\$ 54,648	\$ 68,051
	Collection System Technician II	Monthly	\$ 3,436.92	\$ 3,995.46	\$ 4,554.00	\$ 5,670.92
	Distribution System Technician C	Hourly	\$ 19.8288	\$ 23.0512	\$ 26.2736	\$ 32.7175
	EMS Billing & Insurance Specialist					
	Facility Maintenance Technician I					
	Fleet Maintenance Mechanic					
	Heavy Equipment Operator					
	Park Maintenance Technician					
	Practical Nurse II					
	Senior Line Technician					
	Tax Business Property Assistant					
	Tax Personal Property Assistant					
	Utility Customer Services Representative II					
19	Accounts Supervisor	Annual	\$ 43,305	\$ 50,343	\$ 57,380	\$ 71,454
	Administrative Assistant	Monthly	\$ 3,608.75	\$ 4,195.21	\$ 4,781.67	\$ 5,954.50
	Central Permitting Technician	Hourly	\$ 20.8201	\$ 24.2036	\$ 27.5871	\$ 34.3535
	Collections System technician III					
	Distribution System Technician B					
	Elections Technician					
	Evidence Supervisor					
	Facility Maintenance Technician II					
	Foreign Language Interpreter II					
	Human Resources Placement Specialist (DSS)					
	Human Services Coordinator I (DSS)					
	Income Maintenance Caseworker II					
	Meter Services Coordinator					
	Plant Maintenance Technician I					
	Records Supervisor					
	Register of Deeds Deputy III					
	Tax Collections Legal Assistant					
Tax Computer Analyst						
Tax Delinquent Collector						
Utility Inventory Technician						
Utility System Pump Technician I						

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	Veterans Services Specialist					
	Workforce Development Specialist I					
20	Career Center Manager	Annual	\$ 45,471	\$ 52,860	\$ 60,249	\$ 75,027
	Collection System Technician IV	Monthly	\$ 3,789.25	\$ 4,405.00	\$ 5,020.75	\$ 6,252.25
	Criminal Analyst I	Hourly	\$ 21.8615	\$ 25.4140	\$ 28.9664	\$ 36.0714
	Distribution System Technician A					
	Facility Maintenance Technician III					
	Family Resource Program Specialist					
	Fleet Maintenance Mechanic					
	Juvenile Restitution Coordinator					
	Medical Laboratory Technician II					
	Plant Maintenance Technician II					
	Solid Waste Operations Crew Leader					
	Treatment Plant Operator					
	Utility System Pump Technician II					
	Utility System Electrical Technician					
	Wastewater Treatment Plant Operator Trainee/I					
	Water Treatment Plant Operator Trainee/ Apprentice					
21	Accounting Technician IV (OSHR title- Health)	Annual	\$ 47,745	\$ 55,504	\$ 63,262	\$ 78,779
	Administrative Assistant I (OSHR title- Health)	Monthly	\$ 3,978.75	\$ 4,625.29	\$ 5,271.83	\$ 6,564.92
	Central Permitting Tech/Project Coordinator	Hourly	\$ 22.9548	\$ 26.6849	\$ 30.4150	\$ 37.8753
	Development Compliance Officer					
	EMS Transportation Coordinator					
	Family Resource Program Manager					
	Fleet Maintenance Supervisor					
	GIS Technician					
	GIS/E-911 Technician					
	Grounds Maintenance Supervisor					
	Income Maintenance Caseworker III					
	Income Maintenance Caseworker III Q&A					
	Trainer					
	Income Maintenance Investigator II					

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	Income Maintenance III - Lead Worker*					
	IT Technician I					
	Laboratory Analyst					
	Nutrition Project Coordinator II					
	Parks Capital Projects Manager					
	Parks Maintenance Supervisor					
	Planning Technician					
	Plant Maintenance Technician III					
	Public Health Education Specialist I					
	Recreation Program Supervisor					
	Senior Central Permitting Technician					
	Social Worker I					
	Utility Collections Officer					
	Utility System Pump Technician III					
	Wastewater Treatment Plant Operator II					
	Water Treatment Plant Operator C					
22	Accountant I	Annual	\$ 50,131	\$ 58,278	\$ 66,424	\$ 82,716
	Assistant Solid Waste Manager	Monthly	\$ 4,177.58	\$ 4,856.46	\$ 5,535.33	\$ 6,893.00
	Audio Visual/Trainer Technician	Hourly	\$ 24.1019	\$ 28.0186	\$ 31.9352	\$ 39.7681
	Child Support Agent II					
	Collection System Crew Leader					
	Criminal Analyst II					
	Distribution System Crew Leader					
	EDC Office Coordinator					
	Land Records Paralegal					
	Librarian					
	Library Branch Manager I					
	Management Analyst					
	Natural Resource Manager					
	Nutritionist II					
	Office Manager					
	Paralegal					
	Parks & Grounds Supervisor					
	Plant Maintenance Technician IV					

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	Pre-Trial Release Administrator					
	Residential Plan Reviewer Technician					
	Senior Treatment Plant Operator					
	Senior Treatment Plant/Pretreat Operator					
	Tax Database Software Technician					
	Tax Personal Property Appraiser					
	Tax PUV Appraiser					
	Tax Real Property Appraiser					
	Transportation Manager					
	Utility System Pump Technician IV					
	Veteran Services Officer					
	Volunteer Services Director I					
	Wastewater Treatment Plant Operator III					
	Water Treatment Plan Operator B					
	Workforce Dev JobLink Coordinator					
	Zoning Inspector					
23	Accounting Specialist I (OSHR title - Health)	Annual	\$ 52,637	\$ 61,192	\$ 69,746	\$ 86,853
	Administrative Assistant II	Monthly	\$ 4,386.42	\$ 5,099.30	\$ 5,812.17	\$ 7,237.75
	Assistant Elections Director	Hourly	\$ 25.3068	\$ 29.4196	\$ 33.5324	\$ 41.7571
	Child Support Lead Agent					
	Communications Specialist					
	Facility Maintenance Supervisor					
	Income Maintenance Supervisor II					
	Legal Assistant/Deputy Clerk of BOC					
	Library Branch Manager II					
	Meter Services Supervisor					
	Natural Resources Conservationist					
	Paralegal I (DSS)					
	Public Health Educator II					
	Right of Way Agent					
	SCADA Technician					
	Senior Collection System Crew Leader					
	Senior Distribution System Crew Leader					
	Social Worker II					

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	Utility Construction Coordinator					
	Utility Construction Inspector					
	Wastewater Treatment Plant Operator IV					
	Water Treatment Plant Operator A					
24	911 Database Manager	Annual	\$ 55,270	\$ 64,251	\$ 73,232	\$ 91,195
	Accountant II	Monthly	\$ 4,605.83	\$ 5,354.25	\$ 6,102.67	\$ 7,599.58
	Animal Services Manager	Hourly	\$ 26.5726	\$ 30.8905	\$ 35.2084	\$ 43.8446
	Assistant Utility Customer Service Supervisor					
	Code Enforcement Officer I					
	Community Engagement Coordinator					
	Executive Assistant					
	Human Resources Benefits & Wellness Specialist					
	Human Resources Recruiting Specialist					
	IT Technician II					
	Library Branch Manager III					
	Library Circulation Manager					
	Jetport Operations Manager					
	Medical Laboratory Technologist I					
	Payroll Specialist					
	Procurement Specialist					
	Senior Wastewater Treatment/Pre-Trmt Plant Oper					
	Senior Water Treatment Plant Operator					
	Solid Waste Operations Manager					
	Real Property Revaluation Supervisor					
	Telecommunications Administrative Officer					
	Telecommunications Training Officer					
25	Assistant Register of Deeds	Annual	\$ 58,033	\$ 67,464	\$ 76,895	\$ 95,756
	Capital Project Construction Manager	Monthly	\$ 4,836.08	\$ 5,622.00	\$ 6,407.92	\$ 7,979.67
	Child Support Supervisor II	Hourly	\$ 27.9010	\$ 32.4353	\$ 36.9695	\$ 46.0374
	Code Enforcement Officer II					
	Distribution & Collection System Supervisor					

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	EMS Asst Chief of Logistics					
	Environmental Health Specialist					
	Fleet Director					
	Information Technology Project Coordinator					
	Latent Print Examiner					
	Natural Resources Director					
	Planner I					
	Senior Support Specialist/Board Clerk					
	Senior Engineering Technician					
	Social Worker III					
	Utility Data Specialist					
26	Accountant III	Annual	\$ 60,935	\$ 70,837	\$ 80,739	\$ 100,543
	Assistant Emergency Management Coordinator	Monthly	\$ 5,077.92	\$ 5,903.09	\$ 6,728.25	\$ 8,378.58
	Daytime Deputy Fire Marshal	Hourly	\$ 29.2963	\$ 34.0570	\$ 38.8176	\$ 48.3389
	Facilities Maintenance Director					
	IT Technician III					
	Nutrition Program Director I					
	Planner II; Long Range Planner					
	Senior GIS Technician					
	Social Work Supervisor II					
	Social Worker IV (I/A&T)					
	Tax Listing/Billing Supervisor					
	Utility Customer Service Supervisor					
	Veterans Services Director					
27	Accounting Manager	Annual	\$ 63,983	\$ 74,380	\$ 84,776	\$ 105,570
	Applications Analyst	Monthly	\$ 5,331.92	\$ 6,198.30	\$ 7,064.67	\$ 8,797.50
	Chief Deputy Fire Marshal	Hourly	\$ 30.7617	\$ 35.7601	\$ 40.7585	\$ 50.7558
	Clerk to the Board of Commissioners					
	Database Administrator					
	Emergency Services Administrator					
	EMS Captain of Training					
	Environmental Health Program Specialist					
	Finance Systems Manager					



Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	GIS Specialist					
	Internal Auditor					
	Network Security Analyst					
	Tax Deputy Collector					
	Telecommunications Manager					
	Utility Maintenance Supervisor					
	Workforce Development Director/Joblink Coordinator					
28	Child Support Supervisor III (Program Manager)	Annual	\$ 67,182	\$ 78,099	\$ 89,015	\$ 110,849
	Code Enforcement Officer III	Monthly	\$ 5,598.50	\$ 6,508.21	\$ 7,417.92	\$ 9,237.42
	Director of Marketing	Hourly	\$ 32.2997	\$ 37.5481	\$ 42.7965	\$ 53.2938
	Elections Director					
	Environmental Health Supervisor I					
	GIS Analyst					
	Human Resources Manager					
	Income Maintenance Administrator I					
	Information Systems User Group Supervisor					
	Jail Re-Entry Navigator					
	Public Health Nurse II					
	Senior IT Systems Specialist					
	Senior Planner					
	Wastewater Treatment Plant Supervisor					
29	Administrative and Budget Officer	Annual	\$ 70,540	\$ 82,003	\$ 93,465	\$ 116,391
	Assistant Library Director	Monthly	\$ 5,878.33	\$ 6,833.54	\$ 7,788.75	\$ 9,699.25
	Assistant Manager of Building Services	Hourly	\$ 33.9141	\$ 39.4251	\$ 44.9360	\$ 55.9583
	Community Relations Director					
	EMS Asst Chief of Training					
	EMS Compliance Officer					
	GIS Systems Administrator					
	Local Public Health Administrator I					
	Public Health Nurse III					
	Social Work Supervisor III					
	Utility Capital Project Manager					

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
30	Assistant Manager of Planning Services	Annual	\$ 74,067	\$ 86,103	\$ 98,138	\$ 122,211
	Assistant Tax Administrator	Monthly	\$ 6,172.25	\$ 7,175.21	\$ 8,178.17	\$ 10,184.25
	Public Health Nurse Supervisor I	Hourly	\$ 35.6098	\$ 41.3963	\$ 47.1827	\$ 58.7564
	Social Work Program Manager					
	Water Treatment Plant Supervisor					
31	Emergency Management Coordinator	Annual	\$ 77,770	\$ 90,408	\$ 103,045	\$ 128,322
	GIS/E911 Operations Administrator	Monthly	\$ 6,480.83	\$ 7,533.96	\$ 8,587.08	\$ 10,693.50
	Wastewater Treatment Superintendent	Hourly	\$ 37.3901	\$ 43.4660	\$ 49.5418	\$ 61.6945
32	Asst Director, Dev Serv/Mgr of Planning	Annual	\$ 81,658	\$ 94,928	\$ 108,197	\$ 134,737
	Assistant IT Director	Monthly	\$ 6,804.83	\$ 7,910.63	\$ 9,016.42	\$ 11,228.08
	Jetport Director	Hourly	\$ 39.2594	\$ 45.6391	\$ 52.0188	\$ 64.7786
	Manager of Building Services					
	Register of Deeds					
33	Fire Marshal	Annual	\$ 85,742	\$ 99,675	\$ 113,607	\$ 141,474
	Utility Civil Engineer	Monthly	\$ 7,145.17	\$ 8,306.21	\$ 9,467.25	\$ 11,789.50
		Hourly	\$ 41.2229	\$ 47.9214	\$ 54.6198	\$ 68.0177
34	Asst. Staff Attorney	Annual	\$ 90,029	\$ 104,659	\$ 119,288	\$ 148,548
	Budget Director	Monthly	\$ 7,502.42	\$ 8,721.55	\$ 9,940.67	\$ 12,379.00
	EMS Chief	Hourly	\$ 43.2840	\$ 50.3176	\$ 57.3511	\$ 71.4187
	General Services Director					
	Library Director					
	Parks & Recreation Director					
	Solid Waste Director					
	Tax Administrator					
35	Attorney II DSS	Annual	\$ 94,530	\$ 109,892	\$ 125,253	\$ 155,976
	County Engineer	Monthly	\$ 7,877.50	\$ 9,157.63	\$ 10,437.75	\$ 12,998.00
	Deputy Finance Officer	Hourly	\$ 45.4480	\$ 52.8335	\$ 60.2189	\$ 74.9899
	Economic Developer					
	Emergency Services Deputy Director					
	Human Resources Director					
	Physician Extender II					
Public Health Nursing Director II						
Social Services Deputy Director						
36	Chief Information Officer	Annual	\$ 99,257	\$ 115,387	\$ 131,517	\$ 163,774

