



Fiscal Year 2022-2023
Annual Operating Budget and
Community Investment Plan

Approved Budget



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Randy J. Harrington
Town Manager



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Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Holly Springs

North Carolina

For the Fiscal Year Beginning

July 1, 2021

Christopher P. Morill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Town of Holly Springs, North Carolina**, for its Annual Budget for the fiscal year beginning **July 1, 2021**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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Introduction



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Town Council



Shaun McGrath

Current Term: 12/2019 to 12/2023

Timothy Forrest

Current Term: 12/2021 to 12/2025

Daniel H. Berry

Mayor Pro Tem

Current Term: 12/2021 to 12/2025

Kristi Bennett

Current Term: 12/2021 to 12/2025

Sean Mayefskie

Mayor

Current Term: 12/2021 to 12/2025

Aaron Wolff

Current Term: 12/2019 to 12/2023

The Town Council is a legislative body and as such adopts Holly Springs' annual operating budget, which by law is always balanced and which includes a tax rate levied against real property, water rates, and impact fees; expenditures on municipal projects and programs, including such capital projects as streets and drainage improvements and buildings and facilities construction; and funds for departmental operations, such as police and fire protection, planning, and development. The Town Council is the final authority in adopting laws and rules that govern the Town of Holly Springs and provides for the safety and welfare of its citizens and visitors.



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History of Holly Springs

As the name suggests, the town of Holly Springs originated at a site where fresh waters trickled near age-old holly trees. In colonial times, a small cluster of homes and businesses formed around the original “holly springs” in an area that once was a Tuscarora Indian hunting ground.

A couple miles north at the intersection of two roads, one that went from Hillsborough to Smithfield and the other from Raleigh to the Cape Fear River and then on to Fayetteville, what is now downtown Holly Springs began to form.

It was at this crossroads that Scottish settler Archibald Leslie opened a tailoring business and store and began construction on a 180-acre estate that also contained freshwater springs. Today, all that remains is the main house, listed on the National Register of Historic Places as the Leslie-Alford-Mims House. The springs that supplied the home with water are accessible to the public by a short, winding dirt trail that winds through the woods and past a family cemetery. The house is a commanding landmark in the heart of downtown Holly Springs, having weathered nearly two centuries and a two-week occupation by Union troops during the Civil War.

About two blocks away downtown is the Masonic Lodge, constructed in 1854 and used as a school for girls in 1856. The structure is the oldest lodge and school building remaining in Wake County



Norris-Holland-Hare House

and still is used today for meetings and community events.

Another structure that survived the Civil War and remains standing today is the Norris-Holland-Hare house off Avent Ferry Road. The original portion was built by Needham Norris, the son of Revolutionary War veteran John Norris Jr., for whom the Daughters of the American Revolution erected a memorial stone on the west side of Avent Ferry Road, not far from where he is reported to be buried. The house built by Needham Norris remains on the opposite side of the road. For two weeks in April 1865, an encampment of

Union soldiers encircled the home. The family lived upstairs while Union soldiers occupied the first floor as a field hospital.

Following the Civil War, about 50 freed men pooled their money to buy land for a church where First Baptist Church stands today on Grigsby Avenue. The African-American men and women who helped build the town before the Civil War kept the town alive after emancipation.

In 1875, George Benton Alford moved his mercantile business to Holly Springs where he built a general mercantile, now one of the oldest commercial structures in Wake County, which now houses Dewar's Antiques. Alford led a successful effort to petition the North Carolina General Assembly to incorporate the Town of Holly Springs in 1877. After its establishment, the Holly Springs town boundary remained a solid, one-mile square for 110 years.

While the town's economy boomed during the early 1900s, World War I drew men to war and families to bigger cities for improved employment opportunities. In 1924, the Bank of Holly Springs failed, the



Alford-Mims House and the General Store.

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History of Holly Springs



Dessie Mae Womble (far left) first African American female police chief in North Carolina.



Main Street

first bank in the state to go belly up before the great Depression of 1929. The town lay fallow through World War II. In the latter half of the 20th century, however, progress returned to Holly Springs.

In the 1960s, the town installed streetlights and constructed a public water system. During the 1970s, Bernice Lassiter and James Norris were elected as the town's first African American commissioners. Norris became the first African American mayor of Holly Springs when he resigned as commissioner in 1980 to fill the vacated mayoral seat. Dessie Mae Womble became the first African American female police chief in North Carolina when she was hired in Holly Springs in the early 1980s.

The town was a community of a few hundred residents when Parrish "Ham" Womble became a Holly Springs Town

Board member 1981. He served nearly three decades and is remembered for advocating purchase of a 46-acre tract of land that appeared slated for development. Womble wanted the town to use the land for a park instead. That land is now Parrish Womble Park in the heart of Holly Springs and is adjacent to the W.E. Hunt Recreation Center, named after William Earl Hunt, 14-year principal of Wake Optional School.

The segregated school with four classrooms, coal-burning heaters but no running water was replaced with a brick building that was renovated into the facility that now serves as a popular community destination.

In 1985, a sewer plant was completed, attracting Warp Technologies, a textile company, to town. The town used the boost in tax base to expand utilities, in

turn attracting further development, including the Sunset Ridge golf course community. Thus began another era of growth and prosperity that remains strong today. With a local and regional focus on attracting biotech companies, the Town of Holly Springs was chosen for the nation's first flu cell culture manufacturing facility in 2006. This facility opened for business in November 2009 with 350 employees. The facility, now Seqirus, is the second largest flu vaccine manufacturer in the world. In 2021, FUJIFILM Diosynth Biotechnologies announced a \$2 billion investment in Holly Springs, continuing the Town's reputation as a life sciences hub.

From the past to the present, from the small-town atmosphere where people still know each other by name to the frequent, unique family-oriented activities, Holly Springs is a town that is continuing to grow not just in population and industry but also in heart.



Town Hall

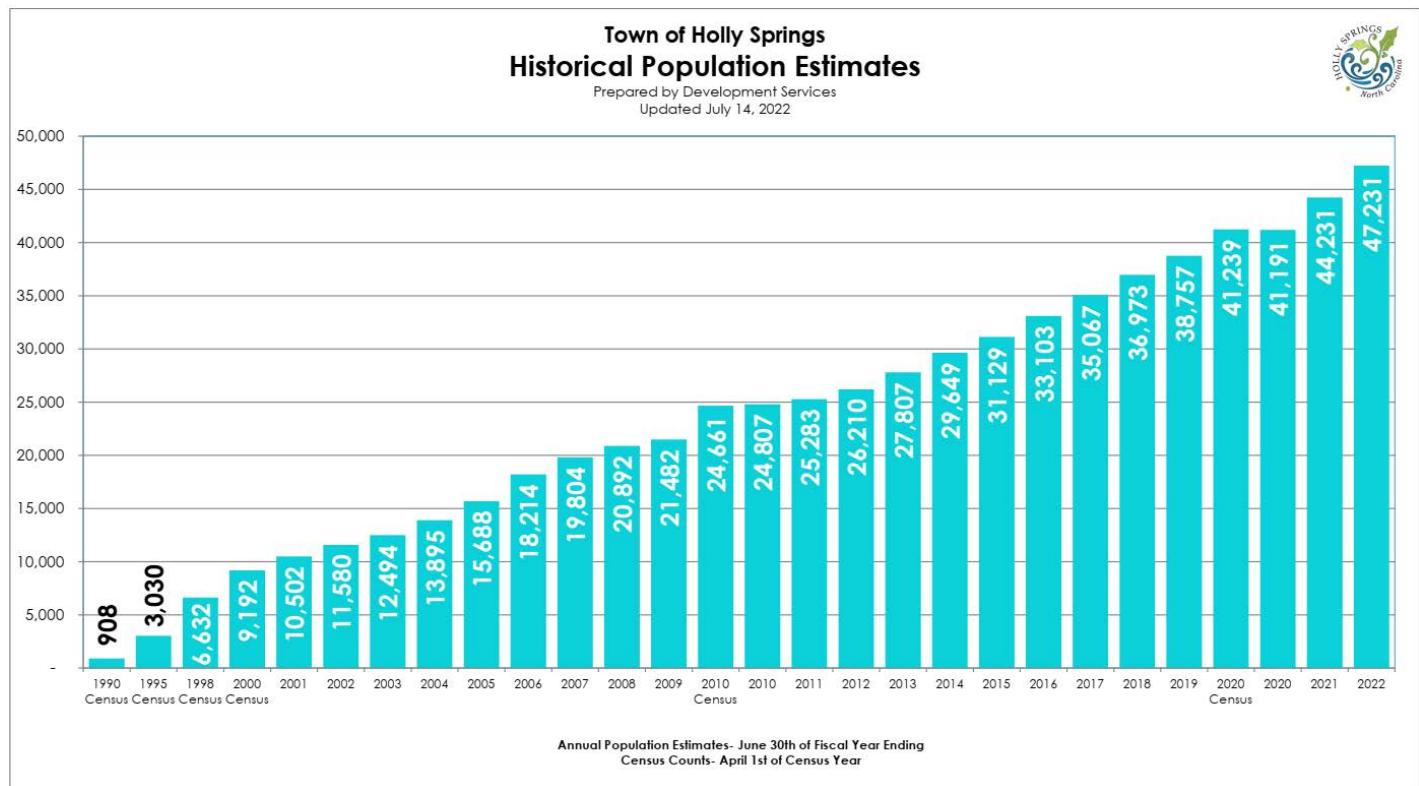
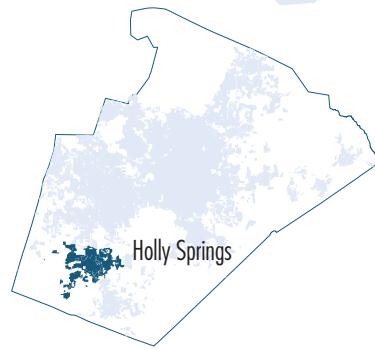


Parrish Womble

Community Profile

**Holly Springs is the 5th largest town in Wake County
and the 24th largest town in N.C.**

Population: 47,231 (2022 estimated)
 Land Area: 19.65 sq. miles
 Median Household Income: \$110,758
 Education: 94.8% High School Graduates
 Higher Education: 59.6% have earned
 Bachelor's degree or higher
 Average Home Tax Value: \$362,684 (as of 1/1/21)
 Home Ownership Rate: 81.7%



Community Profile



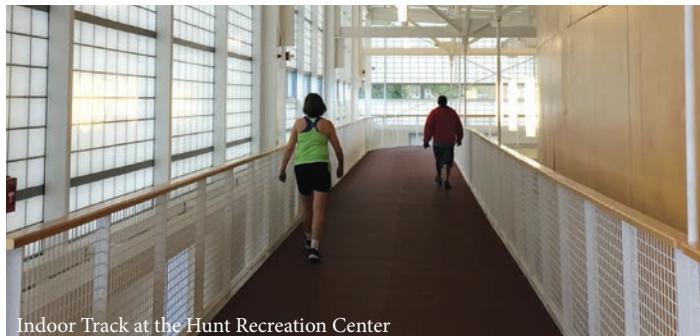
GOVERNMENT

The Town of Holly Springs has a Council-Manager form of government with a Mayor and five-member Town Council. Elections for the office of Council are held at two-year intervals in November of odd-numbered years. Elections are non-partisan and all members of Council are elected for four-year terms. The Mayor is elected for a four-year term at the same time elections

for Town Council are held. The Town Council sets Town policies, enacts ordinances and appoints the Town Manager. The Town Manager administers the daily operations and programs of the municipal government through the department directors, other staff members and employees.



Bass Lake Park and Retreat Center



Indoor Track at the Hunt Recreation Center

QUALITY OF LIFE

During the past 20 years, Holly Springs has transformed itself into one of the most attractive communities in the Research Triangle Region. While home to small businesses and multi-national firms, Holly Springs remains a family-centered community.

Holly Springs is a great place to live and work. No matter your age or favorite hobby, opportunities to enjoy life are abundant in and around town.

Our Parks and Recreation Department offers a diversity of parks, a recreation center, a cultural arts center, a lake and retreat center, greenways, and picnic shelters. Programming includes art, drama, music, athletics, nature and outdoor education, cooking, after-school and track-out care, fitness and wellness,

dance, special interest, and specialized recreation as well as summer camps and senior programs.

The character of Holly Springs truly can be sensed at local events. Some popular annual events include the downtown Farmers Market, Spring Fling, Turtle Fest, Hollyfest (an annual Town festival), National Night Out, Bass Lake Day, Community Arts Festival and Christmas Parade along Main Street.

Whether it is the Town's balance of commercial and residential development, its reasonable land prices coupled with its proximity to urban centers, or its small-town charm, new residents and businesses continue to be attracted to Holly Springs.



Soccer at Womble Park



Drama Class at the Cultural Center

Community Profile

ACCOLADES:

#1 Safest City in North Carolina
(SafeWise.com - 2021)

#1 Safest City in North Carolina
(HomeSnacks.net - 2020)

#1 Best Cities for Jobs in North Carolina
(Zippia.com - 2019)

#5 Best Place in NC to Raise a Family
(Wallethub.com - 2019)

#1 Favorite Farmers Market in NC
(American Farmland Trust Farmers Market Celebration Contest - 2019)

#4 Best Place to Live in North Carolina
(HomeSnacks.net - 2019)

#7 Best Small Cities in America
(WalletHub—November 2016)

#1 Safest Town in NC and 51st Safest in US
(Neighborhood Scout—February 2016)





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Boards and Committees



Advisory committees and boards offer citizens a chance to be involved in the Town's decision-making processes, by directly advising the Town Council.

Board of Adjustment

The Board of Adjustment conducts public hearings and renders rulings on variances from the Town's zoning regulations, appeals to zoning decisions made by the Department of Development Services staff, and appeals of determinations made by the Environmental Appeal Committee.

Planning Board

The Planning Board reviews and makes recommendations to the Town Council on all proposals for rezoning, various development-related requests, and amendments and additions to the Town's zoning regulations and comprehensive plan. The Planning Board has no judicial or final decision authority but provides guidance to the Town Council on those requests.

Technical Review Committee

The Technical Review Committee (TRC) is comprised of the town manager; assistant town manager; directors of Development Services, Utilities & Infrastructure, and Parks and Recreation; and representatives from the Town Council and Planning Board. The TRC is responsible for the review and approval or denial of non-gateway, non-residential projects.

Parks & Recreation Advisory Committee

The Parks and Recreation Advisory Committee advises the Town Council and the Parks and Recreation Department. It serves as a liaison between the Town and the citizens of Holly Springs and the surrounding area.

Tree Advisory Committee

The Tree Advisory Committee provides assistance with planning an annual Arbor Day event, guidance about how Holly Springs can maintain good standing with Tree City USA standards, and provides recommendations on methodology for expenditure of funds for the Street Tree Replacement Program as well as recommendations on methodology and criteria for the removal of diseased street trees or perimeter yard landscapes.



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Town Administration

Town Administration

Randy J. Harrington

Town Manager

Daniel Weeks

Assistant Town Manager

John Schifano

Town Attorney

J. Scott Chase

Assistant Town Manager

Linda McKinney

Town Clerk

Senior Leadership Team

Cassie Hack

Communications & Marketing

Corey Petersohn

Budget, Innovation, & Strategy

Chris Hills

Development Services

Irena Krstanovic

Economic Development

Antwan Morrison

Finance

LeRoy Smith

Fire

Jaime Joyner

Human Resources

Jeff Wilson

Information Technology

LeeAnn Plumer

Parks & Recreation

Paul Liquorie

Police

Paige Scott

Public Works

Kendra Parrish

Utilities & Infrastructure

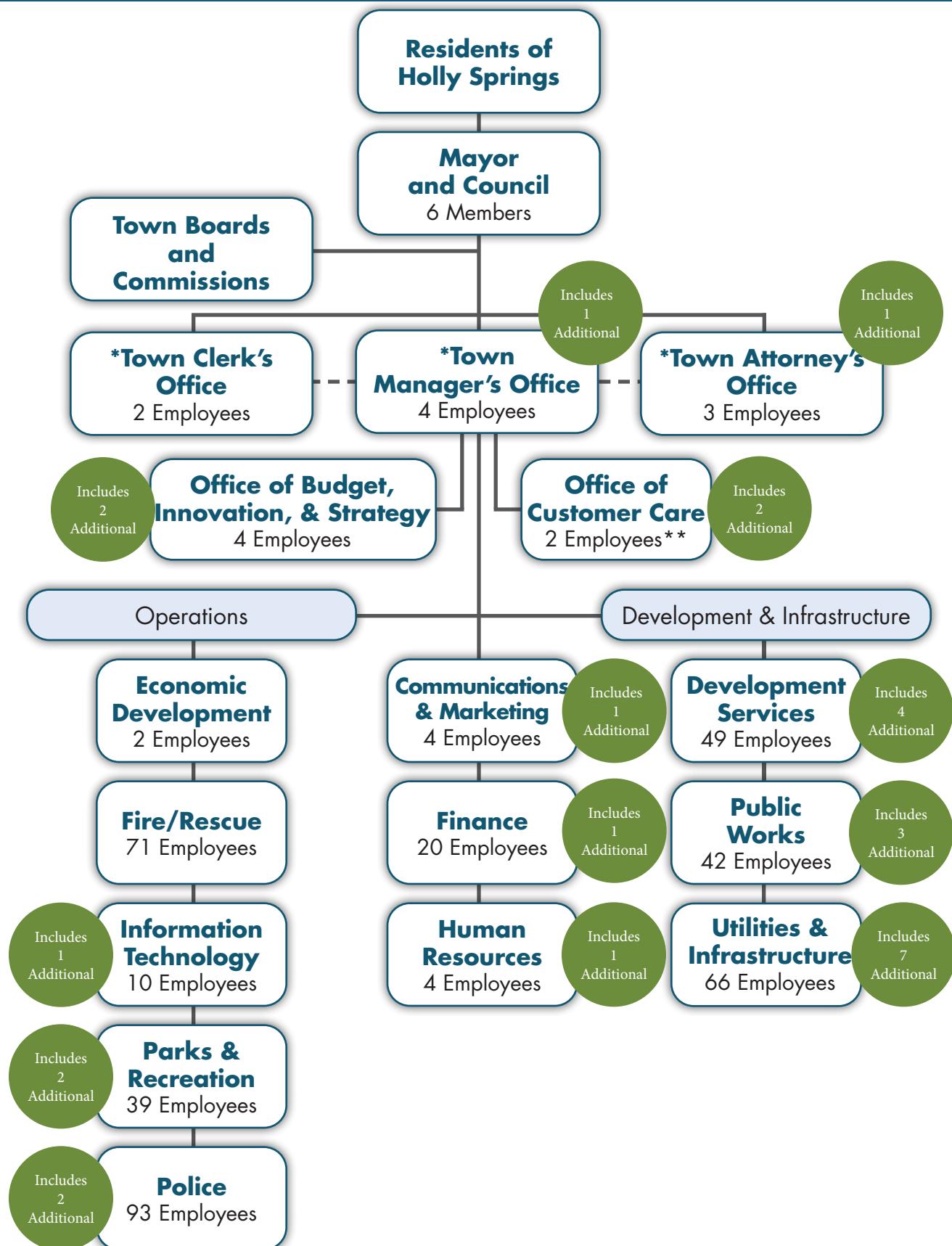


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Organization Chart

Full-Time Positions



*The Town Manager, Town Clerk, and Town Attorney are appointed by Town Council.

**Two additional positions are anticipated to be reorganized as part of the OCC in FY2022-23



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Budget Process

Overview

The Town's budgets are adopted as required by the North Carolina General Statutes. The Town adopts a balanced budget, which is defined as when planned expenditures equal anticipated revenues. An annual budget is adopted for the General Fund and the Enterprise Funds. Project ordinances are adopted for Capital Project funds and proprietary capital improvements. All budgets are prepared using the modified accrual basis of accounting.

Budgetary control is executed at the department level or by project. The Town Manager is authorized by the budget ordinance to transfer appropriations between functional areas within a fund without limitation and may transfer appropriations up to \$50,000 between financial areas within a fund with an official reporting to Council. During the year, several amendments to the original budget are necessary, the effects of which are not material.

Budget Development Procedures

All departments receive their operating budget materials and instructions in January. Department Directors are responsible for estimating departmental expenditures. The Finance Director will make the determination of the revenue projections. The budget reflects the service priorities of the Council and the Citizens of the Town of Holly Springs. The service needs of the community are determined by public hearings and feedback through the Mayor and the Town Council. After final service priorities have been established and agreed upon, a balanced funding plan is formulated. Through careful assessment of funding requirements and financing methods, a recommended budget document is organized into final format and submitted to Council for their consideration and adoption.

The Council reviews the recommended budget with the Town Manager and staff during the Town's work sessions. A copy of the recommended budget is also filed with the Town Clerk for public review as well as on the Town's website. A public hearing is scheduled prior to the formal adoption of the budget. Adoption of the budget by the Town Council establishes the legal authority to incur expenditures in the ensuing fiscal year. All annual appropriations lapse at fiscal year-end.

Public Participation in the Budget

The primary method for public participation in the budget process is through the Mayor and Town Council. The elected governing body annually adopts a strategic plan that lays the foundation for the upcoming recommended budget. Additionally, prior to budget adoption, the governing body holds a budget public hearing to hear comments on the Manager's Recommended Budget.

Budget Calendar

A budget calendar is included in the North Carolina General Statutes which prescribes the last day on which certain steps of that budget procedure are to be performed. The following schedule lists the tasks to be performed and the date by which each is required to be completed.

Milestone	Date
CIP Requests due to Finance	December 5, 2021
Department CIP Meetings with Town Manager	December 6-17, 2021
Operating Budget Kickoff	January 4, 2022
Base Budget Review with Departments	January 4-21, 2022
Fee Schedule Changes Submitted to Finance	January 28, 2022
Departments Submit New Requests and Revenue Projections	February 11, 2022
Department Budget Meetings with Town Manager	Feb 21 - March 4, 2022
Town Manager's Recommended Budget Presentation	May 10, 2022
Budget Public Hearing	May 17, 2022
Budget Workshop	May 24, 2022
Adoption of Budget	June 7, 2022

Budget Process



Basis of Budgeting

The accounts of the Town of Holly Springs are organized on the basis of funds and account groups. A fund is an independent fiscal and accounting entity, with a self-balancing set of accounts comprised of assets, liabilities, fund equity, revenues and expenditures or expenses as appropriate. Fund accounting segregates funds according to their intended purpose and is used to aid management in demonstrating compliance with finance-related legal and contractual provisions. The minimum number of funds is maintained consistent with legal and managerial requirements. The account groups are not funds but are a reporting device used to account for certain assets and liabilities of the governmental funds that are not recorded directly in those funds.

Basis of Accounting

Basis of accounting refers to when revenues and expenditures or expenses are recognized in the accounts and reported in the financial statements. Specifically, it relates to the timing of the measurements made, regardless of the measurement focus applied. In accordance with North Carolina General Statutes, all funds of the Town are maintained during the year using the modified accrual basis of accounting. The governmental fund types are presented in the financial statements using the same basis of accounting.

Revenues are recognized as soon as they are both measurable and available. Revenues are considered to be available when they are collectible within the current period or soon enough thereafter to pay liabilities of the current period. For this purpose, the Town considers revenues to be available if they are collected within 90 days of the end of the current fiscal year. Expenditures generally are recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences and claims and judgments, are recorded only when payment is due.

Budget Transfers & Amendments

Full implementation of the budget begins immediately on July 1. Pursuant to General Statute 159-15, the budget may be amended by submission of proposed changes to the Town Council. Budgetary control is executed at the department level or by project. The Town Manager is authorized to transfer funds from one department to another within the same fund in an amount not to exceed \$50,000. Any revisions to transfer budgeted amounts over \$50,000 or that alter the total expenditures of any fund must be approved by the Town Council before being recorded. Budget amendments and transfers must adhere to balanced budget requirements.

The Town adheres to the following procedures for amending the budget during the year:

1. A transfer of funds between operational account lines of the same department can be approved by the Department Director. The department completes a budget amendment form and submits to Finance for processing.
2. The Town Manager has the authority to approve budget amendments up to \$50,000 between departments of the same fund that does not modify the overall fund's budget. The responsible department will complete the budget amendment form, acquire the Town Manager's signature, and submit the document to Finance for processing.
3. Any Town Manager approved budget amendments will be reported to Town Council the following month. All budget amendments between departments over \$50,000, between funds, or that increase or decrease the total budget of any fund must be approved by Town Council in advance.

Encumbrances

As required by North Carolina General Statutes, the Town maintains encumbrance accounts, which are considered "budgetary accounts" under which purchase orders, contracts and other commitments for expenditures of funds are recorded in order to reserve that portion of applicable appropriation. Encumbrances outstanding at year-end represent the estimated amounts for the expenditures ultimately to result in unperformed contracts in process at year-end to be completed. Encumbrances outstanding at year end do not constitute expenditures or liabilities.

Basis of Budgetary Accounting

Budgetary accounting is used for management control of all funds of the Town.

Budget Process

Governmental Funds

These funds are used to account for governmental functions. Governmental funds include the following fund types:

General Fund

The General Fund is the general operating fund of the Town. It is used to account for expenditures and all financial resources for services to the public, except for those required to be accounted for in another fund. The primary revenue sources are ad valorem taxes, state grants and various other taxes and licenses. The primary expenditures are for public safety, streets maintenance and construction, sanitation services and general governmental functions.

Special Revenue Funds

The Special Revenue Funds are used to account for resources that are legally restricted to expenditures for specified purposes. Restrictions on resources may be federal, state, or local. A special revenue fund is established when required by legal mandate or sound financial management practices. These are nonmajor funds of the Town.

Capital Project Funds

The Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major facilities (other than those financed by proprietary funds). These funds are used for the tracking of large non-recurring capital projects, which are outside of the General Fund. Included in this classification are the Town's Capital Reserve Funds. The Capital Reserve Funds are used to set aside money to pay for large expenditure items and functions. These are non-major funds of the Town.

Proprietary Funds

These are used to account for business-type activities.

Enterprise Funds

The Enterprise Funds account for those operations (a) that are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes. The Town has two Enterprise Funds: Utility and Stormwater.



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Budget Message



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Fiscal Year 2022-23 Manager's Budget Message

May 10, 2022

To the Honorable Mayor and Town Council Members:

On behalf of the entire organization, it is my pleasure to recommend to you the Fiscal Year (FY) 2022-23 Operating Budget and Community Investment Plan (CIP).

The recommended budget totals \$88,492,877, a 11.5% increase from the amended FY 2021-22 budget. Of this, the General Fund represents \$50,670,162, a 9.5% increase from the prior year. Economic growth has been robust over the past year. The Town's total assessed property valuation (real and personal property) is projected to increase from \$6.63 billion in FY22 to \$7.41 billion, an 11.7% increase over the prior year. The budget maintains the current property tax rate at 42.16 cents per \$100 valuation. The average residential water user's bill will increase by 2.9% or about \$1.86/month. Twenty-eight (28) new positions are recommended, with many of these new positions focused on strengthening the Town's business support departments' capacity to meet growing workloads.

PUBLIC SERVICE DELIVERY ENHANCEMENTS FOR EVERYDAY LIFE

Strategic Plan – The budget was developed using Council's five strategic priorities as the foundation for creating positive community impact and value to residents and businesses. Primary changes to the Strategic Plan included a complete update to the Engaged, Healthy, & Active Community strategic priority area and new initiatives related to downtown vitality, employee recruitment, infrastructure planning and asset management, and police and fire professional accreditation. Five strategic priority areas drive the forward direction of our community:



Staff Investments – People deliver municipal services. A top focus of this budget recommendation is to retain and recruit top talent required to serve a growing population and achieve Council's strategic priorities. To do this, this budget increases the competitiveness of our pay and classification program and refines our benefit structures including:

- **New Pay & Classification Plan:** Following an independent, external evaluation of the Town's positions and regional labor market conditions, approximately 76% of Town employees will receive a pay adjustment that brings their salaries more in-line with regional salary markets and

Budget Message

Fiscal Year 2022-2023



- **Pay for Performance** – A merit-based pay program is included with employee adjustments between 0%-6%, based on performance. Total Town budget impact is \$671,427. No pay adjustment is included for Mayor & Council members. I propose that staff undertake a study to compare current governing body compensation levels to other municipalities in the Triangle.
- **Health Insurance** – This budget shifts the Town's health insurance plan to the NC Health Insurance Pool (NCHIP) with 20 other North Carolina cities and counties as a strategy to increase economies of scale and medical buying power. This change results in a reduction of an originally projected health insurance increase of 28% to instead 15.3%, to be covered by the Town. The budget also adds a new "high deductible" health insurance plan for employees as an option to increase health insurance affordability.
- **Other Post-Employment Benefits (OPEB)** – Most private and many public sector corporations have stopped OPEB benefits (i.e. retiree health insurance). Due to an evolving healthcare landscape and future Town liabilities to fund retiree health insurance, this budget recommends ceasing the retiree health insurance benefit for new employees hired after July 1, 2022.

Enhanced Parks & Recreation Focus on Programming and Activities – In light of Council's update to the Engaged, Healthy & Active Community strategic priority area to enhance amenity offerings, strengthen events and programming, elevate financial sustainability, and protect our natural resources, the recommended budget adds two new positions that will focus on recreational activities and events programming. Additionally, the budget includes a management structure realignment that creates two assistant director roles, one focused on Programs & Events and the other Operations & Facilities.

Simplified Customer Service – The proposed budget includes funding to create a Customer Care Center to serve as an efficient, single source for residents and businesses to inquire about Town service requests and questions. The Center is anticipated to go live in Spring of 2023 and will be staffed by four employees – a Center Manager (new) and three customer service specialists (one new and two transferred to the Center from other departments). An Information Technology business systems analyst is also recommended to support a new Customer Relationship Management (CRM) software program along with other enterprise wide business systems that will integrate with the CRM product.

Modernization of Yard Waste Collection Model – Following extensive review and analysis by staff and the Council, this proposed budget transitions the current "throw on the street" yard waste approach to a roll-out cart model. The benefits of this change are simple and impactful: achieving compliance with the Town's Federal stormwater permit that prohibits yard waste discharge into the Town's creeks and rivers, improved roadway traffic safety, improved neighborhood aesthetics, easier containment of yard debris for homeowners, reduced wear and tear on yard waste collection equipment, and improved worker safety for Town employees. The budget includes new equipment, carts, and funding for educating the public on the changes. A free drop off yard waste convenience center will also be made available to residents. The new service is expected to start Spring of 2023.

Maintain Premier Level of Public Safety – In a recent Community Satisfaction Survey, residents noted management of traffic as the most important thing the Town should focus on in the coming year. Current in-progress roadway investments will be one strategy to help address these concerns and the recommended budget includes two new traffic unit officers to help address neighborhood speeding and assist with other traffic safety needs. Additionally, the budget includes replacement of a 1991 Pierce ladder truck that currently experiences excessive repair downtime.

Reduce Stormwater Related Flooding – The budget includes the Town's first dedicated three-person stormwater maintenance crew to focus on clearing debris from stormwater pipes that can cause blockages and reduce capacity to carry stormwater from streets and neighborhoods to creeks and streams.

INVESTMENTS THAT BUILD A GREAT COMMUNITY

The Town has a long tradition of strategic infrastructure investment decisions that have created the amazing community we have today. High levels of continued investments are needed to prepare the community for the future. This recommended budget advances a number of high-profile investments:

Facilities:

- Fire Station #3 (\$11.2 million) – The replacement station near Carolina Springs will be approximately 13,000 sq. ft and include two bays and a Police Department remote work/relief area. Station design is currently underway.
- Operations Campus Phase I (\$30 million) – The new Operations Campus is envisioned to house staff from Public Works, Utilities & Infrastructure, Development Services, Parks & Recreation, and Finance. Campus design for Phase I will occur during FY 22-23.
- Americans with Disabilities Act Retrofits (\$100,000) – Funding is included to implement the Town's ADA transition plan to retrofit facilities and other public infrastructure to ensure that persons with disabilities have the same access and opportunities as everyone else.

Parks & Recreation:

- Hunt Center Lobby Area Renovation (\$250,000) – Renovations will focus on improving the central check-in experience, enhancing safety, and enhancing facility pedestrian flow.
- Sugg Farm (\$125,000) – Improvements to Sugg Farm include a community garden and nature play areas as outlined in the Sugg Farm Master Plan.
- Mims Park (\$150,000) – Mims Park Master Plan improvement components include clearer signage and delineation of natural trails.
- Cass Holt Park Partial Design (\$2 million) – Funding from Parks & Recreation Reserves will advance planning and design until such time that a full funding source can be identified.
- Playground Rehabilitation (\$350,000) – The playing surfaces at Womble Park and Jones Park are proposed to be replaced along with replacement of play structures and installation of benches and play area shading at Womble Park.

Transportation

- Intelligent Transportation System (ITS) (\$200,000) – The budget includes funding for Phase III build-out of the Town's ITS to help manage and monitor traffic congestion. This phase focuses on the acquisition of software to operate the traffic cameras.
- Transportation Bond Projects – Major improvements to Holly Springs Road (east) is now underway. Final design continues on Main Street left turn lane, Avent Ferry Road Realignment, and NC55 Bypass right turn lane.
- Holly Springs Road (central and west segments) – At Council's Annual Retreat, the board prioritized the completion of Holly Springs Road between Flint Point Lane and NC55 Bypass as the next non-bond priority projects. The budget includes \$2 million of existing General Fund fund balance plus an additionally annual \$1 million appropriation to supplement remaining Transportation Bond funding sources to begin preparing for these additional investments in the Holly Springs Road corridor.

Water, Sewer, and Stormwater

- Water Supply – The Community Investment Plan (CIP) continues planning and projecting for the Sanford water plant expansion partnership with Holly Springs funding a proportional investment that will secure 4 million gallons per day (MGD) of additional water supply. Additionally, the budget includes \$8 million to finalize the 2 MGD water supply increase from Harnett County.
- Utley Creek Water Reclamation Facility Expansion – \$1 million is included in the budget to advance design of a 2 MGD treatment capacity upgrade.
- Watershed Protections – Staff has identified and prioritized implementing newly imposed EPA regulations in the portion of Town jurisdiction that lies within the Neuse River Basin Watershed. In addition, undertaking drainage improvements in some of our older neighborhoods such as Oakhall, Remington and Sunset Ridge.
- Future Planning – \$300,000 is recommended to advance the first stage of a utility asset master plan along with \$120,000 to plan for future expansion of the Town's reclaimed water system.

Budget Message

Fiscal Year 2022-2023



FINANCIAL INVESTMENTS TO DELIVER EXCELLENT PUBLIC SERVICES

Property Tax and Sales Tax – Property and sales taxes account for 66.5% of General Fund revenues and form the core funding sources needed to sustain basic municipal services. The recommended budget holds the property tax rate flat.

Recommended Property Tax Rate and Allocation
(cents per \$100 valuation)

Recommended Property Tax Rate and Allocation (cents per \$100 valuation)			
Fund	FY2022	FY2023 (rec)	Difference
General Fund Operating	29.93¢	29.93¢	0¢
General Debt Service	12.23¢	12.23¢	0¢
TOTAL	42.16	42.16	0¢

Solid Waste Fees – The Town is in year 5 of a 5-year refuse and recycling contract with GFL Environmental. Changes to solid waste fees reflect contractual cost increases from GFL Environmental, and transition to a new roll-out cart yard waste collection service with combined garbage and recycling fees totaling \$15.32 per month, up \$0.21 from the prior year. The residential yard waste collection fee is proposed to increase from \$4.00 per month to \$4.50.

Water and Sewer Fees – The recommended budget implements a new water and sewer rates and charges model to better match industry best practices and more fairly allocate access fee charges. Water and waste water access fees for 90% of customers (those with a $\frac{3}{4}$ " water meter) will decrease from \$26.00/month to \$24.80/month while properties with 1" or larger meter sizes will experience increases in monthly access fee charges. Additionally, the budget reflects an adjustment to the System Development Fee per unit cost from \$7,795 to \$11,700, which supports new water/sewer infrastructure associated with growth. For the typical homeowner, total monthly water and sewer rates and charges are projected to increase 2.9%, or \$1.86/month for a total projected monthly bill of \$65.38. The town's rates remain very competitive and the typical residential homeowner's monthly total bill is projected to remain below the State average according to UNC School of Government data.

Stormwater Fees – I propose keeping current rates flat in FY 2022-23.

LOOKING TO THE FUTURE

Below outlines potential, key issues that could impact future budget and policy decisions or be factors that impact the organization over the next several years:

- Inflation and Supply Chain Disruptions** – Inflation and supply chain disruptions pose enormous threats to our Town in light of the extensive water, sewer, roadway, and facility investments that face our community over the next 1-5 years. Over the past 1-2 years, project bids have often significantly outstripped original projections.
- Labor Shortages** – The new pay and classification adjustments will significantly enhance the Town's labor market competitiveness. However, the current labor shortage is anticipated to continue, so it is realistic to expect continued difficulty filling some Town positions.
- Funding Plan for New Cass Holt Road Park Investments** – In light of Council's recent adoption of the Cass Holt Park Master Plan, the next step is for Council to formally articulate its funding strategy to complete the park investments. This direction is necessary to 1) ensure staff efforts are in alignment with Council, 2) to establish prior to use a legal reimbursement mechanism that would allow advancing design funding prior to a formal debt issuance, and 3) to establish a preferred debt funding approach (i.e. voted General Obligation Bonds or non-voted Limited Obligation Bonds). Although not required initially, later Council direction will be needed on the timing of a bond vote (if selected) and approval of a specific funding source(s).
- Sanford Water Plant Expansion Partnership / Sanford Water Conveyance and Sewer Capacity Investments / Utley Creek Water Reclamation Facility Expansion** – The Town has partnered with Chatham County, City of Sanford, Town of Pittsboro, and Town of Fuquay-Varina to increase Sanford's water treatment capacity by 18 MGD (of which Holly Springs would be

allocated 4 MGD). The project also includes an approximate 20-mile conveyance line from the plant to Holly Springs and Fuquay-Varina. Additionally, the Town's water reclamation treatment capacity requires at least a 2 MGD upgrade. Over the next year staff and the Town's Financial Advisory will guide the Council through the decision-making process for these and other investment considerations, which could approach \$250-\$300 million over the next 10 years.

5. **Economic Growth** – 2021 was an unprecedented year with the recruitment of FUJIFILM Diosynth Biotechnologies and Amgen and the opening of UNC Health Rex Holly Springs Hospital. With the recent announcement of VinFast coming to Chatham County (keeping in mind that the closest major town to VinFast is Holly Springs), the immediate area will have an influx of over 8,500 new jobs within the next five years. This influx will put immense pressure on the transportation system, school capacity, exacerbate the need for greater housing variety and availability, and will lead to new public service challenges serving these new employees and the families that will join them. Upcoming completion of the Comprehensive Transportation Plan (CTP), Housing Affordability Study, Northeast Gateway Master Plan, and Village District Area Plan update will all help with this preparation.

CONCLUSION

Thank you for the opportunity to recommend to you the FY 2022-23 budget that I believe addresses Council's top strategic priorities, invests in personnel to execute your Strategic Plan, and responds to the emerging service needs in our growing community. The budget also reflects a stable property tax rate and thoughtful revenue adjustments required to deliver basic municipal services. I have valued and appreciated your engagement and direction throughout the entire budget development process.

This budget recommendation is a collective effort of many talented Town staff. I am grateful for the passion our employees demonstrate toward public service and the efforts by staff to translate the needs of our community into an operational and actionable budget plan. In particular, I would like to recognize our department directors; staff from our Budget, Finance, and Human Resource functions, and the Assistant Town Managers who have all made key contributions toward the creation of this budget recommendation.

I look forward to discussing the recommended budget further to ensure it meets the expectations and priorities of the governing body and the community.

Respectfully submitted,



Randy J. Harrington
Town Manager

Budget Message

Fiscal Year 2022-2023



Recommended Budget Presentation Video

For more information and a video detailing the Manager's Recommended Budget for FY2022-23:

<https://vimeo.com/706715683/f5742563b9>

Budget Approval

The FY2022-2023 Budget was adopted on June 7, 2022, with no changes from the Town Manager's Recommended Budget.



Budget Ordinance



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Budget Ordinance



Ordinance No. 22-10

Date Submitted: June 7, 2022

Date Adopted: June 7, 2022

FISCAL YEAR 2022-23 BUDGET ORDINANCE HOLLY SPRINGS, NORTH CAROLINA

BE IT ORDAINED by the Town Council of Holly Springs, North Carolina:

Budget Adoption: There is hereby adopted the following Operating Budget for the Town of Holly Springs for the Fiscal Year beginning July 1, 2022 and ending June 30, 2023; the same being adopted by fund and activity within each fund as listed.

SECTION 1:

General Fund	
Revenues:	
Ad Valorem Taxes	22,237,435
Sales Tax	11,500,000
Environmental Revenues	3,648,705
Transfers & Other Sources	3,648,201
Other Taxes and Licenses	3,328,704
Permits & Fees	2,780,500
Parks & Recreation Revenues	1,942,200
Public Safety Revenue	879,160
Miscellaneous Revenues	602,500
Intergovernmental / Grants	102,757
TOTAL	50,670,162
Expenditures:	
Public Safety	18,508,050
General Government	12,361,526
Public Works	8,420,771
Parks & Recreation	6,539,662
Development	4,840,153
TOTAL	50,670,162

Budget Ordinance



Utility Fund	
Revenues:	
Water Sales	9,531,000
Waste Water Charges	8,570,700
Other Operating Revenues	1,705,500
Other Financing Sources	1,373,657
Miscellaneous Revenues	86,000
TOTAL	21,266,857
Expenditures:	
Development	12,090,204
Non-Departmental	3,544,475
Central Services	2,970,326
Finance	1,743,372
Information Technology	572,802
Administration	198,078
Public Works	147,600
TOTAL	21,266,857
Stormwater Management Program Fund	
Revenues	1,773,000
Expenditures	1,773,000
Powell Bill Fund	
Revenues	2,178,163
Expenditures	2,178,163
Emergency Telephone System Fund	
Revenues	246,216
Expenditures	246,216
General Fund – Debt Service Fund	
Revenues	8,061,212
Expenditures	8,061,212
Utility Fund – Debt Service Fund	
Revenues	4,297,267
Expenditures	4,297,267

SECTION 2.

Levy of Taxes: There is hereby levied, for Fiscal Year 2022-2023, an Ad Valorem tax rate of 42.16 cents per \$100 valuation of taxable property as listed for taxes as of January 1, 2022. This rate shall be levied with 29.93 cents to the General Fund and 12.23 cents to General Fund Debt Service per one \$100 valuation of taxable property.

The tax rate is based on an estimated total valuation of property for the purposes of taxation of \$7,408,826,376 and an estimated collection rate of 98.75%.

SECTION 3.

Fees and Charges: There is hereby established, for Fiscal Year 2022-2023 various fees and charges as contained in the Town Manager's Recommended Fiscal Year 2022-2023 Budget.

Budget Ordinance

SECTION 4.

There is hereby confirmed, for Fiscal Year 2022-2023 a \$25 Municipal Vehicle Tax to be included in vehicle registration and property tax bills collected by the North Carolina Department of Revenue.

SECTION 5.

Sanitation, recycling, and yard waste fees shall be levied at a rate of \$19.82 per household per month. This includes one trash bin, one recycling bin and up to 2.5 cubic yards of allowed yard waste.

SECTION 6.

Salaries & Salary Grades: The following shall govern salary and wage compensation for Fiscal Year 2022-2023:

- A. Employee Salary Adjustments. Salary adjustments shall range between 0%-6% based on performance. Position classifications are to be continuously reviewed and adjustments instituted by the Town Manager to make the plan fair for all classes of employees.
- B. Salary Grade Adjustments. All employee titles and salary grades reflect the implementation of a new pay and classification system. In the event any job title labeling errors or technical salary calculation errors are identified, the Town Manager is authorized to make corrections consistent with the purpose, intent, and methodology of the pay study.
- C. The Town Manager or designee is authorized to reclassify a current employee position's salary grade for any position with a defined salary grade range, as listed in the Town Manager's Recommended Fiscal Year 2022-23 Budget, if the incumbent has satisfied the Department's requirements to include any required training, professional certification, or other positional requirements.

SECTION 7.

The Town Manager is hereby authorized to transfer appropriations within a fund as contained herein under the following conditions as specified in North Carolina General Statute §159.

- A. Authorize budget transfers within a department without prior approval of the Town Council.
- B. Approve budget transfers between departments within the same fund up to \$50,000 without prior approval of the Town Council and will be reported to Town Council by the following month.
- C. All inter-departmental budgetary transfers or appropriations above \$50,000, between funds, or that increase or decrease the total budget of any fund must be approved in advance by Town Council.

SECTION 8.

The Town Manager is hereby authorized to enter into contracts up to \$50,000 without prior Town Council approval. The Town Manager is hereby also authorized to execute contractual documents under the following conditions:

- A. Town Manager may execute contracts for (1) purchases of apparatus, supplies and materials or equipment which are within budgeted departmental appropriations; (2) leases of personal property for a period of one year or less and within budgeted departmental appropriations; and (3) services which are within budgeted departmental appropriations. Any of the above may be in the formal bidding range for contracts.
- B. Town Manager may execute grant agreements to or from public and non-profit organizations which are within budgeted appropriations unless a grantor organization requires execution by the Town Council.
- C. Town Manager may execute contracts, as the lessor or lessee of real property, which are of one-year duration or less if funds therefore are within budgeted appropriations.

Budget Ordinance



SECTION 9.

Restricted Revenues: The Finance Officer is hereby directed to fund appropriations that have specified revenues prior to funding with General Fund monies. This is to include but not limited to ABC profits, sales tax, and state and federal grants.

SECTION 10.

Encumbrances: Operating funds encumbered on the financial records as of June 30, 2022, are hereby re-appropriated to this budget. All project ordinance appropriations are continued.

SECTION 11.

Budget Control: The Town Council in approving the budget has utilized to the fullest extent possible its revenue sources. Over collections of revenue or unanticipated revenue, sources cannot be expected to materialize during the year. It is therefore, of utmost importance, and the Town Manager is hereby directed to initiate steps to insure compliance with the budget, as fixed herein. The Town Manager is further directed where it appears that costs may possibly exceed budget appropriations, to first take steps to contain costs by any necessary methods including reductions in services prior to requesting budget amendment action by the Town Council.

SECTION 12.

The Town Council hereby authorizes the Wake County Tax Administrator to bill and collect taxes for the Town.

SECTION 13.

Multi-year projects on the financial records as of June 30, 2022 are hereby re-appropriated to fiscal year 2022-2023.

SECTION 14.

That in addition to the projects covered by Section 13, any remaining encumbered appropriations from the prior fiscal year for contracts and purchase orders that carry over into the current fiscal year are re-appropriated for expenditure in the current fiscal year. Additionally any unexpended appropriations for previously authorized multi-year capital projects or grant projects are re-appropriated for expenditure in the current fiscal year; local grant-matching obligations that were previously authorized as part of multiyear grant projects are also re-appropriated for expenditure in the current fiscal year.

SECTION 15.

The Town Manager or designee is hereby authorized to move appropriations within a fund, to include the authority to move appropriations within funds for reorganization.

SECTION 16.

Sections of this ordinance estimate income (grants, debt, and other permanent funding sources). Until actual receipt, the Finance Officer or their designee is hereby authorized to advance funding from the appropriate fund's fund balance to cover the budgeted expense. Upon receipt of the income or debt proceeds, funds advanced shall revert back to the source fund's fund balance. If the permanent funding is not realized, the advance may be designated as the permanent source of funding. Upon receipt of the permanent funding, the sources and levels of funding for the project specified may be adjusted to reflect permanent financing. Total project appropriation levels shall not exceed the amounts specified unless amended by a subsequent ordinance.

SECTION 17.

The Finance Officer or designee is hereby authorized to transfer interest earnings from various cooperating and capital funds to the appropriate debt service funds according to Town Council policy, except where specific exceptions have been authorized.

Budget Ordinance

SECTION 18.

The Finance Officer or designee is authorized to appropriate amounts needed to fund the following:

- A. Current fiscal year debt issues that have been approved by Town Council.
- B. Amounts needed to satisfy federal government regulations related to interest earnings on debt issues.
- C. Banking fees.
- D. Sales and use taxes, when required by law.
- E. Insurance premiums, risk management claims (that are entirely covered under a policy of insurance and have approval of the Town Manager), legal fees, utility bills, solid waste collection fees, escrow payments, annual hardware/software maintenance for town equipment, refunds (expressly excluding property tax bills or town license fees), adjustments to utility bills pursuant to Town Council policy.

SECTION 19.

The Finance Officer or designee is authorized to close projects, remove any excess appropriations and return associated balances to the appropriate Fund's original source.

SECTION 20.

The Finance Officer or designee is authorized to create and maintain a capital reserve fund in order to account for all system development fee proceeds as required by Article 8 of NCGS 162A, which shall remain so long as the town collects system development fees.

SECTION 21.

The Town Manager is hereby authorized to adjust appropriations in accordance with any Town Council amendments to this budget ordinance made by motion of the Town Council at a duly called meeting.

SECTION 22:

All ordinances in conflict with this ordinance are hereby repealed or amended to reflect the controlling nature of this Ordinance. In the event that any ordinance or policy establishes a fee or charge less than that which is described in the document described in Section 3 of this Ordinance, this Ordinance shall control.

The provisions of this ordinance shall become effective July 1, 2022 in accordance with the laws of the State of North Carolina.

Adopted this, the 7th day of June 2022.

Town of Holly Springs by

Sean Mayefskie, Mayor

ATTEST:

Linda McKinney, Town Clerk





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Strategic Plan



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Creating the Town's Strategic Plan

The Mayor and Town Council annually adopt a Strategic Plan for the Town of Holly Springs. The governing body establishes a vision and strategic priority areas that reflect the chief components of the Town's vision for success. The governing body determines goals for each strategic priority area and staff submit initiatives for how to accomplish those goals. The proposed strategic plan is then adopted by Town Council laying the framework for the Manager's Recommended Budget.

What is a Strategic Plan?

A Strategic Plan is a document that guides the Town as it grows and responds to the evolving needs of residents. This plan provides a blueprint for maintaining and improving the qualities that make Holly Springs a great place to live, work, and play.

What are the components of a Strategic Plan?

There are many different ways to organize a Strategic Plan, and Holly Springs takes best practices from the UNC School of Government and our peer towns and cities to build a plan that reflects the values and needs of our residents, businesses, and staff. Our Strategic Plan is comprised of both long and short-term factors meant to influence, prioritize, and drive how decisions are made.



Strategic Plan

Strategic Priority Areas



Vision

Holly Springs offers an unmatched quality of life that reflects the joys of small town living in a safe, family-friendly community that residents and businesses are proud to call home.

Strategic Priority Areas



Economic Prosperity & Diversity - Holly Springs provides a climate where a wide variety of businesses thrive with economic opportunity for all.



Engaged, Healthy & Active Community - Holly Springs promotes fulfilling and rewarding lifestyles with abundant, healthy living options.



Organizational Excellence - Holly Springs is a leader in responsible government with a high-performing organization that meets the public service needs of its residents.



Responsible & Balanced Growth - Holly Springs will continue to plan for future infrastructure and support a quality, balanced mix of land uses, while preserving its small town charm, characteristics, and history.



Safe & Friendly - Holly Springs is one of the safest communities in North Carolina with a welcoming spirit and inviting atmosphere.

Strategic Plan

Economic Prosperity & Diversity

Economic Prosperity & Diversity

Holly Springs provides a climate where a wide variety of businesses thrive with economic opportunity for all.

1. Enhance, attract, and engage diverse economic development opportunities.

- **Initiative 1.1:** Concentrate business recruitment efforts in the target industries of Wake County Economic Development, specifically Life Sciences, Advanced Manufacturing, IT & Technology, Clean Tech & Smart Grid and Corporate or Divisional headquarters.
- **Initiative 1.2:** Pursue site-readiness programs and infrastructure investments to boost the attractiveness of the Town's strategic sites.
- **Initiative 1.3:** Be a development resource to support, sustain, and grow small businesses, start-ups, and entrepreneurs.

2. Create a vibrant downtown center.

- **Initiative 2.1:** Facilitate multi-modal accessibility to the downtown center, with an emphasis on walkability, pedestrian and bicycle safety.
- **Initiative 2.2:** Enhance place-making in the downtown area through beautification, branding, and artistic elements.
- **Initiative 2.3:** Explore interest and models for a Downtown Village District Business Consortium that provides an opportunity for the downtown business community to connect, collaborate, and liaise with the Town.

3. Seek partnerships to drive economic development.

- **Initiative 3.1:** Proactively engage with the Holly Springs Chamber of Commerce, Wake County Economic Development, and other strategic business partners to promote the advantages and opportunities of doing business in Holly Springs.
- **Initiative 3.2:** Attract business partners that support amateur sports, hospitality and leisure tourism activities.
- **Initiative 3.3:** Connect strategic partners in the development community that facilitate life science, laboratory, and industrial flex space to support growing demand.

Strategic Plan

Engaged, Healthy, and Active Community



Engaged, Healthy, and Active Community

Holly Springs promotes fulfilling and rewarding lifestyles with abundant, healthy living options.

1. Develop comprehensive parks and recreation amenity offerings to include a variety of parks, greenways, and recreation facilities.

- **Initiative 1.1:** Prioritize recommended park improvements from the Sugg Farm and Mims Park concept plans and pursue amenity construction at each location.
- **Initiative 1.2:** Advance design and construction of the Cass Holt Rd Park to build the first park in Holly Springs west of Hwy 55.
- **Initiative 1.3:** Complete Arbor Creek / Middle Creek and Utley Creek – Phase 1 greenways to establish significant connections between neighborhoods and downtown. Finalize Utley Creek Phase 2 greenway alignment.
- **Initiative 1.4:** Begin design and construction planning to complete the Jones Park Connector, Ting Park Connector, and Middle Creek to Camp Branch Greenway segments to enhance connectivity of the greenway network.
- **Initiative 1.5:** Invest in playground safety surfacing, sunshade structures, and other amenity features in our parks and along our greenways.

2. Build partnerships to complement a broad offering of events and programming.

- **Initiative 2.1:** Establish a formal volunteer program to provide assistance at town program events, special service days, and town volunteer efforts.
- **Initiative 2.2:** Leverage mutually-beneficial partnerships to provide additional events and offerings to complement existing offerings by the Town.
- **Initiative 2.3:** Offer at least two events per year that educate, celebrate or feature multi-cultural, diversity, and inclusion efforts.

3. Provide a parks and recreation model with sustainable financial cost recovery policies.

- **Initiative 3.1:** Analyze the cost of service for functional areas and develop a policy for cost recovery goals.
- **Initiative 3.2:** Establish a funding strategy to advance priority park and greenway investments, including opportunities to leverage public-private partnerships.
- **Initiative 3.3:** Align with regional planning and connectivity goals to enhance competitiveness in applying for grants from regional, county, state, and federal sources for greenway and park development funding support.

4. Protect natural resources and provide healthy opportunities for generations to enjoy.

- **Initiative 4.1:** Enhance sustainable operation and maintenance practices at parks and recreation facilities.
- **Initiative 4.2:** Install informational signage to bring community awareness to the unique natural resource areas throughout town.
- **Initiative 4.3:** Provide educational resources and materials to residents of the physical, social, and mental health benefits of outdoor activities and active lifestyles.

Organizational Excellence

Holly Springs is a leader in responsible government with a high-performing organization that meets the public service needs of its residents.

1. As an employer of choice, we will retain and recruit a highly skilled workforce.

- **Initiative 1.1:** Invest in employee professional growth and development through continuous training, certifications, education, and professional accreditation.
- **Initiative 1.2:** Provide competitive pay and benefits that retains and recruits top talent.
- **Initiative 1.3:** Expand employee diversity and inclusion.
- **Initiative 1.4:** Enhance recruitment tools, incentives, and/or benefits to attract a skilled workforce in difficult to fill positions.

2. Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.

- **Initiative 2.1:** Invest in technology such as 311 system and the Town's website to improve internal efficiencies and external customer experience.
- **Initiative 2.2:** Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.
- **Initiative 2.3:** Develop streamlined customer engagement processes for simple building or renovation permit requests and specialized customer service approaches to assist non-building industry experts in navigating permitting processes.
- **Initiative 2.4:** Inventory and market the Town's "Smart City" initiatives, and pursue additional Smart City initiatives that leverage data and technology to improve operational efficiencies and information sharing with residents.

3. Expand community engagement.

- **Initiative 3.1:** Expand reach and integration of public safety and other town messages across various communication platforms such as print, social media, website, and other public engagement formats.
- **Initiative 3.2:** Elevate the Town's branding consistency and professionalism.
- **Initiative 3.3:** Use 2021 Community Survey data to refine content, communication formats, and accessibility of Town's website.

4. Ensure financial stewardship.

- **Initiative 4.1:** Update and apply financial best management practices such as internal controls, budgetary enhancements, and asset management.
- **Initiative 4.2:** Enhance financial metrics and policies to achieve credit rating upgrades that in turn lead to the lowest borrowing costs for taxpayers.
- **Initiative 4.3:** Develop new Town-wide risk management program and reduce the Town's risk exposure and actual risk liability experiences.

Strategic Plan

Responsible & Balanced Growth



Responsible and Balanced Growth

Holly Springs will continue to plan for future infrastructure and support a quality, balanced mix of land uses, while preserving its small town charm, characteristics, and history.

1. Plan, maintain, and invest in sustainable and resilient infrastructure.

- **Initiative 1.1:** Design and construct the Main St. right turn lane, NC55 Bypass right turn lane, Avent Ferry Rd realignment, and Holly Springs Rd. Phase II bond projects.
- **Initiative 1.2:** Develop guidelines for the application of sustainable and resilient practices for new town facilities and capital infrastructure.
- **Initiative 1.3:** Develop a coordinated long-range master plan for water, wastewater, reclaimed, and stormwater systems.
- **Initiative 1.4:** Manage Town assets to ensure the long-term sustainability and optimal efficiency of water, wastewater, and stormwater services.

2. Support land use planning and policies that provide for sustainable and economic growth while balancing small town characteristics.

- **Initiative 2.1:** Pursue a residential/non-residential tax base ratio of 70%/30%.
- **Initiative 2.2:** Achieve SolSmart silver community designation.

3. Establish sustainability and resiliency practices that balance the protection and preservation of historical and environmental assets with fiscal and operational efficiency.

- **Initiative 3.1:** Complete action plan and protocols for implementation of sustainability and resiliency practices in fleet management, solid waste, and facility maintenance energy efficiency.
- **Initiative 3.2:** Pursue local and state tools, resources, legislation and policies that enhance historical preservation efforts.
- **Initiative 3.3:** Invest in reclaimed water utilization efforts to enhance conservation of natural resources.
- **Initiative 3.4:** Develop a water, sewer and reclaimed asset management plan to ensure system integrity and identify needed maintenance and investments to handle future growth.
- **Initiative 3.5:** Engage staff and community partners to increase awareness and understanding of sustainability opportunities and practices.

4. Partner with neighbors to promote smart regional infrastructure investments.

- **Initiative 4.1:** Support an efficient and connected local and regional multi-modal transportation system through engagement on projects including the I-540 Southeast Extension and Wake Transit Plan.
- **Initiative 4.2:** Secure funding partnerships for transportation, water, wastewater, and stormwater infrastructure that leverages regional opportunities for investments.
- **Initiative 4.3:** Engage with Wake County, and other organizations as necessary, to promote best practices of waste management at the South Wake Landfill.

5. Leverage Town and regional partners to mitigate resident housing displacement from NCDOT and Town infrastructure projects.

- **Initiative 5.1:** Support the Wake County Department of Housing Affordability and Community Revitalization's efforts to increase housing options on County-owned property north of Ting Park.
- **Initiative 5.2:** Pursue partnerships with non-profit and private organizations to create affordable options.
- **Initiative 5.3:** Identify and evaluate opportunities for flexibility and streamlining of permitting and development requirements to increase developer interest.
- **Initiative 5.4:** Conduct a Housing Study (with a complimentary Citizens Affordable Housing Committee) to analyze the Town's housing composition, strengths, challenges, gaps, and potential courses of action.

Safe & Friendly

Holly Springs is one of the safest communities in North Carolina with a welcoming spirit and inviting atmosphere.

1. Maintain the Town's high level of public safety.

- **Initiative 1.1:** Promote a community-policing philosophy with an emphasis on building “organic” partnerships and unique approaches to meet community needs; and ensure law enforcement personnel are visible and able to interact with residents, visitors and business owners on a regular basis.
- **Initiative 1.2:** Invest in planning and development of Fire Station #3 to enhance the level of fire and medical response and emergency readiness.
- **Initiative 1.3:** Invest in data-driven, geo-based and analytical policing strategies to develop a more technologically advanced approach to crime prevention and investigations.
- **Initiative 1.4:** Apply for Police Department CALEA accreditation, recognizing commitment to professional policing and national best practices and standards.
- **Initiative 1.5:** Develop multi-disciplinary approaches and partnerships to address social, physical and mental health issues with the goal of interrupting recurring cycles and making appropriate referrals to organizations with subject matter expertise.
- **Initiative 1.6:** Complete a Fire Department organizational self-assessment and draft a department strategic plan in preparation for seeking accreditation from the Center for Public Safety Excellence.

2. Plan for adequate public infrastructure that promotes a safe community.

- **Initiative 2.1:** Deploy pedestrian safety devices and traffic control measures to enhance pedestrian and bicycle safety.
- **Initiative 2.2:** Design a network for an innovative and intelligent transportation system with NCDOT.

3. Cultivate a creative and friendly atmosphere that is welcoming to all cultures and the diversity of our residents and visitors.

- **Initiative 3.1:** Enhance citizen engagement and outreach events for police and fire.
- **Initiative 3.2:** Identify innovative and receptive approaches to engage communities that are traditionally underserved.
- **Initiative 3.3:** Develop policies, procedures, and/or mitigation strategies for management of property nuisance abatement.

Strategic Plan

Strategic Performance Measures



Performance Measures

The Town of Holly Springs uses strategic level performance measures to track the progress of the strategic plan. These measures are focused on long-term outcomes that can help gauge progress towards meeting the Town's vision statement. To fulfill the Town's Vision, five key strategic priority areas are identified:

Economic Prosperity & Diversity - Holly Springs provides a climate where a wide variety of businesses thrive with economic opportunity for all.

Engaged, Healthy & Active Community - Holly Springs promotes fulfilling and rewarding lifestyles with abundant, healthy living options.

Organizational Excellence - Holly Springs is a leader in responsible government with a high-performing organization that meets the public service needs of its residents.

Responsible & Balanced Growth - Holly Springs will continue to plan for future infrastructure and support a quality, balanced mix of land uses, while preserving its small town charm, characteristics, and history.

Safe & Friendly - Holly Springs is one of the safest communities in North Carolina with a welcoming spirit and inviting atmosphere.

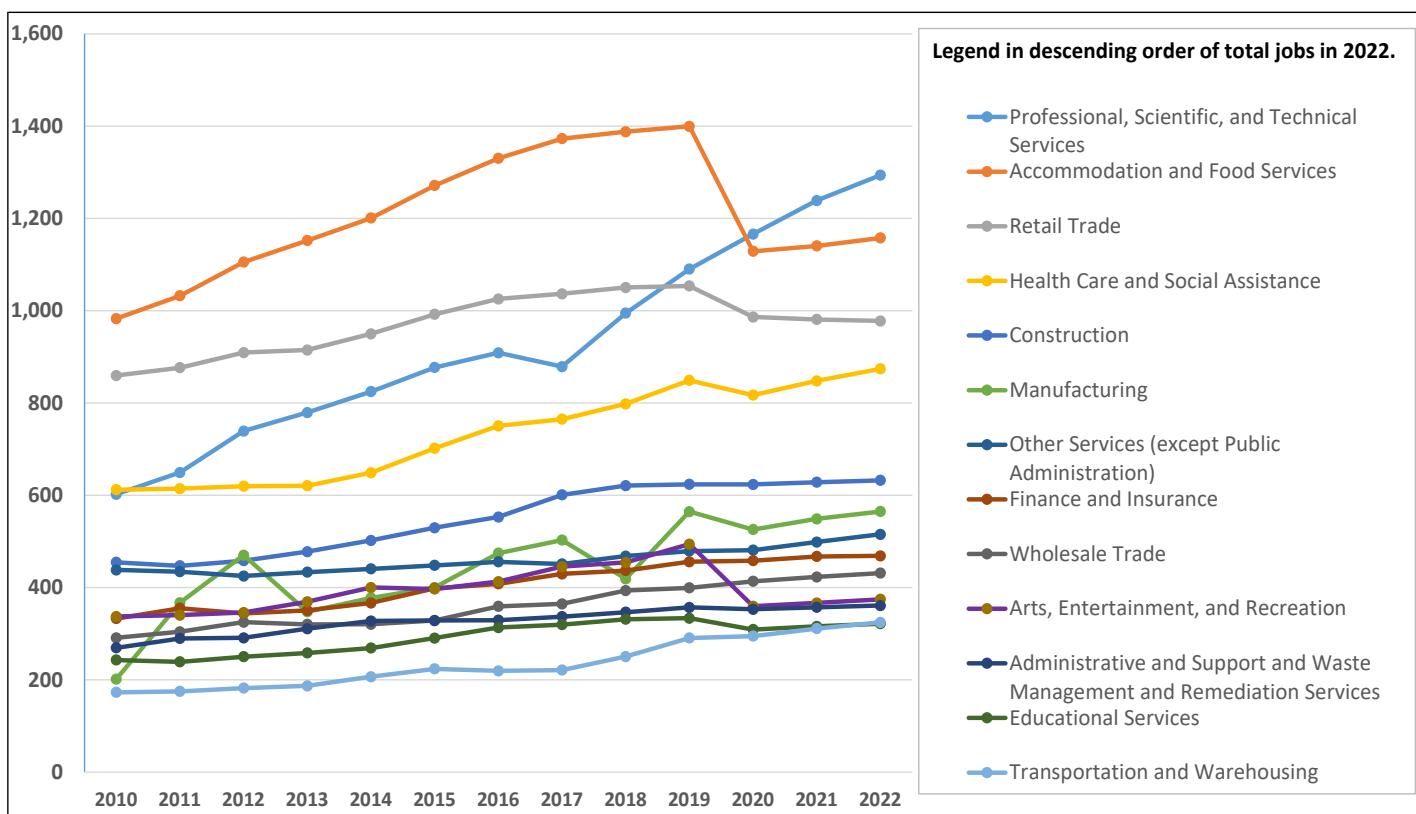
These strategic priority areas help guide the development of goals and initiatives to achieve the vision of the Mayor and Town Council. For the purpose this strategic plan, performance measures are tracked at the goal level to provide balance of long-term tracking of progress and a variety of measures to track the Town's prosperity, health, excellence, growth, and safety.

Strategic Plan

Strategic Performance Measures

Economic Prosperity and Diversity

Goal 1 - Enhance, attract, and engage diverse economic development opportunities.	
Performance Measure	Number of jobs in Holly Springs by industry.
Department Lead	Economic Development
Target Goal	Continued growth of diverse job opportunities in Holly Springs.



	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total Jobs (Estimated)	8,269	8,572	8,908	8,979	9,342	9,745	10,152	10,397	10,664	11,132	10,619	10,859	11,058

Strategic Plan

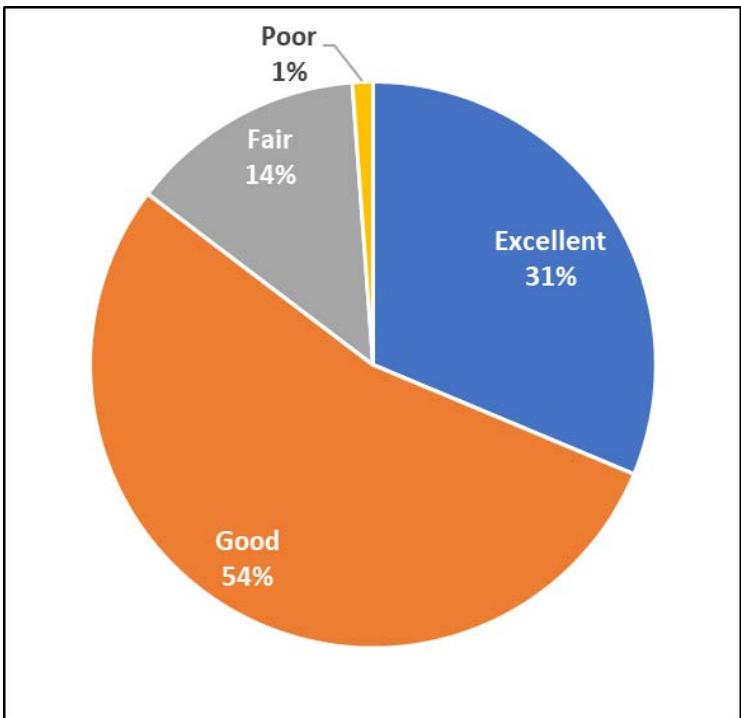
Strategic Performance Measures



Economic Prosperity and Diversity

Goal 2 - Create a vibrant downtown center.

Performance Measure	Community Survey – How would you rate the overall quality of the downtown atmosphere?
Department Lead	Economic Development / Communications
Target Goal	New measure – establishing benchmark.