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
	Development Services Director	Monthly	\$ 8,271.42	\$ 9,615.59	\$ 10,959.75	\$ 13,647.83
	Sheriff	Hourly	\$ 47.7206	\$ 55.4756	\$ 63.2305	\$ 78.7390
37	Assistant HRW Director	Annual	\$ 104,220	\$ 121,156	\$ 138,091	\$ 171,963
	Economic Development Director	Monthly	\$ 8,685.00	\$ 10,096.29	\$ 11,507.58	\$ 14,330.25
	Finance Officer	Hourly	\$ 50.1067	\$ 58.2490	\$ 66.3912	\$ 82.6761
	Physician Extender III					
	Senior Staff Attorney					
38	Assistant County Manager	Annual	\$ 109,431	\$ 127,214	\$ 144,996	\$ 180,560
	Social Services Director	Monthly	\$ 9,119.25	\$ 10,601.13	\$ 12,083.00	\$ 15,046.67
		Hourly	\$ 52.6121	\$ 61.1616	\$ 69.7110	\$ 86.8094
39	Emergency Services Director	Annual	\$ 114,903	\$ 133,575	\$ 152,246	\$ 189,589
	Local Public Health Director	Monthly	\$ 9,575.25	\$ 11,131.21	\$ 12,687.17	\$ 15,799.08
		Hourly	\$ 55.2429	\$ 64.2198	\$ 73.1966	\$ 91.1503
40	HRW Director	Annual	\$ 120,648	\$ 140,253	\$ 159,858	\$ 199,068
		Monthly	\$ 10,054.00	\$ 11,687.75	\$ 13,321.50	\$ 16,589.00
		Hourly	\$ 58.0050	\$ 67.4307	\$ 76.8563	\$ 95.7076
41	Deputy County Manager	Annual	\$ 126,680	\$ 147,266	\$ 167,851	\$ 209,022
		Monthly	\$ 10,556.67	\$ 12,272.13	\$ 13,987.58	\$ 17,418.50
		Hourly	\$ 60.9050	\$ 70.8021	\$ 80.6991	\$ 100.4933
42	Not Used	Annual	\$ 133,015	\$ 154,629	\$ 176,243	\$ 219,472
43	Not Used	Annual	\$ 139,665	\$ 162,361	\$ 185,056	\$ 230,495
44	Not Used	Annual	\$ 146,647	\$ 170,478	\$ 194,308	\$ 241,969
101	Not Used	Annual	\$ 38,401	\$ 44,641	\$ 50,880	\$ 63,361
		Monthly	\$ 3,200.08	\$ 3,720.04	\$ 4,240.00	\$ 5,280.08
102	Booking Intake Technician	Annual	\$ 40,321	\$ 46,874	\$ 53,426	\$ 66,529
		Monthly	\$ 3,360.08	\$ 3,906.13	\$ 4,452.17	\$ 5,544.08
103	Emergency Medical Technician	Annual	\$ 42,336	\$ 49,217	\$ 56,097	\$ 69,857
	Detention Master Control	Monthly	\$ 3,528.00	\$ 4,101.38	\$ 4,674.75	\$ 5,821.42
104	Detention Officer	Annual	\$ 44,455	\$ 51,679	\$ 58,902	\$ 73,349
		Monthly	\$ 3,704.58	\$ 4,306.54	\$ 4,908.50	\$ 6,112.42

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
105	Telecommunicator EMD (uses 2288 hrs/yr)	Annual	\$ 46,675	\$ 54,261	\$ 61,846	\$ 77,017
		Monthly	\$ 3,889.58	\$ 4,521.71	\$ 5,153.83	\$ 6,418.08
106	Detention Corporal Advanced Emergency Medical Technician	Annual	\$ 49,012	\$ 56,976	\$ 64,940	\$ 80,868
		Monthly	\$ 4,084.33	\$ 4,748.00	\$ 5,411.67	\$ 6,739.00
107	Deputy Sheriff Detention Sergeant Reserve Deputy Sheriff Telecommunications Shift Supervisor	Annual	\$ 51,462	\$ 59,825	\$ 68,187	\$ 84,911
		Monthly	\$ 4,288.50	\$ 4,985.38	\$ 5,682.25	\$ 7,075.92
		Annual	\$ 54,033	\$ 62,814	\$ 71,595	\$ 89,157
		Monthly	\$ 4,502.75	\$ 5,234.50	\$ 5,966.25	\$ 7,429.75
109	Paramedic (uses 3,340 for FT ees)	Annual	\$ 56,737	\$ 65,957	\$ 75,176	\$ 93,615
		Monthly	\$ 4,728.08	\$ 5,496.38	\$ 6,264.67	\$ 7,801.25
110	Deputy Fire Marshal Deputy Sheriff Corporal Deputy Sherriff Detective Emergency Medical Services Lieutenant Fire Marshal/Plan Reviewer	Annual	\$ 59,573	\$ 69,254	\$ 78,934	\$ 98,294
		Monthly	\$ 4,964.42	\$ 5,771.13	\$ 6,577.83	\$ 8,191.17
		Annual	\$ 62,552	\$ 72,716	\$ 82,880	\$ 103,209
		Monthly	\$ 5,212.67	\$ 6,059.67	\$ 6,906.67	\$ 8,600.75
		Annual	\$ 65,679	\$ 76,352	\$ 87,025	\$ 108,370
112	Deputy Sheriff Sergeant Detective Sergeant EMS Asst Chief of Operations	Monthly	\$ 5,473.25	\$ 6,362.67	\$ 7,252.08	\$ 9,030.83
		Annual	\$ 68,964	\$ 80,170	\$ 91,375	\$ 113,788
114	Deputy Sheriff Lieutenant	Annual	\$ 72,410	\$ 84,178	\$ 95,945	\$ 119,478
		Monthly	\$ 6,034.17	\$ 7,014.80	\$ 7,995.42	\$ 9,956.50
115	Not used	Annual	\$ 76,030	\$ 88,387	\$ 100,743	\$ 125,451
		Monthly	\$ 6,335.83	\$ 7,365.54	\$ 8,395.25	\$ 10,454.25
116	Not Used	Annual	\$ 79,832	\$ 92,806	\$ 105,780	\$ 131,725
117	Deputy Sheriff Captain Detective Captain Detention Captain Sheriff CALEA	Annual	\$ 83,824	\$ 97,446	\$ 111,067	\$ 138,313
		Monthly	\$ 6,985.33	\$ 8,120.46	\$ 9,255.58	\$ 11,526.08
		Annual	\$ 88,016	\$ 102,318	\$ 116,620	\$ 145,227
118	Not Used	Annual	\$ 88,016	\$ 102,318	\$ 116,620	\$ 145,227

Grade	Job Title	Frequency	Minimum	Job Rate	Mid Point	Maximum
119	Deputy Sheriff Major	Annual	\$ 92,417	\$ 107,435	\$ 122,453	\$ 152,487
		Monthly	\$ 7,701.42	\$ 8,952.92	\$ 10,204.42	\$ 12,707.25
120	Not Used	Annual	\$ 97,038	\$ 112,808	\$ 128,577	\$ 160,112


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



## **Attachment C**

# **Harnett County Fiscal Policy**

- **Originally Adopted: May 7, 2021**
- **Approved Amendments as of November 7, 2016**
- **Approved Amendments as of February 17, 2020**
- **Approved Amendments as of February 15, 2021**
- **Approved Amendments as of July 1, 2023**
- **Approved Amendments as of July 1, 2024**

	<b>FINANCE POLICY</b>		<b>SUBJECT: FISCAL POLICY</b>
	<b>NUMBER 1</b>	<b>REVISIONS 3</b>	<b>BOARD APPROVAL DATE JUNE 25, 2024</b>
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**FISCAL POLICY – PURPOSE**


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

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

To these ends, the following fiscal policy is adopted:

**CAPITAL IMPROVEMENT PLAN (CIP) POLICIES**

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


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

**DEBT POLICIES**


1. The County will confine long-term borrowing to critical capital projects that cannot be financed from current revenues unless



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financing results in a net financial benefit to the county.

2. The County will take a balanced approach to capital funding by utilizing capital reserves and pay-as-you-go funding where possible. Pay-as-you-go funding will come from budgeted appropriations and funds set aside in capital reserves.
3. The county’s capital funding strategy should result in the least fiscal impact on current and future taxpayers.
4. When the County finances capital projects by issuing bonds or entering capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.
5. Net debt as a percentage of estimated market value of taxable property shall not exceed 2.5%. Net debt is defined as all debt that is tax-supported.
6. Debt Service expenditures as a percent of total governmental fund expenditures should not exceed 15%. Should this ratio exceed 15%, staff must request an exception from the Board of Commissioners stating the justification and expected duration of the policy exception. Exceptions shall be reviewed and approved annually by the Board of Commissioners until compliance is achieved.
7. The County will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.
8. Outstanding tax-supported debt principal shall be no less than 50.0% repaid in 10 years.
9. Enterprise Debt Policies:
  - A. The Enterprise Fund is responsible for setting rates and charges at such a level which maintains the "self-supporting" nature of the fund.
  - B. The County will target a minimum amount of equity funding of 10% of the Enterprise Fund capital improvement plan on a five-year rolling average.
  - C. The Enterprise Fund will comply with all applicable bond covenants.
  - D. The Enterprise Fund will maintain a debt service coverage ratio as defined by the General Indenture of the Enterprise System Revenue Bonds. These minimum requirements are summarized to be:

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- 1) 1.20x debt service coverage on Parity Indebtedness (Revenues for this measure may include 20% of the balance in the Surplus Account at the end of the preceding Fiscal Year)
- 2) 1.00x debt service coverage of Parity Indebtedness, General Obligation Indebtedness, Subordinate Indebtedness, Other Indebtedness, and any amount due to the Qualified Reserve Fund or Qualified Reserve Fund Substitute.

**RESERVE POLICIES**

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


**BUDGET DEVELOPMENT POLICIES**

1. The County will manage its annual budget to meet its legal and debt obligations, ensure adequate funding of current service

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levels, meet the priorities of the Board of Commissioners, maintain the County’s financial condition, and keep property tax increases to a minimum. The County shall operate under an annual balanced budget ordinance whereby the sum of net revenues and appropriated fund balances equals the expenditure appropriations.

2. The Budget Process will comply with the North Carolina Local Government Budget and Fiscal Control Act.
3. North Carolina statutes charge the County Manager with preparation of the recommended operating budget. It shall be his/her responsibility or that of his/her designee to coordinate the budget process; receive requests from County departments, Harnett County Public Schools, and Central Carolina Community College; and propose a recommended budget to the Board of Commissioners.
4. The Board of Commissioners is responsible for adopting an annual operating budget and may amend it as needed.
5. Use of one-time revenues: One-time revenues should not support ongoing personnel and operating costs. Use of one-time revenues is appropriate for capital outlay, CIP projects, debt retirement, contribution to capital reserve, and other non-recurring expenses. Proceeds from the sale of surplus capital items will go into the County’s general capital reserve unless proceeds are otherwise restricted.
6. The County will pursue an aggressive policy to collect current and delinquent property taxes, utility fees, licenses, permits and other revenues due to the County. The County will not waive any revenues due to the County unless those revenues were collected unlawfully.
7. The Finance Officer will generate reports that show actual revenues and expenditures compared to the budget and will present this to the County Board monthly.
8. Budget amendments will be brought to the County Board for consideration as needed.
9. New or increased services: The County should ensure adequate funding of current services before funding new or enhanced services.
10. Mid-year appropriations: All agencies supported by the county must function within the resources made available to them through the annual budget. The county will consider requests for new or expanded programs during the regular budget process. Only in extreme circumstances will such requests be considered outside of the budget process.
11. Funding-of Outside Agencies: From time to time, the County may elect to provide services through nonprofit agencies if those services meet the standard for public purpose as defined by the NC Constitution and the services can be achieved more cost

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effectively through the nonprofit. To receive county funding, nonprofits must abide by the county’s budget process and deadlines and provide the information requested during the budget process.

12. Grants: The County will pursue federal, state, and private grants to enhance services to County residents. However, the County will limit its financial support of grant- funded programs to avoid commitments that continue beyond funding availability. The County will not continue programs after grants have expired, except as expressly approved by the Board of Commissioners as part of the annual budget process. The grant approval process will proceed as follows:
  - a. If a grant does not require any county match, either cash or in-kind, and the funder does not expect the county to continue to fund a position or a program after the
    - i. grant, then the proposal can be reviewed and approved by staff. However, the County Manager may choose to present a grant proposal to the Board for approval, if he/she feels that it is appropriate.
  - b. If the grant requires a county match, either cash or in-kind, or the funder expects the county to continue to fund a position or program after the grant is complete, then the grant application must be submitted to the Board of Commissioners for approval.
  - c. For grants that require Board of Commissioner approval, but approval cannot be obtained before the grant deadline, the Manager’s Office can authorize the application with prior notice to the Chair and Vice Chair and report to the Board of Commissioners at their next meeting. If the Board of Commissioners does not approve the grant proposal, the funder will be notified that the county chooses to withdraw the application.
  - d. Departments shall be responsible for timely completion and filing of reports required by the grantor. Missing report deadlines shall be grounds for denying approval of future grant applications.
  - e. It will be the general policy of this Board that it will not absorb any reduction in State and Federal funds; however, the Board, in its discretion, may amend the budget ordinance to appropriate additional funds to compensate for the reduction in State and Federal funds so long as the ordinance, as amended, satisfies the requirements of G.S. 159-8 and 159-13. If the Board does not appropriate additional funds, the **agency shall reduce personnel or program expenditures to stay within the authorized County appropriation.**
  - f. The policy is extended to any agency that is funded by the County and receives State or Federal funds. This shall remain in effect until otherwise changed or amended by the Board of Commissioners. The County Manager is hereby directed to

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distribute this policy to each of the agencies that may be involved.