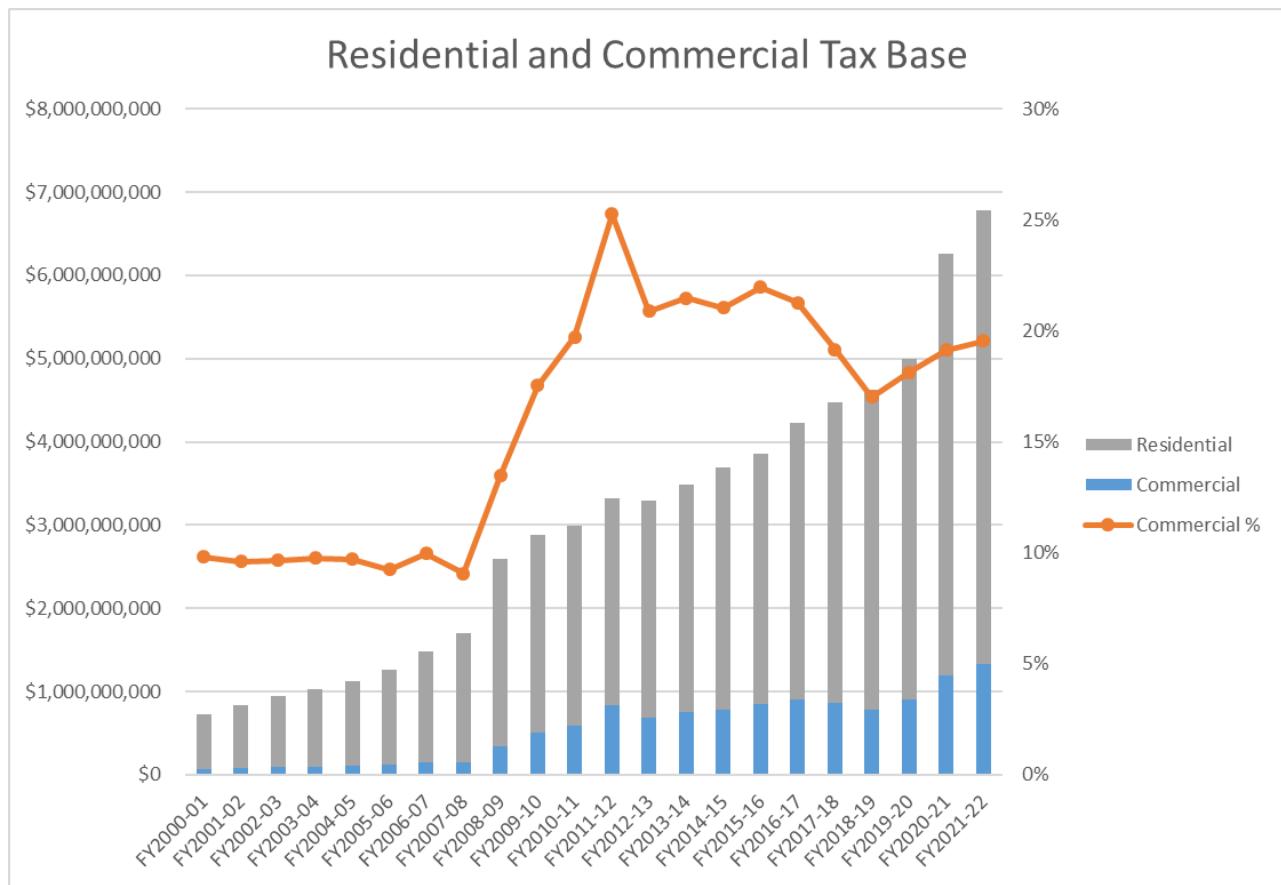
- Data provided by Community Survey managed by ETC Institute.
- Survey included results of 530 households with a precision of +/- 4.2% at the 95% confidence rating.
- Data excludes “Don’t know” responses.

Strategic Plan

Strategic Performance Measures

Economic Prosperity and Diversity

Goal 3 - Seek partnerships to drive economic development.	
Performance Measure	Residential and commercial property tax valuation and percent of commercial tax base.
Department Lead	Economic Development
Target Goal	Town tax base of 70% residential and 30% commercial.



Strategic Plan

Strategic Performance Measures

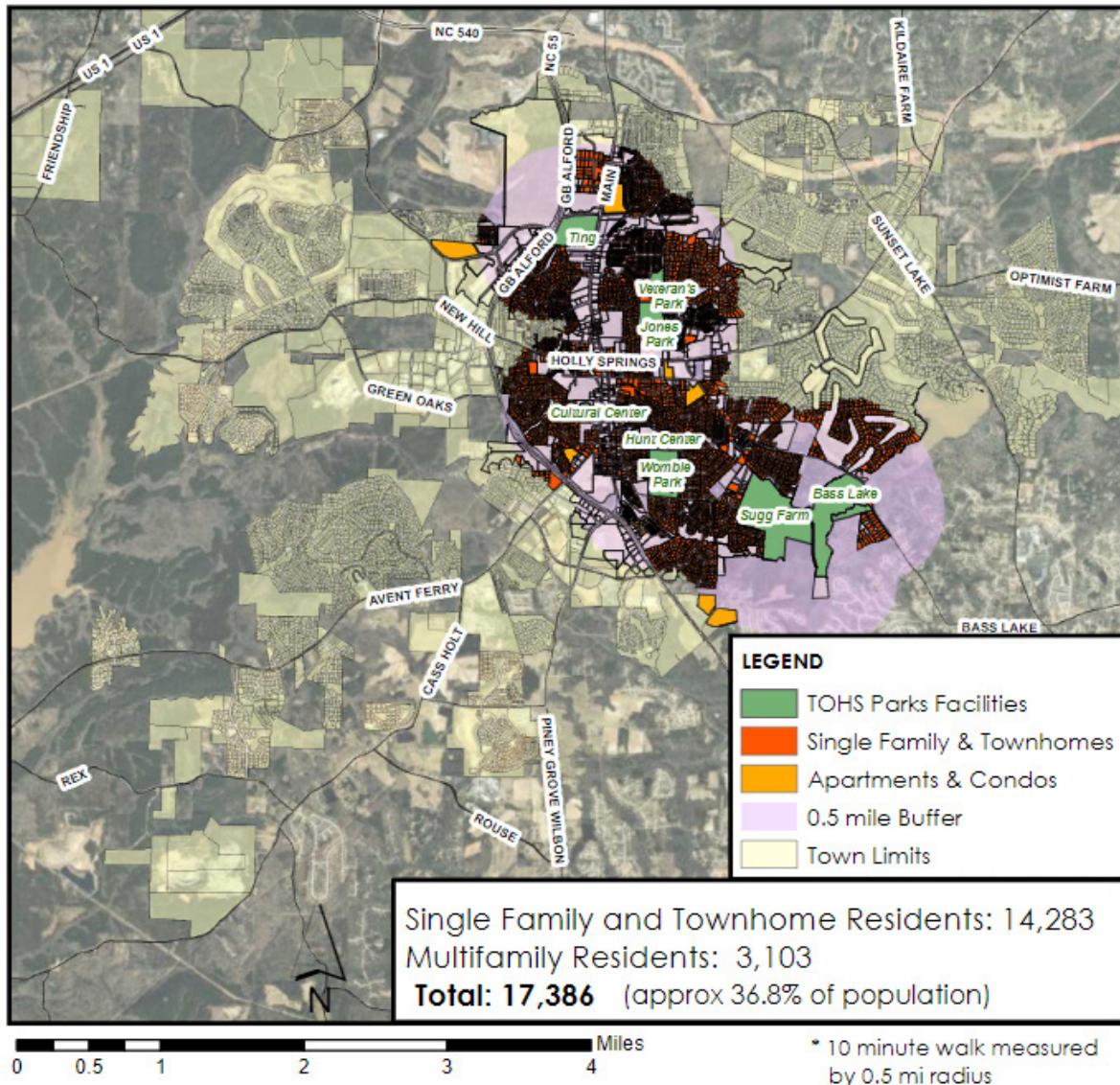


Engaged Healthy and Active Community

Goals - In the updated FY2022-2023 Strategic Plan, the Mayor and Town Council updated the Town's Strategic Plan with new goals for the Engaged, Healthy, and Active Community strategic priority area. In the coming fiscal year, Staff will work to develop new strategic performance measures that more accurately align to the Mayor and Council's new goals.

Performance Measure	Percent of Town population within a 10-minute walk of a Parks and Recreation facility.
Department Lead	Parks and Recreation
Target Goal	For all residents to live within a 10-minute walk of a park.

	FY20	FY21	FY22
Total Population Estimates	38,757	42,209	47,245
Within 10-minute Walk	15,680	16,668	17,386
% Within 10-minute Walk	40.5%	39.5%	36.8%



Strategic Plan

Strategic Performance Measures

Organizational Excellence

Goal 1 - As an employer of choice, we will retain and recruit a highly skilled workforce.	
Performance Measure	Percent of annual employee voluntary turnover.
Department Lead	Human Resources
Target Goal	Less than 10% annual voluntary separation.



Strategic Plan

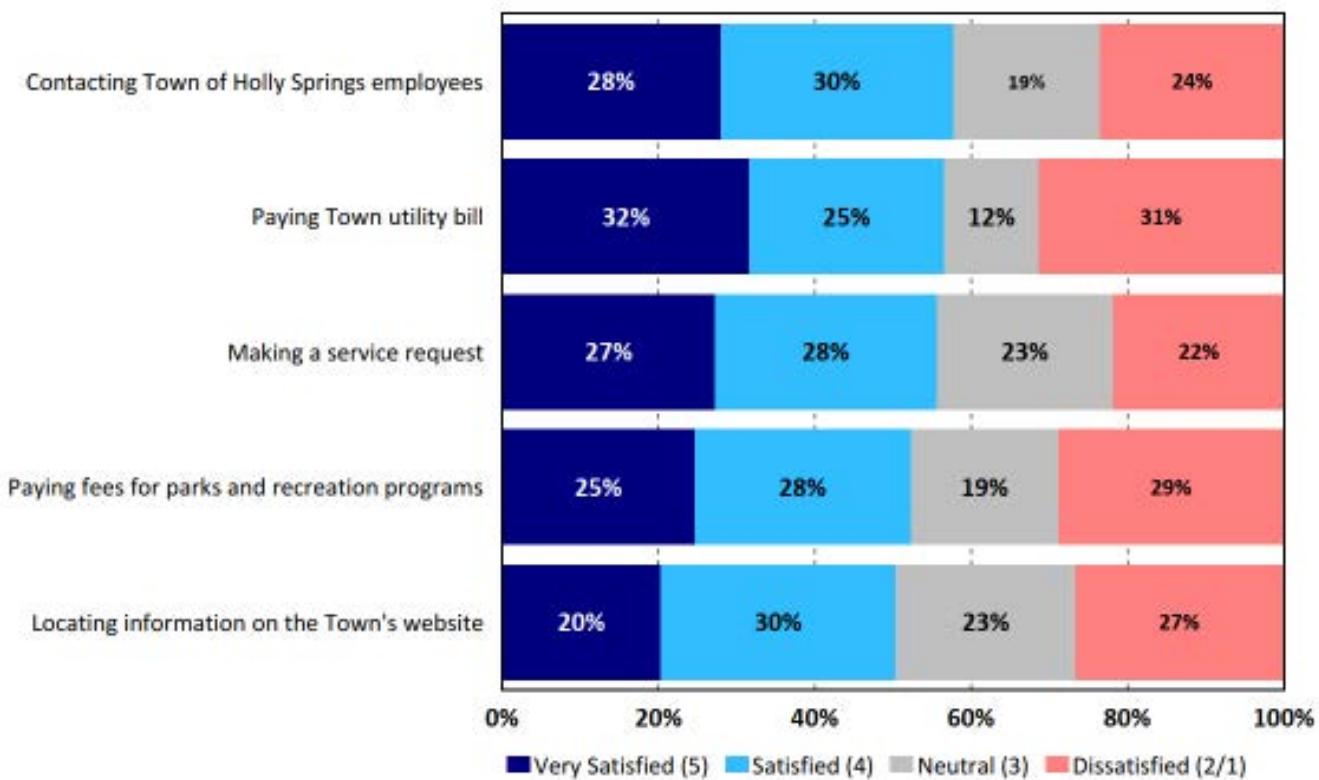
Strategic Performance Measures



Organizational Excellence

Goal 2 - Leverage technology and innovative business approaches to enhance customer service and improve business efficiencies.

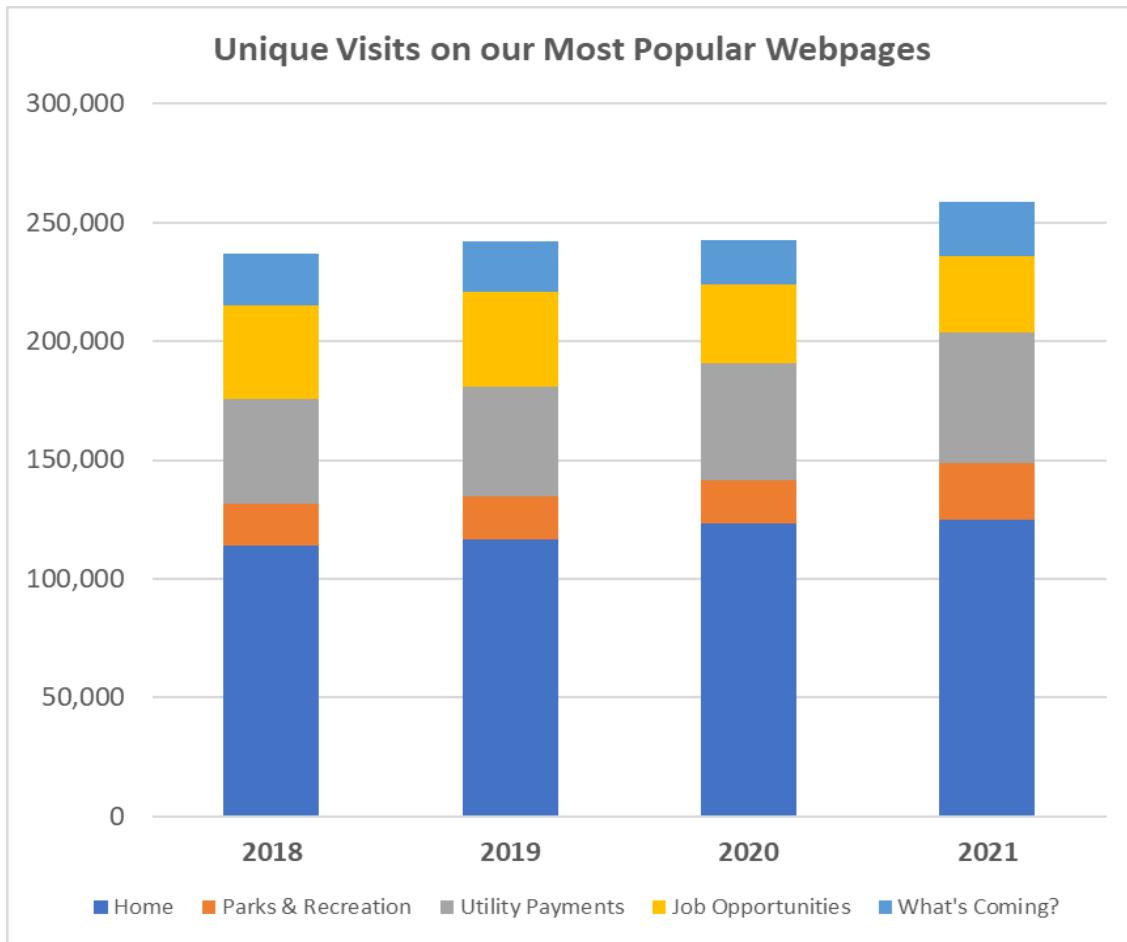
Performance Measure	Satisfaction with ease of doing the following town processes
Department Lead	Information Technology / Finance / Communications & Marketing / Development Services
Target Goal	Establish benchmark with FY22 Community Survey.



- Data provided by Community Survey managed by ETC Institute.
- Survey included results of 530 households with a precision of +/- 4.2% at the 95% confidence rating.
- Data excludes “Don’t know” responses.

Organizational Excellence

Goal 3 - Expand community engagement.	
Performance Measure	Annual social media users and engagements.
Department Lead	Communications & Marketing
Target Goal	Continued growth in community outreach materials



Strategic Plan

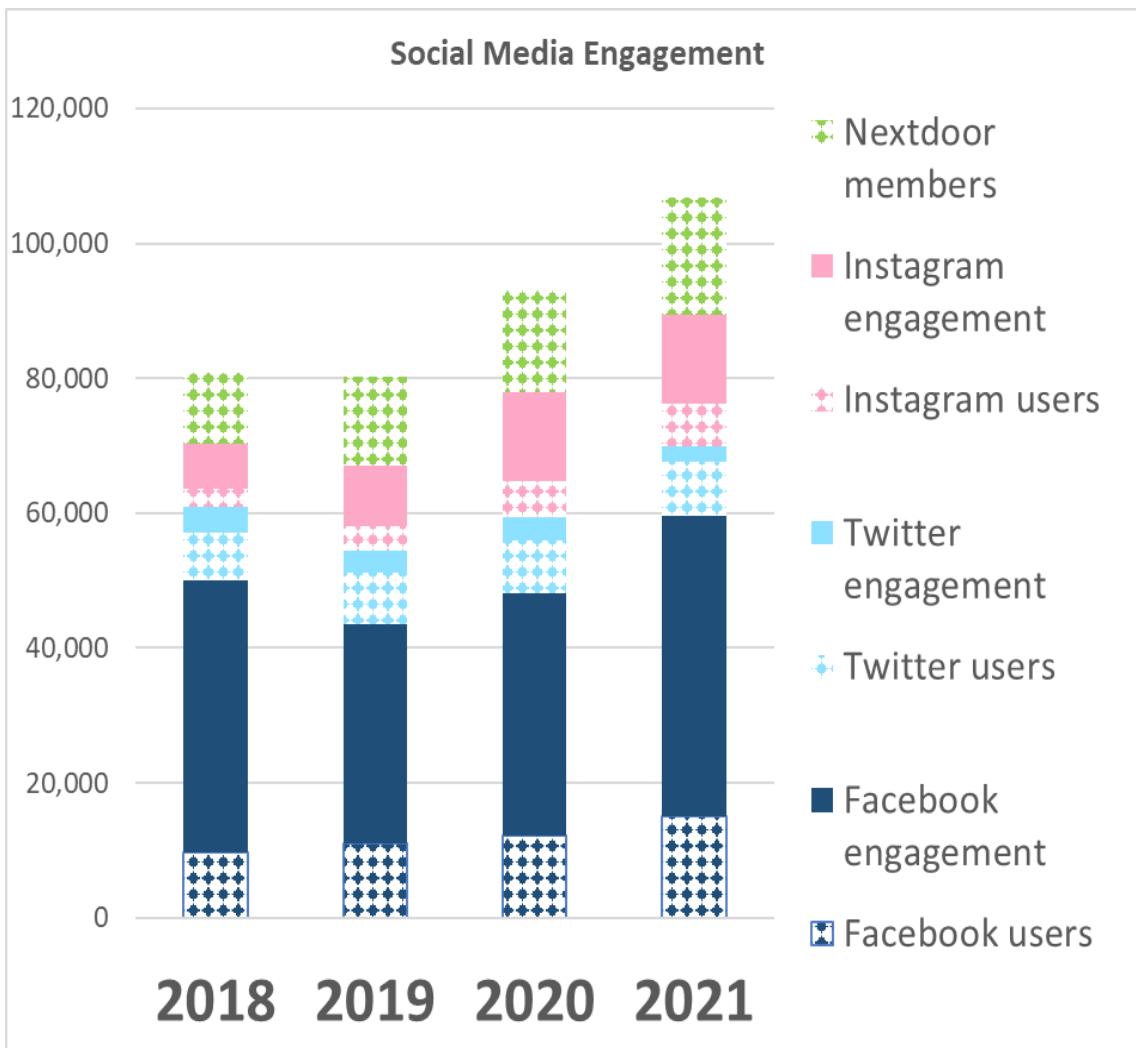
Strategic Performance Measures



Organizational Excellence

Goal 3 - Expand community engagement.

Performance Measure	Annual social media users and engagements.
Department Lead	Communications & Marketing
Target Goal	Continued growth in community outreach materials



Organizational Excellence

Goal 4 - Ensure financial stewardship.											
Performance Measure	Town credit rating.										
Department Lead	Finance										
Target Goal	Achieve the highest possible credit ratings.										

Rating Agency	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Moody's	A1	A1	Aa2	Aa1								
Standard & Poor	A+	AA	AA	AA	AA+	AAA						

Goal 4 - Ensure financial stewardship.											
Performance Measure	Receive GFOA Excellence in Financial Report Award and Distinguished Budget Presentation Award.										
Department Lead	Finance / Administration										
Target Goal	Receive the GFOA Awards.										

Award	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Financial Reporting	Yes	TBD										
Budget Presentation	n/a	No	Yes	Yes	Yes							

Strategic Plan

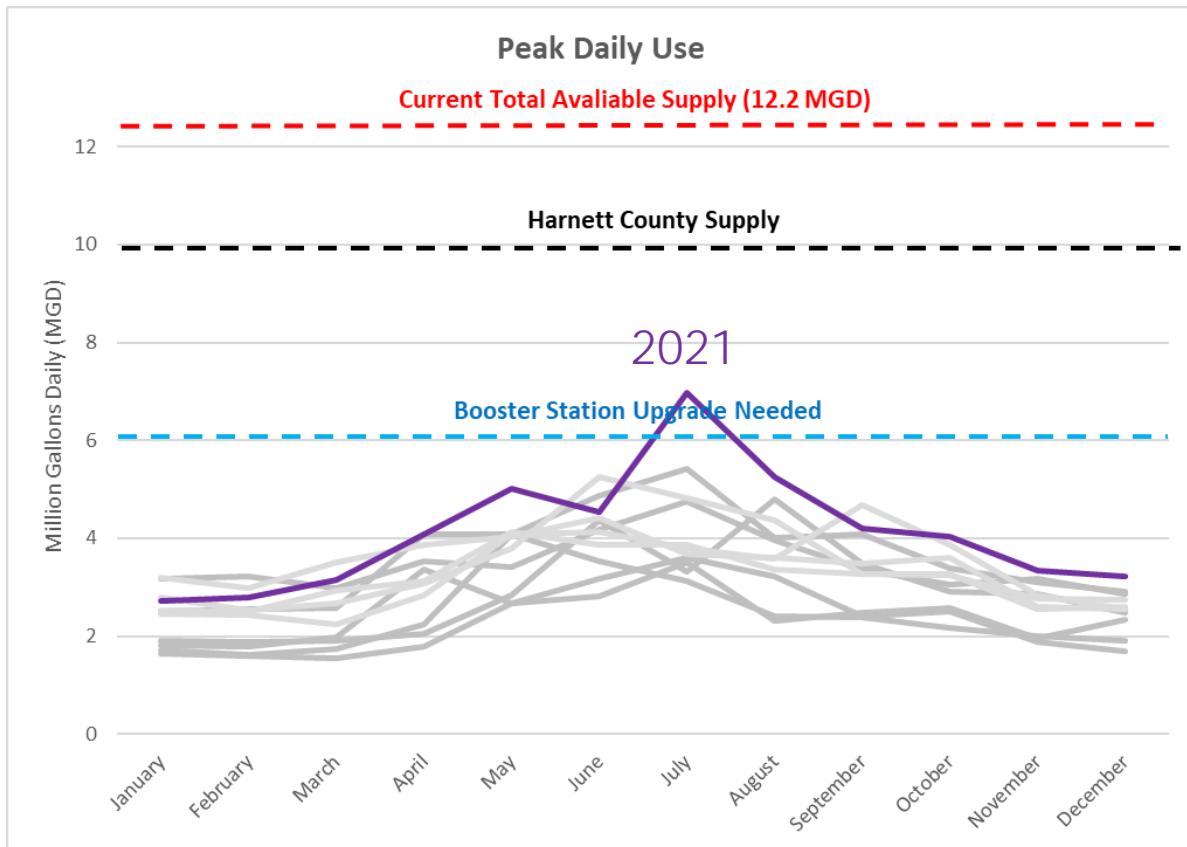
Strategic Performance Measures



Responsible and Balanced Growth

Goal 1 - Plan, maintain, and invest in sustainable and resilient infrastructure.

Performance Measure	Town-wide peak monthly water use (in million gallons daily).
Department Lead	Utilities & Infrastructure
Target Goal	Output tracking measure. Red lines indicated 3 most recent years of data.

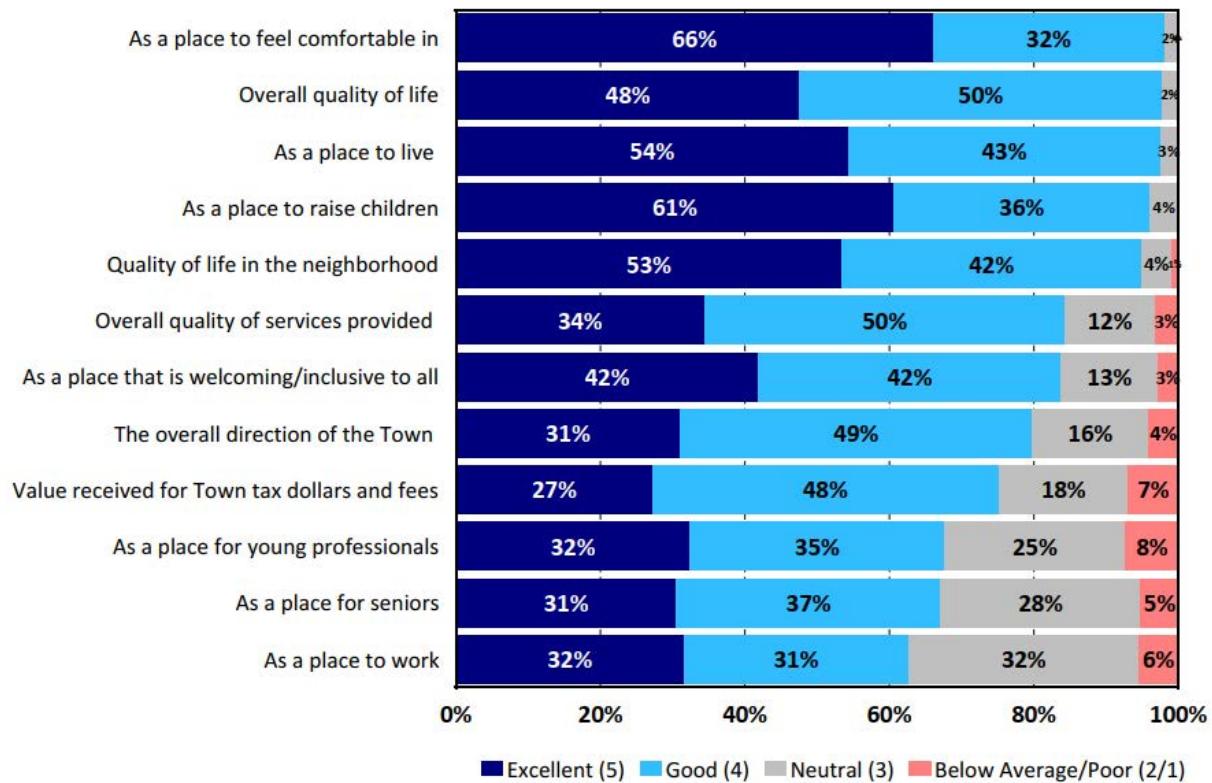


Strategic Plan

Strategic Performance Measures

Responsible & Balanced Growth

Goal 2 - Support land use planning and policies that provide for sustainable and economic growth while balancing small town characteristics..	
Performance Measure	Overall ratings of the Town of Holly Springs
Department Lead	Development Services
Target Goal	Establishing benchmarks with FY22 Community Survey.



- Data provided by Community Survey managed by ETC Institute.
- Survey included results of 530 households with a precision of +/- 4.2% at the 95% confidence rating.
- Data excludes “Don’t know” responses.

Strategic Plan

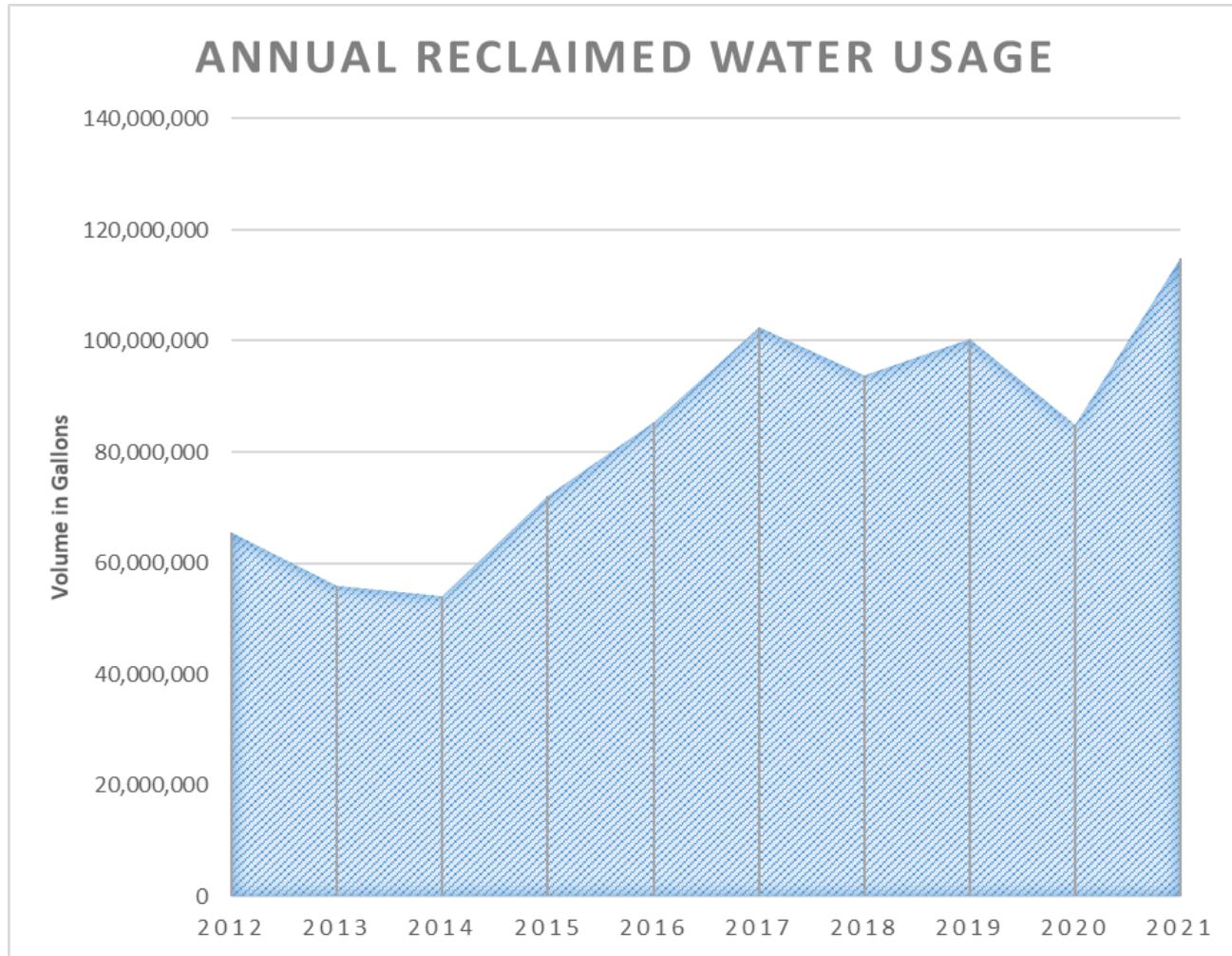
Strategic Performance Measures



Responsible & Balanced Growth

Goal 3 - Establish sustainability and resiliency practices that balance the protection and preservation of historical and environmental assets with fiscal and operational efficiency.

Performance Measure	Annual reclaimed water usage.
Department Lead	Utilities & Infrastructure
Target Goal	No target goal.



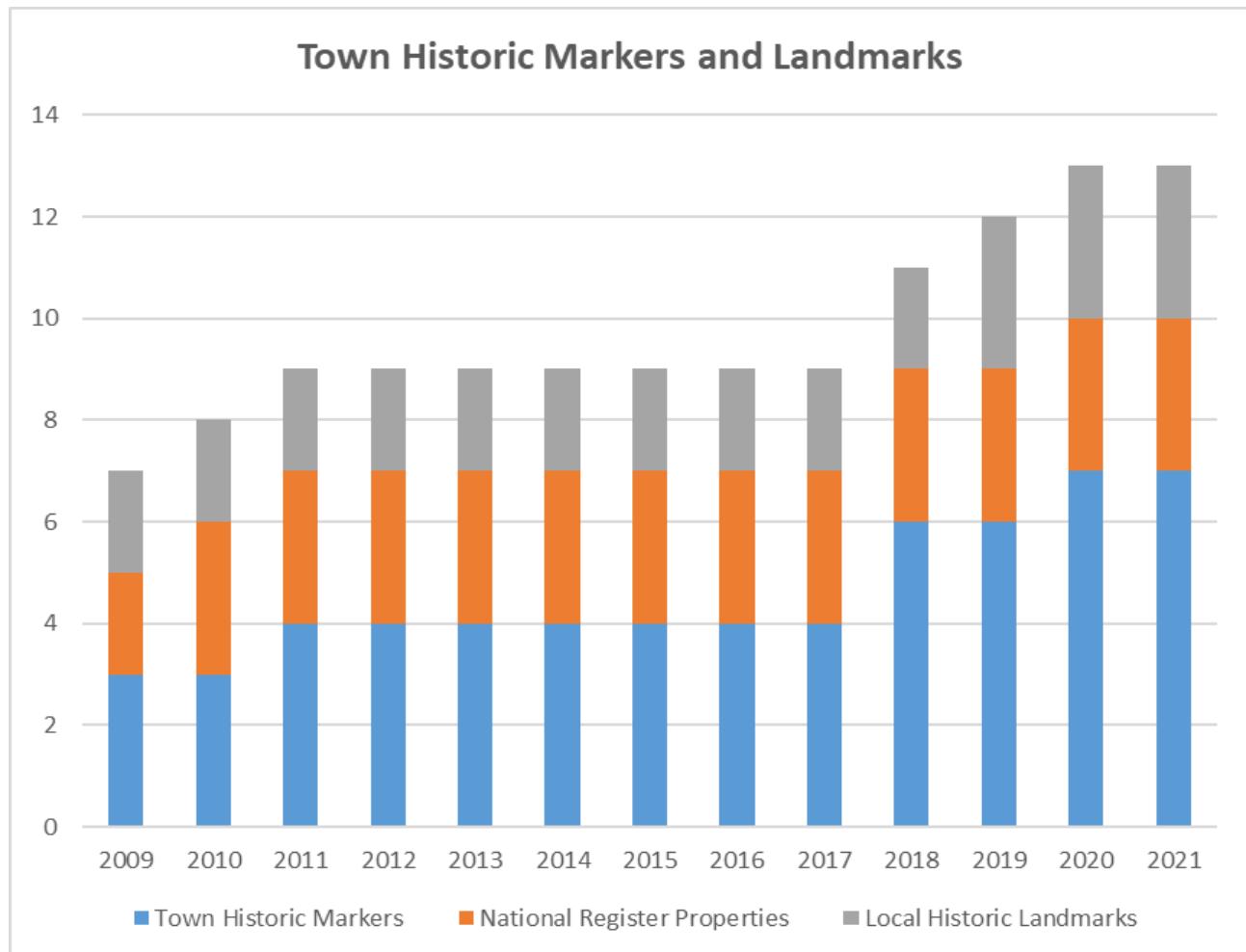
Strategic Plan

Strategic Performance Measures

Responsible & Balanced Growth

Goal 3 - Establish sustainability and resiliency practices that balance the protection and preservation of historical and environmental assets with fiscal and operational efficiency.

Performance Measure	Number of designated historical assets for preservation and/or recognition in the Town/ETJ.
Department Lead	Development Services / Town Clerk
Target Goal	No target goal.



Strategic Plan

Strategic Performance Measures

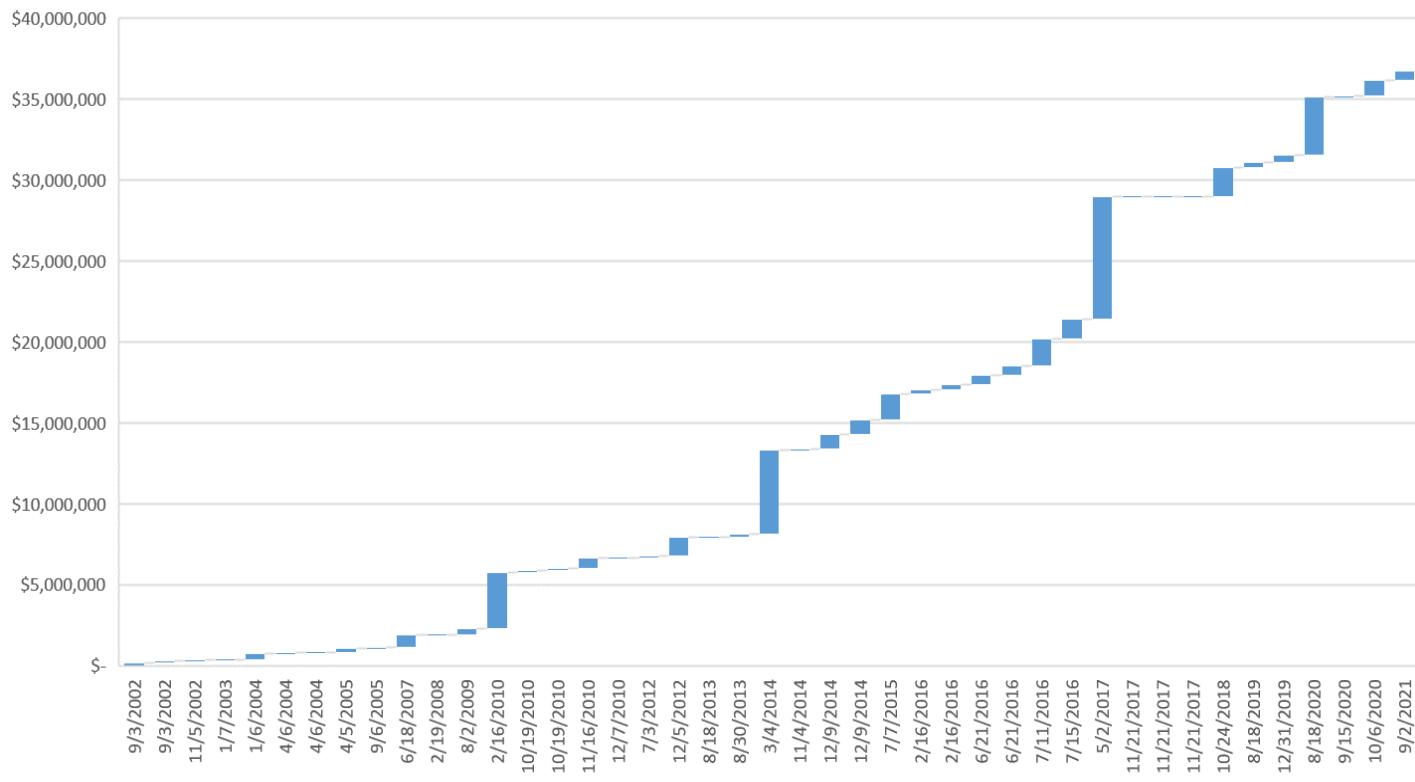


Responsible & Balanced Growth - Continued

Goal 4 - Partner with neighbors to promote smart regional infrastructure investments.

Performance Measure	Regional transportation infrastructure investment dollars leveraged from initial agreements.
Department Lead	Utilities & Infrastructure
Target Goal	No target goal.

Regional Transportation Investment in Holly Springs



Goal 5 - Leverage Town and regional partners to mitigate resident housing displacement from NCDOT and Town infrastructure projects.

Performance Measure	Performance measure will be developed using the data provided from a future housing study.
Department Lead	Development Services
Target Goal	No target goal.

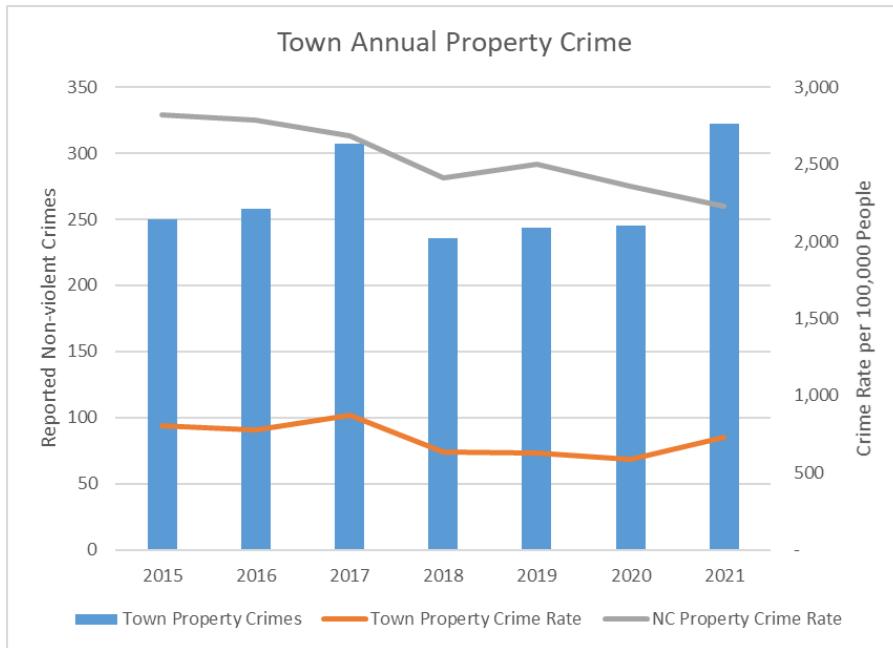
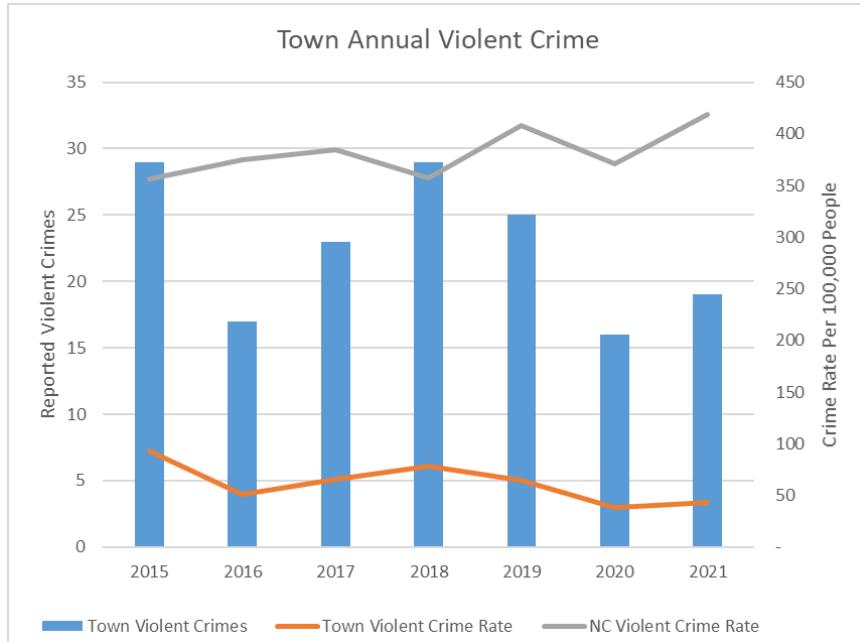
Strategic Plan

Strategic Performance Measures

Safe and Friendly

Goal 1 - Maintain the Town's high level of public safety

Performance Measure	Annually reported Town violent and non-violent crimes.
Department Lead	Police
Target Goal	Comparative benchmark to North Carolina state data.



Strategic Plan

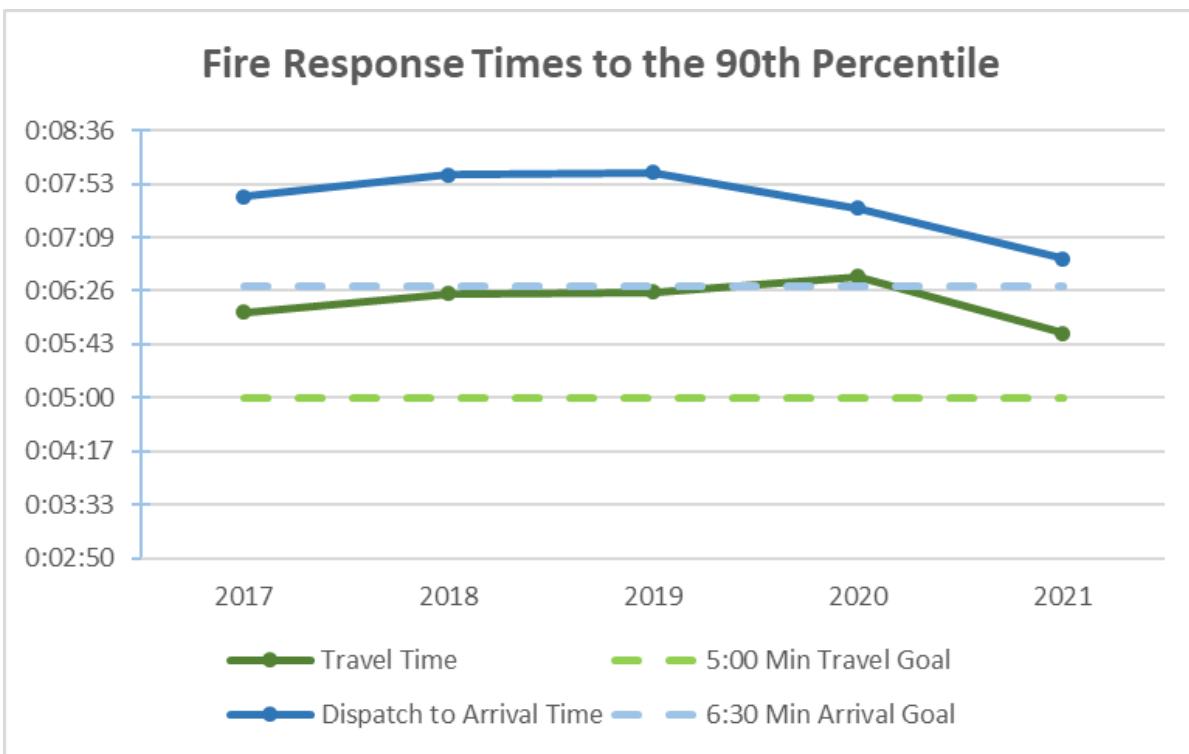
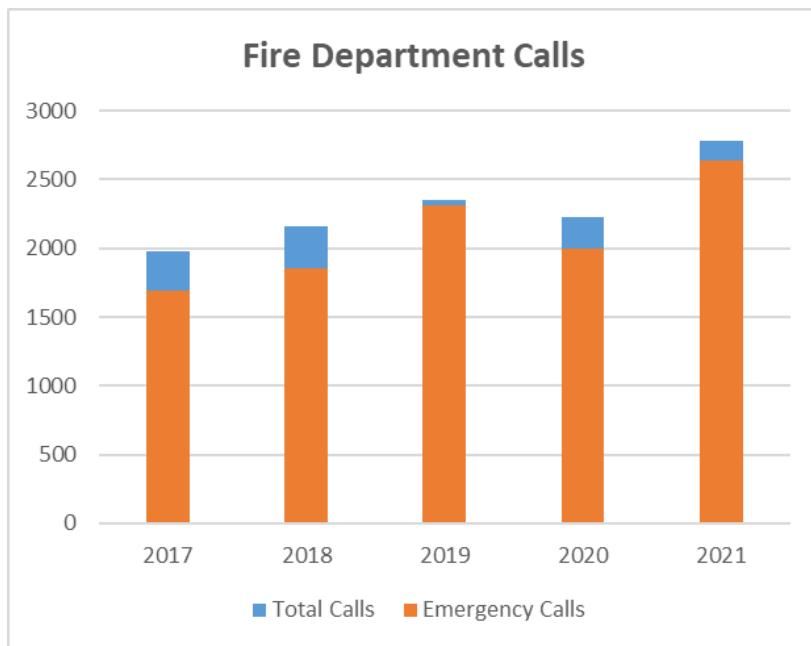
Strategic Performance Measures



Safe and Friendly

Goal 1 - Maintain the Town's high level of public safety

Performance Measure	Total Fire Department calls and response times.
Department Lead	Fire and Rescue
Target Goal	Fire response times to the 90th percentile

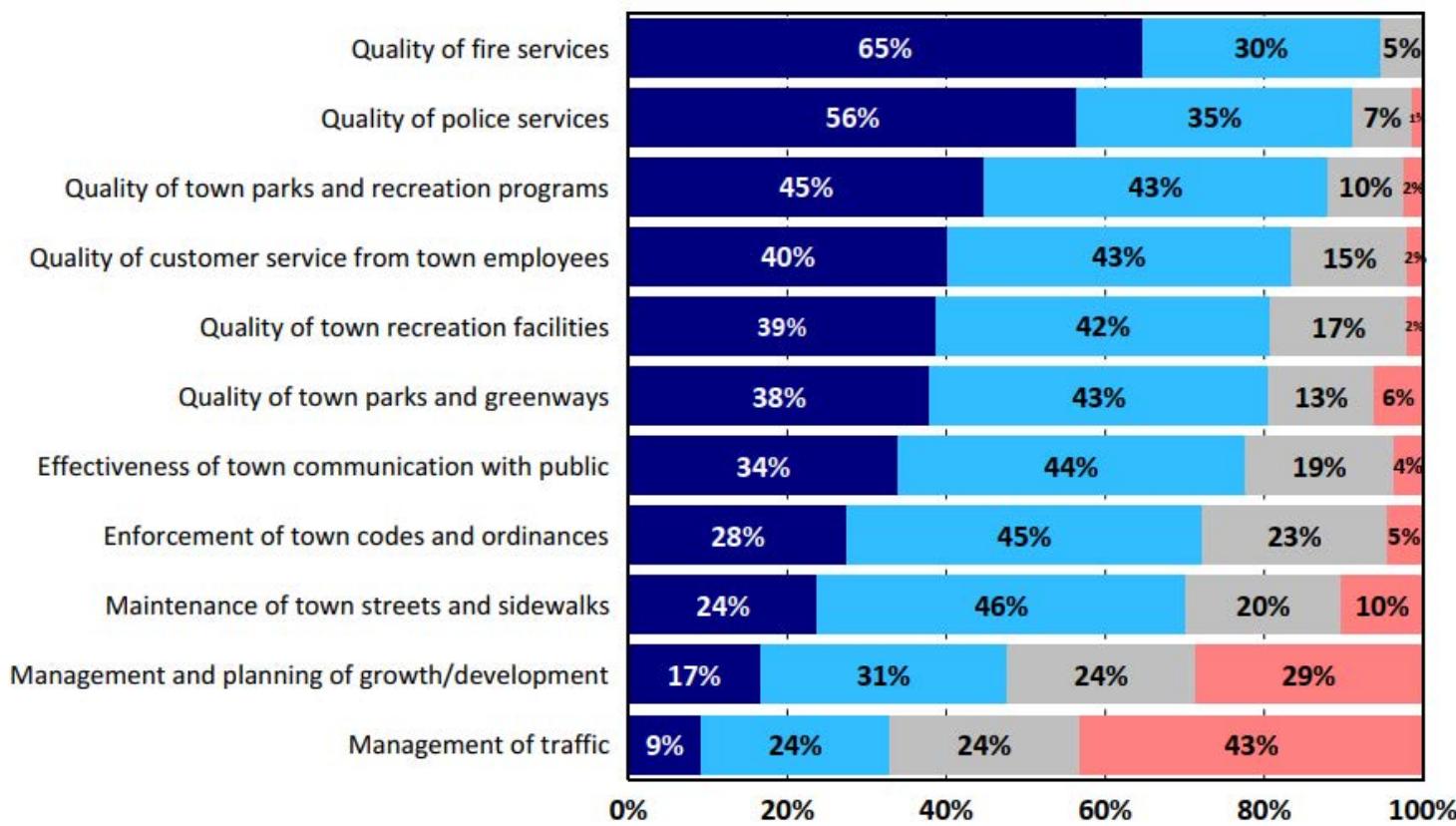


Strategic Plan

Strategic Performance Measures

Safe and Friendly

Goal 2 - Plan for adequate public infrastructure that promotes a safe community.	
Performance Measure	Satisfaction with major categories of Town Services.
Department Lead	Various Town Departments
Target Goal	Establishing benchmark with FY22 Community Survey



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- Data excludes “Don’t know” responses.

Strategic Plan

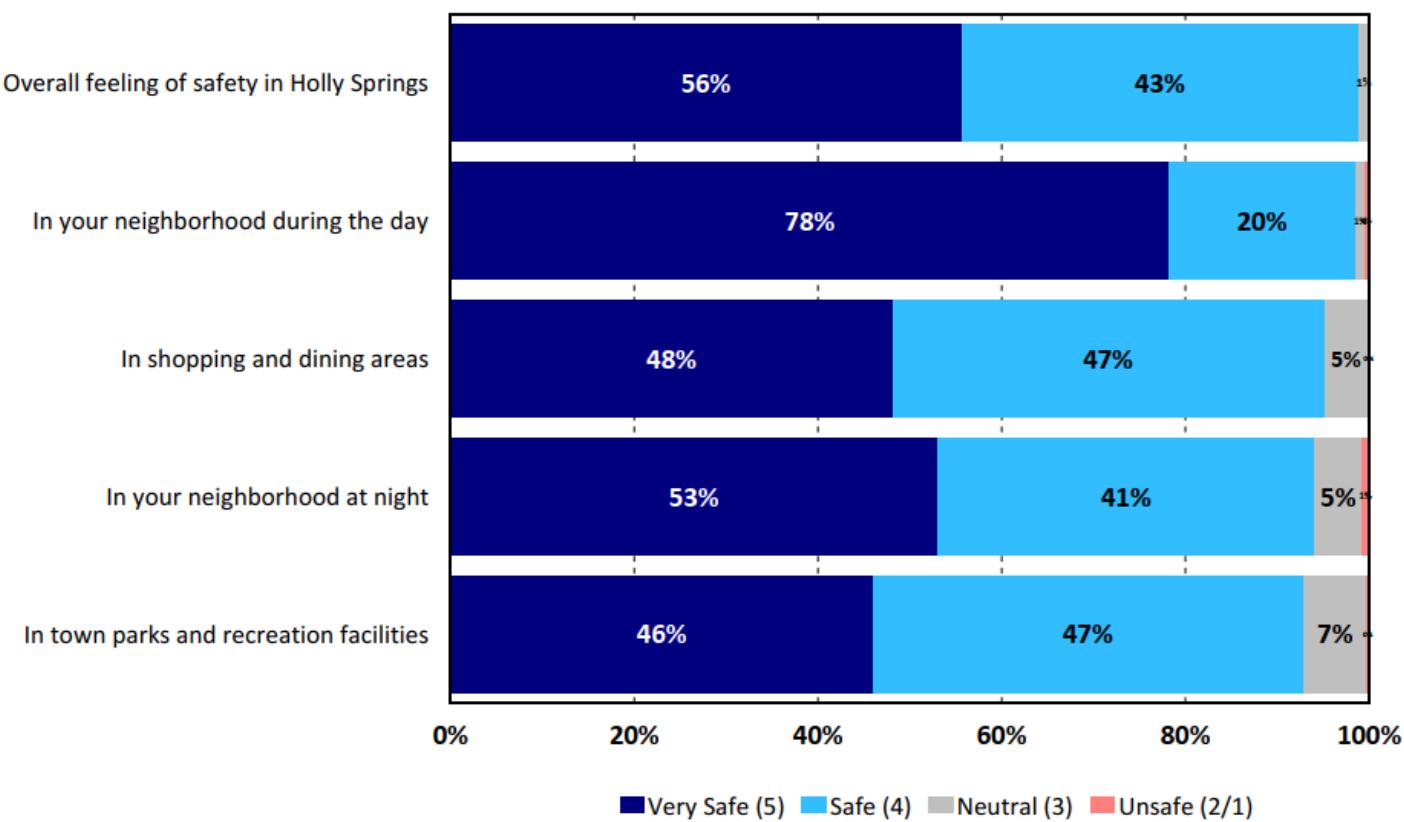
Strategic Performance Measures



Safe and Friendly

Goal 3 - Cultivate a creative and friendly atmosphere that is welcoming to all cultures and the diversity of our residents and visitors.

Performance Measure	Town perceptions of safety.
Department Lead	Police and Fire
Target Goal	Establishing benchmark with FY22 Community Survey



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- Survey included results of 530 households with a precision of +/- 4.2% at the 95% confidence rating.
- Data excludes “Don’t know” responses.



Budget Summary

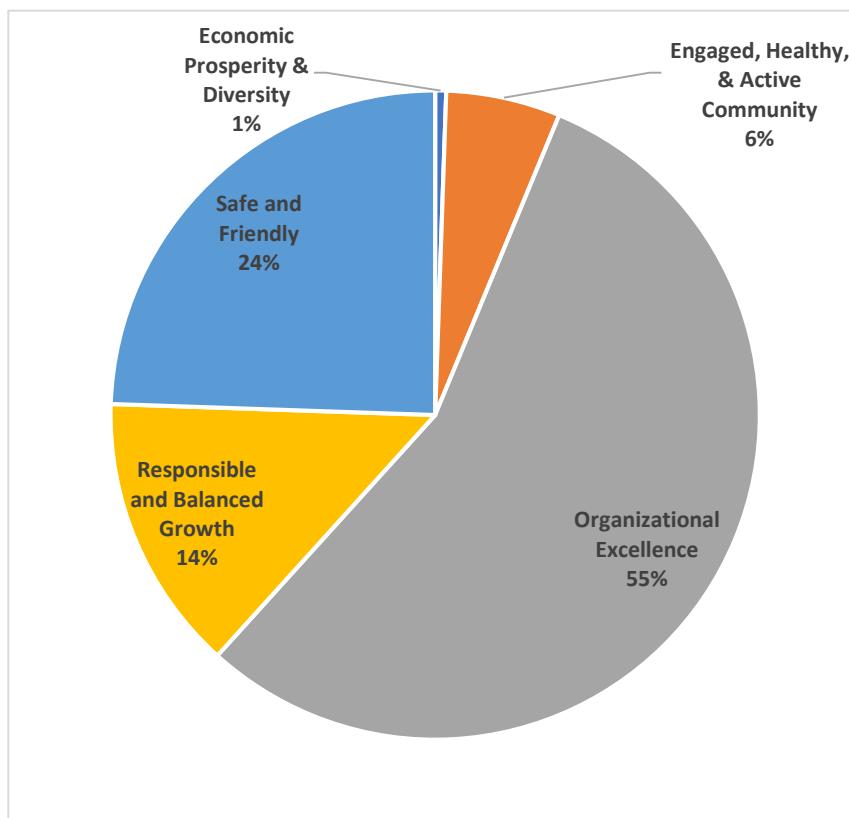


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Budget Summary

General Fund Changes by Strategic Priority Area

General Fund Changes by Strategic Priority Area



Recommended Operating Budget Changes by Strategic Area	
Economic Prosperity and Diversity	\$50,000
Engaged Healthy and Active Community	\$521,004
Organizational Excellence	\$5,071,851
Responsible and Balanced Growth	\$1,264,900
Safe and Friendly	\$2,236,505
TOTAL EXPENSE CHANGES	\$9,144,260

The FY2022-23 Recommended Budget includes \$2.5M in planned installment financing for the purpose of funding a \$1.5M replacement fire ladder truck as well as \$840K for other replacement general fund vehicles and \$155K for additional vehicles and equipment associated with recommended positions.

Budget Summary

General Fund Changes by Strategic Priority Area



Economic Prosperity and Diversity	
Village District Area Plan (VDAP) Supplement	\$50,000
TOTAL EXPENSE CHANGES	\$50,000
Engaged, Healthy & Active Community	
Playground Surfaces, Equipment, Sunshades, and Amenities	\$350,000
Recreation Program Specialist Position	\$59,504
Park and Recreation Program Assistant Position	\$56,285
Expansion of Town Landscaping Maintenance Responsibilities	\$30,000
Parks and Recreation Leadership Structure Reclassification	\$17,815
Parks & Recreation Multi-Cultural Events - International Food Festival and Other Cultural Events	\$7,400
TOTAL EXPENSE CHANGES	\$521,004
Organizational Excellence	
General Fund Pay Study Implementation	\$1,627,835
General Fund Vehicle Replacement	\$840,000
General Fund Performance Pay	\$537,154
Medical and Dental Insurance Premium Increase	\$403,378
Assistant Town Attorney Position	\$140,751
Yard Waste Processing and Collection Center	\$125,000
Accountant Position	\$105,051
Vehicle and Equipment Maintenance & Repair	\$100,000
Customer Service Management Software Implementation	\$100,000
Pay Study Implementation Contingency	\$100,000
Grant Writer Position	\$91,008
Public Works Manager - Business Manager Position	\$83,491
Human Resources Analyst Position	\$80,558
Budget Analyst Position	\$75,124
IT Equipment Replacement and Replacement Cycle Increases	\$75,000
Communications & Marketing Specialist Position	\$73,974
Public Work Telematics, Fleet Routing, and Customer Service Technology	\$72,883
Customer Care Manager Position (Cost-Shared with Utility and Stormwater Funds)	\$59,682
IT Professional Services, Leases, and Software	\$56,900
Public Works Administrative Assistant Position	\$54,530
IT Business Systems Analyst Position (Cost-shared with Utility Fund)	\$48,855
Finance Professional & Contract Services for Debt Management, Auditing, and Financial Reporting	\$44,700
Vehicle and Equipment Fuel	\$40,000
Public Works Managed Townwide Facility Management Services	\$26,572
Customer Service Specialist Position (Cost-Shared with Utility and Stormwater Funds)	\$23,925
Communications Outreach and Newsletter Enhancements	\$20,000
Enhanced Public Works Safety Training	\$15,500

Budget Summary

General Fund Changes by Strategic Priority Area

Organizational Excellence	
Finance Staff Training and Professional Dues	\$13,150
Governing Body Travel & Training, Dues, Subscriptions, and Supplies	\$11,500
Furniture, Fixtures, and Equipment (FFE) Enhancements	\$10,000
Performance Management Training	\$10,000
Public Works Fleet Supplies	\$5,330
TOTAL EXPENSE CHANGES	\$5,071,851

Responsible & Balanced Growth	
Garbage and Recycling Contract Increases for Service Growth	\$250,634
GIS Asset Logging for Cityworks	\$200,000
Town Facilities Asset Management Plan	\$200,000
Public Works Contractual Services and Yard waste Disposal Fees for Service Growth	\$200,000
Public Works Manager - Facilities Position and Vehicle	\$126,347
Planner I Position	\$70,894
Inspection Vehicle Replacement	\$50,000
CityView Enhancements and Maintenance Membership	\$47,725
Building Inspectors Supervisor Reclassifications	\$38,000
Infrastructure Inspections Fees, Signal Maintenance, and Asset Management Services	\$23,500
Development Services Required Legal Advertising	\$16,800
Facilities Utility Data Management Program	\$16,700
Building Inspections Contract Services for Non-Residential Building Plans	\$12,000
EV Charging Station Design and Initial Implementation Work	\$10,000
Development Services Safety Equipment & Training	\$2,300
TOTAL EXPENSE CHANGES	\$1,264,900

Safe & Friendly	
Replacement Fire Ladder Truck	\$1,500,000
2 Police Officer Positions, vehicles, and Equipment	\$274,928
Law Enforcement Equipment, Officer Protection, Supplies, and Training	\$123,940
Risk Manager Position	\$90,491
Fire Service Mobile Data Terminal and Radio Upgrades and Maintenance	\$68,200
Law Enforcement Contract Services for County 911 services and Radio Fees	\$61,000
Law Enforcement License Plate Reader Program	\$39,500
Street Lighting Funding in Response to Community Survey Lighting Gaps	\$25,000
Law Enforcement Mental Health Wellness Services	\$20,000
Fire Engineer Reclassifications	\$10,000
Security Cameras Replacement	\$10,000
School Resource Officer Corporal Reclassification	\$5,446
Fire Personnel Medical Examinations	\$5,000
Fire Uniform PPE Repair and Replacement	\$3,000
TOTAL EXPENSE CHANGES	\$2,236,505

Budget Summary

Major Revenue Sources



Major Revenue Sources

The following information defines the major sources of revenue for the Town of Holly Springs for the fiscal year (FY) 2022-23. The Town's anticipated revenues have been determined using historical financial trends, property tax values from Wake County, and projections provided by the North Carolina League of Municipalities (NCLM).

COVID-19 and Long-term Financial Stability

The COVID-19 pandemic has created an increased level of uncertainty in budgeting revenues for the past two years. The initial revenue declines during the early stages of the pandemic were largely short-term. While some revenues directly tied to in-person activities saw more pro-longed impact, other revenues such as sales tax actually increased to new record levels for the Town and for many municipalities across the state. It remains to be seen if increased revenues are a new normal or if the current threat of recession will return to pre-COVID projections. Despite the majority of travel restrictions now lifted, maintaining a conservative approach to revenue projection is still prudent.

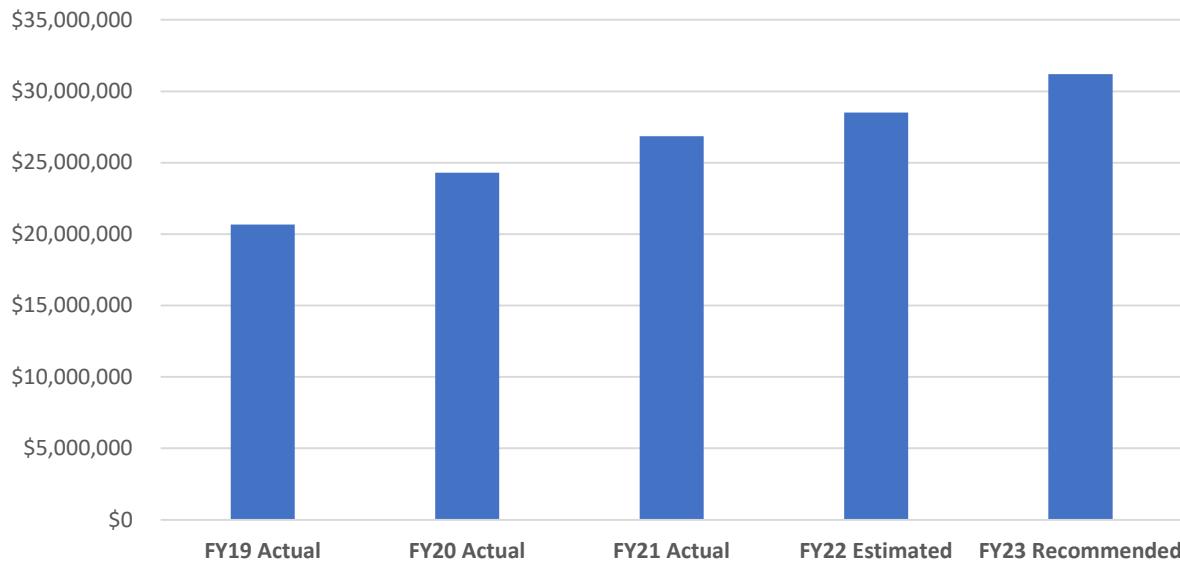
General Fund Summary

The General Fund Operating Budget for FY2022-23 totals \$50,670,162 compared to the FY2021-22 Amended Budget of \$46,254,971. There is a revenue increase of \$4,415,191 (9.5%) when compared to the FY2021-22 Amended Budget. Despite a conservative approach as a result of lingering uncertainty following COVID-19, supply chain concerns, and international factors, the increase in anticipated revenues is largely attributable to the Town's growing population and economic development successes. On average the Town has maintained a steady 5-7% population growth rate in recent years, and a high level of development-related activity in FY2021-22 indicates this trend only continuing.

Ad Valorem Taxes: The budget is balanced with a property tax rate of 42.16 cents per \$100 valuation which is the same rate as last fiscal year. In FY2022-23 the estimated total tax base for Holly Springs is just over \$7.4 billion. With a conservative 98.75% budgeted collection rate, the Town anticipates \$31 million in property tax revenue.

Ad Valorem represents 44% of the General Fund operating budget revenue. Holly Springs allocates approximately 71% (29.93 cents per \$100 valuation) of Ad Valorem to the General Fund and approximately 29% (12.23 cents per \$100 valuation) is dedicated to debt service. This distribution results in \$22.2 million in current year Ad Valorem for the General Fund and \$8.9 million for General Fund Debt Service. One cent on the Town's tax rate produces approximately \$740,000 in revenue.