13. New positions: new positions for existing programs and services should be added when there is no other viable option. Alternatives, such as contracting, technology, and reassignment of duties should be fully explored and documented before new positions are funded.
14. Level of budgeting: To tie costs to specific services, departments shall submit budgets for each of their divisions or program areas. Department heads are authorized to **request** transfers of operating funds between their **budgeted** divisions. The Budget Officer must approve transfers. Transfers made from salary and wage accounts shall not result in an increase of salary obligations. Transfers into capital outlay lines shall not result in the purchase of additional capital items not previously approved by the Board of Commissioners. The County shall adopt budgets at the department level. Commissioners reserve the right to review and/or adopt budgets at a greater level of detail.
15. Justification for funding: Departments and agencies requesting funding from the county
  - a. Should justify their requests in terms of maintaining or increasing service levels. Departments should measure their performance in key service areas and periodically compare their performance to other jurisdictions to discover efficiencies and develop best management practices.
16. Contingency funds: Departments shall not include contingency funds in their respective budgets. The county shall include a general contingency fund in its annual budget. The amount of the contingency fund shall not exceed one percent of the annual budget.
17. Budget Officer: The County Manager serves as the budget officer. He/she is authorized to perform the following functions or delegate them:
  - a. Transfer funds within a department without limitation.
  - b. Transfer amounts of up to \$5,000 between departments of the same fund with a memorandum report on such transfers at the next regular meeting of the Board of Commissioners.
  - c. Transfer amounts of up to \$50,000 from contingency to any department with a memorandum report of such transfers at the next regular meeting of the Board of Commissioners. Greater amounts can be made available upon the agreement of the Board of Commissioners.

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- d. Employ temporary help from time to time to meet circumstances.
- e. Execute contracts if funds for the contract have been approved as part of the annual budget and the contract does not exceed the funds appropriated, the contract’s term does not exceed three years, all applicable state laws and county policies regarding purchasing are followed, and the contract does not exceed \$250,000.
- f. Execute on behalf of the Board of Commissioners any other contract, change order, purchase order or other instrument incurring any obligation which is specifically approved by the Board of Commissioners.
- g. Authorize payment in an amount not to exceed \$5,000 in settlement of any liability claims against the County or against any of its officers or employees.

18. Enterprise Funds:

- a. The County maintains Enterprise Funds (primarily water and wastewater and solid waste) that are self-sustaining for both operational and capital purposes. The Enterprise Funds will adhere to the County Fiscal Policy with any exceptions noted in the policy.
- b. Any improvements required to meet new regulatory requirements or to meet changes in the service demands will be included in either the capital improvement plan or the annual budget request, depending on the cost of the improvement.
- c. Service rates:
  - i. Service rates will be reviewed annually as part of the budget process.
  - ii. Service rates will be adjusted as needed to provide adequate funding for the proper operation, maintenance, and expansion of the system.
  - iii. Service rates will be adjusted as necessary to meet bond covenants, debt service obligations, and the Adopted Fiscal Policy.

**EDUCATION FUNDING POLICIES**

- 1. It is the intent of the County to appropriate funding to the Board of Education to assure that the necessary resources are provided


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for current expenses and to meet the low- wealth funding requirements.

2. The County will provide current expense funding based upon the most recent known 2nd month average daily membership (ADM) times the most recent known Three-Year Average of Appropriations as determined by the NC Department of Public Instruction.
3. The County will provide funds for Capital and Capital Maintenance. An amount equivalent to 65% of the prior year’s lottery proceeds will be disbursed based upon the adopted budget ordinance.
4. The County will detail the amounts to be budgeted under this policy as part of the annual budget ordinance.

**CASH MANAGEMENT/ INVESTMENT POLICIES**

1. It is the intent of the County that public funds will be invested in interest bearing accounts to the extent possible to reduce the dependence upon property tax revenues. Funds will be invested with the chief objectives of safety of principal, liquidity, and yield, in that order. All deposits and investments of County funds will be in accordance with N.C.G.S. 159.
2. Up to one-half (50%) of the appropriations to Non-County Agencies and to non debt supported capital outlays for County Departments can be encumbered prior to December 31. Any additional authorization shall require the County Manager's written approval upon justification. The balance of these appropriations may be encumbered after January 1, upon a finding by the County Manager that there is a reasonable expectation that the County' s Budgeted Revenues will be realized.
3. The County will use a Central Depository to maximize the availability and mobility of cash for all funds that can be legally combined.
4. Cash Flows will be forecasted, and investments will be made to mature when funds are projected to be needed to meet cash flow requirements.
5. Liquidity: No less than 20% of funds available for investment will be maintained in liquid investments at any point in time.
6. Maturity: All investments will mature in no more than sixty (60) months from their purchase date.
7. Custody: All investments will be purchased "payment-verses-delivery" and if certificated will be held by the Finance Officer in the name of the County. All non-certificated investments will be held in book-entry form in the name of the County with the

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County's third-party Custodian (Safekeeping Agent).

8. Authorized Investments: The County may deposit County Funds into: Any Board approved Official Depository if such funds are secured in accordance with NCGS-159 (31). The County may invest idle funds in the North Carolina Capital Management Trust, US Treasury Securities, US Agency Securities specifically authorized in GS-159 and rated no lower than "AAA", and Commercial Paper meeting the requirements of NCGS-159 plus having a national bond rating.
9. Diversification: No more than 25% of the County's investment funds may be invested in commercial paper.
10. Allocation: Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Officer.

**SUMMARY OF KEY POLICY RATIOS**

<b>Ratio</b>	<b>Target</b>
Tax Supported Debt to Assessed Value:	<2.5%
Tax Supported Debt Service vs. Expenditures:	<15.0%
Tax Supported 10- Year Payout Ratio:	>50.0%
General Fund Unassigned Fund Balance as a Percent of Operating Budget:	>15.0%
Enterprise Fund Pay-go Capital (5-year Rolling Average):	>10.0%
Enterprise Fund Parity Debt Service Coverage (with 20% of Surplus Account)	>1.20x
Enterprise Fund Debt Service Coverage on all Indebtedness:	>1.00x
Enterprise Fund Reserves as a Percent of Operating and Maintenance:	>50%



Attachment D

# Approved Best Management Practices for Capital Projects & Change Orders





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

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

**Attachment E**

# **Harnett Regional Water 2024-2025**

## **Capital Improvement Program**



# HARNETT REGIONAL WATER

## Capital Improvement Plan 2024-25

### EXECUTIVE SUMMARY

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

## DESCRIPTION OF COUNTY

**Demographics.** The County, formed in 1855, has a projected population of 136,709. The per capita income for the County is \$26,962 (83rd in NC) and the median household income is \$59,676 (30<sup>th</sup> in NC). The poverty rate is 13% and the unemployment rate currently stands at 3.6%.

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

### **Mission Statement.**

“Harnett Regional Water provides high quality water and wastewater services to residents and businesses in Harnett County and the surrounding region. The organization is focused on customer service and is committed to environmental stewardship. Its position on the Cape Fear River, combined with significant investments in infrastructure and foresight from past and current leaders, will allow Harnett Regional Water to continue to serve the rapidly growing central region of North Carolina.” HRW continues to grow from a single county water and sewer department to a regional water and wastewater provider.

**Description of Existing Facilities.** Harnett Regional Water provides water and/or wastewater services to approximately 110,000 Harnett County residents. HRW also provides public water to customers in Counties contiguous to ours. These Counties include Cumberland, Johnston, Moore, Lee, and Wake. The Harnett County Regional Water Treatment Plant supplies water to the Harnett County municipalities of Lillington, Angier, Erwin, and Coats. It supplies water to the Towns of Fuquay-Varina and Holly Springs in Wake County and also the Towns of Spring Lake and Linden in Cumberland County. It also jointly supplies water to Fort Bragg through a partnership with the Public Works Commission of Fayetteville. The Harnett County Regional Water Treatment Plant utilizes the Cape Fear River as the source for the system's drinking water and currently has a treatment capacity of forty-two million gallons a day (42 MGD). HRW's water system consists of nine County water and sewer districts. Each of these districts exists as a separate legal entity pursuant to Chapter 162A of the North Carolina General Statutes. The County maintains and operates the districts for a fee equal to the districts' debt service amount. This amount is paid from general revenues received from water and/or wastewater sales from the various districts. The County established a "Harnett County Public Utilities Fund" in 1998 that consolidated accounting for the operation of these districts. This allowed the department to budget revenues and expenditures in a consolidated manner rather than nine individual district budgets. HRW provides wastewater treatment to the Towns of Angier, Coats and Lillington in Harnett County. HRW also provides wastewater treatment to the Town of Fuquay-Varina in Wake County and Fort Bragg Army Base in Cumberland County. HRW was established in 1982 with approximately 600 water customers and 8 employees. We have grown in the forty-one years since to approximately 44,000 water customers, 14,000 sewer customers and 110 employees. HRW infrastructure consists of approximately 1,490 miles of water mains, 420 miles of sewer collection mains and totals over \$365 million dollars in assets. In addition to the 42 million gallon per day regional water plant mentioned above, other assets include 2 wastewater treatment plants with a combined treatment capacity of 22.5 million gallons per day, 20 elevated water storage tanks with 8.9 million gallons of capacity, 18.2 million gallons of ground storage capacity, a 60 million gallon reservoir, 24 water booster stations with pumping capacity of 133 million gallons per day and 102 sewer lift stations. Approximately 95% of Harnett County

residents now have access to public water. As is apparent from the above history, HRW has experienced tremendous growth and accomplishment through the valiant efforts and foresight of past and present Harnett County Commissioners and staff. Their dedication to a countywide water and strategically located sanitary sewer system is the reason for the utility's success.

## **WATER SYSTEM**

**Treatment Facility.** HRW's existing 42 mgd (million gallons per day) regional water treatment facility was recently upgraded to that capacity in FY 2016-17 at a cost of approximately \$12 million dollars. The project added four new filters, an upgraded alum sludge disposal system, new backwash/chemical storage and modified the raw water intake and raw water/reservoir low-lift pump stations. Moore County, Johnston County, the Towns of Holly Springs and Fuquay-Varina in Wake County, as well as Fort Bragg in Cumberland County are the current capacity holders in the Harnett County Regional Water Treatment Facility. Currently, HRW is piloting the current treatment facility to establish what improvements will be needed to safely remove PFAS and PFOA (and other such chemicals) from our water supply. Once the pilot study is complete the needed treatment improvements will be added to this capital improvement plan. Due to the tremendous residential growth in the County, Harnett Regional Water is also committed to building a new 8-10 mgd water treatment facility in the Erwin area of the County. Our planning estimates project the new plant will be needed to supplement the existing Harnett Regional Water Treatment Plant by the end of this decade. Cost estimates are currently approximately \$70 million dollars for the project as it will be funded by revenue bonds and HRW reserves. There is also the strong possibility that other surrounding entities will be interested in purchasing capacity in the new planned water treatment facility. Those discussions have already began.

**Water Supply Plan.** The State of North Carolina requires that all water systems submit an approved water supply plan annually. This plan is currently being updated by the HRW staff. The purpose of this plan is to provide evidence to the

State that the water system is providing adequate planning for the supply of water through a designated planning period. Water supply planning is also continuing in the area of hydraulic modeling as the engineering firm of Hazen & Sawyer is engaged in providing an updated water hydraulic model of our entire distribution system. This will be critical importance in planning and directing future water resources to accommodate new growth.

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

#### **Water Distribution System.**

HRW is in design discussions with the Town of Holly Springs in Wake County to upgrade our distribution system by constructing a 12 MGD intermediate pump station and 1 million gallon elevated storage tank to complete HRW's ability to supply the Town with their entire 10 MGD water capacity allocation. This project is estimated to cost approximately \$23 million dollars and would be jointly funded from the Town of Holly Springs and HRW. It is estimated to begin in FY 26 but could happen earlier depending upon the Town's schedule. The Erwin Water and Wastewater Project is planned for FY 25 and will make needed water and wastewater improvements in certain areas of the Town. This project is estimated to cost \$1.5 million dollars. The Harnett Jetport Utility Extension Project is planned for FY 27 and consists of the extension of approximately 5,000 linear feet of 8 inch waterline and 4 inch sewer force main with the construction of a wastewater pump station to serve the expansion of the facilities at and adjacent to the Harnett Regional Jetport. This project is estimated to cost approximately \$2.5 million dollars.



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

## **WASTEWATER SYSTEM**

**Wastewater Treatment and Collection.** The County currently owns two active wastewater treatment plants, the North Harnett Regional Wastewater Treatment Plant and the South Harnett Regional Wastewater Plant. The South Harnett plant began operation in June 2009 and has a capacity of 15 mgd. It serves all of the southern area of the County and Fort Bragg. The North Harnett Wastewater Treatment Plant has a capacity of 7.5 MGD and recently underwent major modifications to its filters and bio-solids storage facilities as part of the North Harnett Wastewater Treatment Plant Upgrade Project. This project was completed in FY 2020-21 at a cost of approximately \$11 million dollars. The North Harnett Wastewater Treatment Plant is also under construction for a major capacity upgrade which will increase the plant's capacity to 16 MGD. This project costs approximately \$112 million dollars and includes participation from our regional wastewater partner towns of Angier, Fuquay-Varina and Lillington. This major expansion is expected to be complete in FY 26. The Southwest Wastewater Pump Station & Force Main Project consists of the renovation of our regional sewer lift station and the construction of approximately 5 miles of 20 inch sewer force main along Hwy 87 in the Southwest portion of Harnett County. This project is currently under design and is estimated to cost approximately \$9 million dollars and construction should be underway in FY 25.

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

## FINANCIAL PLANNING

**Revenue Projections.** Revenue projections for the next 10 years are difficult if not impossible to correctly predict. They are tied to a myriad of factors including residential and commercial growth in the County, local and regional economic conditions, and the ability of our utility to meet all future water and sewer needs throughout the County and region. Before we can attempt to predict future revenues, we need to look at current revenue trends for the last several fiscal years.

**HRW Operating Revenues**

<b><u>Financial Period</u></b>	<b><u>Operating Revenues</u></b>
FY 13-14	\$34,624,099
FY 14-15	\$32,162,037
FY 15-16	\$34,446,531
FY 16-17	\$35,872,649
FY 17-18	\$39,203,558
FY 18-19	\$39,987,902
FY 19-20	\$41,091,355
FY 20-21	\$42,140,995
FY 21-22	\$49,139,362
FY 22-23	\$49,568,547

You can see from these figures that annual revenues increased by \$14,944,448 in the last nine fiscal years. This represents a 43% increase in annual operating revenues in that time span. The majority of this increase is due to the growth of water and wastewater infrastructure throughout the County and increasing growth of water supply to the surrounding region. Rates must be adjusted to cover the ever increasing cost of service to include debt repayment and meet capital reserve targets to cover emergencies and capital project funding. The overall financial strategy of the Department is to continue to maximize revenues consistent with an even pace of residential and commercial/industrial growth within the County. Expenditures will be kept in line consistent with adequately maintaining treatment and distribution systems while emphasizing regulatory compliance in all areas. Harnett Regional Water is at a historical crossroads in the sense that 95% of all County residents have access to water. Additional access to water has been the primary source of a growing revenue base in the past. However, since most areas within the County now have access to water, future revenue growth will be directly correlated to the Department’s goal to provide access to sewer to densely populated unincorporated areas of the County and the Department’s ever increasingly important role as a regional water and wastewater treatment provider to surrounding municipalities, counties and Fort Bragg.

## **CUSTOMER SERVICE IMPROVEMENTS**

HRW recently had a “Public Utilities Efficiency Study” completed by the Management Consulting firm of Martin-McGill out of Asheville, NC. Although the overwhelming result of the study was positive, one of the main recommendations for improvement within the department was in the area of customer service. Specifically, the need to upgrade existing outdated technologies such as water/sewer customer billing software that was over a decade old, asset management work order software, automated customer telephone systems, etc. HRW has aggressively started that process and has recently completed the installation of a new and enhanced customer information system (CIS) software system that includes a mobile work order and enhanced customer portal system. We have also engaged with new providers to enhance our existing Interactive Voice Response (IVR) telephone system to give customers access to enhanced technological features. HRW has also installed updated smart meters. These new meters send usage data to HRW through a wireless network and provide much more information to our customers and staff. All of these efforts have greatly improved our customers access to information and allowed us to serve their needs much more efficiently.

### **Capital Project Budget Summary**

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

EXPENDITURES											
	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Total Cost	Totals
Project Name	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	
NHWWTP Capacity Upgrade	\$111,376,000										\$111,376,000
SW WW PS & FM	\$8,526,978										\$8,526,978
NW Harnett Elementary Utility Ext Project	\$2,378,000										\$2,378,000
Erwin St Matthews Rd Utility Ext Project	\$1,000,000										\$1,000,000
Erwin Downtown Utility Project	\$526,357										\$526,357
Old Hamilton Rd Water Extension Project	\$1,596,073										\$1,596,073
Wake County Distribution Upgrade	\$22,280,000										\$22,280,000
BCC/Capeton Collection System Upgrade		\$10,793,200									\$10,793,200
Northeast Harnett Regional WTP Project			\$120,000,000								\$120,000,000
Harnett Jetport Utility Extension Project				\$2,500,000							\$2,500,000
NW Water Transmission					\$8,200,000						\$8,200,000
WTP Property Acquisition-Watkins 50 acres						\$1,000,000					\$1,000,000
SC Tank 5 Construction (Doc's/Nursery)							\$2,090,000				\$2,090,000
BCC Collection System Upgrade Ph II								\$3,750,000			\$3,750,000
Southwest Regional GST									\$3,004,180		\$3,004,180
MW Tank 6/SW Transmission Connect										\$390,000	\$390,000
<b>Totals</b>	<b>\$147,683,408</b>	<b>\$10,793,200</b>	<b>\$120,000,000</b>	<b>\$2,500,000</b>	<b>\$8,200,000</b>	<b>\$1,000,000</b>	<b>\$2,090,000</b>	<b>\$3,750,000</b>	<b>\$3,004,180</b>	<b>\$390,000</b>	<b>\$299,410,788</b>
REVENUES											
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	Totals
Grants from all sources	\$24,800,000	\$10,793,200									\$35,593,200
Revenue Bonds			\$30,000,000								\$30,000,000
State Revolving Loans			\$30,000,000								\$30,000,000
Regional Entity Participation			\$40,000,000								\$40,000,000
Holly Springs	\$17,426,667										\$17,426,667
Fuquay Varina	\$42,075,378										\$42,075,378
Angier	\$15,468,889										\$15,468,889
Lillington	\$6,187,556										\$6,187,556
Harnett Regional Water Reserves	\$41,724,918		\$20,000,000	\$2,500,000	\$8,200,000	\$1,000,000	\$2,090,000	\$3,750,000	\$3,004,180	\$390,000	\$82,659,098
<b>Totals</b>	<b>\$147,683,408</b>	<b>\$10,793,200</b>	<b>\$120,000,000</b>	<b>\$2,500,000</b>	<b>\$8,200,000</b>	<b>\$1,000,000</b>	<b>\$2,090,000</b>	<b>\$3,750,000</b>	<b>\$3,004,180</b>	<b>\$390,000</b>	<b>\$299,410,788</b>
Debt Summary											
	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	Totals
Actual New Debt	\$0	\$0	\$60,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000,000
Planned Rate Increases											
Current Rates/Water	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	Totals
\$22/2,000 min	no change	no change	no change	\$24.00	no change	no change	no change	\$26.00	no change	no change	
\$5.75/1,000 gal above min	no change	no change	no change	\$6.00	no change	no change	no change	\$6.25	no change	no change	
\$3.00 Bulk Rate	no change	no change	no change	\$3.45	no change	no change	no change	no change	no change	no change	
\$2.35 Bulk Rate Capacity Holders	no change	no change	no change	\$2.70	no change	no change	no change	no change	no change	no change	
% increase	no change	no change	no change	7%/15%	no change	no change	no change	7%	no change	no change	
Monthly \$ Increase in Avg Bill	n/a	n/a	n/a	\$2.75	n/a	n/a	n/a	n/a	n/a	n/a	
Revenue from increase	\$0	\$0	\$0	\$3,000,000	\$0	\$0	\$0	\$1,610,000	\$0	\$0	\$4,610,000
Current Rates/Sewer	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33	FY 2033-34	Totals
\$16 Flat	no change	no change	no change	\$17.00	no change	no change	no change	\$18.00	no change	no change	
\$6.5/1,000 gals	no change	no change	no change	\$7.00	no change	no change	no change	\$7.50	no change	no change	
\$2.75 Bulk Rate Capacity Holders	no change	no change	no change	no change	\$2.85	no change	no change	no change	no change	no change	
% increase	no change	no change	no change	7.5%	12%	no change	no change	7%	no change	no change	
Monthly \$ Increase in Avg Bill	n/a	n/a	n/a	\$3.50	n/a	n/a	n/a	\$3.50	n/a	n/a	
Revenue from increase	\$0	\$0	\$0	\$585,000	\$450,000	\$0	\$0	\$690,000	\$0	\$0	\$1,725,000

Duly adopted this the 25<sup>th</sup> day of June 2024, upon motion made by Commissioner Nicol,  
seconded by Commissioner Matthews, and adopted by the following vote:

Ayes: 5 Noes: 0 Absent: 0

Board of Commissioners of the County of Harnett

By: William Morris

William Morris, Chairman of the Board and of the governing body of all Water  
and Sewer Districts of Harnett County

ATTEST:

Melissa Capps

Melissa Capps, Clerk to the Board



Attachment F

# Approved Harnett Regional Water - Water and Sewer Ordinance





## WATER AND SEWER ORDINANCE

July 1, 2023



# **HARNETT REGIONAL WATER WATER AND SEWER ORDINANCE**

## **BOARD OF COUNTY COMMISSIONERS**

Matthew Nicol – Chairman  
William Morris – Vice-Chairman  
Lewis Weatherspoon  
Barbara McKoy  
W. Brooks Matthews

## **COUNTY OFFICIALS**

Brent Trout, County Manager  
Steve Ward, Director

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

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

Section 1. Authority.

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

Section 2. Definitions.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Controlled By is owned, operated or leased by.

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

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

Department shall mean Harnett Regional Water.

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

Development Property improved for commercial, industrial or residential purposes.

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

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

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

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

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

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

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

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

HRW shall mean Harnett Regional Water.

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

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

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

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

May is permissive (see “shall”).

NCDEQ North Carolina Department of Environmental Quality

NCDWQ North Carolina Division of Water Quality

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

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

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

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

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

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

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

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

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

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

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

Shall is mandatory (see “may”).

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

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



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

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

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

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

### Section 3. Water Laterals and Tap-On.

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

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

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

### Section 5. Application for Connection.

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

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

#### Section 6. Disapproval of Application.

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

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

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

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

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

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

#### Section 9. Maintenance Of Meters And Connections.

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

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

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

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

The following uses shall be classified as hazardous uses:

- (a) Hazardous uses include, but are not limited to: pumps or tanks handling sewage, radioactive, lethal, or toxic substances, boiler and steam connections, sewer waste lines, low inlets to receptacles containing toxic substances, coils or jackets used as heat exchangers, flush valve toilets without vacuum breaks, bacterial and viral materials, private wells or other private water supply, irrigation systems, water systems or hose connections, booster pumps, carbonation equipment, or similar hazard potential as determined by the Department.

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

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

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

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

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

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

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

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

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

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

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

Consumer responsibilities under this section include:

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

#### Section 11. When Water Meters Read.

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

## Section 12. Adjustment Of Overcharges.

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

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

## Section 13. Meter Tests.

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

#### Section 14. Bulk Water Usage.

HRW allows consumers or commercial establishments to use bulk water from public fire hydrants through the use of portable hydrant meters after an application has been made and deposit has been paid. The actual deposit shall be determined by HRW according to the size of the hydrant meter and is refundable upon the satisfactory return of the meter. Failure to return the meter in a timely fashion will result in the customer being charged for the full prevailing cost of the hydrant meter. A chain of custody form will be used to annotate the serial number of the hydrant meter, the customer name and relevant billing information, and the signature of the customer requesting the meter. A daily, monthly or yearly rental rate will be billed to the customer according to the desired usage. Any customer requesting to keep the meter for a year will be provided to pay that rental rate at the time of meter issuance or the beginning of each new yearly billing period. The water user also agrees to pay for water obtained at the rate of \$7.00 per 1,000 gallons. A chain of custody form will be used to annotate the serial number of the hydrant meter, the customer name and relevant billing information, and the signature of the customer requesting the meter. The applicant shall be responsible for any damage to the hydrant, meter, backflow, connections, etc., used in the installation and the cost of any such damage shall be taken from the deposit. After deducting the water bill, appropriate rental rate and any cost of damage to the installation, HRW shall refund the balance of the deposit to the applicant as soon as the meter is removed and returned to the HRW's stock. While in use, no wrench shall be used on the hydrant except a hydrant wrench furnished by HRW. If scarred by unauthorized methods, the cost of nut and labor to repair shall be charged to person responsible. Should the water bill, rental rate and cost of damage exceed the deposit, the user shall pay the amount of such excess to HRW.

#### Section 15. Tampering With Meters and Stopcocks.

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

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



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

Section 17. Protection Of Water Supply.

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

Section 18. Repealing Clause.

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

Section 19. Procedures.

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

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

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

#### Section 20. Initial Or Minimum Charge.

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

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

Section 21. HRW's Responsibility And Liability.

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

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

## Section 22. Consumer's Responsibility.

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

Section 23. Access To Premises.

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

Section 24. Change of Occupancy.

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

Section 25. Suspension Of Service.

- (a) Services may be discontinued at the request of the consumer, provided the consumer pay all current balances. When services are discontinued and all bills paid, the deposit will be refunded in accordance with this Ordinance.
- (b) Services may also be discontinued by HRW to any customer whose account remains delinquent for more than ten (10) days. The deposit will be applied by HRW toward settlement of the account. Any balance will be refunded to the consumer; but if the deposit is not sufficient to cover the bill, HRW may proceed to collect the balance in the usual way provided by law for the collection of debts.
- (c) Service discontinued for non-payment of bills will be restored, at the request of the consumer only after bills are paid in full, and a service charge of \$40.00 paid for each meter reconnected except as set forth hereafter. The consumer being reconnected must also make the required deposit. The consumer may elect to pay an additional service fee of \$50.00 to expedite the reconnection process. The payment of this fee will guarantee the reestablishment of water service to the consumer on the same day the account is paid in full.

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

Section 26. Complaints - Adjustments.

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

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

Section 27. Classifications, Rates, Fees and Charges.

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

(a) Classification of Service.

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

(b) Rate Schedule:(1) Residential:

<u>Water Schedule</u>	<u>Monthly</u>
Flat rate, first 2,000 gallons (minimum)	\$ 22.00
All water used over 2,000 gallons	\$ 5.75 per 1,000 gallons

<u>Sewer Schedule</u>	<u>Monthly</u>
Flat Rate, no gallons	\$ 16.00
Commodity charge	\$ 6.50 per 1,000 gallons
Flat sewer rate, one person household	\$ 42.00
Flat sewer rate, two or more in household	\$ 48.00

(2) Commercial:

<u>Water Schedule</u>	<u>Monthly</u>
Flat rate, first 2,000 gallons (minimum)	\$ 30.00
All water used over 2,000 gallons	\$ 5.75 per 1,000 gallons

<u>Sewer Schedule</u>	<u>Monthly</u>
Flat rate, no gallons	\$ 45.00
Commodity charge	\$ 6.50 per 1,000 gallons
Flat rate, institutional, no gallons	\$ 300 minimum
Commodity charge	\$ 6.50 per 1,000 gallons



(3) Bulk Municipal:

Water- \$ 3.00 for each 1,000 gallons used. Where bulk municipal connections exist, HRW may require that the water purchaser guarantee a minimum usage allocation and payment for the same, whether used or not.