Ad Valorem Taxes



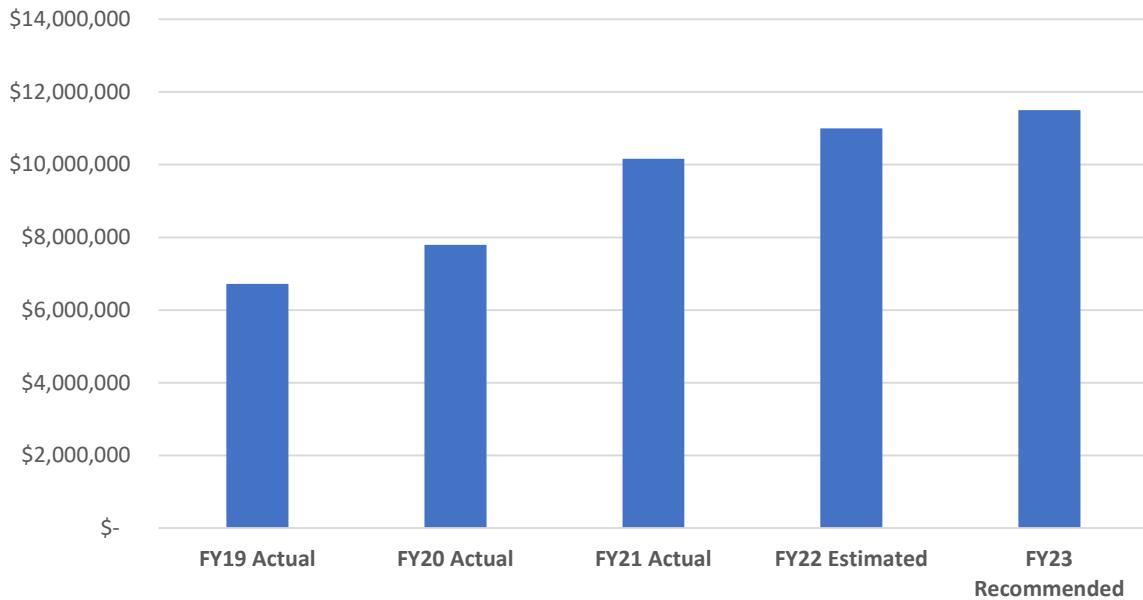
Budget Summary

Major Revenue Sources

Sales Taxes: Sales taxes levied by Wake County comprise 2.50% of the total 7.25% sales tax paid on retail sales in North Carolina. The State of North Carolina collects and distributes a \$.01 tax on retail sales on a point of sale basis. Local governments also are eligible to receive three $\frac{1}{2}$ cent taxes based on either a per capita (population) or an Ad Valorem (property value) basis. The Town's distributions are calculated using the per capita distribution formula.

Local option sales taxes is the second largest General Fund revenue source and represents \$11.5 million or approximately 22.7% of General Fund revenues for FY2022-23. This is an increase from the FY2021-22 Amended Budget of \$8.8 million. While a 30% increase in budgeted sales tax revenue would typically seem extreme, last fiscal year's budget included an overly conservative estimate based on COVID-19 impact models. The unpredictable nature of the global pandemic actually resulted in record sales tax collections for the Town and staff anticipate potentially collecting over \$11 million in revenue in FY2021-22. Due to continued uncertainty of the financial impact of COVID-19, supply chain issues, and changing consumer habits in the long-run, the Town is projecting a conservative growth amount in sales tax revenue for FY2022-23.

Sales Tax Revenue



State Utilities Sales Distributions: The State levies a tax on utility companies (electricity and natural gas) based on either gross receipts or usage. The state shares a portion of these taxes with local governments based on usage within their jurisdiction. The State also levies a tax on telecommunications gross receipts and then distributes a portion of these taxes per capita to each municipality. The FY2022-23 budget anticipates \$2,015,000 in revenue, which is a small increase to the FY2021-22 projection of \$2 million in anticipated revenue. This represents a little less than 4% of General Fund revenue.

Permits & Fees: The Town charges fees for providing construction permits, plan reviews, and inspection services to applicants in accordance with North Carolina General Statute 160 A-414. In addition, the Town charges fees for commercial site, street sign inspections, re-inspections, and other permits and fees associated with development. In FY2022-23, \$2,780,500 is anticipated in permits and fees revenues or approximately 5.5% of all General Fund revenue.

Parks & Recreation Fees: These revenues are fees collected from participants in Town Parks and Recreation activities such as classes, camps athletics, workshops, and event programs. The FY2022-23 budget anticipates \$1,942,200 in Parks & Recreation revenues, which is 3.8% of General Fund revenue. Historically, pre-COVID-19, Parks and Recreation programs brought in about \$2 million in revenue. The Town anticipates a return to near pre-pandemic levels of activity but will still be closely monitored throughout the fiscal year for shortfalls and any necessary budget adjustments should limitations on programming and mass gatherings return.

Budget Summary

Major Revenue Sources



Environmental Fees: The Town collects a monthly fee associated with refuse collection, recycling, and yard waste per user. In the FY2022-23 budget the cumulative per user fee is \$19.82 per month, a \$0.71 increase from last year. The FY2022-23 budget includes \$3,648,705 in anticipated environmental fees, which is approximately 7.2% of General Fund revenue.

Fund Balance: On June 4, 2019, the Town adopted a new fiscal policy with a targeted unassigned fund balance between 20-25% of General Fund expenditures with a minimum of 20%. The Town continues to meet or exceed its current target goal of a 20% minimum General Fund unassigned fund balance. The FY2022-23 recommended budget proposes adjusting the policy to allow transferring any general fund fund balance over 30% to the general fund PAYGO "Pay-As-You-GO" fund.

The Town's ability to maintain a healthy fund balance in previous fiscal years is attributable to the rapid growth present in the Town of Holly Springs and increases in available cash for investments, collection percentage of property taxes, and conservative estimates on revenues. The proposed budget for FY2022-23 includes a \$1 million appropriation from fund balance in accordance with the Town Council's direction to dedicate \$1 million in annual fund balance savings for the completion of the Holly Springs Road projects.

Powell Bill Street Allocation: Since 2015, the amount of this distribution no longer represents a portion of the motor fuel taxes collected. The current law states that Powell Bill revenues will be determined by an appropriation of funds by the General Assembly. There is no set formula that determines the total amount of Powell Bill funds received each year. Of the funds available each year, 25% is distributed to cities based on local street miles, and 75% based on population. The use of these funds is restricted to maintaining, repairing, constructing, reconstructing or widening any public street or thoroughfare within the Town limits. Bridges, drainage, curb and gutter and other necessary appurtenances are also approved uses of these funds, but legislation passed in 2015 specifies that the funds should be primarily for resurfacing streets. In FY2020-21 a separate Powell Bill Fund was established outside of the General Fund. In FY2022-23 the Town anticipates receiving \$1,160,000 in Powell Bill funding.

Enterprise Funds Summary

The Town operates two enterprise funds: a water and sewer utility fund and a stormwater program management fund.

Water/Sewer Utility Fund: The Utility Fund is comprised of \$21,266,857 in operating revenue related to water & sewer bills, fees, and other revenue sources. The FY2022-23 Recommended Budget implements a new water and sewer rates and charges model to better match industry best practices and more fairly allocate access fee charges. The typical residential customer (estimated at 4000 gal/month) will a water and sewer bill increase of 2.9%.

Stormwater Management Program Fund: The Stormwater Fund is comprised of \$1,773,000 in operating revenue related to user, development fees, and a \$200,000 allocation of stormwater reserves. The FY2022-23 budget maintains the \$5.20 per equivalent residential unit (ERU) that was implemented as of January 2021.

Budget Summary

Fund Balance

Fund Balance

Amounts shown as fund balance for Governmental Funds represent a running total of monies over the years that remain unspent after all budgeted expenditures have been made. For many years, the North Carolina Local Government Commission has recommended that units retain an amount of available fund balance in the general fund to at least 8% of the appropriations of the fund. The Town has the following policies:

- Unassigned Fund Balances will mean funds that remain available for appropriation by the Town Council after all commitments for future expenditures, required reserves defined by State statutes, and previous Council designations have been calculated. The Town will define these remaining amounts as “available fund balances.”
- Available fund balances at the close of each fiscal year should be targeted range between 20-25% of General Fund expenditures with a minimum of 20%. Reserves beyond 20% of the Total Annual Operating Budget of the Town may be used for one-time use.
- The Town Council may, from time-to-time, appropriate available fund balances below the 20% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the Town of Holly Springs. In such circumstances, the Council will adopt a plan to restore the available fund balances to the policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the Town, then the Council will establish a different but appropriate time period.

It is important to maintain a fund balance level that would be sufficient for the town in the event of an unanticipated crisis or event, such as a loss or major reduction of a revenue source, a sudden economic downturn, or a natural disaster. In addition, fund balance assists the town in avoiding cash flow interruptions, to generate investment income, and to eliminate the need for short-term borrowing. In accordance with GASB, the Town reports net position (total assets and deferred outflows of resources less total liabilities and deferred inflows of resources) in Proprietary Funds as opposed to retained earnings (accumulated earnings of funds after all budget business expenses have been made).

Governmental Funds – Fund Balance					
Fiscal Year Ending in:	6/30/2019	6/30/2020	6/30/2021	6/30/2022*	6/30/2023**
General Fund Balance	17,479,963	24,329,519	31,053,335	34,618,993	41,557,293
Unassigned Fund Balance	10,997,626	12,643,014	15,455,409	15,107,743	18,135,620
Fund Balance % Change	18%	39%	12%	11%	20%
UNASSIGNED BALANCE % OF FUND EXPENDITURES	29.82%	29.77%	40.40%	32.04%	35.56%

Proprietary Funds – Net Position					
Fiscal Year Ending in:	6/30/2019	6/30/2020	6/30/2021	6/30/2022*	6/30/2023**
Utility Fund Net Position	13,846,833	16,025,988	18,607,636	19,216,133	22,197,626
Utility Fund Net Position Increase/Decrease	2,939,129	2,179,155	2,581,648	608,497	2,981,493
Net Position % Change	27%	16%	16%	3%	16%
Stormwater Fund Net Position	361,894	773,355	1,096,741	1,293,969	2,091,661
Stormwater Fund Net Position Increase/Decrease	152,818	411,461	323,386	197,228	797,692
Net Position % Change	73%	114%	42%	18%	62%
Utility Debt Service Fund Net Position	3,921,066	3,921,503	3,862,143	3,926,130	3,927,747
Utility Debt Service Fund Net Position Increase/Decrease	411	437	(59,360)	63,987	1,617
Net Position % Change	0%	0%	-2%	2%	0.04%

Note on changes greater than 10% - Over the past 5 years the Town has made a deliberate effort to increase fund balance and net position to increase the Town's credit agency rating and plan for future growth.

*Unaudited and Estimated

**Projected

Budget Summary

Debt Management



Debt Management

The Town strategically manages its long-term financing needs using various debt financing options available such as General Obligation Bonds, Limited Obligation Bonds, Revenue Bonds and Installment Purchase Agreements. Debt service expenditures include principal and interest payments, which are budgeted in the corresponding town departments.

Rating

Bond ratings are measures of the town's credit worthiness. The rating agencies analyze the economic condition, debt management, administrative leadership and fiscal planning and management to determine the quality of the town's credit. The town has an "Aa1" rating from Moody's Investor Service and "AAA" ratings from Standard and Poor's, indicating that the town has a good credit worthiness.

Summary of Outstanding Debt Issuance	
General Fund	As of June 30, 2022
General Obligation Bonds	\$35,881,542
Limited Obligation Bonds	\$29,375,000
Installment Purchase Agreement	\$7,614,651
Other Financing Arrangements	\$1,805,271
TOTAL GENERAL FUND DEBT PAYMENT	\$74,676,464
Utility Fund	As of June 30, 2022
General Obligation Bonds	\$7,183,458
Installment Purchase Agreements	\$3,522,150
Other Financing Arrangements	\$7,038,341
Revenue Bonds	\$11,954,565
TOTAL UTILITY FUND DEBT PAYMENT	\$29,698,514
TOTAL OUTSTANDING DEBT – ALL FUNDS	\$104,374,979

Legal Debt Limit

The Town is subject to the Local Government Bond Act. This act limits the net bonded debt that the town may have outstanding to eight (8%) percent of the assessed value of property subject to taxation. The projected statutory limit for bonded debt in FY 2023 is \$581,214,483 providing a debt margin of approximately \$476,839,504.

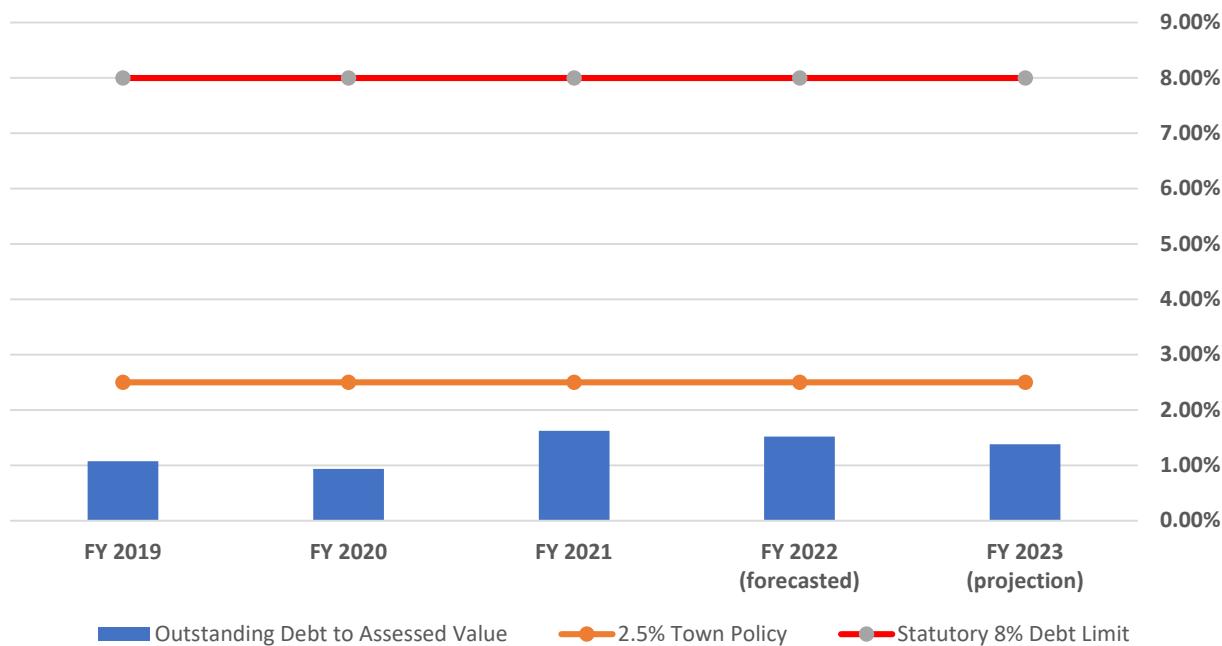
Budget Summary

Debt Management

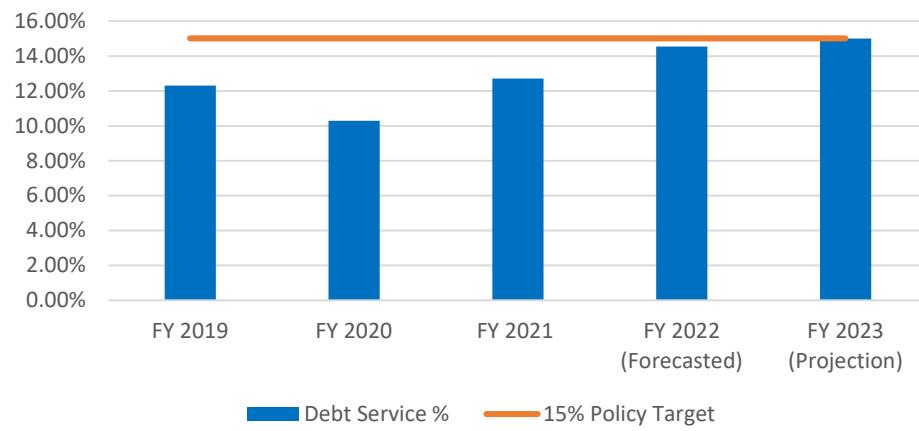
Town Policy

Per policy guidelines, net debt as a percentage of total assessed value of taxable property should not exceed two (2.5%) percent. The town defines net debt as any and all debt that is tax-supported. In addition, the ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed fifteen (15%) percent.

Net Debt to Total Assessed Value



Debt Service Expenditures as percent of Total Governmental Fund Expenditures



Outstanding General Obligations Debt Authorizations

The town has been authorized to issue \$40 million for transportation improvements. To date the Town has issued \$22 million leaving an available authorization of \$18 million.

Budget Summary

Debt Management



Types of Debt Financing

The following is a common list of financing options used by local governments in North Carolina to issue debt.

General Obligation Bonds

General Obligation (GO) bonds require voter approval because the debt is secured by the taxing power of the local government. When a local government issues GO bonds, they promise to pay back the loan by using all revenue available at its disposal, including its ability to raise taxes. GO bonds in North Carolina require approval of the North Carolina Local Government Commission (LGC). GO bonds typically have the lowest interest rates and twenty-year terms.

Revenue Bonds

Revenue bonds are secured and repaid from specific revenues and can only be used to finance revenue-producing projects. Revenues earned from these projects repay the bond. These revenues are most often the net earnings from enterprise or self-supporting utilities. Revenue bonds are commonly used to finance water and sewer capital improvements.

Installment Purchase Agreements

Installment purchase (IP) (or lease-purchase) financing can be either short-term or long-term. This type of obligation is privately placed with a financial institution or vendor. The security for the obligation is the asset being purchased or constructed. This type of financing is typically used for items such as large equipment and some facilities. For large IP agreements, the LGC must approve the debt.

Certificates of Participation

Certificates of Participation (COPs) operate similar to an IP except that the debt is publicly traded rather than privately placed. COPs typically have higher interest rates than GO bonds because the debt is secured by a pledge of the asset being purchased or constructed and funds resulting from the project being financed and cannot be secured by the "full faith and credit" of the government. The local government uses revenue to pay off debt on a capital project. Unlike revenue bonds, local governments can use the revenue from the entire unit to pay off the debt and are not limited to using revenue only produced by the financed project. This type of financing should be considered for a revenue-generating project.

Tax Increment Financing

Tax Increment Financing (TIF) are a higher risk for investors because the debt is secured on anticipated increases in property value. A TIF project begins by designating an area as a TIF district and determining a base property value. The base valuation is set for a specific number of years, during which time public and private investments should improve the property. The increase in value over the base valuation is the increment. Local governments continue to accrue taxes levied on the base valuation for normal operations. Additional taxes levied on the increment are for the repayment of debt service or other qualifying needs associated with the TIF. At the end of the specified time, all debt associated with the TIF is amortized and all tax revenues can be used at the discretion of the local government. A successful TIF project is dependent upon an increase in the property value of the designated district. The inherent risk in TIF is the assumption that property values will increase enough to repay the associated debt.

Budget Summary

Budget Overview - All Funds Revenues

Revenues & Sources	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
General Fund				
Ad valorem Taxes	\$17,351,686	\$19,088,514	\$19,996,437	\$22,237,435
Sales Tax	\$7,795,549	\$10,162,152	\$6,078,687	\$11,500,000
Environmental Fees	\$2,809,165	\$3,311,437	\$2,461,274	\$3,648,705
Other Taxes and Licenses	\$3,436,523	\$3,094,605	\$1,765,204	\$3,328,704
Permits and Fees	\$5,256,001	\$3,910,672	\$1,956,503	\$2,780,500
Parks and Recreation Fees	\$1,458,669	\$1,718,936	\$1,495,151	\$1,942,200
Public Safety Revenues	\$841,390	\$822,785	\$641,400	\$879,160
Miscellaneous Revenues	\$1,274,391	\$(2,047,770)	\$236,423	\$602,500
Intergovernmental	\$151,512	\$945,583	\$101,267	\$102,757
Other Financing Sources	\$5,473,176	\$(1,594,162)	\$1,155,750	\$2,648,201
Appropriated Fund Balance	-	-	-	\$1,000,000
GENERAL FUND SUB-TOTAL	\$45,848,062	\$39,412,753	\$35,888,096	\$50,670,162
Utility Fund				
Water Sales	\$7,102,096	\$8,021,950	\$6,555,850	\$9,531,000
Waste Water Charges	\$6,055,963	\$6,851,004	\$5,763,632	\$8,570,700
Other Operating Revenues	\$1,513,419	\$1,460,460	\$1,112,224	\$1,585,500
Permits and Fees	\$204,270	\$113,924	\$113,372	\$120,000
Miscellaneous Revenues	\$283,334	\$123,853	\$53,290	\$86,000
Other Financing Sources	\$6,285,249	\$500,000	\$716,000	\$684,610
Appropriated Fund Balance	-	-	-	\$689,047
System Development Fees	\$8,651,241	\$2,798,640	-	-
UTILITY FUND SUB-TOTAL	\$30,095,572	\$19,869,830	\$14,314,368	\$21,266,857
Stormwater Fund				
Environmental Fees	\$521,665	\$1,006,512	\$1,010,362	\$1,320,000
Permits and Fees	\$187,860	\$252,895	\$164,591	\$250,000
Miscellaneous Revenues	\$12,462	\$4,630	\$3,206	\$3,000
Other Financing Sources	\$519,328	\$100,000	-	\$200,000
STORMWATER FUND SUB-TOTAL	\$1,241,316	\$1,364,038	\$1,178,159	\$1,773,000
Other Minor Funds				
Other Revenue	\$173,182	\$2,577,968	\$1,371,904	\$2,424,379
OTHER MINOR FUNDS SUB-TOTAL	\$173,182	\$2,577,968	\$1,371,904	\$2,424,379
Debt Service Funds				
Debt Service Revenues	\$10,960,677	\$14,286,383	\$12,507,395	\$12,358,479
DEBT SERVICE FUNDS SUB-TOTAL	\$10,960,677	\$14,286,383	\$12,507,395	\$12,358,479
TOTAL REVENUES & SOURCES	\$88,318,809	\$77,510,973	\$65,259,922	\$88,492,877

Budget Summary

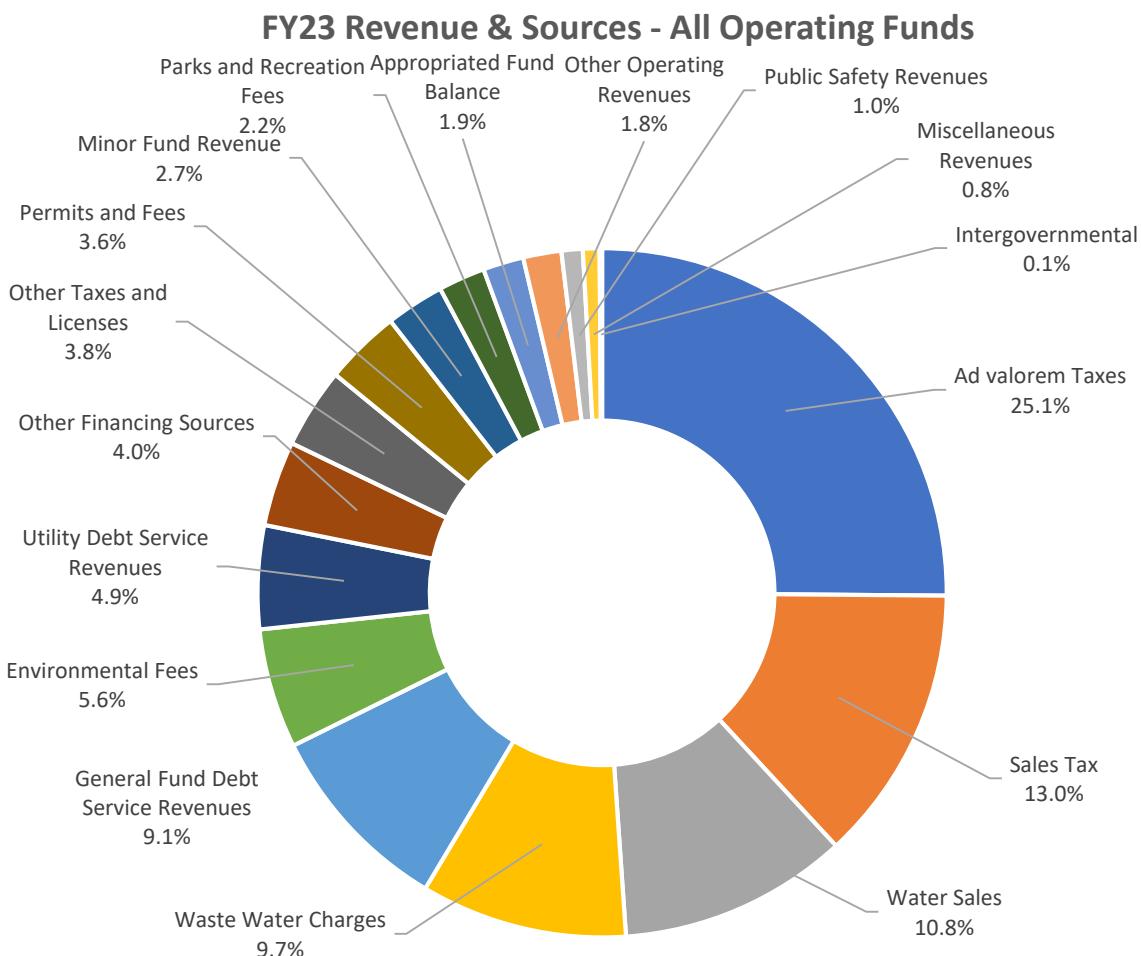
Budget Overview - All Funds Expenditures & Uses



Expenditures & Uses	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
General Fund				
Personal Services	\$21,398,175	\$21,934,277	\$17,249,313	\$31,936,170
Professional Services	\$4,119,786	\$4,381,328	\$3,327,071	\$5,701,686
Operating	\$6,151,563	\$5,230,446	\$5,008,037	\$8,074,500
Capital Outlay	\$6,426,521	\$(1,533,913)	\$1,789,856	\$2,575,000
Other Financing Uses	\$3,496,754	\$7,828,312	\$2,185,876	\$2,382,806
EXPENSES TOTAL	\$41,592,800	\$37,840,450	\$29,560,152	\$50,670,162
Utility Fund				
Personal Services	\$4,635,870	\$5,058,401	\$3,906,221	\$7,701,422
Professional Services	\$425,811	\$991,202	\$634,702	\$643,480
Operating	\$9,519,855	\$5,741,504	\$4,648,999	\$8,692,870
Capital Outlay	\$1,022,624	\$222,578	\$983,620	\$684,610
Other Financing Uses	\$12,140,356	\$6,843,360	\$91,000	\$3,544,475
UTILITY FUND SUB-TOTAL	\$27,744,515	\$18,857,045	\$10,264,543	\$21,266,857
Stormwater Fund				
Personal Services	\$485,002	\$527,671	\$403,859	\$1,205,295
Professional Services	\$128,063	\$80,596	\$32,544	\$32,000
Operating	\$24,275	\$67,193	\$61,646	\$274,100
Capital Outlay	\$6,305	\$63,771	-	\$246,000
Other Financing Uses	\$446,330	\$172,458	-	\$15,605
STORMWATER FUND SUB-TOTAL	\$1,089,975	\$911,690	\$498,049	\$1,773,000
Other Minor Funds				
Powell Bill Fund	-	\$1,039,051	\$1,039,628	\$2,178,163
Emergency Telephone System (911) Fund	\$152,995	\$145,919	\$(3,392)	\$246,216
OTHER MINOR FUNDS SUB-TOTAL	\$152,995	\$1,184,970	\$1,036,236	\$2,424,379
Debt Service Funds				
General Fund Debt Service	-	\$4,431,841	\$4,817,091	\$8,061,212
Utility Fund Debt Service	\$3,999,901	\$4,342,615	\$2,665,726	\$4,297,267
DEBT SERVICE FUNDS SUB-TOTAL	\$3,999,901	\$8,774,455	\$7,482,818	\$12,358,479
TOTAL EXPENSES & USES	\$74,580,186	\$67,568,610	\$48,841,798	\$88,492,877

Budget Summary

FY23 Revenues & Sources - All Operating Funds



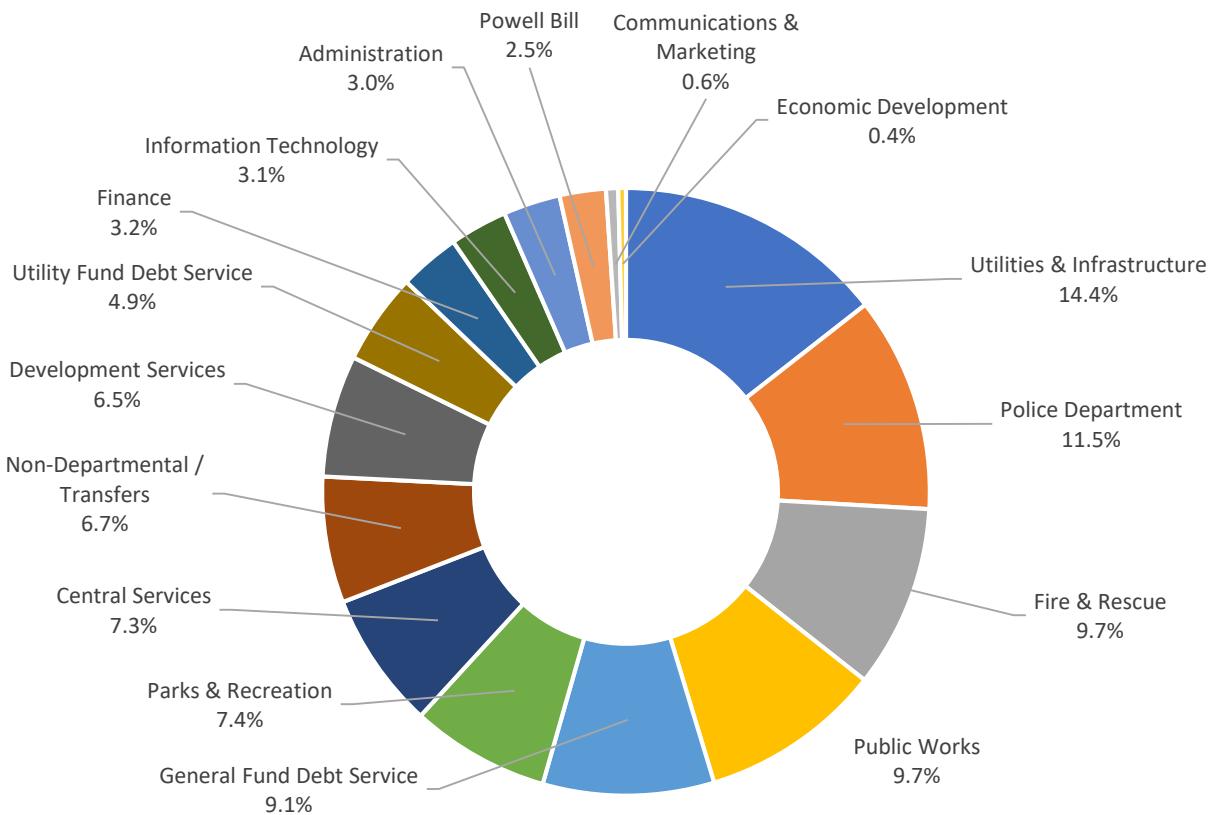
Revenues & Sources	FY23 Approved
Ad valorem Taxes	\$22,237,435
Sales Tax	\$11,500,000
Water Sales	\$9,531,000
Waste Water Charges	\$8,570,700
General Fund Debt Service Revenues	\$8,061,212
Environmental Fees	\$4,968,705
Utility Debt Service Revenues	\$4,297,267
Other Financing Sources	\$3,532,811
Other Taxes and Licenses	\$3,328,704
Permits and Fees	\$3,150,500
Minor Fund Revenue	\$2,424,379
Parks and Recreation Fees	\$1,942,200
Appropriated Fund Balance	\$1,689,047
Other Operating Revenues	\$1,585,500
Public Safety Revenues	\$879,160
Miscellaneous Revenues	\$691,500
Intergovernmental	\$102,757
TOTAL REVENUES & SOURCES	\$88,492,877

Budget Summary

FY23 Expenditures & Uses - All Operating Funds



FY23 Expenditures & Uses - All Operating Funds



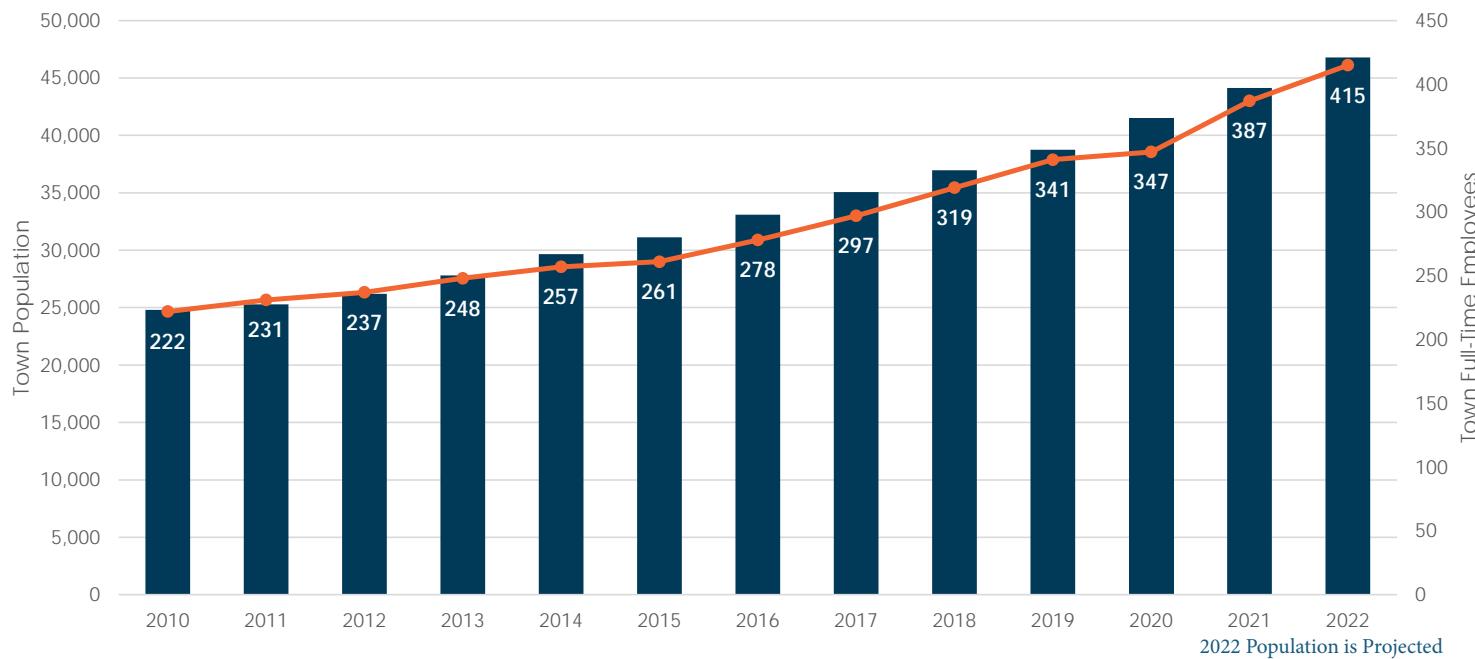
Expenditures & Uses	FY23 Approved
Utilities & Infrastructure	\$12,776,298
Police Department	\$10,150,055
Fire & Rescue	\$8,604,211
Public Works	\$8,568,371
General Fund Debt Service	\$8,061,212
Parks & Recreation	\$6,539,662
Central Services	\$6,441,865
Non-Departmental / Transfers	\$5,942,886
Development Services	\$5,736,665
Utility Fund Debt Service	\$4,297,267
Finance	\$2,862,129
Information Technology	\$2,715,347
Administration	\$2,685,857
Powell Bill	\$2,178,163
Communications & Marketing	\$570,662
Economic Development	\$362,227
TOTAL EXPENDITURES & USES	\$88,492,877

Budget Summary

Position Summary

	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended
Authorized Full-Time Positions By Department					
Police	79	86	87	91	93
Fire & Rescue	54	58	58	71	71
Utilities & Infrastructure	n/a	n/a	51	58	66
Development Services	n/a	n/a	38	46	49
Public Works	54	56	37	39	42
Parks & Recreation	37	38	36	37	39
Finance	16	18	18	19	20
Information Technology	5	6	7	9	10
Town Manager's Office	4	4	3	5	4
Human Resources	2	3	3	3	4
Communications & Marketing	3	3	3	3	4
Office of Budget, Strategy, and Innovation	n/a	n/a	n/a	n/a	4
Town Attorney	2	2	2	2	3
Office of Customer Care	n/a	n/a	n/a	n/a	2
Town Clerk	2	2	2	2	2
Economic Development	2	2	2	2	2
Engineering	26	28	n/a	n/a	n/a
Code Enforcement	13	13	n/a	n/a	n/a
Water Quality	11	12	n/a	n/a	n/a
Planning & Zoning	9	10	n/a	n/a	n/a
TOTAL AUTHORIZED POSITIONS	319	341	347	387	415

Comparison of Town Population Growth to Full-Time Employees



Budget Summary

Fund & Budget Unit Structure



Fund & Budget Unit Structure

Below outlines the organizational structure the Town uses to account for (including accounting numbers) revenues and expenditures of Town operations. Revenues are accounted at the fund level. Expenditures are accounted at the budget unit level (e.g. Finance).