Water-Capacity Owners- \$2.35 for each 1,000 gallons used. Bulk municipal rates may differ depending upon the purchase of capacity in County owned production facilities and/or other extenuating circumstances deemed by HRW.

Water-Woodlake- \$3.20 for each 1,000 gallons used.

Sewer- \$ 2.75 for each 1,000 gallons treated.

Sewer-Linden Oaks- \$3.00 for each 1,000 gallons treated.

Energy Charges-\$ .35 for each 1,000 gallons of water used.

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

(c) Tap-On-Fees.

Water Services

2	inch connection	\$ 3,500
1	inch connection	\$ 2,200
3/4	inch connection	\$ 1,200

Sewer Services

4	inch gravity connection	\$ 1,500
6	inch gravity connection	\$ 2,500

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

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

(d) Hydrant Meter Charges.

<u>Services</u>	<u>Charges</u>
3/4 inch hydrant meter	\$250.00 Refundable Deposit \$5.00/day or \$140.00/month rental rate \$1,200.00/yearly rate (must be paid up front) \$7.00/1,000 gallons
3 inch hydrant meter	\$500.00 Refundable Deposit \$10.00/day or \$280.00/month rental rate \$2,500.00/yearly rental rate (must be paid up front) \$7.00/1,000 gallons

(e) Septage Hauler Waste Fee

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

This service is available only to those applicants having obtained prior written approval from the HRW Wastewater Division. Waste from septic tanks and portable toilets shall be accepted if it fully conforms with the Harnett County Sewer Use Ordinance.

(f) Rates for persons living outside the District.

Rates for persons living outside of Harnett County and served by HRW water lines owned or operated by HRW or a District shall be equal to rates for persons living inside Harnett County so long as no tax is levied within Harnett County for support of

the system; if a tax is levied on users inside Harnett County for the purpose of supporting the water system, then the users outside Harnett County shall pay an increased rate.

(g) Water and Sewer System Development Fees.

System development fees (SDFs) are a one-time charge implemented to recover the costs associated with capital investments made by a utility system to make service available to future users of the system. Such capital costs include the construction of facilities as well as engineering, surveys, land, financing, legal and administrative costs.

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

In instances where separate agreements are established for land subdivisions that exceed 200 lots, as described in section 29.1 (b) below, these fees will be paid at the time of execution of the agreement and held in escrow until such time as the balance of said fees are drawn down when individual building permits are issued within the development. The fees held in escrow will always be drawn down prior to any individual payments for lots at the time of application for a building permit. If the rate of said fees established by the Harnett County Board of Commissioners increase or decrease while still in escrow then any material difference must be paid or likewise credited to the escrow when the building permit is issued. If for any reason HRW rescinds the capacity allocation, as described in section 29.1 (b) below then all remaining fees for lots without building permits issued still held in escrow will be refunded to the payee.

(h) Plan Review Fees

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

#### Section 28. Connection to Existing Systems.

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

#### Section 29.1 Water and Sewer Extension in New Developments.

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

##### (a) Water and Sewer Plan Requirements.

If a water distribution or sewer collection system is to be installed in a subdivision in HRW's jurisdiction, and the system is to be assumed and maintained by HRW immediately upon completion of installation, a complete set of construction plans must be provided for the proposed system. The plans shall be prepared by a N.C licensed professional engineer serving as the Engineer of Record for the development and shall have their seal and signature with the date on each plan. Water and sewer plans shall include a determination of the estimated water and sewer capacity needed to serve the development based on NCDEQ design standards and shall consist of an overall composite plan, large scale individual plans with profiles as needed, detail sheets, grading plans, erosion control plans, specifications and calculations. Plans must also be submitted in electronic formats to include Computer Aided Design (CAD) and/or Portable Document Format (PDF). Plans will provide for the construction of water infrastructure from the point of connection with existing HRW water mains to the meter boxes of the properties to be served and for sewer infrastructure from the sewer clean out to the connection with existing HRW sewer mains. The plans must conform to HRW specifications, N.C. Administrative Code 15A Subchapter 2T Waste Not Discharged to Surface Waters and to Title 15A Subchapter 18C- Rules Governing Public Water Systems.. The engineer shall provide sealed as-built plans and location maps for all valves and hydrant locations upon construction completion.

(b) Capacity Allocation Determination

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

(c) Shop Drawing Review.

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

(d) Conformance and Inspection/Oversight.

Improvements shall be installed in accordance with the established specifications, and other applicable policies of HRW. Contractor shall conform to all applicable local, state and federal regulations. No field changes to the plans are allowed without prior written approval from HRW. The Developer shall, at his expense, retain the services of the Engineer of Record for the purposes of providing necessary inspections and supervision of the construction work, record drawings and Engineer certifications. The engineer is responsible to insure that construction is, at all times, in compliance with accepted sanitary engineering practices and the approved plans and specifications. A copy of each Engineer's field report is to be submitted to HRW as each such inspection is made. Water and sewer infrastructure must

pass all tests as required by HRW specifications and those of all applicable regulatory agencies. These tests include, but are not limited to, air test, vacuum test, mandrel test, visual test, pressure test, bacteriological test, etc. A HRW inspector must be present during testing. All test results must be submitted to HRW. All tests must be satisfied prior to Final Inspection. Following completion of construction of all water and sewer infrastructure delineated in the approved water and sewer plans a Final Inspection must be requested in writing by the Developer or Developer's engineer. The Developer's engineer and HRW inspector shall prepare a written punch list of any defects or deficiencies noted during this inspection, should any exist. Upon completion of the punch list, the Developer's engineer will schedule another inspection. In the event the number of inspections performed by HRW exceeds two, additional fees may be assessed to the Developer.

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

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

(f) Easements for Future Water and Sewer Lines.

The Developer shall secure the services of a professional engineer to design the system in accordance with HRW specifications. HRW desires to develop its water and sewer infrastructure in an orderly manner that minimizes energy consumption and makes the most efficient use of existing and proposed infrastructure. To accomplish this, the Developer may be required as a condition of approval of their development to dedicate easements with the boundaries of the development to HRW for placement of future water and sewer infrastructure. The Developer shall incorporate the requested easements in the water and sewer plans submitted for the proposed development. Water and/or wastewater infrastructure proposed for acceptance and ownership by HRW must be in a dedicated utility right-of-way/easements or public right-of-way/easements. The cost associated with the acquisition of any easement or right-of-

way contract for extensions of water and/or sewer mains over privately owned lands will be solely borne by the Developer. HRW also prefers that the Developer acquire these rights-of-way privately if at all possible. Further explanation of HRW's participation in easement acquisition for private development is explained in Section 30.2 below.

(g) Transfer of Title.

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

- (1) Convey at no cost to HRW, its successors or assigns by good and sufficient easement deed or dedication in right-of-way in a form satisfactory to HRW a perpetual right, easement and privilege to operate, maintain and repair or replace all water and wastewater mains, pipes, connections, pumps and meters within granted easements upon Developer's property in connection with supplying water and wastewater service to the inhabitants, occupants and customers in Developer's property and secure from each mortgagee and lien or a release of mortgagess' and lienors' interest in the easement and fixtures thereon for so long as the easement is used for the operation, maintenance, repair replacement of water and wastewater mains, pipes, connections, pumps and meters within the easements.
- (2) Transfer at no cost to HRW all Developer's right, title and interest in and to all of the water and wastewater supply lines, mains, connections pipes, valves, meters and equipment installed up to and within granted easements and right-of-way for the purpose of supplying water service and wastewater collection for the inhabitants, occupants and customers in Developer's property.
- (3) Furnish HRW with an AFFIDAVIT that all persons, firms or corporations who furnished labor or materials used directly or indirectly in the prosecution of the work required to be performed by the Agreement have been paid. Said AFFIDAVIT shall be written in such a form as approved and accepted by HRW.
- (4) Furnish HRW with a RELEASE OF LIEN from all contractors and suppliers of materials and/or labor who might have acquired interest into the installations by the supply of materials and/or labor otherwise.
- (5) Furnish HRW with all Manufacturers' warranties which Developer might have received or is due to receive on any part of the installations.

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

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

(h) Metering Requirements.

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

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

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

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

### Section 29.2 Acquisition of Easements For Developers In County Participation Projects

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



then in conjunction with HRW meet with the Developer to review their obligations. All property maps and descriptions will need to be approved by HRW and need to comply with these standards and procedures.

- (a) One (1) copy of blueprint of each map with a copy of the descriptions of the taking shall be submitted by the Developer's engineering firm/surveyor for review. The map and descriptions need to be sealed by a professional surveyor.
- (b) Legal will contact the Developer's engineering firm/surveyor after review is completed so that review comments can be addressed.
- (c) The Developer's engineering firm/surveyor will have to re-submit a copy of blueprint of the corrected plans and a copy of the corrected descriptions, together with all the copies marked with corrections requests.
- (d) When Legal is satisfied that all changes have been made, the Developer's engineering firm/surveyor will be contacted and asked of submission of the following items:
  - 1) The original mylar of the plans, signed, sealed and dated by a professional surveyor.
  - 2) A copy of the legal description, signed, sealed, and dated by a professional surveyor.
  - 3) A dxf of dwg drawing file submitted on a flash drive or through email, for all computer-generated with the drawings. This file should be on project coordinated (I.e. NAD83 coordinates). Also an ASCII points file, with the point number, coordinates, and descriptor of each point.
- (e) The Developer's attorney will need to prepare the required deeds and contact the County's Legal Department for the approval of the deeds.
- (f) The Developer or his attorney will furnish the Legal Department with a copy of the deeds after they have been recorded in the Office of the Register of Deeds of Harnett County, NC.
- (g) In lieu of preparing property maps, legal descriptions, deeds and deeds of assignment, the Developer may choose to have his surveyor prepare a plat of recordation. The Legal Department will still review the plats. Once the maps have been finalized they will need to be submitted to the Planning Department for their review. The Developer may then have the owners sign dedications statements on the plat.
- (h) In the event that the property owner denies the Developer's surveyor access to the property, the surveyor shall compile the maps needed for the easements from publicly available sources and use these documents to estimate the easement square footages required. The estimated value of the easements, per square footage, based on the independent appraisal

shall be multiplied by the estimated required square footage of the easement as a basis of offer. This offer may be considered as sufficient proof that a good-faith effort was made. Final settlement value will be contingent upon a survey meeting HCDPU's requirements as stated above.

- (i) The Developer shall send letters to the property owners requesting permission of site access and HRW will initiate contact with the affected property owners to alert them to the activity. Based on the approved drawings and descriptions, the Developer commissions an independent appraisal of the properties. An offer shall be in writing to the property owner and sent via certified mail, return receipt requested. Upon refusal of the offer, as detailed above:
- (j) HRW will schedule a meeting with the Developer and the affected property owner(s) to; discuss the situation, explain the necessity for the project (e.g. public good, public necessity, coordination with the long-term infrastructure development of the County), and ascertain that an offer has been made and effused. Furnish Legal Department copies of correspondence as written documentation.
- (k) If condemnation proceedings are the only option left to obtain the necessary easements, a Board of Commissioner Agenda item from the Harnett Regional Water Director to the County Manager must be prepared and sent and copied to the Legal Department.
- (l) Legal Department will notify the Developer and the affected property owners as to the date, which the Board of Commissioners will consider the request.
- (m) Board of Commissioners will decide as to whether or not to direct Legal to initiate the condemnation process of the property in question. Condemnation under this Policy shall be subject to the Board of Commissioners findings of public purpose, public necessity, and approval of exercise of eminent domain.
- (n) Upon the Board of Commissioners approval and prior to HRW staff starting action, the Developer to deposit with HRW twice the amount of the estimated cost of the right-of-way.

The Developer will have the right to have his attorney participate in the process in conjunction with HRW attorneys. If the Developer elects not to, he shall furnish a waiver to HRW to that effect. Upon obtaining the right-of-way, HRW shall refund to the Developer all funds (item m) over and above those required to obtain the right-of-way. In the event that condemnation becomes and is approved by County Commissioners, the Developer shall write a letter to HRW stating that he will be fully responsible for any and all cost and

expenses awarded by the court in the condemnation case. For County projects, that letter will be written to the County Development Services Department. At the option of HRW, the Developer may be required to deposit additional funds up to five times the amount of the estimated right-of-way value. HRW will retain these funds until completion of the judgment, at which time any remaining monies will be returned to the Developer. The money on deposit with HRW will bear no interest.

Section 29.3 Extension of Water and Sewer Lines Within County.

(a) HRW currently extends service by 3 methods:

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

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

- |   |                  |
|---|------------------|
| 1. Public Health Severity                           | 40 points        |
| 2. Cost Feasibility Based Upon Return of Investment | 40 points        |
| 3. Contributed Capital by Individual or Business    | <u>20 points</u> |

Points Maximum 100 Points

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

#### Section 29.4 Extensions Outside of County.

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

#### Section 29.5 Extensions Made by Other than HRW Personnel.

- (a) Extensions of HRW's water or sewer system installed by other than HRW personnel, whether inside or outside the county, shall be installed by a licensed utility contractor in accordance with the provisions of this policy as well as other HRW specifications and requirements. Among other matters, such specifications shall govern the size of all lines, their locations, grades, materials used, manner of installation and provision for future extensions.
- (b) No construction or any addition to HRW's water or sewer system shall commence until detailed plans have been reviewed and approved by the Director of Harnett Regional Water or the designee of the Director. Such plans shall include whatever information the administrator deems necessary to determine whether the proposed extension complies with all applicable HRW specifications and requirements.