Governmental Fund

Fund 10 – General Fund

- Central Services – 410
- Communications and Marketing – 411
- Administration – 412
 - Office of Customer Care - 10
 - Town Manager – 11
 - Human Resources – 12
 - Town Attorney – 13
 - Town Clerk – 14
 - Office of Budget, Strategy, and Innovation - 15
- Finance – 413
- Information Technology – 414
 - Fiber Optic – 50
- Economic Development – 416
- Police – 418
 - Law Enforcement – 18
 - Telecommunications – 19
- Fire and Rescue – 420
- Public Works – 422
 - Fleet Maintenance – 21
 - Streets – 22
 - Solid Waste – 24
 - Public Facilities Maintenance – 30
- Parks and Recreation – 425
 - Cultural Center – 25
 - Park and Field Maintenance – 26
 - Community Center/Programs – 27
 - Bass Lake – 28
 - Athletics – 29
 - North Main Athletic Center – 31
 - Administration – 39
- Utilities & Infrastructure – 450
 - Business Asset Management – 050
 - Infrastructure – 010
- Development Services – 460
 - Customer Service & Compliance – 015
 - Land Development – 020
 - Building Safety & Inspections – 025

Special Revenue Funds

Fund 15 – Powell Bill

Fund 26 – Emergency Telephone System

Police Department 911 System – 418-16

Fund 35 – Grants & Special Revenue*

Enterprise Funds

Fund 30 – Utility Fund

- Central Services – 410
- Administration – 412
 - Office of Customer Care - 10
 - Town Manager – 11
- Finance – 413
 - Utility Billing – 32
 - Water Meters – 42
- Information Technology – 414
- Public Works – 422
 - Fleet Maintenance – 422-21
- Utilities & Infrastructure – 450
 - Water Resource Administration – 030
 - Waste Water Treatment Plant – 035
 - Compliance/Lab – 040
 - Distributions & Water Storage – 045
 - Collections – 050
 - Pump Stations – 055
- Development Services – 460
 - Customer Service & Compliance – 015
 - Land Development – 020

Fund 31 – Stormwater Fund

- Central Services – 410
- Administration – 412
 - Office of Customer Care - 10
- Utilities & Infrastructure – 450
- Development Services - 460

Capital Reserve Funds

- Fund 21 – Parks and Recreation Reserves*
- Fund 22 – Street Reserves*
- Fund 23 – Water Reserves*
- Fund 24 – Sewer Reserves*
- Fund 27 – Stormwater Reserves*
- Fund 71 – System Development Fee-CRF*

Capital Project Funds

- Fund 11 – PayGo*
- Fund 42 - Business Park Development
- Fund 43 – Water Projects*
- Fund 44 – Stormwater Projects*
- Fund 45 – Sewer Projects*
- Fund 46 - Town Building Projects
- Fund 48 – Street and Sidewalk Projects*
- Fund 49 – Parks and Recreation Projects*
- Fund 75 - Utility Fund PAYGO*

Debt Service Funds

- Fund 60 – General Fund Debt Service
- Fund 61 – Utility Fund Debt Service

*Indicates not annually appropriated



General Fund



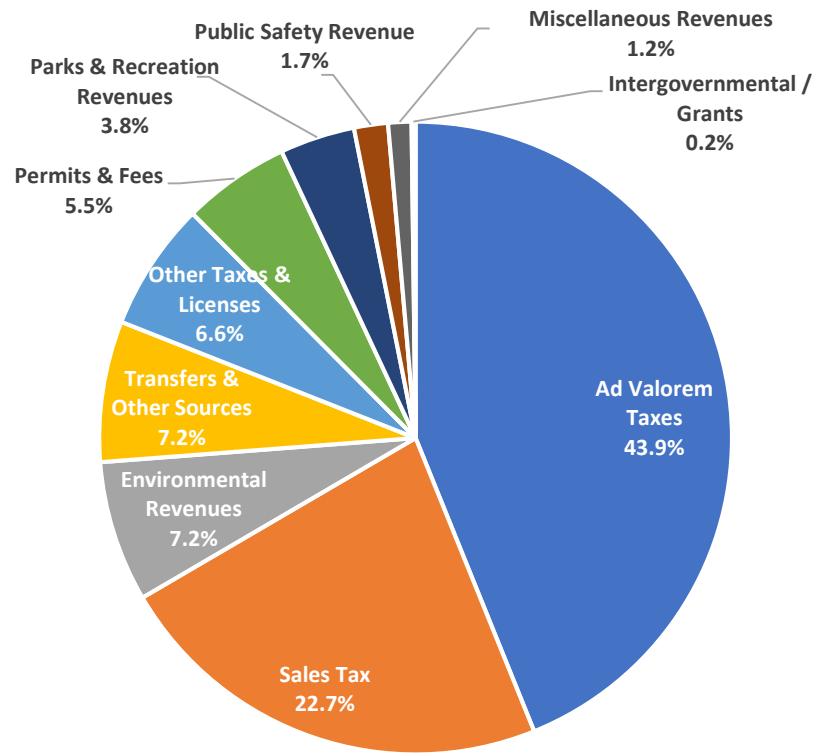
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General Fund

FY2022-23 Summary by Function

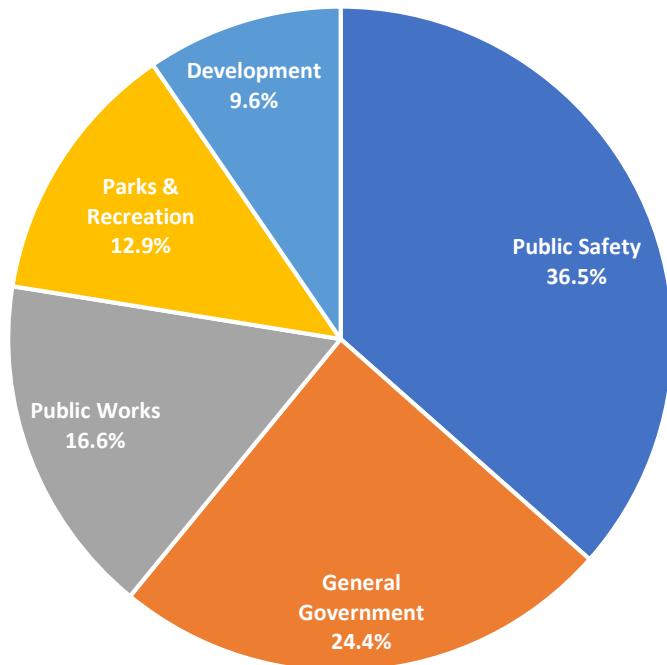
Approved Revenues

REVENUES:	%	FY23
Ad Valorem Taxes	43.9	22,237,435
Sales Tax	22.7	11,500,000
Environmental Revenues	7.2	3,648,705
Transfers & Other Sources	7.2	3,648,201
Other Taxes and Licenses	6.6	3,328,704
Permits & Fees	5.5	2,780,500
Parks & Recreation Revenues	3.8	1,942,200
Public Safety Revenue	1.7	879,160
Miscellaneous Revenues	1.2	602,500
Intergovernmental / Grants	0.2	102,757
TOTAL REVENUES	100.0%	\$50,670,162



Approved Expenditures

EXPENDITURES:	%	FY23
Public Safety	36.5	18,508,050
General Government	24.4	12,361,526
Public Works	16.6	8,420,771
Parks & Recreation	12.9	6,539,662
Development	9.6	4,840,153
TOTAL EXPENDITURES	100.0%	\$50,670,162



General Fund

Historical Revenues & Expenditures



REVENUES	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
Ad Valorem Taxes	\$19,206,418	\$20,664,824	\$17,351,686	\$19,088,514	\$19,816,934	\$22,237,435
Sales Tax	\$6,719,601	\$7,327,702	\$7,795,549	\$10,162,152	\$8,800,000	\$11,500,000
Environmental Revenues	\$2,385,218	\$2,521,378	\$2,809,165	\$3,311,437	\$3,278,071	\$3,648,705
Other Taxes and Licenses	\$3,255,299	\$3,369,307	\$3,436,523	\$3,094,605	\$2,996,831	\$3,328,704
Permits and Fees	\$2,717,948	\$7,339,627	\$5,256,001	\$3,910,672	\$2,891,000	\$2,780,500
Parks and Recreation Revenues	\$1,863,632	\$2,081,427	\$1,458,669	\$1,718,936	\$1,831,750	\$1,942,200
Transfers / Other Financing Sources	\$1,279,692	\$453,305	\$5,487,891	\$(1,543,757)	\$5,039,787	\$3,648,201
Public Safety Revenues	\$849,290	\$790,687	\$930,030	\$850,542	\$855,221	\$879,160
Miscellaneous Revenues	\$1,050,418	\$848,026	\$1,259,676	\$(2,098,175)	\$649,207	\$602,500
Intergovernmental / Grants	\$121,111	\$176,078	\$62,871	\$917,826	\$96,170	\$102,757
TOTAL REVENUES	\$39,448,627	\$45,572,361	\$45,848,062	\$39,412,753	\$46,254,971	\$50,670,162
EXPENDITURES	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
Public Safety	\$10,570,546	\$11,054,964	\$12,640,486	\$13,503,386	\$16,480,199	\$18,508,050
General Government	\$13,568,983	\$17,275,710	\$14,521,590	\$9,836,884	\$9,982,013	\$12,361,526
Public Works	\$4,703,155	\$5,238,734	\$5,524,931	\$5,697,146	\$9,456,499	\$8,420,771
Parks & Recreation	\$5,562,214	\$5,792,736	\$5,190,317	\$5,122,978	\$5,692,602	\$6,539,662
Development	\$3,289,603	\$3,612,602	\$3,715,476	\$3,680,055	\$4,643,658	\$4,840,153
TOTAL EXPENDITURES	\$37,694,501	\$42,974,746	\$41,592,800	\$37,840,450	\$46,254,971	\$50,670,162
TOTAL REVENUES	\$39,448,627	\$45,572,361	\$45,848,062	\$39,412,753	\$46,254,971	\$50,670,162
TOTAL EXPENDITURES	\$37,694,501	\$42,974,746	\$41,592,800	\$37,840,450	\$46,254,971	\$50,670,162
NET FUND SAVINGS/(DEFICIT)	\$1,754,126	\$2,597,615	\$4,255,263	\$1,572,304	-	-

*Beginning in FY20 a portion of Ad Valorem is directly appropriated to the Debt Service Fund and not transferred from the General Fund

Mission Statement

The Communications & Marketing Department encourages two-way information sharing with all members of our community through transparency and public engagement. We strive to provide accurate, timely and useful information to maximize the community's understanding of, and benefit from, Town services, programs and initiatives.

Major Services Provided

- Website, social media, email and text message communications
- News releases and publications, including *The Source* newsletter
- Emergency/Crisis communication
- Government access television channel, HSTV-11
- Media relations
- Community engagement
- Marketing and branding

Communications and Marketing Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$273,706	\$255,679	\$313,933	\$451,342	\$451,342
Operating Expenditures	\$87,584	\$21,981	\$147,320	\$119,320	\$119,320
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$361,289	\$277,660	\$461,253	\$570,662	\$570,662

*Prior to FY20 Communications and Marketing was previously merged with the Town Clerk under a Public Affairs & Communications Department

Budget Changes

- Communications & Marketing Specialist Position (\$73,974)
- Communications Outreach and Newsletter Enhancements (\$20,000)

General Fund

Town Manager



Mission Statement

Execute the policies and priorities of Town Council and manage the day-to-day service delivery.

Major Services Provided

- Ensuring that all local, state, and federal laws and regulations are met
- Ensuring that all operations and projects are operational, efficient and sustainable
- Implementing philosophies and policy decisions of the council
- Managing the performance of all Town departments
- Providing for economic and downtown development

Town Manager's Office Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$487,384	\$408,769	\$614,902	\$361,924	\$361,924
Operating Expenditures	\$195,027	\$82,128	\$202,421	\$218,071	\$218,071
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$682,411	\$490,897	\$817,323	\$579,995	\$579,995

Budget Changes

- Risk Manager Position (\$90,491)

Mission Statement

To provide a one-stop customer service operation for the Town.

Major Services Provided

- Customer service interactions for residents and businesses
- Provide telecommunication and in-person customer service for Town Hall.

Office of Customer Care Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	–	\$81,908	\$81,908
Operating Expenditures	–	–	–	\$10,900	\$10,900
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	–	\$92,808	\$92,808

Budget Changes

- Customer Care Manager Position (July 1 hire, Cost-Shared with Utility and Stormwater Funds) (\$59,682)
- Customer Service Specialist Position (Cost-Shared with Utility and Stormwater Funds) (\$23,925)

General Fund

Office of Budget, Innovation, & Strategy



Mission Statement

To assist the Town Manager in development and execution of the Town's budget and strategic planning processes.

Major Services Provided

- Operating Budget Development and Execution
- Community Investment Plan Development
- Manage the Town's Sustainability Program
- Manage the Town's Strategic Planning process
- Provide Innovative and Strategic decision-making practices for Town Departments

Office of Budget, Innovation, and Strategy Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	–	\$413,133	\$413,133
Operating Expenditures	–	–	–	\$69,450	\$69,450
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	–	\$482,583	\$482,583

Budget Changes

- Grant Writer Position (July 1 Hire) (\$91,008)
- Budget Analyst Position (\$75,124)
- Facilities Utility Data Management Program (\$16,700)
- Furniture, Fixtures, and Equipment (FFE) Enhancements (\$10,000)
- Performance Management Training for Town Staff (\$10,000)
- EV Charging Station Design and Initial Implementation Work (\$10,000)

Mission Statement

The Human Resources Department is responsible for recruitment and selection, position classification and compensation, benefits management, policy administration, personnel records management, workers' compensation administration, Family and Medical Leave Act administration, employee relations, and wellness initiative management.

Major Services Provided

The Human Resources Department strives to provide personnel programs and policies that are fair and legal, maintain comprehensive benefits and competitive pay, and promote workplace wellness to retain a skilled and diverse workforce that meets the varied needs of the Town and its citizens.

Human Resources Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$264,557	\$239,130	\$334,147	\$413,742	\$413,742
Operating Expenditures	\$99,433	\$97,276	\$139,894	\$153,894	\$153,894
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$363,991	\$336,406	\$474,041	\$567,636	\$567,636

Budget Changes

- Human Resources Analyst Position (\$80,558)

General Fund

Town Attorney



Mission Statement

The Town attorney serves as general counsel to the Town Council, Town Manager, department heads and other Town boards, giving legal advice, drafting ordinances, representing the Town in court in civil matters such as land condemnation, contract disputes, bill collection, civil fines and ordinance violations.

Major Services Provided

- Legal Counsel
- Contracts
- Legal Representation

Town Attorney Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$269,523	\$201,946	\$231,210	\$399,423	\$399,423
Operating Expenditures	\$8,292	\$777	\$93,906	\$17,406	\$17,406
Capital Outlay	-	-	\$12,280	-	-
EXPENSE TOTALS	\$277,814	\$202,723	\$337,396	\$416,829	\$416,829

Budget Changes

- Assistant Town Attorney Position (\$140,751)

Mission Statement

To record, maintain, and preserve records of all Town business; to maintain custody of the Town seal; to administer all elections held in the town; and to provide accurate information in a timely manner to the governing body, staff, and the public in order that all may be guaranteed open access to information and the legislative process.

Major Services Provided

The Clerk's office provides a variety of information, services, and support to Town staff, elected officials, and the public at large. In addition to keeping the records for the Town, the Clerk's office is also responsible for the following:

- Preparing and distributing Town Council Agendas
- Recording and archiving minutes of Council meetings
- Overseeing records retention
- Recording, researching, preserving, and providing access to Holly Springs' historical records
- Processing applications for service on Town boards
- Updating Municipal code
- Conducting and overseeing municipal elections
- Ensuring publication of legal ads
- Issuing solicitor's permits
- Responding to public record requests
- Supporting the Mayor, Town Council, and Town Manager's Office
- Administering Oaths of Office

Town Clerk Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$195,901	\$159,905	\$181,291	\$214,733	\$214,733
Operating Expenditures	\$161,810	\$102,792	\$151,383	\$114,883	\$114,883
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$357,711	\$262,697	\$332,674	\$329,616	\$329,616

*Prior to FY20 the Town Clerk was previously merged with Communications and Marketing under a Public Affairs & Communications Department

Budget Changes

- Governing Body Travel & Training, Dues, Subscriptions, and Supplies (\$11,500)

General Fund

Finance Department



Mission Statement

The Finance Department provides timely and accurate financial information to key stakeholders while protecting town assets, both real and intangible, and ensuring town compliance with federal, state, and local laws from a financial and fiduciary vantage point. Serving as an essential partner on topics requiring economic, financial and fiduciary inputs and expertise, the Finance Department manages Accounting and Financial Reporting, Budgeting, Revenue Collections, Payroll, Benefits Administration, Cash Management and Investments, Utility Billing and its external audit partners.

Major Services Provided

- Accounts Payable
- Payroll Processing
- GL Accounting & Reporting
- Capital Asset and Inventory tracking
- Budgeting & Performance Measurement
- Investments and Debt

Finance Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$660,519	\$538,126	\$739,306	\$957,955	\$957,955
Operating Expenditures	\$109,044	\$24,532	\$101,402	\$153,302	\$153,302
Capital Outlay	–	–	\$10,000	\$7,500	\$7,500
EXPENSE TOTALS	\$769,563	\$562,658	\$850,708	\$1,118,757	\$1,118,757

Budget Changes

- Accountant Position (\$105,051)
- Finance Professional & Contract Services for Debt Management, Auditing, and Financial Reporting (\$44,700)
- Finance Staff Training and Professional Dues (\$13,150)

General Fund

Information Technology Department

Mission Statement

The Information Technology Department will provide high quality technology services to the Town in a cost-effective and efficient manner in support of the Town's strategic goals and initiatives.

Major Services Provided

- User support for all IT needs
- Guidance in the use of technology
- User training
- System and cyber security
- IT procurement services
- Network support (internal and fiber networks)
- Consulting on IT services

Information Technology Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$379,173	\$453,105	\$639,679	\$805,809	\$805,809
Operating Expenditures	\$796,190	\$928,698	\$1,247,881	\$1,336,736	\$1,336,736
Capital Outlay	\$216,047	—	—	—	—
EXPENSE TOTALS	\$1,391,410	\$1,381,804	\$1,887,560	\$2,142,545	\$2,142,545

Budget Changes

- IT Equipment Replacement and Replacement Cycle Increases (\$75,000)
- IT Professional Services, Leases, and Software (\$56,900)
- IT Business Systems Analyst Position (July 1 Hire) (Cost-shared with Utility Fund) (\$48,855)
- Security Cameras Replacement (\$10,000)

General Fund

Economic Development Department



Mission Statement

The continual retention, expansion, and recruitment efforts of the Economic Development department provide the opportunity for more jobs in Holly Springs and increase the diversification between the residential and commercial tax base.

Major Services Provided

Staying connected with county partners at Wake County Economic Development (WCED), state partners in the Economic Development Partnership of North Carolina (EDPNC), and being a member of the North Carolina Economic Development Association (NCEDA) allows the Department to keep their finger on the pulse of Economic Development locally, in the region, in the state, and beyond. The Economic Development Department fills the requests of large projects coming from the state and follows up to land large projects. The Department also works with small businesses and entrepreneurs in the town and helps them to grow and thrive. Additionally, the department focuses on staying involved in key local partnerships in order to be a community connector. Staff make sure to stay up to date on their marketing efforts to display the qualities of Holly Springs that make it attractive to prospective industries.

Economic Development Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$188,335	\$202,274	\$214,225	\$281,677	\$281,677
Operating Expenditures	\$52,052	\$46,782	\$80,550	\$80,550	\$80,550
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$240,387	\$249,055	\$294,775	\$362,227	\$362,227

Budget Changes

- None

Mission Statement

The Holly Springs Police Department, working in partnership with the citizens we serve, shall endeavor and remain committed through professional, ethical, and impartial policing practices to preserve life, protect property, and maintain order for all who live, learn, and visit in our community. Citizen trust, confidence, and support are paramount in achieving the highest quality of life. The Holly Springs Police Department is committed to the highest standards of ethics and professionalism as it works in partnership with citizens to maintain a safe community.

Major Services Provided

- Provides primary law enforcement coverage for the Town of Holly Springs
- Responds to criminal and non-criminal requests for service
- Serves as the Primary PSAP for 911 callers within the town limits
- Provides community support through numerous outreach efforts
- Provides animal control services for town residents

Police Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$6,235,704	\$6,800,196	\$7,881,117	\$8,770,539	\$8,770,539
Operating Expenditures	\$412,757	\$377,560	\$706,814	\$775,800	\$775,800
Capital Outlay	\$682,968	\$384,373	\$1,287,448	\$357,500	\$357,500
EXPENSE TOTALS	\$7,331,430	\$7,562,129	\$9,875,379	\$9,903,839	\$9,903,839

Budget Changes

- Two (2) Police Officer Positions, Vehicles, and Equipment (\$274,928)
- Law Enforcement Equipment, Officer Protection, Supplies, and Training (\$123,940)
- Law Enforcement Contract Services for County 911 services and Radio Fees (\$61,000)
- Law Enforcement License Plate Reader Program (\$39,500)
- Law Enforcement Mental Health Wellness Services (\$20,000)
- School Resource Officer Corporal Reclassification (\$5,446)

General Fund

Fire and Rescue Department



Mission Statement

Our mission is to provide a safe, professional, and courteous team that strives to exceed the expectations of the community and our organization. This mission requires our members to be part of a capable, aggressive, all-risk fire department that is focused on customer service, professional development, and an "All In" attitude from all members.

Major Services Provided

- Fire suppression within the municipal limits and areas surrounding the Town
- Free blood pressure checks at all fire stations
- Emergency medical services as EMT-Basics (Fire Department staff provides basic medical care prior to an ambulance arriving)
- Fire education programs on various aspects of public fire safety that are presented to any group free of charge
- Fire hydrant maintenance for all hydrants located in the fire district
- Free tours of the fire stations will be provided with prior arrangements or appointment
- Free home smoke alarm checks

Fire Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$4,143,861	\$4,501,071	\$5,529,152	\$6,510,511	\$6,510,511
Operating Expenditures	\$618,465	\$443,326	\$519,500	\$593,700	\$593,700
Capital Outlay	\$546,730	\$996,861	\$556,168	\$1,500,000	\$1,500,000
EXPENSE TOTALS	\$5,309,056	\$5,941,258	\$6,604,820	\$8,604,211	\$8,604,211

Budget Changes

- Replacement Fire Ladder Truck (\$1,500,000)
- Fire Service Mobile Data Terminal and Radio Upgrades and Maintenance (\$68,200)
- Three (3) Fire Engineer Reclassifications (\$10,000)
- Fire Personnel Medical Examinations (\$5,000)
- Fire Uniform PPE Repair and Replacement (\$3,000)

Mission Statement

The Holly Springs Public Works Department provides for a safe, clean and healthy environment within the Town.

Major Services Provided

- Fleet Maintenance
- Solid Waste
- Powell Bill / Street Maintenance
- Yard Waste
- Public Facilities Maintenance

Public Works Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$1,983,920	\$1,823,844	\$2,648,140	\$3,291,581	\$3,291,581
Operating Expenditures	\$2,620,597	\$3,204,889	\$4,231,804	\$4,689,190	\$4,689,190
Capital Outlay	\$920,414	\$668,414	\$2,576,555	\$440,000	\$440,000
EXPENSE TOTALS	\$5,524,931	\$5,697,146	\$9,456,499	\$8,420,771	\$8,420,771

Budget Changes

- Garbage and Recycling Contract Increases for Service Growth (\$250,634)
- Public Works Contractual Services and Yard waste Disposal Fees for Service Growth (\$200,000)
- Public Works Manager - Facilties Position and Vehicle (\$126,347)
- Yard Waste Processing and Collection Center (\$125,000)
- Vehicle and Equipment Maintenance & Repair (\$100,000)
- Public Works Manager - Business Manager Position (\$83,491)
- Public Work Telematics, Fleet Routing, and Customer Service Technology (\$72,883)
- Public Works Adminstrative Assistant Position (\$54,530)
- Vehicle and Equipment Fuel (\$40,000)
- Public Works Managed Townwide Facility Management Services (\$26,572)
- Enhanced Public Works Safety Training (\$15,500)
- Public Works Fleet Supplies (\$5,330)

General Fund

Parks and Recreation Department



Mission Statement

To foster engaged, healthy and active lifestyles for the enrichment of Holly Springs residents and visitors by offering exceptional experiences, affordable recreation & cultural activities, well-maintained parks & facilities, and stewardship of our natural resources.

Major Services Provided

The department offers a variety of parks, open spaces, greenways, a recreation center, a cultural arts center, dog park, a lake and retreat center, and athletic facilities to meet the needs of our growing and diverse community. Programs are offered in art, dance, athletics, nature and outdoor education, afterschool and track-out times, fitness and wellness, special interest as well as summer camps and activities geared for senior citizens. Parks and Recreation also provides a number of special events that bring the community together. The sport complexes host numerous baseball, soccer, football and lacrosse tournaments each year which bring economic benefit to the town. The department supports the weekly, year-round farmers market.

Major Service Centers:

- Cultural Center & Farmers Market
- Bass Lake Park and Sugg Farm
- Park and Field Maintenance
- Community Center and Programs
- Athletics
- Administration and Special Events
- North Main Athletic Complex (Ting Park)

Parks and Recreation Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$2,972,584	\$3,114,464	\$3,520,252	\$4,161,106	\$4,161,106
Operating Expenditures	\$1,972,056	\$1,869,040	\$2,109,315	\$2,158,556	\$2,158,556
Capital Outlay	\$245,677	\$139,474	\$63,035	\$220,000	\$220,000
EXPENSE TOTALS	\$5,190,317	\$5,122,978	\$5,692,602	\$6,539,662	\$6,539,662

Budget Changes

- Recreation Program Specialist Position (\$59,504)
- Park and Recreation Program Assistant Position (\$56,285)
- Expansion of Town Landscaping Maintenance Responsibilities (\$30,000)
- Parks and Recreation Leadership Structure Reclassification (\$17,815)
- Parks & Recreation Multi-Cultural Events - International Food Festival, Other Cultural Celebrations (\$7,400)

Mission Statement

The Utilities and Infrastructure Department is committed to infrastructure and utility asset management including long-term asset planning and proactive operation of utilities.

Major Services Provided

Infrastructure

- Project Management for Town and grant funded facility, site, and infrastructure projects
- Grant application and management

Business Asset Management

- Asset management facilitation and coordination
- Asset management software and database management
- ADA Compliance Program
- Utility permitting

Utilities & Infrastructure Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	\$807,839	\$1,116,245	\$1,116,245
Operating Expenditures	–	–	\$221,402	\$205,175	\$205,175
Capital Outlay	–	–	\$15,000	–	–
EXPENSE TOTALS	–	–	\$1,044,241	\$1,321,420	\$1,321,420

*In the FY22 Budget, the Code Enforcement, Planning & Zoning, Engineering, and Water Quality Departments were reorganized into the Utilities & Infrastructure and Development Services Departments.

Budget Changes

- Infrastructure Inspections Fees, Signal Maintenance, and Asset Management Services (\$23,500)

General Fund

Development Services Department



Mission Statement

Development Services is committed to creating an atmosphere for the prosperity of businesses, contributing to our customer's and resident's success by providing helpful, timely and quality services through knowledge and professional expertise, and adhering to sustainable practices to ensure the public's health, safety, and general welfare.

Major Services Provided

- Current and Long-Range Planning
- Land Development Review
- Building Safety & Inspections
- Zoning, Code Enforcement, and Technical Services
- Central Permitting & Development Business Administration

Development Services Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	\$2,507,002	\$2,959,267	\$2,959,267
Operating Expenditures	–	–	\$723,915	\$509,466	\$509,466
Capital Outlay	–	–	\$368,500	\$50,000	\$50,000
EXPENSE TOTALS	–	–	\$3,599,417	\$3,518,733	\$3,518,733

*In the FY22 Budget, the Code Enforcement, Planning & Zoning, Engineering, and Water Quality Departments were reorganized into the Utilities & Infrastructure and Development Services Departments.

Budget Changes

- Planner I Position (\$70,894)
- Inspection Vehicle Replacement (\$50,000)
- CityView Enhancements and Maintenance Membership (\$47,725)
- Building Inspectors Supervisor Reclassifications (\$38,000)
- Development Services Required Legal Advertising (\$16,800)
- Building Inspections Contract Services for Non-Residential Building Plans (\$12,000)
- Development Services Safety Equipment & Training (\$2,300)

General Fund

Central Services and Non-Departmental

Central Services Department

- The Central Services Department is a cost center managed by the Finance Department for centralized costs and utility bill payment for the Town

Central Services Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Operating Expenditures	\$3,057,048	\$2,058,598	\$2,600,805	\$3,315,062	\$3,315,062
Capital Outlay	\$3,813,924	\$(3,813,924)	–	–	–
EXPENSE TOTALS	\$6,870,972	\$(1,755,327)	\$2,600,805	\$3,315,062	\$3,315,062

Non-Departmental

- Transfers to other funds such as the PAYGO Fund, capital project funds, and capital reserve funds are budgeted as other financing uses within the general fund and not assigned to a specific department

Non-Departmental Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Transfers / Other Financing Uses	\$3,206,041	\$7,828,312	\$1,925,478	\$2,382,806	\$2,382,806
EXPENSE TOTALS	\$3,206,041	\$7,828,312	\$1,925,478	\$2,382,806	\$2,382,806

Budget Changes

- Transfer to PAYGO for Community Investment Plan (CIP) (\$619,681)
- Transfer to Street Reserves for Vehicle Registration (\$513,125)
- Transfer to Debt Service Fund (\$250,000)
- Anticipated Transfer to Street Reserves from Prior-Year Savings (\$1,000,000)



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Utility Fund



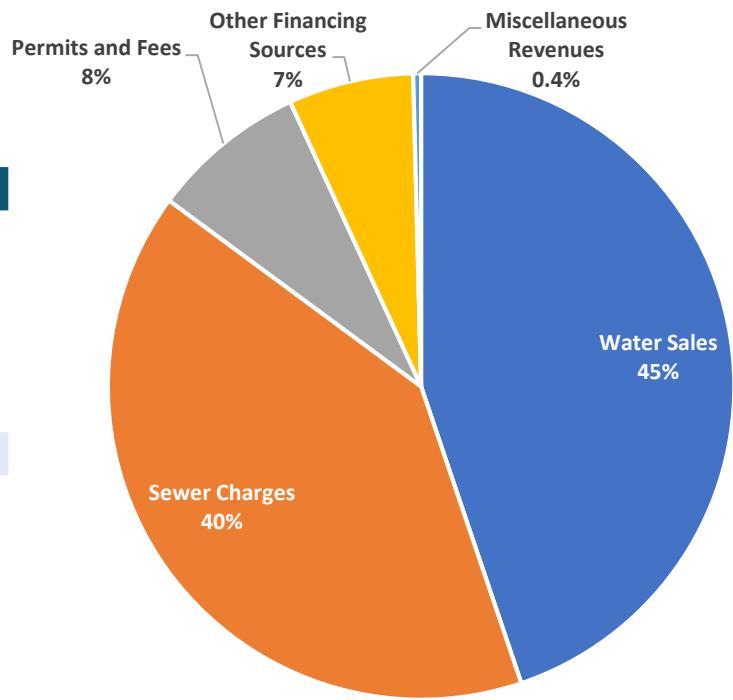
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Utility Fund

FY2022-23 Summary by Function

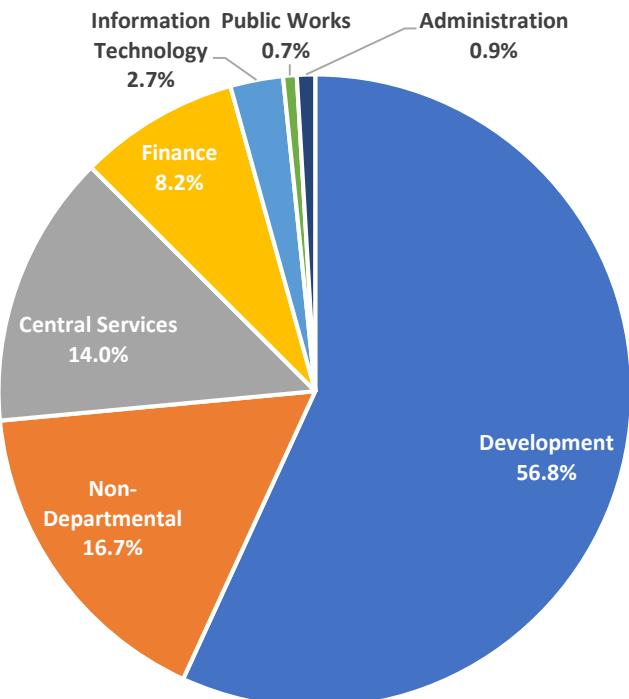
Approved Revenues

REVENUES:	%	FY23
Water Sales	44.8	9,531,000
Waste Water Charges	40.3	8,570,700
Other Operating Revenues	8.0	1,705,500
Other Financing Sources	6.5	1,373,657
Miscellaneous Revenues	0.4	86,000
TOTAL REVENUES	100.0	\$21,266,857



Approved Expenditures

EXPENDITURES:	%	FY23
Development	56.8	12,090,204
Non-Departmental	16.7	3,544,475
Central Services	14.0	2,970,326
Finance	8.2	1,743,372
Information Technology	2.7	572,802
Public Works	0.7	147,600
Administration	0.9	198,078
TOTAL REVENUES	100.0	\$21,266,857



Utility Fund

Historical Revenues & Expenditures



REVENUES	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
Water Sales	\$6,414,013	\$6,611,520	\$7,102,096	\$8,021,950	\$8,039,000	\$9,531,000
Sewer Charges	\$5,188,973	\$5,539,076	\$6,055,963	\$6,851,004	\$6,956,874	\$8,570,700
Other Operating Revenues	\$1,353,738	\$1,299,980	\$1,717,689	\$1,574,384	\$1,405,500	\$1,705,500
Other Financing Sources	\$181,732	\$1,371,151	\$6,285,249	\$500,000	\$1,105,173	\$1,373,657
Miscellaneous Revenues	\$63,474	\$249,397	\$283,334	\$123,853	\$90,500	\$86,000
Development Fees	—	\$6,613,349	\$8,651,241	\$2,798,640	—	—
TOTAL REVENUES	\$13,201,931	\$21,684,472	\$30,095,572	\$19,869,830	\$17,597,047	\$21,266,857
EXPENSES	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
Development	\$8,197,045	\$6,722,299	\$7,264,889	\$8,695,186	\$11,423,035	\$12,090,204
Non-Departmental	\$(103,847)	\$7,819,023	\$12,159,664	\$6,843,360	\$2,279,511	\$3,544,475
Central Services	\$602,628	\$1,844,697	\$6,057,522	\$1,667,506	\$1,961,530	\$2,970,326
Finance	\$416,155	\$2,175,241	\$1,935,125	\$1,193,011	\$1,319,587	\$1,743,372
Information Technology	\$148,005	\$152,643	\$163,604	\$196,553	\$421,409	\$572,802
Public Works	—	—	—	\$95,338	\$97,100	\$147,600
Administration	—	\$65,786	\$163,712	\$166,092	\$94,875	\$198,078
TOTAL EXPENSES	\$9,259,987	\$18,779,689	\$27,744,515	\$18,857,045	\$17,597,047	\$21,266,857
TOTAL REVENUES	\$13,201,931	\$21,684,472	\$30,095,572	\$19,869,830	\$17,597,047	\$21,266,857
TOTAL EXPENSES	\$9,259,987	\$18,779,689	\$27,744,515	\$18,857,045	\$17,597,047	\$21,266,857
NET FUND SAVINGS/(DEFICIT)	\$3,941,945	\$2,904,783	\$2,351,056	\$1,012,785	-	-

Mission Statement

Execute the policies and priorities of Town Council and manage the day-to-day service delivery.