- (c) Water lines intended for addition to HRW owned water system will be allowed to connect to the system if installed within the rights-of-way of a dedicated street or if adequate permanent easements are provided. Sewer lines shall also be installed within public street rights-of-way wherever practical, but HRW may accept sewer lines constructed on private property (where the topography makes this necessary) if adequate permanent easements are provided.
- (d) To protect street surfaces, HRW shall require that whenever extensions of water or sewer lines are made to properties or within new subdivisions, laterals be extended to all properties expected to tap onto such water or sewer lines.

Section 29.6 Observation by HRW of Work Done by Others.

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

Section 29.7 Dedication of Water and Sewer Line Extensions.

- (a) All water and sewer mains constructed and connected with the water and/or sewer facilities of HRW pursuant to this section shall be conveyed to and become the property of HRW upon completion and acceptance by HRW. Connection to the system and acceptance by HRW shall constitute dedication of a water or sewer main extension by the person responsible for the extension.
- (b) Following dedication as provided in Subsection (a), HRW shall have exclusive control of all water or sewer lines and shall be responsible for their maintenance, repair and operation. However, the conveyor of additions to the system

shall guarantee the entire project against defective material and workmanship for a period of twelve (12) months from the date of acceptance of the project, including such incidental damages as may arise from such claims.

Section 30. Delinquent Service Fees.

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

Section 31. Sprinkler Connections.

- (a) Application for Full Service and Retrofitted Sprinkler Connections shall be made in person at HRW. Forms to be used in application processing shall be administratively prepared and matters otherwise associated with service application shall be processed pursuant to and in accordance with the rules, regulations, policies and/or procedures applicable to the service district within which the premises to be served is located.
- (b) The same schedule of connection or tap-on-fees applicable in the service district within which the premises to be served is located shall apply with respect to Full Service Sprinkler Connections.

- (c) The following schedule of connection or tap-on-fees shall apply in all service districts to the Retrofitted Sprinkler Connection:

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

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

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

**Section 32. Provision for Cut-Off Valve**


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

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

Duly Adopted this 5<sup>th</sup> day of June 2023, upon motion made by Commissioner Morris and adopted by the following vote:

Ayes 4 Noes 0 Absent 1

Board of Commissioners of the County Harnett County

By:   
Matthew Nicol, Chairman of the Board and of the  
Governing body of the Water and Sewer Districts of  
Harnett County.



Appendix 2

# Harnett County Approved 2025 -2031 Capital Improvements Program Summary





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## About the Capital Improvements Program (CIP)

The CIP is a long-term plan for funding the County's major capital needs. It shows how facilities, equipment, and other projects that cost \$100,000 or more could be scheduled and funded over the next seven years, beginning in FY 2025 .

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, 2023. Staff provided support to Harnett County Schools (HCS) and Central Carolina Community College (CCCC).
- > The Manager's Office is responsible for reviewing new and existing requests and recommending a proposed CIP to the Board of Commissioners. The recommended CIP was presented on November 20, 2023. During the November 28, 2023, work session, Commissioners reviewed the recommendation in detail.
- > Public comment was held on December 4, 2023.
- > The CIP was adopted on December 18, 2023.

### Overall Approach

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.

While many of the projects are funded through capital reserve funds, the CIP proposes three projects funded through debt, including the construction of a middle school, a gymnasium addition at Lillington-Shawtown Elementary School, and the construction of a new animal shelter. The animal shelter and middle school projects were previously earmarked as future endeavors in the previous year's CIP.

Staff tries to include reasonable escalation of costs in project budgets, but because projects are scheduled in the future actual inflation may prove higher than planned inflation. Due to the current high demand for construction and the increasing cost of materials, the prior escalation of 5-8% is now too low, and higher rates are now being applied.

### **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 2023, as part of its FY 2024 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 2023 Estimated Cost	How CIP Addresses
<b>Current Projects</b>		
Weapons Detection System	\$ 3,977,247	New - Included as a funded project
Northwest Harnett Elementary School	\$ 42,783,565	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)	\$ 8,957,730	ESSER funded
Overhills Elementary School Addition (300 seats with cafe expansion)	\$ 6,291,541	ESSER funded
Highland Elementary School Addition (300 seats with cafe expansion)	\$ 7,514,875	ESSER funded
Harnett Central High School Stadium Press Box	\$ 416,731	Not submitted as a CIP request; locally funded in FY 2023
Western Harnett High School Stadium Press Box	\$ 385,879	Not submitted as a CIP request; locally funded in FY 2023
Central Services/BOE (Facility Renovations)	\$ 3,834,191	ESSER and locally funded
Dunn Elementary School (Classroom Addition)	\$ 7,575,423	ESSER funded
<b>Tier 1 Projects (Immediate to 1 year)</b>		
New Child Nutrition Freezer/Cooler	\$ 4,294,035	New - Included as a funded project (estimated cost as of October 2023)
New School Transportation Facility	\$ 13,974,181	Included as a future project (estimated cost as of October 2023)
New Custodial/Storage Facility	\$ 6,600,000	Included as a future project
Flatwoods Middle School (1100 seats, not incl. land)	\$ 78,000,000	Included as a funded project (estimated cost as of September 2023)
New South Harnett Lillington/Highland High School (2000 seats, not incl. road extension)	\$ 95,000,000	Included as a future project
Lillington-Shawtown Elementary School Gym Addition	\$ 7,285,000	New - Included as a funded project
LaFayette Elementary School Renovations	\$ 1,000,000	Included as a future project
Harnett Early College at Dunn Relocation/Renovations	\$ 565,000	Included as a funded project (estimated cost as of October 2023)
Flatwoods Elementary School	\$ 43,000,000	Not submitted as a CIP request
<b>Tier 2 Projects (2 to 3 years)</b>		
STAR Academy Renovations/Replacement	\$ 100,000	Included as a future project; Will be removed from CIP when property exchange is final
Triton High School Auxiliary Gym Addition	\$ 10,000,000	Not submitted as a CIP request
Harnett County Early College/Career Tech Center (Lillington)	\$ 30,000,000	Not submitted as a CIP request
Buies Creek Elementary School Replacement	\$ 35,000,000	Included as a future project
Harnett Central HS/Triton HS/Western Harnett High School Renovations	TBD	Not submitted as a CIP request

Category/Projects	April 2023 Estimated Cost		How CIP Addresses
<b>Tier 3 Projects (4 to 7 years)</b>			
Southwestern Harnett-area Elementary School (NC 87 corridor)	\$	43,000,000	Not submitted as a CIP request
Northern/Northwest Harnett-area Elementary School	\$	43,000,000	Not submitted as a CIP request
North Harnett Primary Renovations		TBD	Not submitted as a CIP request
<b>Tier 4 Projects (Beyond 7 years)</b>			
Western Harnett-area Middle School	\$	75,000,000	Not submitted as a CIP request—beyond CIP timeframe
Northwestern Harnett-area Middle School (land procured)	\$	75,000,000	Not submitted as a CIP request—beyond CIP timeframe
Other School Renovations (school-by-school basis)		TBD	Not submitted as a 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, Deputy and 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

The FY 2024-2030 CIP was approved by the Board of Commissioners on December 19, 2022.

Changes to previously approved CIP include the following:

- > Animal Services -- Animal Shelter Replacement: Construct a new animal services shelter facility at a location to be determined [+9,216,076].
- > Establish a Central Carolina Community College (CCCC) -- Capital Reserve Fund: Establish an annual contribution to CCCC Capital Reserve Fund. Funds will be used for building renovations and to replace critical mechanical systems, HVAC systems, parking lots, and roofs before failure [+589,000].
- > Central Carolina Community College (CCCC) -- Miriello Building HVAC Replacement: Replace the HVAC units located in the Miriello Building on the main Harnett Campus in FY 2024 [+210,000].
- > Central Carolina Community College (CCCC) -- Etheridge Renovations: Renovate the interior of the Etheridge Building on the main Harnett Campus in FY 2030 [+1,880,920].
- > Central Carolina Community College (CCCC) -- Miriello Renovations: Renovate the interior of the Miriello Building on the main Harnett Campus in FY 2027 [+1,648,081].
- > Department of Social Services (DSS) – Second Floor Upfit: Upfit approximately 5,400 square feet of shell space in the Harnett County Department of Social Services to allow for social distancing and accommodate additional staffing [+1,200,000].

- > Development Services -- Comprehensive Land Use Plan Update: 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 in FY 2024 [+219,000].
- > Emergency (VIPER) Radios Replacement -- Municipal Police Departments: Replace 121 mobile and 121 portable VIPER radios for Harnett County Municipal Police Departments before July 1, 2025, when the state will require the existing radios be upgraded [+1,571,309].
- > Emergency Medical Services (EMS) -- County Morgue: Construct an 800-square foot morgue to provide adequate cooler space to store up to 16 decedents in FY 2025 [+396,100].
- > Emergency Medical Services (EMS) -- Stretchers and Power Load Equipment Replacement: Replace all EMS stretchers and power load equipment in FY 2031 to ensure the equipment continues to function at an optimal level [+1,163,524].
- > Facilities Maintenance -- HVAC Control Upgrades and Standardization: Acquire software to upgrade and standardize all HVAC controls in the Health Science, Tax and Register of Deeds, Courthouse, and Government Complex buildings in FY 2024 [+500,775].
- > Harnett County Schools -- Early College at Dunn Relocation/Renovation: Renovate Wayne Avenue School to prepare the school for the relocation of the Early College at Dunn in FY 2024 [+524,056].
- > Harnett County Schools -- Child Nutrition Freezer/Cooler: Construct a 6,450-square foot stand-alone 400 pallet capacity freezer and cooler to store food supply until it is distributed to Harnett County Schools in FY 2025 [+4,294,035].
- > Harnett County Schools -- Flatwoods Middle School: Construct a new 174,000-square-foot school to accommodate 1,100 students and to alleviate existing and projected overcrowding at Harnett Central and Overhills middle schools in FY 2025 [+78,000,000].
- > Harnett County Schools -- Lillington-Shawtown Elementary School Gym Addition: Construct a 7,000- square-foot gymnasium addition at Lillington-Shawtown Elementary to provide adequate recreational and assembly space for students in FY 2025 [+7,285,000].
- > Harnett County Schools -- Weapons Detection Systems: Purchase and install Weapons Detection Systems at all 29 Harnett County Schools in FY 2024 [+3,977,247].
- > Harnett County Sheriff -- Detention Center Body Scanner System: Purchase and install a body scanner system at the Harnett County Detention Center. The project will be funded through an OSBM grant in FY 2024 [+166,000].
- > Harnett County Sheriff -- Generator Purchase and Installation: Purchase and install a 1,000 KW generator at the Harnett County Sheriff's Office and Detention Center to provide sufficient backup power to run the building systems, including HVAC. The project will be funded through an OSBM grant in FY 2024 [+2,700,000].
- > Information Technology -- Core Storage Infrastructure Upgrade/Replacement: Replace existing, out-of-warranty core storage infrastructure to align our technology resources with future needs, enhance productivity, expand data storage capacity, and ensure uninterrupted service availability [+400,000].

The CIP includes 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. .



## Add Future Projects

- > Harnett Regional Jetport (HRJ) -- Runway Expansion: Construct a 500-foot extension of the HRJ runway to provide adequate space to meet the demands of the growing aviation industry in our region.

## Assumptions

Generally, construction costs are inflated 10-12% 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 in the next ten years. 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 2022 Analysis of Debt report):

- > The debt to appraised value ratio is 1.793%. The average ratio of counties 100,000 to 249,999 population is 0.96%. The highest ratio in the population group is 1.793%.
- > Harnett County's debt per capita (what each resident would owe if the debt had to be repaid today) is \$1,272. The average debt per capita for the population group is \$1,150. The highest debt per capita in this group is \$2,250..

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.

## Action Summary

### Project Status

#### New

Central Carolina Community College (CCCC) - CCCC - Capital Maintenance & Replacement Fund  
 Harnett County Schools - Child Nutrition Freezer/Cooler  
 Information Technology - Core Storage Infrastructure Upgrade/Replacement  
 Emergency Medical Services (EMS) - County Morgue  
 Harnett County Sheriff - Detention Center Body Scanner System  
 Harnett County Schools - Early College at Dunn Relocation/Renovation  
 Central Carolina Community College (CCCC) - Etheridge Renovations  
 Harnett County Schools - Flatwoods Middle School  
 Harnett County Sheriff - Generator Purchase and Installation  
 Harnett County Schools - Lillington-Shawtown Elementary School Gym Addition  
 Central Carolina Community College (CCCC) - Miriello HVAC Replacement  
 Central Carolina Community College (CCCC) - Miriello Renovations  
 Emergency Medical Services (EMS) - Stretchers and Power Load Equipment Replacement

#### Approved-No Contracts

Public Library - Benhaven Branch Library  
 Parks & Recreation - Boone Trail Park Development Phase 1  
 Parks & Recreation - Cape Fear Shiner Park Development Phase 2  
 Emergency Medical Services (EMS) - Cardiac Monitors Replacement  
 Development Services - Comprehensive Land Use Plan Update  
 Emergency Medical Services (EMS) - Convalescent Transport Unit Replacements  
 Information Technology - Core Server Infrastructure Upgrade/Replacement  
 Harnett County Schools - Electronic Door Locks  
 Emergency Services - Emergency (VIPER) Radios Replacement - Municipal Police Departments  
 Emergency Medical Services (EMS) - Emergency Medical Services Capital Reserve Appropriation  
 Emergency Medical Services (EMS) - Emergency Transport Unit Remounts  
 Emergency Medical Services (EMS) - Emergency Transport Unit Replacements  
 Facilities Maintenance - Facilities Capital Maintenance & Replacement Fund  
 Parks & Recreation - Greenway Trail Construction Capital Reserve Appropriation  
 Harnett County Schools - Harnett County Schools Maintenance Fund  
 Harnett County Schools - Harnett County Schools Weapons Detection Systems  
 Facilities Maintenance - HVAC Control Upgrades and Standardization