Major Services Provided

- Ensuring that all local, state, and federal laws and regulations are met
- Ensuring that all operations and projects are operational, efficient and sustainable
- Implementing philosophies and policy decisions of the council
- Managing the performance of all Town departments
- Providing for economic and downtown development

Town Manager Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$162,590	\$165,886	\$88,375	\$114,670	\$114,670
Operating Expenditures	\$1,121	\$206	\$6,500	\$1,500	\$1,500
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$163,712	\$166,092	\$94,875	\$116,170	\$116,170

Budget Changes

- None

Office of Customer Care Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	—	—	—	\$81,908	\$81,908
Operating Expenditures	—	—	—	—	—
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	—	—	—	\$81,908	\$81,908

Budget Changes

- Customer Care Manager Position (July 1 hire, Cost-Shared with General and Stormwater Funds) (\$63,682)*
- Customer Service Specialist Position (Cost-Shared with General and Stormwater Funds) (\$26,225)*

*Some operating expenses are budgeted in the Information Technology Department Budget

Utility Fund

Finance Department



Mission Statement

The Finance Department provides timely and accurate financial information to key stakeholders while protecting town assets, both real and intangible, and ensuring town compliance with federal, state, and local laws from a financial and fiduciary vantage point. Serving as an essential partner on topics requiring economic, financial and fiduciary inputs and expertise, the Finance Department manages Accounting and Financial Reporting, Budgeting, Revenue Collections, Payroll, Benefits Administration, Cash Management and Investments, Utility Billing and its external audit partners.

Major Services Provided

- Customer Service
- Utility Billing
- Utility Meter Management

Finance Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$592,744	\$685,113	\$630,297	\$762,517	\$762,517
Operating Expenditures	\$538,709	\$414,860	\$682,854	\$980,855	\$980,855
Capital Outlay	\$803,671	\$93,039	\$6,436	–	–
EXPENSE TOTALS	\$1,935,125	\$1,193,011	\$1,319,587	\$1,743,372	\$1,743,372

Budget Changes

- Water Application Licenses and Meters for Growth and Development (\$373,746)

Mission Statement

The Information Technology Department will provide high quality technology services to the Town in a cost-effective and efficient manner in support of the Town's strategic goals and initiatives.

Major Services Provided

- User support for all IT needs
- Guidance in the use of technology
- User training
- System security
- IT procurement services
- Network support (internal and fiber networks)
- Consulting on IT services

Information Technology Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	\$84,875	\$122,341	\$230,326	\$339,217	\$339,217
Operating Expenditures	\$78,728	\$74,212	\$191,083	\$233,585	\$233,585
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$163,604	\$196,553	\$421,409	\$572,802	\$572,802

Budget Changes

- IT Business Systems Analyst Position (July 1 Hire) (Cost-shared with General Fund) (\$55,805)
- Utility Fund IT Equipment, Licenses, and Services (\$50,000)
- Cameras, Sensors and Software Licenses for Utility System Management (\$42,000)

Utility Fund

Utilities & Infrastructure Department



Mission Statement

The Utilities and Infrastructure Department is committed to infrastructure and utility asset management including long-term asset planning and proactive operation of utilities.

Major Services Provided

- Water reclamation facility operation and maintenance
- Reclaimed water operation, maintenance, and program administration
- Environmental Compliance Lab
- Water and sewer collections, distribution, pump station operations, and infrastructure maintenance
- Water and sewer utility engineering and planning

Utilities & Infrastructure Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	\$3,388,342	\$4,120,370	\$4,120,370
Operating Expenditures	–	–	\$5,257,001	\$5,499,680	\$5,499,680
Capital Outlay	–	–	\$1,114,996	\$490,000	\$490,000
EXPENSE TOTALS	–	–	\$9,760,339	\$10,110,050	\$10,110,050

*In the FY22 Budget, the Code Enforcement, Planning & Zoning, Engineering, and Water Quality Departments were reorganized into the Utilities & Infrastructure and Development Services Departments.

Budget Changes

- Bulk Water Purchase for Growth (\$500,000)
- Pump Station Operations and Maintenance (\$210,000)
- Utley Creek Water Reclamation Facility Operations and Maintenance (\$143,000)
- Utility Engineer Position and Vehicle (\$140,791)
- Environmental Technician Position and Vehicle (\$116,174)
- Program Support Specialist Position (\$56,280)
- Water Sampling Station Enhancements (\$26,000)
- Water Meter Rental Replacement (\$15,000)
- Laboratory Operations Enhancements (\$7,250)

Mission Statement

Development Services is committed to creating an atmosphere for the prosperity of businesses, contributing to our customer's and resident's success by providing helpful, timely and quality services through knowledge and professional expertise, and adhering to sustainable practices to ensure the public's health, safety, and general welfare.

Major Services Provided

- Current and Long-Range Planning
- Land Development Review
- Building Safety & Inspections
- Zoning, Code Enforcement, and Technical Services
- Central Permitting & Development Business Administration

Development Services Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	\$1,473,796	\$1,652,644	\$1,652,644
Operating Expenditures	–	–	\$111,195	\$132,900	\$132,900
Capital Outlay	–	–	\$77,705	\$194,610	\$194,610
EXPENSE TOTALS	–	–	\$1,662,696	\$1,980,154	\$1,980,154

*In the FY22 Budget, the Code Enforcement, Planning & Zoning, Engineering, and Water Quality Departments were reorganized into the Utilities & Infrastructure and Development Services Departments.

Budget Changes

Development Construction Supervisor Position and Vehicle (Position is cost-shared with Stormwater Fund)(\$84,857)

Development Inspector Position (Position is cost-shared with Stormwater Fund)(\$80,902)

Development Services Manager - Engineering Position (Position is cost-shared with Stormwater Fund)(\$51,531)

Development Services Staff Training and Safety and Field Equipment (\$5,500)

Utility Fund

Public Works



Mission Statement

The Holly Springs Public Works Department provides for a safe, clean and healthy environment within the Town.

Major Services Provided

- Fleet Maintenance

Public Works Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	–	–	–
Operating Expenditures	–	\$95,338	\$97,100	\$147,600	\$147,600
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	\$95,338	\$97,100	\$147,600	\$147,600

Budget Changes

- Utility Fund Fuel (\$40,000)
- Utility Fund Vehicle Maintenance and Repair (\$10,500)

Central Services Department

- The Central Services Department is a cost center managed by the Finance Department for centralized costs and utility bill payment for the Town

Central Services Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Operating Expenditures	\$6,057,522	\$1,667,506	\$1,961,530	\$2,970,326	\$2,970,326
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$6,057,522	\$1,667,506	\$1,961,530	\$2,970,326	\$2,970,326

Non-Departmental

- Transfers to other funds such as the PAYGO Fund, capital project funds, and capital reserve funds are budgeted as other financing uses within the Utility Fund and not assigned to a specific department

Non-Departmental Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Transfers / Other Financing Uses	\$12,140,356	\$6,843,360	\$2,279,511	\$3,544,475	\$3,544,475
EXPENSE TOTALS	\$12,140,356	\$6,843,360	\$2,279,511	\$3,544,475	\$3,544,475

Budget Changes

- Transfer to Utility Fund PAYGO for Community Investment Plan (CIP) (\$1,142,000)
- Transfer to Water and Waste Water Reserves (\$2,000,000)
- Transfer to Utility Fund Debt Service (\$402,475)



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Stormwater Fund



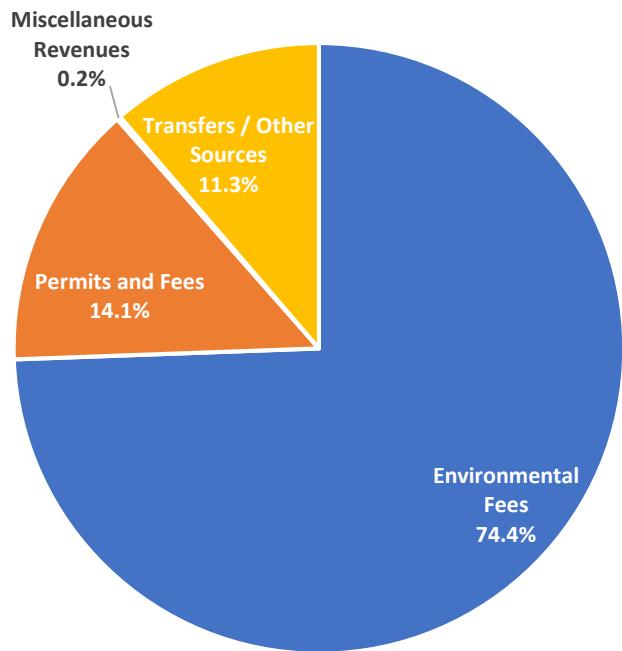
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Stormwater Fund

FY2022-23 Summary by Function

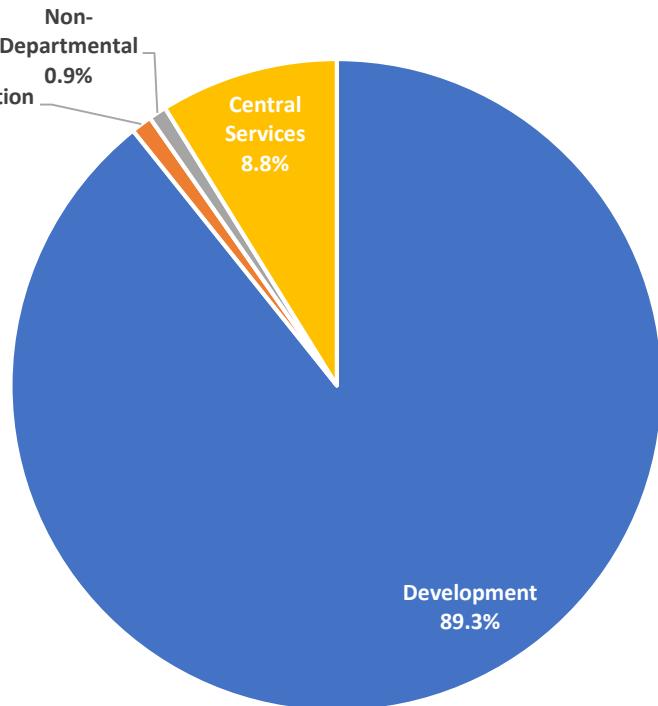
Approved Revenues

REVENUES:	%	FY23
Environmental Fees	74.4	\$1,320,000
Permits and Fees	14.1	\$250,000
Other Sources	11.3	\$200,000
Miscellaneous Revenues	0.2	\$3,000
TOTAL REVENUES	100.0	\$1,773,000



Approved Expenditures

EXPENDITURES	%	FY23
Development	89.3	\$1,582,606
Central Services	8.8	\$156,477
Administration	1.0	\$18,312
Non-Departmental	0.9	\$15,605
TOTAL EXPENDITURES	100.0	\$1,773,000



Stormwater Fund

Historical Revenues & Expenditures



REVENUES	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
Environmental Fees	\$368,730	\$489,568	\$521,665	\$1,006,512	\$1,288,182	\$1,320,000
Permits and Fees	\$296,565	\$334,248	\$187,860	\$252,895	\$208,221	\$250,000
Miscellaneous Revenues	–	\$6,969	\$12,462	\$4,630	\$3,600	\$3,000
Other Financing Sources	\$(4,000)	\$(29,060)	\$519,328	\$100,000	–	\$200,000
TOTAL REVENUES	\$661,295	\$801,724	\$1,241,316	\$1,364,038	\$1,500,003	\$1,773,000
REVENUES	FY18 Actual	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Approved
Development	\$483,279	\$556,254	\$1,074,558	\$819,989	\$1,004,004	\$1,582,606
Administration	–	–	–	–	–	\$18,312
Non-Departmental	–	–	–	–	\$374,522	\$15,605
Central Services	\$12,294	\$11,380	\$15,416	\$91,701	\$121,477	\$156,477
TOTAL EXPENSES	\$495,572	\$567,634	\$1,089,975	\$911,690	\$1,500,003	\$1,773,000
TOTAL REVENUES	\$661,295	\$801,724	\$1,241,316	\$1,364,038	\$1,500,003	\$1,773,000
TOTAL EXPENSES	\$495,572	\$567,634	\$1,089,975	\$911,690	\$1,500,003	\$1,773,000
SAVINGS/(DEFICITS)	\$165,723	\$234,090	\$447,962	\$452,348	-	-

Mission Statement

The Utilities and Infrastructure Department is committed to infrastructure and utility asset management including long-term asset planning and proactive operation of utilities.

Major Services Provided

- National Pollutant Discharge Elimination System (NPDES) Phase II Permit Program
- Stormwater and Erosion Control inspections and compliance
- Flood Plain administration

Utilities & Infrastructure Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	\$525,298	\$896,226	\$896,226
Operating Expenditures	–	–	\$388,908	\$202,602	\$202,602
Capital Outlay	–	–	–	\$246,000	\$246,000
EXPENSE TOTALS	–	–	\$914,206	\$1,344,828	\$1,344,828

*In the FY22 Budget the Engineering Department Stormwater Management Program reorganized under the Utilities & Infrastructure Department

Budget Changes

- Stormwater Crew Jetter Truck (\$200,000)
- Stormwater Crew comprised of (2) Two Utility Technicians and (1) One Crew Leader Positions (\$157,893)
- Stormwater Environmental Technician Position and Vehicle (\$117,630)
- Vehicle Maintenance (\$24,000)
- Employee Training, Dues, and Subscriptions (\$2,000)

Stormwater Fund

Development Services Department



Mission Statement

Development Services is committed to creating an atmosphere for the prosperity of businesses, contributing to our customer's and resident's success by providing helpful, timely and quality services through knowledge and professional expertise, and adhering to sustainable practices to ensure the public's health, safety, and general welfare.

Major Services Provided

- Current and Long-Range Planning
- Land Development Review
- Building Safety & Inspections
- Zoning, Code Enforcement, and Technical Services
- Central Permitting & Development Business Administration

Development Services Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	\$71,498	\$218,478	\$218,478
Operating Expenditures	–	–	\$18,300	\$19,300	\$19,300
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	\$89,798	\$237,778	\$237,778

Budget Changes

- Development Services Manager - Engineering Position (Position is cost-shared with Utility Fund)(\$43,051)
- Development Construction Supervisor Position and Vehicle (Position is cost-shared with Utility Fund)(\$36,641)
- Development Inspector Position (Position is cost-shared with Utility Fund)(\$29,686)
- Development Services Staff Training and Safety Equipment (\$1,000)

Mission Statement

To provide a one-stop customer service operation for the Town.

Major Services Provided

- Customer service interactions for residents and businesses
- Provide telecommunication and in-person customer service for Town Hall.

Office of Customer Care Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Salaries & Benefits	–	–	–	\$18,312	\$18,312
Operating Expenditures	–	–	–	–	–
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	–	\$18,312	\$18,312

Budget Changes

- Customer Care Manager Position (July 1 hire, Cost-Shared with General and Utility Funds) (\$13,265)
- Customer Service Specialist Position (Cost-Shared with General and Utility Funds) (\$5,047)

Stormwater Fund

Central Services and Non-Departmental



Central Services Department

- The Central Services Department is a cost center managed by the Finance Department for centralized costs and utility bill payment for the Town

Central Services Department Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Operating Expenditures	\$15,416	\$91,701	\$121,477	\$156,477	\$156,477
EXPENSE TOTALS	\$15,416	\$91,701	\$121,477	\$156,477	\$156,477

Non-Departmental

- Transfers to other funds such as the PAYGO Fund, capital project funds, and capital reserve funds are budgeted as other financing uses within the Stormwater Fund and not assigned to a specific department

Non-Departmental Budget Summary					
	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
Other Financing Uses	–	–	\$374,522	\$15,605	\$15,605
EXPENSE TOTALS	–	–	\$374,522	\$15,605	\$15,605

Budget Changes

- Transfer to Stormwater Reserves (\$15,605)



Debt Service & Other Funds



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Debt Service and Other Funds

Approved Revenues & Expenditures

	FY20 Actual	FY21 Actual	FY22 Amended	FY23 Recommended	FY23 Approved
General Fund Debt Service Budget Summary					
Revenue	\$6,960,339	\$10,003,129	\$7,641,475	\$8,061,212	\$8,061,212
Expense	\$4,368,635	\$4,431,841	\$7,641,475	\$8,061,212	\$8,061,212
SAVINGS / (DEFICITS)	\$2,591,704	\$5,571,288	-	-	-
Utility Fund Debt Service Budget Summary					
Revenue	\$4,000,338	\$4,283,254	\$4,194,429	\$4,297,267	\$4,297,267
Expense	\$3,999,901	\$4,342,615	\$4,194,429	\$4,297,267	\$4,297,267
SAVINGS / (DEFICITS)	\$437	(\$59,361)	-	-	-
Powell Bill Street Maintenance Fund Budget Summary					
Revenue	-	\$2,339,820	\$1,899,055	\$2,178,163	\$2,178,163
Expense	-	\$1,039,051	\$1,899,055	\$2,178,163	\$2,178,163
SAVINGS / (DEFICITS)	-	\$1,300,769	-	-	-
Emergency Telephone System (911) Fund Budget Summary					
Revenue	\$173,182	\$238,149	\$246,216	\$246,216	\$246,216
Expense	\$152,995	\$145,919	\$246,216	\$246,216	\$246,216
SAVINGS / (DEFICITS)	\$20,187	\$92,230	-	-	-

General Fund Debt Service Principal and Interest							
DEBT TYPE	FY23	FY24	FY25	FY26	FY27	Future Years	Totals
Principal	\$4,673,007	\$6,438,419	\$5,566,149	\$5,478,201	4,960,550	\$47,560,139	\$74,676,464
Interest	\$2,566,816	\$2,398,564	\$2,221,694	\$2,004,436	\$1,787,848	\$8,559,012	\$19,538,370
GEN. FUND TOTAL	\$7,239,822	\$8,836,984	\$7,787,843	\$7,482,637	\$6,748,398	\$56,119,151	\$94,214,834
Utility Fund Debt Service Principal and Interest							
DEBT TYPE	FY23	FY24	FY25	FY26	FY27	Future Years	Totals
Principal	\$3,507,791	\$3,342,837	\$3,414,119	\$3,394,295	\$3,415,348	\$12,624,125	\$29,698,514
Interest	\$654,424	\$588,237	\$521,393	\$453,211	\$384,706	\$1,055,672	\$3,657,644
UTILITY FUND TOTAL	\$4,162,215	\$3,931,075	\$3,935,513	\$3,847,506	\$3,800,054	\$13,679,797	\$33,356,159
TOTALS (ALL FUNDS)	\$11,402,037	\$12,768,058	\$11,723,356	\$11,330,142	\$10,548,452	\$69,798,948	\$127,580,993

Debt Service and Other Funds

Debt Schedule Summary



General Fund Debt by Purpose					
SERIES	Purpose	Type	Term	Original Par	Oustanding Par
2022	Police	Installment Purchase	5	\$120,000	\$120,000
2022	Refunding 2012	General Obligation	15	\$7,381,542	\$7,381,542
2022	Solid Waste	Installment Purchase	5	\$1,461,000	\$1,461,000
2021	Economic Development Project	Limited Obligation	20	\$17,964,891	\$17,964,891
2021	Parks and Recreation Projects	General Obligation	20	\$8,000,000	\$7,600,000
2021	Police	Installment Purchase	4	\$202,091	\$177,135
2021	Streets	Installment Purchase	4	\$493,091	\$432,200
2021	Town Hall	Limited Obligation	20	\$305,109	\$305,109
2021	Transportation Improvements	General Obligation	20	\$22,000,000	\$20,900,000
2020	Fire Truck	Installment Purchase	10	\$1,200,000	\$1,087,002
2020	Hunt Center Refunding 2009	Installment Purchase	7	\$3,070,118	\$2,179,077
2020	Vehicle Equipment	Installment Purchase	5	\$550,000	\$443,571
2014	Athletic Complex	Limited Obligation	18	\$8,299,346	\$5,388,146
2014	Law Enforcement Center	Limited Obligation	18	\$7,338,045	\$4,764,045
2014	Transportation Improvements	Limited Obligation	18	\$1,467,609	\$952,809
2013	Athletic Fields	Other Debt Financing	10	\$1,805,271	\$1,805,271
2013	Fiber Optic Network	Installment Purchase	10	\$1,500,000	\$300,000
2008	Green Oaks Parkway	Installment Purchase	18	\$6,366,000	\$1,414,667
General Fund Total				\$89,524,112	\$74,676,464
Utility Fund Debt by Purpose					
SERIES	Purpose	Type	Term	Original Par	Oustanding Par
2022	Refunding 2006	General Obligation	15	\$971,486	\$971,486
2022	Refunding 2012A	General Obligation	15	\$3,638,337	\$3,638,337
2022	Refunding 2012B	General Obligation	15	\$2,573,636	\$2,573,636
2021	Vehicle Equipment	Installment Purchase	4	\$716,068	\$627,642
2020	Avery Ferry Force Main	Installment Purchase	15	\$3,045,650	\$2,722,442
2020	Refunding 2008	Revenue	8	\$9,040,907	\$7,336,641
2020	Water and Sewer Refunding 2010	Revenue Bond	8	\$5,242,436	\$4,617,924
2011	Water System	Other Debt Financing	19	\$33,534	\$13,341
2010	Utley Creek Wastewater Treatment Plant	Other Debt Financing	20	\$17,500,000	\$7,000,000
2008	Bass Lake Outfall and Business Park Pump Station	Installment Purchase	15	\$2,581,000	\$172,067
2000	Water Line Project	Other Debt Financing	22	\$500,000	\$25,000
Utility Fund Total				\$45,843,052	\$29,698,514
ALL-FUNDS TOTAL				\$135,367,165	\$104,374,979



Community Investment Plan (CIP)



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Introduction

The Community Investment Plan (CIP) is a five year plan that links the Town's infrastructure needs and financial resources with a timetable. The CIP is a multi-year long range plan that also acts as a policy document charting a course for capital improvements and Town development. Generally, the Town's CIP only includes capital improvements that either exceed \$100,000, involve the acquisition of land, or items deemed essential for future planning by the Town Manager or the Governing Body. The purchase of vehicles or equipment is excluded from the CIP unless deemed otherwise.

CIP Planning Process



The CIP is an ongoing process, and each year the plan is updated. The need or idea for investments can originate from the Mayor, Town Council, Residents, or Town staff. These items are compiled, assessed, and a plan is presented to the Governing Body with the Manager's Recommended Budget. The CIP's first year of expenditures are budgeted with years two through four as plans for future assessment and refinement.

Functions of the CIP

A CIP must be updated each year. Adopting a CIP does not end with the first year. Changing needs and priorities, emergencies, cost changes, mandates and changes in technology all require the CIP to be updated annually. The Town's public facilities, streets, parks, infrastructure, equipment, etc., are constantly in need of repair, replacement or expansion. A growing population will require additional or new facilities. These reasons require that the CIP be updated to maintain the financial solidity of the Town. The CIP achieves the following objectives as a component of the Town's budget and financial planning process:

- Focuses attention on community goals, needs, and capabilities
- Guides future community growth and development
- Advance planning ensures that projects are well thought out in advance of construction
- Provides for the orderly replacement of capital items
- Encourages a more efficient governmental administration as well as maintains a sound and stable financial program

continued next page

Community Investment Plan (CIP)

Introduction



Fiscal Policy Excerpt – Capital Improvement Budget Policy

1. The Town will prioritize all capital improvements in accordance with a capital improvement program.
2. The Town will develop a five-year plan for capital improvements and review and update the plan annually.
3. The Town will coordinate development of the capital improvement program with development of the operating budget.
4. The Town will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and Town priorities.
5. The Town will maintain all its assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.
6. The Town will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
7. The Town will attempt to determine the least costly and most flexible financing method for all new projects

Prioritization System

The Town uses a tiered prioritization system to assist in planning. The system is not meant to decide which projects are approved, but to help assess options and compare priorities across many different functional areas.

Priority Level			
Category Rating	High	Medium	Low
1	Level A		
2		Level B	
3			
4			Level C

The table is divided into three tiers:

- Level A – highest consideration for funding
- Level B – moderate consideration for funding
- Level C – lower consideration for funding

Community Investment Plan (CIP)

Introduction

A CIP project's tier is determined by its assessment of priority level and category rating. The horizontal axis is for scoring a project's priority level from high to medium to low.

High	<ul style="list-style-type: none"> • Project mandated by local, state, or federal regulations • Project is a top strategic priority of the Town Council • Project substantially reduces expenditures or increases revenues
Medium	<ul style="list-style-type: none"> • Project maintains existing service levels • Project results in better efficiency of service delivery or workplace productivity
Low	<ul style="list-style-type: none"> • Project expands service levels • Project expands quality of life

On the vertical axis of the prioritization system is the project's category rating. This is divided in four categories:

1. **Health/Safety/Welfare** - Projects that protect the health, safety, and welfare of the community and the employees serving it.
2. **Maintenance/Replacement** - Projects that provide for the maintenance of existing systems, infrastructure, and equipment.
3. **Expansion of Existing Programs** - Projects which enhance the existing systems and programs allowing for expansion of existing services.
4. **Expansion of New Programs** - Projects that allow for expansion into new programs and services.

The prioritization system is only designed to aid in decision-making. Staff works to assess both community investment needs but also funding availability. The Town Manager submits the CIP with the Recommended Budget and the final plan is approved by the Mayor and Town Council with the next fiscal year's operating budget.

PAYGO

PAYGO, which stands for "pay as you go" is a method for funding a project without taking out new debt or raising new revenues. PAYGO is used for one-time expenses and capital investments.

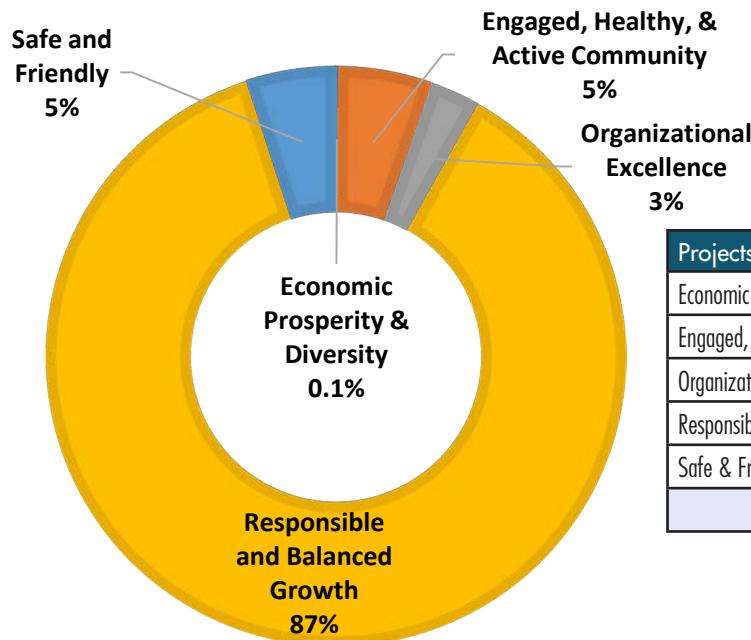
Community Investment Plan (CIP)

Projects by Strategic Priority Area



FY2022-2023 CIP Projects by Strategic Priority Area

Note - All projects listed below are only showing budgeted amounts for anticipated expenses occurring during the FY2022-23 fiscal year. These figures do not represent the full cost if expenses are anticipated to occur over multiple fiscal years. For a full project cost refer to the summary by project tables included at the end of the Community Investment Plan chapter.