Parks & Recreation - Neills Creek Park Development Master Plan and Park Development Phase 1  
Solid Waste - Northwest Convenience Center Relocation  
Parks & Recreation - Northwest Harnett Park Development  
Parks & Recreation - Parks & Recreation Capital Reserve Appropriation  
Parks & Recreation - Patriots Park Development Phase 3  
Department of Social Services (DSS) - Second Floor Upfit  
Harnett County Sheriff - Sheriff Capital Reserve Appropriation

### **Approved-Contracts Let**

Parks & Recreation - Benhaven Community Park Redevelopment  
Information Technology - Broadband Expansion Initiative  
Harnett Regional Jetport (HRJ) - Harnett Regional Jetport Master Plan Update  
Harnett County Schools - Johnsonville Elementary School Phase 1 Expansion & Renovation  
Parks & Recreation - Neills Creek Park Restroom, Concession & Maintenance Building  
Harnett Regional Jetport (HRJ) - New Terminal Construction  
Parks & Recreation - Shawtown Community Park Development

### **Substantially Complete**

### **Completed**

Tax Office - Billing & Collections Software Replacement  
Harnett County Schools - Camera Upgrades  
Emergency Services - Emergency (VIPER) Radios Replacement

### **Future**

Board of Elections - Board of Elections Facility Replacement/Renovation  
Parks & Recreation - Boone Trail Park Development (Future Phases)  
Harnett County Schools - Buies Creek Elementary School Replacement  
Facilities Maintenance - Courthouse Shell-Space Upfit

Harnett County Sheriff - Detention Center Housing Unit Addition  
Central Carolina Community College (CCCC) - Drainage System Repair  
Harnett County Sheriff - Evidence Storage & Crime Scene Processing Bay  
Fleet Maintenance - Fleet Maintenance Facility Improvement or Replacement  
Harnett Regional Jetport (HRJ) - Fuel Tank Replacement  
Harnett Regional Jetport (HRJ) - Hangar Development  
Harnett County Schools - Harnett County Schools Transportation Maintenance Facility Replacement  
Harnett County Schools - Lafayette Elementary School Renovation  
Public Library - Mobile Outreach Vehicle  
Parks & Recreation - Neills Creek Park Roadway Construction  
Harnett County Schools - New South Harnett Lillington/Highland High School  
Public Library - Radio Frequency Identification (RFID) Installation in Branches  
Harnett Regional Jetport (HRJ) - Runway Expansion  
Public Library - Western Harnett Service Expansion

## Total Cost of Each Project by Year

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
CCCC - Capital Maintenance & Replacement Fund	-	-	-	589,000	589,000	589,000	589,000	589,000	589,000	589,000	4,123,000
Etheridge Renovations	-	-	-	-	-	-	-	-	1,880,920	-	1,880,920
Miriello HVAC Replacement	-	-	210,000	-	-	-	-	-	-	-	210,000
Miriello Renovations	-	-	-	-	-	1,648,081	-	-	-	-	1,648,081
<b>Central Carolina Community College (CCCC) Total</b>	<b>-</b>	<b>-</b>	<b>210,000</b>	<b>589,000</b>	<b>589,000</b>	<b>2,237,081</b>	<b>589,000</b>	<b>589,000</b>	<b>2,469,920</b>	<b>589,000</b>	<b>7,862,001</b>
Second Floor Upfit	1,200,000	-	1,200,000	-	-	-	-	-	-	-	1,200,000
<b>Department of Social Services (DSS) Total</b>	<b>1,200,000</b>	<b>-</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>
Comprehensive Land Use Plan Update	219,000	-	219,000	-	-	-	-	-	-	-	219,000
<b>Development Services Total</b>	<b>219,000</b>	<b>-</b>	<b>219,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>219,000</b>
Cardiac Monitors Replacement	610,855	-	-	-	-	610,855	-	-	-	-	610,855
Convalescent Transport Unit Replacements	1,183,842	307,793	137,917	144,813	152,053	159,656	167,639	176,021	184,822	194,063	1,624,777
County Morgue	-	-	-	396,100	-	-	-	-	-	-	396,100
Emergency Medical Services Capital Reserve Appropriation	-	-	690,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	8,390,000
Emergency Transport Unit Remounts	972,872	277,668	-	218,030	-	-	-	486,864	499,565	512,266	1,994,393
Emergency Transport Unit Replacements	1,841,524	584,879	426,960	439,396	225,916	232,134	244,569	-	-	-	2,153,854
Stretchers and Power Load Equipment Replacement	-	-	-	-	-	-	-	-	-	1,163,524	1,163,524
<b>Emergency Medical Services (EMS) Total</b>	<b>4,609,093</b>	<b>1,170,340</b>	<b>1,254,877</b>	<b>2,298,339</b>	<b>1,477,969</b>	<b>2,102,645</b>	<b>1,512,208</b>	<b>1,762,885</b>	<b>1,784,387</b>	<b>2,969,853</b>	<b>16,333,503</b>
Emergency (VIPER) Radios Replacement	5,611,099	5,611,099	-	-	-	-	-	-	-	-	5,611,099
Emergency (VIPER) Radios Replacement - Municipal Police Departments	1,571,309	-	1,571,309	-	-	-	-	-	-	-	1,571,309
Old Jail Demolition and Relocation of Building Systems	583,891	524,056	-	-	-	-	-	-	-	-	524,056
<b>Emergency Services Total</b>	<b>7,766,299</b>	<b>6,135,155</b>	<b>1,571,309</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,706,464</b>

### Total Cost of Each Project by Year

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Benhaven (former) School Renovation	3,292,401	2,575,638	716,763	-	-	-	-	-	-	-	3,292,401
Facilities Capital Maintenance & Replacement Fund	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,000,000
HVAC Control Upgrades and Standardization	-	-	500,775	-	-	-	-	-	-	-	500,775
<b>Facilities Maintenance Total</b>	<b>3,292,401</b>	<b>2,575,638</b>	<b>1,717,538</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>7,793,176</b>
Camera Upgrades	453,124	453,124	-	-	-	-	-	-	-	-	453,124
Child Nutrition Freezer/Cooler	-	-	-	4,294,035	-	-	-	-	-	-	4,294,035
Early College at Dunn Relocation/Renovation	-	-	565,000	-	-	-	-	-	-	-	565,000
Electronic Door Locks	355,332	355,332	-	-	-	-	-	-	-	-	355,332
Flatwoods Middle School	-	1,200,000	3,644,250	39,048,750	29,808,063	5,498,937	-	-	-	-	79,200,000
Harnett County Schools Maintenance Fund	11,241,415	2,841,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	14,041,415
Harnett County Schools Weapons Detection Systems	3,977,247	-	3,977,247	-	-	-	-	-	-	-	3,977,247
Johnsonville Elementary School Phase 1 Expansion & Renovation	5,100,000	3,950,334	1,149,666	-	-	-	-	-	-	-	5,100,000
Lillington-Shawtown Elementary School Gym Addition	-	-	-	7,285,000	-	-	-	-	-	-	7,285,000
New Northwest Harnett Elementary School	45,802,344	37,227,239	8,575,105	-	-	-	-	-	-	-	45,802,344
<b>Harnett County Schools Total</b>	<b>66,929,462</b>	<b>46,027,444</b>	<b>19,311,268</b>	<b>52,027,785</b>	<b>31,208,063</b>	<b>6,898,937</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>161,073,497</b>
Detention Center Body Scanner System	-	-	166,000	-	-	-	-	-	-	-	166,000
Detention Center Video Surveillance System Upgrade	355,528	303,766	-	-	-	-	-	-	-	-	303,766
Generator Purchase and Installation	-	-	-	2,700,000	-	-	-	-	-	-	2,700,000
Sheriff Capital Reserve Appropriation	5,980,591	3,280,591	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	8,480,591
<b>Harnett County Sheriff Total</b>	<b>6,336,119</b>	<b>3,584,357</b>	<b>816,000</b>	<b>3,350,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>11,650,357</b>
Apron Expansion	5,110,473	4,966,606	143,867	-	-	-	-	-	-	-	5,110,473
Harnett Regional Jetport Master Plan Update	414,357	414,116	241	-	-	-	-	-	-	-	414,357
New Terminal Construction	6,639,962	1,845,252	4,794,710	-	-	-	-	-	-	-	6,639,962
<b>Harnett Regional Jetport (HRI) Total</b>	<b>12,164,792</b>	<b>7,225,974</b>	<b>4,938,818</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,164,792</b>

### Total Cost of Each Project by Year

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Mobile Medical Unit	359,645	359,645	-	-	-	-	-	-	-	-	359,645
<b>Health Department Total</b>	<b>359,645</b>	<b>359,645</b>	-	-	-	-	-	-	-	-	<b>359,645</b>
Broadband Expansion Initiative	4,735,000	1,800,000	2,935,000	-	-	-	-	-	-	-	4,735,000
Core Server Infrastructure Upgrade/Replacement	-	789,433	-	-	-	947,320	-	-	-	-	1,736,753
Core Storage Infrastructure Upgrade/Replacement	-	-	-	-	400,000	-	-	-	-	-	400,000
Fiber Extension	230,750	149,332	-	-	-	-	-	-	-	-	149,332
<b>Information Technology Total</b>	<b>4,965,750</b>	<b>2,738,765</b>	<b>2,935,000</b>	-	<b>400,000</b>	<b>947,320</b>	-	-	-	-	<b>7,021,085</b>
Anderson Creek Park Development Phase 2	235,000	203,929	3,531	-	-	-	-	-	-	-	207,460
Benhaven Community Park Redevelopment	139,000	192,500	-	-	-	-	-	-	-	-	192,500
Boone Trail Park Development Phase 1	135,000	-	125,000	-	-	-	-	-	-	-	125,000
Cape Fear Shiner Park Development Phase 2	780,379	-	-	517,779	262,600	-	-	-	-	-	780,379
Greenway Trail Construction Capital Reserve Appropriation	765,000	365,000	-	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,065,000
Neills Creek Park Development Master Plan and Park Development Phase 1	-	-	70,000	480,800	758,600	-	-	-	-	-	1,309,400
Neills Creek Park Restroom, Concession & Maintenance Building	444,225	-	444,225	-	-	-	-	-	-	-	444,225
Northwest Harnett Park Development	-	-	-	63,600	-	561,500	816,000	-	-	-	1,441,100
Parks & Recreation Capital Reserve Appropriation	2,750,000	1,550,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	3,150,000
Patriots Park Development Phase 3	210,000	-	210,000	-	-	-	-	-	-	-	210,000
Shawtown Community Park Development	217,500	208,437	9,063	-	-	-	-	-	-	-	217,500
<b>Parks &amp; Recreation Total</b>	<b>5,676,104</b>	<b>2,519,866</b>	<b>1,061,819</b>	<b>1,362,179</b>	<b>1,321,200</b>	<b>861,500</b>	<b>1,116,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>9,142,564</b>
Benhaven Branch Library	406,728	-	398,657	-	-	-	-	-	-	-	398,657
<b>Public Library Total</b>	<b>406,728</b>	-	<b>398,657</b>	-	-	-	-	-	-	-	<b>398,657</b>
Billing & Collections Software Replacement	273,203	262,255	-	-	-	-	-	-	-	-	262,255
<b>Tax Office Total</b>	<b>273,203</b>	<b>262,255</b>	-	-	-	-	-	-	-	-	<b>262,255</b>
<b>Grand Total</b>	<b>114,198,596</b>	<b>72,599,439</b>	<b>35,634,286</b>	<b>60,127,303</b>	<b>36,146,232</b>	<b>14,197,483</b>	<b>5,767,208</b>	<b>5,201,885</b>	<b>7,104,307</b>	<b>6,408,853</b>	<b>243,186,996</b>

### Total Cost of Each Project by Year

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Northwest Convenience Center Relocation	513,581	94,588	52,344	356,243	10,406	-	-	-	-	-	513,581
Wheeled Excavator Replacement	365,761	365,761	-	-	-	-	-	-	-	-	365,761
<b>Solid Waste Total</b>	<b>879,342</b>	<b>460,349</b>	<b>52,344</b>	<b>356,243</b>	<b>10,406</b>	-	-	-	-	-	<b>879,342</b>
<b>Grand Total</b>	<b>879,342</b>	<b>460,349</b>	<b>52,344</b>	<b>356,243</b>	<b>10,406</b>	-	-	-	-	-	<b>879,342</b>



## Funding Sources

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Capital Reserves	-	32,341	-	-	-	-	-	-	-	-	32,341
Debt Proceeds	-	-	224,295	4,262,878	4,696,562	-	-	-	-	-	9,183,735
<b>Animal Services Total</b>	<b>-</b>	<b>32,341</b>	<b>224,295</b>	<b>4,262,878</b>	<b>4,696,562</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,216,076</b>
Capital Reserves	-	-	210,000	-	-	-	-	-	-	-	210,000
CCCC Capital Reserves	-	-	-	-	-	1,648,081	-	-	1,880,920	-	3,529,001
Transfer from General Fund	-	-	-	589,000	589,000	589,000	589,000	589,000	589,000	589,000	4,123,000
<b>Central Carolina Community College (CCCC) Total</b>	<b>-</b>	<b>-</b>	<b>210,000</b>	<b>589,000</b>	<b>589,000</b>	<b>2,237,081</b>	<b>589,000</b>	<b>589,000</b>	<b>2,469,920</b>	<b>589,000</b>	<b>7,862,001</b>
ARP Fund	1,200,000	-	1,200,000	-	-	-	-	-	-	-	1,200,000
<b>Department of Social Services (DSS) Total</b>	<b>1,200,000</b>	<b>-</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,200,000</b>
Capital Reserves	219,000	-	219,000	-	-	-	-	-	-	-	219,000
<b>Development Services Total</b>	<b>219,000</b>	<b>-</b>	<b>219,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>219,000</b>
Capital Reserves	-	-	-	396,100	-	-	-	-	-	-	396,100
EMS Capital Reserves	4,609,093	1,170,340	564,877	802,239	377,969	1,002,645	412,208	662,885	684,387	1,869,853	7,547,403
Transfer from General Fund	-	-	690,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	8,390,000
<b>Emergency Medical Services (EMS) Total</b>	<b>4,609,093</b>	<b>1,170,340</b>	<b>1,254,877</b>	<b>2,298,339</b>	<b>1,477,969</b>	<b>2,102,645</b>	<b>1,512,208</b>	<b>1,762,885</b>	<b>1,784,387</b>	<b>2,969,853</b>	<b>16,333,503</b>
ARP Fund	7,182,408	5,611,099	1,571,309	-	-	-	-	-	-	-	7,182,408
Capital Reserves	583,891	524,056	-	-	-	-	-	-	-	-	524,056
<b>Emergency Services Total</b>	<b>7,766,299</b>	<b>6,135,155</b>	<b>1,571,309</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,706,464</b>
Capital Reserves	660,496	617,679	-	-	-	-	-	-	-	-	617,679
Facilities Capital Reserves	-	-	500,775	-	-	-	-	-	-	-	500,775
General Fund Operating Revenue	-	57,959	-	-	-	-	-	-	-	-	57,959
General Obligation Bonds	1,900,000	1,900,000	-	-	-	-	-	-	-	-	1,900,000
Interest	546,130	-	546,130	-	-	-	-	-	-	-	546,130
SCIF Fund	185,775	-	170,633	-	-	-	-	-	-	-	170,633
Transfer from General Fund	-	-	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,000,000
<b>Facilities Maintenance Total</b>	<b>3,292,401</b>	<b>2,575,638</b>	<b>1,717,538</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>500,000</b>	<b>7,793,176</b>

## Funding Sources

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Capital Reserves	11,241,415	2,841,415	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	14,041,415
Debt Proceeds	4,785,703	808,456	8,186,497	50,627,785	29,808,063	5,498,937	-	-	-	-	94,929,738
General Obligation Bonds	40,170,664	39,013,998	1,153,166	-	-	-	-	-	-	-	40,167,164
Grants, Gifts, Etc.	10,000,000	1,428,395	8,571,605	-	-	-	-	-	-	-	10,000,000
Lottery Proceeds	731,680	1,931,680	-	-	-	-	-	-	-	-	1,931,680
Other	-	3,500	-	-	-	-	-	-	-	-	3,500
<b>Harnett County Schools Total</b>	<b>66,929,462</b>	<b>46,027,444</b>	<b>19,311,268</b>	<b>52,027,785</b>	<b>31,208,063</b>	<b>6,898,937</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>1,400,000</b>	<b>161,073,497</b>
Grants, Gifts, Etc.	-	-	166,000	2,700,000	-	-	-	-	-	-	2,866,000
Sheriff's Capital Reserve	355,528	303,766	-	-	-	-	-	-	-	-	303,766
Transfer from General Fund	5,980,591	3,280,591	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	8,480,591
<b>Harnett County Sheriff Total</b>	<b>6,336,119</b>	<b>3,584,357</b>	<b>816,000</b>	<b>3,350,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>11,650,357</b>
Airport Capital Reserves	580,387	561,166	14,387	-	-	-	-	-	-	-	575,553
Grants, Gifts, Etc.	11,304,382	6,530,888	4,444,960	-	-	-	-	-	-	-	10,975,848
Interest	280,023	133,920	479,471	-	-	-	-	-	-	-	613,391
<b>Harnett Regional Jetport (HRI) Total</b>	<b>12,164,792</b>	<b>7,225,974</b>	<b>4,938,818</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,164,792</b>
Grants, Gifts, Etc.	359,645	359,645	-	-	-	-	-	-	-	-	359,645
<b>Health Department Total</b>	<b>359,645</b>	<b>359,645</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>359,645</b>
ARP Fund	980,750	149,332	750,000	-	-	-	-	-	-	-	899,332
General Fund Fund Balance	2,000,000	1,600,000	400,000	-	-	-	-	-	-	-	2,000,000
Grants, Gifts, Etc.	1,985,000	200,000	1,785,000	-	-	-	-	-	-	-	1,985,000
Information Technology Fund	-	789,433	-	-	400,000	947,320	-	-	-	-	2,136,753
<b>Information Technology Total</b>	<b>4,965,750</b>	<b>2,738,765</b>	<b>2,935,000</b>	<b>-</b>	<b>400,000</b>	<b>947,320</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,021,085</b>
Debt Proceeds	444,225	-	444,225	-	-	-	-	-	-	-	444,225
General Fund Fund Balance	-	-	-	230,800	508,600	311,500	566,000	-	-	-	1,616,900
Grants, Gifts, Etc.	-	-	-	250,000	250,000	250,000	250,000	-	-	-	1,000,000
Parks Capital Reserves	1,036,554	300,612	79,063	581,379	262,600	-	-	-	-	-	1,223,654
SCIF Fund	680,325	304,254	338,531	-	-	-	-	-	-	-	642,785
Transfer from General Fund	3,515,000	1,915,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	4,215,000
<b>Parks &amp; Recreation Total</b>	<b>5,676,104</b>	<b>2,519,866</b>	<b>1,061,819</b>	<b>1,362,179</b>	<b>1,321,200</b>	<b>861,500</b>	<b>1,116,000</b>	<b>300,000</b>	<b>300,000</b>	<b>300,000</b>	<b>9,142,564</b>
Debt Proceeds	115,589	-	115,589	-	-	-	-	-	-	-	115,589
General Fund Fund Balance	281,139	-	-	-	-	-	-	-	-	-	-
Grants, Gifts, Etc.	10,000	-	10,000	-	-	-	-	-	-	-	10,000
Interest	-	-	273,068	-	-	-	-	-	-	-	273,068
<b>Public Library Total</b>	<b>406,728</b>	<b>-</b>	<b>398,657</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>398,657</b>

### Funding Sources

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Capital Reserves	273,203	262,255	-	-	-	-	-	-	-	-	262,255
<b>Tax Office Total</b>	<b>273,203</b>	<b>262,255</b>	-	-	-	-	-	-	-	-	<b>262,255</b>
<b>Grand Total</b>	<b>114,198,596</b>	<b>72,631,780</b>	<b>35,858,581</b>	<b>64,390,181</b>	<b>40,842,794</b>	<b>14,197,483</b>	<b>5,767,208</b>	<b>5,201,885</b>	<b>7,104,307</b>	<b>6,408,853</b>	<b>252,403,072</b>

## Funding Sources

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Solid Waste Capital Reserve	879,342	460,349	52,344	356,243	10,406	-	-	-	-	-	879,342
<b><i>Solid Waste Total</i></b>	<b><i>879,342</i></b>	<b><i>460,349</i></b>	<b><i>52,344</i></b>	<b><i>356,243</i></b>	<b><i>10,406</i></b>	-	-	-	-	-	<b><i>879,342</i></b>
<b>Grand Total</b>	879,342	460,349	52,344	356,243	10,406	-	-	-	-	-	879,342

## Operating Budget Effects

PROJECT BUDGET	Budget	Fiscal Year									Total	
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031		
Transfer from General Fund	-	-	-	589,000	589,000	589,000	589,000	589,000	589,000	589,000	589,000	4,123,000
<b>Central Carolina Community College (CCCC) Total</b>	-	-	-	<b>589,000</b>	<b>589,000</b>	<b>589,000</b>	<b>589,000</b>	<b>589,000</b>	<b>589,000</b>	<b>589,000</b>	<b>589,000</b>	<b>4,123,000</b>
Decreased Costs	(451,863)	(104,214)	(50,207)	(52,107)	(48,307)	(58,307)	(58,307)	(60,207)	(60,207)	(60,207)	(60,207)	(552,070)
Increased Operating Costs	-	-	-	8,200	3,296	3,395	3,497	3,602	3,710	3,821	3,821	29,521
Transfer from General Fund	-	-	690,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	8,390,000
<b>Emergency Medical Services (EMS) Total</b>	<b>(451,863)</b>	<b>(104,214)</b>	<b>639,793</b>	<b>1,056,093</b>	<b>1,054,989</b>	<b>1,045,088</b>	<b>1,045,190</b>	<b>1,043,395</b>	<b>1,043,503</b>	<b>1,043,614</b>	<b>1,043,614</b>	<b>7,867,451</b>
Transfer from General Fund	-	524,056	-	-	-	-	-	-	-	-	-	524,056
<b>Emergency Services Total</b>	-	<b>524,056</b>	-	-	-	-	-	-	-	-	-	<b>524,056</b>
Debt Service	-	612,494	141,755	137,115	132,475	127,835	123,195	117,968	114,303	92,188	92,188	1,599,328
General Fund Operating Revenue	-	57,959	-	-	-	-	-	-	-	-	-	57,959
Increased Operating Costs	-	133,047	52,114	54,388	55,806	57,264	58,762	60,301	61,521	62,776	62,776	595,979
Transfer from General Fund	-	78,433	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	4,078,433
<b>Facilities Maintenance Total</b>	-	<b>881,933</b>	<b>693,869</b>	<b>691,503</b>	<b>688,281</b>	<b>685,099</b>	<b>681,957</b>	<b>678,269</b>	<b>675,824</b>	<b>654,964</b>	<b>654,964</b>	<b>6,331,699</b>
Debt Service	-	4,968,530	3,558,250	13,149,250	12,770,038	12,390,825	12,011,613	11,632,400	11,253,188	10,873,975	10,873,975	92,608,069
Transfer from General Fund	11,241,415	2,841,415	410,000	410,000	410,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	1,400,000	11,071,415
<b>Harnett County Schools Total</b>	<b>11,241,415</b>	<b>7,809,945</b>	<b>3,968,250</b>	<b>13,559,250</b>	<b>13,180,038</b>	<b>13,790,825</b>	<b>13,411,613</b>	<b>13,032,400</b>	<b>12,653,188</b>	<b>12,273,975</b>	<b>12,273,975</b>	<b>103,679,484</b>
Transfer from General Fund	5,980,591	3,280,591	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	650,000	8,480,591
<b>Harnett County Sheriff Total</b>	<b>5,980,591</b>	<b>3,280,591</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>650,000</b>	<b>8,480,591</b>
Transfer from General Fund	-	8,499	-	-	-	-	-	-	-	-	-	8,499
<b>Harnett Regional Jetport (HRJ) Total</b>	-	<b>8,499</b>	-	-	-	-	-	-	-	-	-	<b>8,499</b>
Increased Operating Costs	-	-	12,000	12,360	12,731	13,113	13,506	13,911	14,329	14,758	14,758	106,708
<b>Health Department Total</b>	-	-	<b>12,000</b>	<b>12,360</b>	<b>12,731</b>	<b>13,113</b>	<b>13,506</b>	<b>13,911</b>	<b>14,329</b>	<b>14,758</b>	<b>14,758</b>	<b>106,708</b>
Transfer from General Fund	-	789,433	-	-	-	-	-	-	-	-	-	789,433
<b>Information Technology Total</b>	-	<b>789,433</b>	-	-	-	-	-	-	-	-	-	<b>789,433</b>
Decreased Costs	3,500	250	500	500	500	500	500	500	500	-	-	3,750
Increased Operating Costs	13,950	2,925	8,991	15,912	52,574	41,523	30,467	33,344	39,564	32,564	32,564	257,864
Transfer from General Fund	3,515,000	1,915,000	200,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	4,215,000
<b>Parks &amp; Recreation Total</b>	<b>3,532,450</b>	<b>1,918,175</b>	<b>209,491</b>	<b>316,412</b>	<b>353,074</b>	<b>342,023</b>	<b>330,967</b>	<b>333,844</b>	<b>340,064</b>	<b>332,564</b>	<b>332,564</b>	<b>4,476,614</b>
Increased Operating Costs	-	-	69,725	135,310	140,773	146,465	152,393	158,569	165,003	171,706	171,706	1,139,944
<b>Public Library Total</b>	-	-	<b>69,725</b>	<b>135,310</b>	<b>140,773</b>	<b>146,465</b>	<b>152,393</b>	<b>158,569</b>	<b>165,003</b>	<b>171,706</b>	<b>171,706</b>	<b>1,139,944</b>

## Operating Budget Effects

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Decreased Costs	-	(176,025)	(152,275)	(156,843)	(161,549)	(166,395)	(171,387)	(176,528)	(181,824)	187,279	(1,155,547)
Increased Operating Costs	-	67,433	69,456	71,540	73,686	75,896	78,173	80,519	82,934	85,422	685,059
Transfer from General Fund	-	273,203	-	-	-	-	-	-	-	-	273,203
<b>Tax Office Total</b>	-	<b>164,611</b>	<b>(82,819)</b>	<b>(85,303)</b>	<b>(87,863)</b>	<b>(90,499)</b>	<b>(93,214)</b>	<b>(96,009)</b>	<b>(98,890)</b>	<b>272,701</b>	<b>(197,285)</b>
<b>Grand Total</b>	20,302,593	15,273,029	6,160,309	16,924,625	16,581,023	17,171,114	16,781,412	16,403,379	16,032,021	16,003,282	137,330,194

## Operating Budget Effects

PROJECT BUDGET	Budget	Fiscal Year									Total
		Prior to 2024	Current Year: 2024	Year 1: 2025	Year 2: 2026	Year 3: 2027	Year 4: 2028	Year 5: 2029	Year 6: 2030	Year 7: 2031	
Decreased Costs	(15,000)	-	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(20,000)
Transfer from Solid Waste Fund	513,581	879,342	-	-	-	-	-	-	-	-	879,342
<b><i>Solid Waste Total</i></b>	<b>498,581</b>	<b>879,342</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>859,342</b>
<b>Grand Total</b>	<b>498,581</b>	<b>879,342</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>(2,500)</b>	<b>859,342</b>







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