Projects by Strategic Priority Area	FY23
Economic Prosperity & Diversity	\$75,000
Engaged, Healthy, & Active Community	\$3,303,800
Organizational Excellence	\$1,715,588
Responsible & Balanced Growth	\$54,497,000
Safe & Friendly	\$3,122,163
TOTAL	\$62,713,551

Economic Prosperity and Diversity	FY23
Village District Area Plan (VDAP) Supplement	\$50,000
Downtown Investment Grant (DIG)	\$25,000
TOTAL	\$75,000

Engaged, Healthy & Active Community	FY23
Partial Design Funding for Cass Holt Park	\$2,000,000
Playground surfaces, equipment, sunshades, and amenities	\$350,000
Priority Greenway Connections	\$300,000
Hunt Center Front Lobby Area Renovation	\$250,000
Mims Park Trails and Signage	\$150,000
Boardwalk & Bridge Replacement	\$128,800
Sugg Farm Park Amenities - Community Garden & Nature Play Area	\$125,000
TOTAL	\$3,303,800

Community Investment Plan (CIP)

Projects by Strategic Priority Area

Organizational Excellence	FY23
Yard Waste Roll-Out Carts	\$950,000
GIS Asset Inventory for Cityworks	\$200,000
Facilities Asset Management Plan	\$200,000
Town Hall HVAC Supplement	\$190,588
Customer Service Management Software Implementation	\$100,000
General Government Facility Maintenance & Repair	\$75,000
TOTAL	\$1,715,588

Responsible & Balanced Growth	FY23
Public Services Operations Campus	\$30,000,000
Harnett County Booster Station Upgrade	\$8,000,000
Holly Springs Rd - Central	\$3,500,000
Business Park Pump Station Upgrade	\$3,500,000
Holly Springs-Fuquay Varina Water Line and Storage Facilities	\$3,000,000
Holly Springs Rd - West - Initial Design Funding	\$1,500,000
Utley Creek Water Reclamation Facility 8 MGD Expansion	\$1,000,000
Northwest Water and Reclaimed Line Connection	\$1,000,000
Bass Lake Dam - Phase 3 Improvements	\$800,000
WWTP and Pump Station SCADA	\$500,000
Utility System Repair and Operations	\$353,000
Utilities Asset Management Plan	\$300,000
WWTP Dewatering Press	\$300,000
Avent Ferry Rd Realignment - Watermain Improvements	\$250,000
Reclaimed Water Storage Tank	\$200,000
Utley Creek Water Reclamation Facility Office Improvements	\$124,000
Reclaimed Water Master Plan	\$120,000
Risk & Resiliency Implementation Plan	\$50,000
TOTAL	\$54,497,000

Safe & Friendly	FY23
Pavement Resurfacing (Powell Bill Funding)	\$2,067,163
Avent Ferry Road/Holly Meadow Drive (Holly Glen) Signal	\$500,000
Sidewalk, Pedestrian & Bike Safety	\$200,000
Smart Cities Intelligent Traffic System (ITS) - Phase III	\$200,000
ADA Transition Plan Retrofits	\$100,000
Neighborhood Traffic Safety/Calmng	\$30,000
Street Lighting Gap Improvements	\$25,000
TOTAL	\$3,122,163

Community Investment Plan (CIP)

5-Year CIP Funding Summary



GENERAL PROJECTS	PRIOR FYs	FY23	FY24	FY25	FY26	FY27	TOTALS	Future FYs
USES								
General Government	\$296,335	\$15,000,000	—	—	—	—	\$15,296,335	—
Parks and Recreation	\$6,477,400	\$2,953,800	\$4,950,000	\$48,300,000	—	\$100,000	\$62,781,200	—
PAYGO	\$1,184,305	\$2,695,588	\$530,000	\$530,000	\$530,000	\$530,000	\$5,999,893	—
Streets / Transportation	\$2,741,246	\$7,567,163	\$3,485,504	\$9,000,000	\$3,500,000	\$2,000,000	\$28,293,913	\$7,546,000
Fleet Replacement		\$2,340,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,340,000	—
TOTAL USES:	\$10,699,286	\$30,556,551	\$10,965,504	\$59,830,000	\$6,030,000	\$4,630,000	\$122,711,341	\$7,546,000
SOURCES								
Operating Revenues	\$1,230,640	\$2,285,992	\$530,000	\$530,000	\$530,000	\$530,000	\$5,636,632	—
Future Financing Sources	—	\$17,340,000	\$6,400,000	\$48,000,000	\$2,000,000	\$2,000,000	\$75,740,000	—
2018 Transportation Bond	—	\$3,000,000	\$2,533,806	\$2,000,000	—	—	\$7,533,806	—
Parks & Recreation Reserves	\$2,197,400	\$2,972,808	\$550,000	\$2,300,000	—	\$100,000	\$8,120,208	—
Streets Reserves	\$976,750	\$200,000	\$951,698	\$5,000,000	\$3,500,000	—	\$10,628,448	—
Intergovernmental/Grants	\$2,014,496	\$190,588	—	—	—	—	\$2,205,084	\$7,546,000
Powell Bill	—	\$2,067,163	—	\$2,000,000	—	\$2,000,000	\$6,067,163	—
Developer Contribution	—	\$500,000	—	—	—	—	\$500,000	—
Other Financing Sources	\$4,280,000	\$2,000,000	—	—	—	—	\$6,280,000	—
TOTAL SOURCES:	\$10,699,286	\$30,556,551	\$10,965,504	\$59,830,000	\$6,030,000	\$4,630,000	\$122,711,341	\$7,546,000

Community Investment Plan (CIP)

5-Year CIP Funding Summary

UTILITY PROJECTS								
DIVISION DESCRIPTION	PRIOR FYs	FY23	FY24	FY25	FY26	FY27	TOTALS	Future FYs
USES								
PAYGO	—	\$1,747,000	\$1,500,000	\$1,850,000	\$400,000	\$400,000	\$5,897,000	—
Utility Admin	\$1,592,050	\$15,000,000	—	—	—	—	\$16,592,050	—
Water and Sewer	\$7,000,000	\$16,950,000	\$40,000,000	\$62,500,000	\$61,000,000	\$4,000,000	\$191,450,000	—
Utility Fleet Replacement	—	\$515,000	\$500,000	\$500,000	\$500,000	\$500,000	\$2,515,000	—
TOTAL USES:	\$8,592,050	\$34,212,000	\$42,000,000	\$64,850,000	\$61,900,000	\$4,900,000	\$216,454,050	—
SOURCES								
Operating Revenues	\$1,792,050	\$1,447,000	\$1,500,000	\$1,250,000	\$400,000	\$400,000	\$6,789,050	—
Waste Water Reserves	—	\$1,300,000	—	\$600,000	—	—	\$1,900,000	—
Water Reserves	\$300,000	\$1,450,000	\$4,000,000	\$1,500,000	—	—	\$7,250,000	—
Future Financing Sources	—	\$27,015,000	\$36,500,000	\$61,500,000	\$61,500,000	\$4,500,000	\$191,015,000	—
Intergovernmental / Grants	\$6,500,000	\$3,000,000	—	—	—	—	\$9,500,000	—
TOTAL SOURCES:	\$8,592,050	\$34,212,000	\$42,000,000	\$64,850,000	\$61,900,000	\$4,900,000	\$216,454,050	—

STORMWATER PROJECTS								
DIVISION DESCRIPTION	PRIOR FYs	FY23	FY24	FY25	FY26	FY27	TOTALS	Future FYs
USES								
Stormwater Projects	\$500,000	\$800,000	—	—	—	—	—	—
TOTAL USES:	\$500,000	\$800,000						
SOURCES								
Intergovernmental/Grants	—	\$400,000	—	—	—	—	—	—
Transfers In / Reserves	\$500,000	\$400,000	—	—	—	—	—	—
TOTAL SOURCES:	\$500,000	\$800,000	—	—	—	—	—	—

TOTAL CIP (ALL FUNDS)								
DIVISION DESCRIPTION	PRIOR FYs	FY23	FY24	FY25	FY26	FY27	TOTALS	Future FYs
TOTAL USES:	\$19,791,336	\$65,568,551	\$52,965,504	\$124,680,000	\$67,930,000	\$9,530,000	\$339,165,391	\$7,546,000
TOTAL SOURCES:	\$19,791,336	\$65,568,551	\$52,965,504	\$124,680,000	\$67,930,000	\$9,530,000	\$339,165,391	\$7,546,000

Community Investment Plan (CIP)

Project Descriptions



FY2022-23 Community Investment Plan Projects

Note - All projects listed below are only showing budgeted amounts for anticipated expenses occurring during the FY2022-23 fiscal year. These figures do not represent the full cost if expenses are anticipated to occur over multiple fiscal years. For a full project cost refer to the summary by project tables included at the end of the Community Investment Plan chapter.

LEVEL-A (Highest Consideration for Funding)

Public Services Operations Campus (\$30,000,000) - the new operations campus will provide a central location for public service departments to centrally operate and grow with the community. This facility will provide potential workspace for Public Works, Utilities & Infrastructure, Development Services, Parks & Recreation, and Finance.

Bass Lake Dam Phase 3 Improvements (\$800,000) - The North Carolina Department of Environmental Quality requires remediation for the dam at Bass Lake to control higher flood events, mitigate risk from stormwater, and protect existing capital infrastructure downstream.

Hunt Center Front Lobby Area Renovation (\$250,000) - Renovation and improvements to the Hunt Recreation Center front lobby area to provide a safe and welcoming centralized access point for visitors to the center.

Pavement Resurfacing (\$2,067,163) - Resurfacing and repair of Town maintained roads.

Avent Ferry Road/Holly Meadow Drive (Holly Glen) Signal (Developer Funded) (\$500,000) - Converting the existing single stop controlled intersection located at the Holly Glen neighborhood entrance of Avent Ferry Rd and Holly Meadow Drive to a signal controlled intersection with pedestrian crossings.

Holly Springs Road - Central (\$3,500,000) - Design and right-of-way (ROW) funding in order to widen Holly Springs Road to a 4-lane median section with sidewalk from Main Street to Flint Point Lane.

Holly Springs Road - West (\$1,500,000) - Initial Design funding to widen Holly Springs Road to a 4-lane median section with sidewalk from the NC55 Bypass to Main Street.

Harnett County Booster Station Upgrade (\$8,000,000) - Construction to provide upgrades to the Harnett County booster station in order to maintain adequate water pressure and provide service for future development.

Holly Springs / Fuquay-Varina Water Line and Storage Facilities (\$3,000,000) - Design funding for the proposed future construction to establish a water line to Sanford in cooperation with Fuquay-Varina.

Holly Springs Business Park Pump Station - Phase 2 Upgrade (\$3,500,000) - Construction funding to provide capacity for on-going development and economic development projects in the business park. This funding is supplemental to the initial \$4M in grant funding provided by the Golden Leaf Foundation.

Utley Creek Water Reclamation Facility (UCWRF) 8 Million Gallons per Day (MGD) Expansion (\$1,000,000) - Design funding for planning the expansion of the UCWRF to meet the needs of a growing community.

Northwest Water and Reclaimed Line Connection (\$1,000,000) - Design funding to provide a 16-inch waterline and 12-inch reclaimed line in the northwest part of town to connect dead end lines and create a loop for more efficient and effective systems.

Reclaimed Water Storage Tank (\$200,000) - Initial design funding for constructing a reclaim system water storage tank in order to provide needed water during anticipated future peak demands.

LEVEL-B (Moderate Consideration for Funding)

Avent Ferry Rd Realignment - Watermain Improvements (\$250,000) - Initial design funding for watermain improvements in conjunction with the Avent Ferry Rd Realignment Transportation Bond Project.

New Park off Cass Holt Rd (\$2,000,000) - Initial design funding for the construction of a new park and recreational amenities off Cass Holt Rd.

Priority Greenway Connections (\$300,000) - funding for design and construction of two priority greenway segments: Jones Park to Holly Springs Road connector and also connecting Ting Park to the Oak Hall Neighborhood.

Sugg Farm Park Amenities - Community Garden & Nature Play Area (\$125,000) - initial funding for improving amenities at Sugg Farm including a community garden and nature play area.

Mims Park Trails and Signage (\$150,000) - funding for natural trail improvements and signage at Mims Park.

LEVEL-C (Lower Consideration for Funding)

No proposed FY2022-23 Level - C projects.

General Fund PAYGO (Pay-as-you-go funding)

- **Downtown Investment Grant Program** (\$25,000)
- **Sidewalk, Pedestrian, and Bike Safety Improvements** (\$200,000)
- **Neighborhood Traffic Safety/Calming** (\$30,000)
- **ADA Improvements** (\$100,000)
- **General Government Facility Maintenance and Repair** (\$75,000)
- **Street Lighting Improvements** (\$25,000)
- **Playground Rehabilitation, Sunshades, and Amenities** (\$350,000)
- **Town Hall HVAC Supplement** (\$190,588)
- **Intelligent Transportation System (ITS) Phase III** (\$200,000)
- **GIS Information Logging for Cityworks** (\$200,000)
- **Village District Area Plan Update** (\$50,000)
- **Facilities Asset Management Plan** (\$200,000)
- **Customer Service Management Software Implementation** (\$100,000)
- **Yard Waste Program Roll-Out Carts** (\$950,000)

Utility Fund PAYGO

- **Utility System Risk and Resiliency Implementation Plan** (\$50,000)
- **Utility System Maintenance and Repair** (\$353,000)
- **Utility Asset Management Plan** (\$300,000)
- **Reclaimed Water System Master Plan** (\$120,000)
- **Utley Creek Water Reclamation Facility (UCWRF) Workspace Upgrades** (\$124,000)
- **UCWRF and Pump Station Supervisory Control and Data Acquisition (SCADA) System Upgrades** (\$500,000)
- **UCWRF Dewatering Press** (\$300,000)

Fleet Replacement

- **Fire Replacement Ladder Truck** (\$1,500,000)
- **Other General Fund Vehicles and Equipment** (\$840,000)
- **Utility Fund Vehicles and Equipment** (\$515,000)

Community Investment Plan (CIP)

Project Descriptions



Active Priority Community Investments

Note - All community investments listed below are active projects that have been council approved, budgeted, and at this time do not have a request for funding in future fiscal years. From a budgetary perspective these projects are considered "fully-funded" but may still have future grants, debt issuances, or other revenues to be collected at a future date. This is not an all inclusive list of every active community investment project.

Fire Station 3 (\$11,200,000) - Design is underway for construction of a permanent home for Fire Station 3. Construction is anticipated to begin in 2023 with completion in 2024.

Main Street Right Turn Lane (\$1,693,000) - Design is complete and right-of-way acquisition is underway for adding a northbound right turn lane on Main Street at Holly Springs Road. This project will use part of the 2018 Transportation Bond.

NC 55 Bypass Right Turn Lane (\$2,728,000) - Design is completed with final permitting underway for adding a southbound right turn lane on the NC55 Bypass from Avent Ferry Road to Main Street. This project will use part of the 2018 Transportation Bond.

Avent Ferry road Re-Alignment (\$4,960,500) - Design is underway for re-alignment of Avent Ferry Road from Cotton Ln to Stinson Ave via Pine Ave. This project will use part of the 2018 Transportation Bond.

Holly Springs Road Widening - East (\$32,740,000) - Construction is underway to widen Holly Springs Road to a 4-lane median section with sidewalk from Flint Point Lane to Sunset Lake Road. This project will use part of the 2018 Transportation Bond.

Holly Springs Road Widening - East, Force Main Upsizing (\$2,460,000) - Construction to lower and increase the size of the Holly Springs Rd force main to accommodate future development and coincide with the construction to widen Holly Springs Rd.

Utley Creek Phase II Greenway Connection (\$2,674,602) - Under contract for design of a greenway from the Utley Creek Greenway to the Holly Glen Subdivision incorporating land north of the Waste Water Treatment Plant (WWTP) and the sewer easement between Holly Glen and the WWTP.

Arbor Creek / Middle Creek Greenway (\$6,484,565) - Awaiting final environmental permit approval for a greenway from Sunset Lake Road to Holly Springs Road that will incorporate the existing Arbor Creek Greenway and land on the south side of the Woodcreek Subdivision. This project will use part of the 2011 Parks and Recreation Bond.

Northwest Area Utility Expansion / Friendship Utilities Project (\$19,360,096) - This project is to provide water, sewer, and reclaim water utilities to the Friendship Site in anticipation of on-going economic development projects. The final project cost is still being determined and updated project funding is anticipated at the end of Fiscal Year 2021-22.

Community Investment Plan (CIP)

Funding Level Summary FY2022-2023

Functional Area	Project Name	Priority Type	FY2022-2023 Capital Cost
LEVEL A			
General Government	Public Services Operations Campus	H-1	\$30,000,000
Water and Sewer	Harnett County Booster Station Upgrade	H-1	\$8,000,000
Streets / Transportation	Holly Springs Rd - Central	H-1	\$3,500,000
Water and Sewer	Holly Springs Business Park Pump Station - Phase 2 Upgrade	H-2	\$3,500,000
Water and Sewer	Holly Springs / Fuquay Varina Water Line and Storage Facilities	H-1	\$3,000,000
Streets / Transportation	Pavement Resurfacing	H-1	\$2,067,163
Streets / Transportation	Holly Springs Rd - West	H-1	\$1,500,000
Water and Sewer	Utley Creek Water Reclamation Facility 8 MGD Expansion	H-1	\$1,000,000
Stormwater	Bass Lake Dam - Phase 3 Improvements	H-1	\$800,000
Streets / Transportation	Avent Ferry Road/Holly Meadow Drive (Holly Glen) Signal	H-1	\$500,000
Parks and Recreation	Hunt Center Front Lobby Area Renovation	M-1	\$250,000
Parks and Recreation	Boardwalk & Bridge Replacement	H-2	\$128,800
Parks and Recreation	Sugg Farm Park Amenities - Community Garden & Nature Play Area	H-2	\$125,000
LEVEL B			
Parks and Recreation	New Park off Cass Holt Road	H-4	\$2,000,000
Water and Sewer	Northwest Water and Reclaimed Line Connection	H-3	\$1,000,000
Parks and Recreation	Priority Greenway Connections	H-4	\$300,000
Water and Sewer	Avent Ferry Rd Realignment - Watermain Improvements	H-3	\$250,000
Water and Sewer	Reclaimed Water Storage Tank	H-3	\$200,000
Parks and Recreation	Mims Park Trails and Signage	H-4	\$150,000
LEVEL C			
n/a	n/a	n/a	n/a

Priority Level	Category Type
H - High	1 - Health/Safety/Welfare
M - Medium	2 - Maintenance/Replacement
L - Low	3 - Expansion of Existing Programs
PAYGO - (PAY-AS-YOU-GO)	4 - Expansion of New Programs

Community Investment Plan (CIP)

Funding Level Summary FY2022-2023



Functional Area	Project Name	Priority Type	FY2022-2023 Capital Cost
Fleet Replacement			
Fleet Replacement	Fire Replacement Ladder Truck	H-1	\$1,500,000
Fleet Replacement	Other General Fund Vehicles	H-1	\$840,000
Fleet Replacement	Utility Fund Vehicles	H-1	\$515,000
PAYGO			
PAYGO	Yard Waste Roll-Out Carts	N/A	\$950,000
PAYGO	Playground surfaces, equipment, sunshades, and amenities	N/A	\$350,000
PAYGO	GIS Asset Inventory for Cityworks	N/A	\$200,000
PAYGO	Facilities Asset Management Plan	N/A	\$200,000
PAYGO	Sidewalk, Pedestrian & Bike Safety	N/A	\$200,000
PAYGO	Smart Cities Intelligent Traffic System (ITS)	N/A	\$200,000
PAYGO	Town Hall HVAC Replacement	N/A	\$190,588
PAYGO	Customer Service Software Implementation	N/A	\$100,000
PAYGO	ADA Transition Plan Implementation	N/A	\$100,000
PAYGO	General Government Facility Maintenance & Repair	N/A	\$75,000
PAYGO	Village District Area Plan Addition	N/A	\$50,000
PAYGO	Neighborhood Traffic Safety/Calming	N/A	\$30,000
PAYGO	Downtown Investment Grant (DIG)	N/A	\$25,000
PAYGO	Street Lighting Improvements	N/A	\$25,000
Utility PAYGO			
PAYGO	UCWRF and Pump Station SCADA	N/A	\$500,000
PAYGO	Utility System Maintenance and Repairs	N/A	\$353,000
PAYGO	Utilities Asset Management Plan	N/A	\$300,000
PAYGO	UCWRF Dewatering Press	N/A	\$300,000
PAYGO	Utley Creek Water Reclamation Facility Office Improvements	N/A	\$124,000
PAYGO	Reclaimed Master Plan	N/A	\$120,000
PAYGO	Risk & Resiliency Implementation Plan	N/A	\$50,000
TOTAL			\$65,568,551

Priority Level	Category Type
H - High	1 - Health/Safety/Welfare
M - Medium	2 - Maintenance/Replacement
L - Low	3 - Expansion of Existing Programs
PAYGO - (PAY-AS-YOU-GO)	4 - Expansion of New Programs



Community Investment Plan (CIP)

General Government Summary - By Project

PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
Public Services Operations Campus	\$1,888,385	\$30,000,000						\$31,888,385
TOTALS	\$1,888,385	\$30,000,000						\$31,888,385

Note - Public Services Operations Campus is cost shared by the General Fund and Utility Fund.

Community Investment Plan (CIP)

General Government



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Public Services Operations Campus						CIP ID# PW-21-001														
	Department	Public Works						Prioritization High														
	Sub-Dept							Category 1. Health/Safety/Welfare														
Section 2	Description of Capital Item																					
For some time Public Works has outgrown the current facility and site in terms of office space, employee and guest parking, equipment storage, fleet operations, yard waste, and all other sub departments within. The service needs of yard waste alone necessitates expansion of the existing facility and site foot print to meet current demand and future growth.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
In order to maintain sustainable growth within our community, Public Works has had to grow as well. Unfortunately the existing building and site footprint is not expandable. Under Responsible and Balanced Growth priority area and planning, maintaining and investing in infrastructure we have determined the future location of a new Public Works Campus. The site and facility will be designed to allow for an expansion of yard waste services, appropriate storage of materials and equipment and support structure for personnel for utilities and public works functions.																						
History and Current Status; Impact if Cancelled or Delayed																						
A space needs assessment and recommendations was completed in October 9, 2017 by Stewart Cooper Newell Architects. Per the document, "it is clear that the current facility is inadequate for the needs that are being asked of it." In review of this document it was determined that additional acreage would be necessary in carrying out the programmed services now and in out years for public works and utilities. The town is under contract to purchase an additional 29.31 acres from Duke in order to adequately plan for present needs (expected closing summer 2020).																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Gen Fund Operating	296,335							296,335														
Utility Fund Operating	1,592,050							1,592,050														
Gen Fund - Intallment Fin.		15,000,000						15,000,000														
Utility Fund - Rev Bond		15,000,000						15,000,000														
Total Source(s)	1,888,385	30,000,000	0	0	0	0	0	31,888,385														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans	958,835							958,835														
Engineering / Arch. Serv.		2,000,000						2,000,000														
Land / ROW / Acq.	929,550							929,550														
Clear / Grade / Site Prep		7,000,000						7,000,000														
Building / Utility Constr.		20,650,000						20,650,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture		350,000						350,000														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service			15,000	15,000	15,000	15,000		60,000														
Maintenance / Repair			15,000	15,000	15,000	15,000		60,000														
Supplies								0														
Utilities			30,000	30,000	30,000	30,000		120,000														
Operating Cost	0	0	0	60,000	60,000	60,000	60,000	240,000														
Capital Cost	1,888,385	30,000,000	0	0	0	0	0	31,888,385														
Total Uses	1,888,385	30,000,000	0	60,000	60,000	60,000	60,000	32,128,385														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
New Park off Cass Holt Road	\$6,430,000	\$2,000,000	\$3,000,000	\$46,000,000				\$57,430,000
Priority Greenway Connections		\$300,000	\$350,000	\$2,300,000				\$2,950,000
Hunt Center Front Lobby Area Renovation	\$25,000	\$250,000						\$275,000
Mims Park Trails and Signage		\$150,000						\$150,000
Boardwalk & Bridge Replacement	\$22,400	\$128,800						\$151,200
Sugg Farm Park Amenities - Community Garden & Nature Play Area		\$125,000	\$200,000					\$325,000
Womble Turf Replacement			\$1,400,000					\$1,400,000
Future Carolina Springs Area Park Master Plan and Preliminary Design						\$100,000		\$100,000
TOTALS	\$6,477,400	\$2,953,800	\$4,950,000	\$48,300,000		\$100,000		\$62,781,200

Community Investment Plan (CIP)

Parks and Recreation



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																		
Section 1	Project Title	New Park Off Cass Holt Rd					CIP ID#	PR-21-016										
Department	Parks and Recreation					Prioritization	High											
Sub-Dept						Category	4. Exp of New Program											
Section 2	Description of Capital Item																	
The Town purchased 56 acres of land on Cass Holt Road to develop a park west of Route 55. In FY21, the Town will retain a consultant to develop a master plan to develop the park in phases. In FY22, the Town will begin construction for the phase I development of the park. Park amenities have yet to be determined until the master plan is completed.																		
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																		
This project meets the strategic areas of Engaged, Healthy and Active Community and Responsible & Balanced Growth.																		
History and Current Status; Impact if Cancelled or Delayed																		
The growing, western region of Holly Springs has been unserved with access to parks and greenways. Community feedback and input has supported a public park west of SR 55. Now that the land has been purchased, the Town must strategically plan to develop the park in phases to balance development and available funding.																		
Section 3	Method(s) of Financing																	
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
2011 GO Bond	4,280,000							4,280,000										
Parks and Rec Reserves	2,150,000	2,000,000						4,150,000										
Future GO Bond			3,000,000	46,000,000				49,000,000										
								0										
Total Source(s)	6,430,000	2,000,000	3,000,000	46,000,000	0	0	0	57,430,000										
Section 4	Capital Project Costs																	
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Prelim Design / Plans	2,616,075	2,000,000	3,000,000	2,000,000				9,616,075										
Engineering / Arch. Serv.								0										
Land / ROW / Acq.	3,813,925							3,813,925										
Clear / Grade / Site Prep								0										
Building / Utility Constr.				44,000,000				44,000,000										
Heavy Equip/ Apparatus								0										
Light Equip. / Furniture								0										
Water Quality/Added Pavin								0										
Section 5	New or Additional Impact on Operating Budget																	
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Number of New FTEs		1																
Salaries / Benefits		45,000	46,000	47,000	48,000	49,000	50,000	285,000										
Prof & Tech Service								0										
Maintenance / Repair		20,000	25,000	25,000	25,000	25,000	25,000	145,000										
Supplies		12,500	15,000	17,500	17,500	17,500	17,500	97,500										
Other (specify)								0										
Operating Cost	0	77,500	86,000	89,500	90,500	91,500	92,500	527,500										
Capital Cost	6,430,000	2,000,000	3,000,000	46,000,000	0	0	0	57,430,000										
Total Uses	6,430,000	2,077,500	3,086,000	46,089,500	90,500	91,500	92,500	57,957,500										
Section 6	Maps / Charts / Tables / Pictures																	

Community Investment Plan (CIP)

Parks and Recreation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Priority Greenway Connections						CIP ID#														
	Department	Parks and Recreation						Prioritization														
	Sub-Dept							Category														
Section 2	Description of Capital Item																					
This project establishes the means to implement specific recommendations that have been identified in the 2021 Parks, Recreation and Greenways Master Plan for park improvements and to construct priority greenway connections. There are six segments that have been identified as priority connectors.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
The 2021 Parks, Recreation and Greenways Master Plan recommends the acquisition and development of an additional 186 acres of park land to meet the growing population; and establishes goals to link sections of existing greenways to more quickly create a connected greenway network. This project meets the strategic focus area to plan, design, build and maintain a comprehensive system of sustainable facilities, greenways, and park spaces to high standards, providing attractive places that people use and enjoy.																						
History and Current Status; Impact if Cancelled or Delayed																						
Staff recently shared the greenway prioritization effort supported by Town Council in September 2021. These projects scored in the top priority level based on the criteria of Destination Proximity, Equity/Accessibility, Wake County support, Land development status, Connectivity, and Environmental/Topographic setting.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Operating Budget								0														
Reserve Fund		300,000	350,000	2,300,000				2,950,000														
Installment Financing								0														
Bonds								0														
Total Source(s)	0	300,000	350,000	2,300,000	0	0	0	2,950,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans								0														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep								0														
Building / Utility Constr.		300,000	350,000	2,300,000				2,950,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other - Future Debt								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair								0														
Supplies								0														
Utilities								0														
Operating Cost	0	0	0	0	0	0	0	0														
Capital Cost	0	300,000	350,000	2,300,000	0	0	0	2,950,000														
Total Uses	0	300,000	350,000	2,300,000	0	0	0	2,950,000														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Parks and Recreation



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027								
Section 1	Project Title	Hunt Center Front Lobby Area Renovation				CIP ID#	PR-21-013	
	Department	Parks and Recreation				Prioritization	Medium	
	Sub-Dept	Community Center				Category	1. Health/Safety/Welfare	
Section 2	Description of Capital Item							
Perform an analysis to determine an optimal layout and configuration for a central access point for users and visitors to the Hunt Recreation Center. Consider facility and design improvements that contribute to safe operations and any needed measures as learned through the COVID-19 pandemic. Complete a renovation to align with the recommended design updates.								
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan								
This project links to the strategic area of Safe and Friendly and will meet the objective of planning for adequate infrastructure that promotes a safe community. The Hunt Center is open to the public while concurrently operating programs with restricted registration and/or child care considerations. The current layout of the facility makes it difficult to regulate pedestrian traffic and monitor the flow of visitors in and out of the building. Operating during the COVID pandemic has resulted in a shift in what is required to safely provide programs and services to our community. Temporary								
History and Current Status; Impact if Cancelled or Delayed								
The design funding for this project was approved for FY22 with \$150,000 in FY23. With anticipated changes needed as a result of the COVID pandemic, additional \$100,000 in construction funds for FY23 have been requested.								
Section 3	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Parks and Rec Reserves	25,000	250,000						275,000
								0
								0
								0
Total Source(s)	25,000	250,000	0	0	0	0	0	275,000
Section 4	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Prelim Design / Plans	7,500							7,500
Engineering / Arch. Serv.	17,500							17,500
Land / ROW / Acq.								0
Clear / Grade / Site Prep								0
Building / Utility Constr.		250,000						250,000
Heavy Equip/ Apparatus								0
Light Equip. / Furniture								0
Other								0
Section 5	New or Additional Impact on Operating Budget							
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Maintenance / Repair								0
Supplies								0
Other (specify)								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	25,000	250,000	0	0	0	0	0	275,000
Total Uses	25,000	250,000	0	0	0	0	0	275,000
Section 6	Maps / Charts / Tables / Pictures							
 								

Community Investment Plan (CIP)

Parks and Recreation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027								
Section 1	Project Title	Mims Park Trails and Signage				CIP ID#		
	Department	Parks and Recreation				Prioritization	High	
	Sub-Dept					Category	4. Exp of New Program	
Section 2	Description of Capital Item							
Construction of approximately one mile of natural surface walking trails utilizing some of the existing paths and adding additional connections as needed including establishing a new trailhead location on Ballentine Street. The project scope includes wayfinding signs and markers indicating places of interest along the pathway.								
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan								
The Mims Park Master Plan was completed in 2012 with recommendations for active and passive uses of the 17-acre parcel including trails and greenways. Construction of these natural surface trails will activate this space as a first step in development of this park.								
History and Current Status; Impact if Cancelled or Delayed								
The Mims Park Master Plan was approved but funding was not identified for the park development.								
Section 3	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Operating Budget								0
Reserve Fund		150,000						150,000
Installment Financing								0
Other (specify)								0
Total Source(s)	0	150,000	0	0	0	0	0	150,000
Section 4	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Prelim Design / Plans								0
Engineering / Arch. Serv.								0
Land / ROW / Acq.								0
Clear / Grade / Site Prep		150,000						150,000
Building / Utility Constr.								0
Heavy Equip/ Apparatus								0
Light Equip. / Furniture								0
Other (specify)								0
Section 5	New or Additional Impact on Operating Budget							
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
<i>Number of New FTEs</i>								
Salaries / Benefits								0
Prof & Tech Service								0
Maintenance / Repair								0
Supplies								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	0	150,000	0	0	0	0	0	150,000
Total Uses	0	150,000	0	0	0	0	0	150,000
Section 6	Maps / Charts / Tables / Pictures							

Community Investment Plan (CIP)

Parks and Recreation



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																					
Section 1	Project Title	Boardwalk & Bridge Replacement (Greenway)					CIP ID#	PR-22-003													
	Department	Parks and Recreation					Prioritization	Medium													
	Sub-Dept	Park and Field Maintenance					Category	2. Maintenance/Replacement													
Section 2	Description of Capital Item																				
Reconstruct approximately 200 ft. of existing boardwalk and a 24 ft. bridge span of greenway which connects the Bridgewater neighborhood to the Arbor Creek trail. Repair and re-establish the stream bank where erosion has occurred.																					
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																					
This project aligns with the Town's strategic focus area of Engaged, Healthy & Active Community and specifically the initiative to plan, design, build, and maintain a comprehensive system of sustainable facilities, greenways, and park spaces to high standards, providing attractive places that people use and enjoy.																					
History and Current Status; Impact if Cancelled or Delayed																					
The boardwalk and wooden bridge were constructed several years ago without proper design and engineering. As a result, the boardwalk and bridge structure do not meet safety standards and both are showing signs of failure. The stream bank that sits below the bridge is eroding and exposing the footers to the structure. There is a risk of complete collapse if not properly reconstructed.																					
Section 3	Method(s) of Financing																				
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Operating Budget								0													
Reserve Fund	22,400	128,800						151,200													
Installment Financing								0													
Bonds								0													
Total Source(s)	22,400	128,800	0	0	0	0	0	151,200													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Prelim Design / Plans								0													
Engineering / Arch. Serv.	22,400							22,400													
Land / ROW / Acq.								0													
Clear / Grade / Site Prep								0													
Building / Utility Constr.		128,800						128,800													
Heavy Equip/ Apparatus								0													
Light Equip. / Furniture								0													
Other (specify)								0													
Section 5	New or Additional Impact on Operating Budget																				
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Number of New FTEs																					
Salaries / Benefits								0													
Prof & Tech Service								0													
Maintenance / Repair								0													
Supplies								0													
Utilities								0													
Operating Cost	0	0	0	0	0	0	0	0													
Capital Cost	22,400	128,800	0	0	0	0	0	151,200													
Total Uses	22,400	128,800	0	0	0	0	0	151,200													
Section 6	Maps / Charts / Tables / Pictures																				

Community Investment Plan (CIP)

Parks and Recreation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																			
Section 1	Project Title	Sugg Farm Park Amenities - Community Garden & Nature Play Area					CIP ID#												
Department					Prioritization	High													
Sub-Dept					Category	2. Maintenance/Replacement													
Section 2	Description of Capital Item																		
Establish up to 40 community garden plots (including a potable water connection, fencing, standard and accessible plots, and storage area) and design and construct a nature play area.																			
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																			
As recommended in the 2013 Sugg Farm conceptual park Master Plan and supported in the Parks, Recreation, and Greenways Master Plan, move forward with additional facilities at Sugg Farm. Additional amenities and programs are also recommended, but the community garden and nature play area have been identified as modest improvements with large impact.																			
History and Current Status; Impact if Cancelled or Delayed																			
The dog park and restroom facility were completed at Sugg Farm in 2021. As an effort to move forward with additional recommendations from the Master Plan, two additional service areas are proposed.																			
Section 3	Method(s) of Financing																		
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total											
Operating Budget								0											
Reserve Fund		125,000	200,000					325,000											
Installment Financing								0											
Other (specify)								0											
Total Source(s)	0	125,000	200,000	0	0	0	0	325,000											
Section 4	Capital Project Costs																		
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total											
Prelim Design / Plans		36,000						36,000											
Engineering / Arch. Serv.								0											
Land / ROW / Acq.								0											
Clear / Grade / Site Prep		9,000	25,000					34,000											
Building / Utility Constr.		7,000						7,000											
Heavy Equip/ Apparatus		73,000	175,000					248,000											
Light Equip. / Furniture								0											
Other (specify)								0											
Section 5	New or Additional Impact on Operating Budget																		
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total											
Number of New FTEs																			
Salaries / Benefits								0											
Prof & Tech Service								0											
Maintenance / Repair				3,000	3,000	3,500		9,500											
Supplies								0											
Utilities				1,200	1,200	1,200		3,600											
Operating Cost	0	0	0	4,200	4,200	4,700	0	13,100											
Capital Cost	0	125,000	200,000	0	0	0	0	325,000											
Total Uses	0	125,000	200,000	4,200	4,200	4,700	0	338,100											
Section 6	Maps / Charts / Tables / Pictures																		
  																			

Community Investment Plan (CIP)

Parks and Recreation



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																					
Section 1	Project Title	Womble Turf Replacement					CIP ID#														
	Department	Parks and Recreation					Prioritization	High													
	Sub-Dept	Parks					Category	2. Maintenance/Replacement													
Section 2	Description of Capital Item																				
Replacement of the synthetic turf surface at the Womble Park Multipurpose Field. The project includes the removal of the existing infill and carpet, and the installation of a new surface inlaid with new and existing infill, as well as a Coolplay top layer (to reduce field temperatures). The existing, stone infrastructure would not be altered, unless an issue is identified during construction.																					
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																					
The life expectancy of a synthetic turf field is 8-10 years. The field is showing signs of significant wear with degrading carpet fibers and approximately 1/3 of the infill is no longer on the field. Womble fields are open year-round and have over XXX hours of annual play. Maintaining high standards for safety and playability are values shared in the Parks, Recreation and Greenways Master Plan. Sustainable facilities are part of the town's strategic plan goals.																					
History and Current Status; Impact if Cancelled or Delayed																					
The fields were installed in 2013. Due to the intense schedule and amount of use the fields get, the fields are showing significant wear and tear indicating end of life is near. If the field is not properly maintained by replacement, there is more likelihood of player injury.																					
Section 3	Method(s) of Financing																				
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Operating Budget								0													
Reserve Fund			1,400,000					1,400,000													
Installment Financing								0													
Other (specify)								0													
Total Source(s)	0	0	1,400,000	0	0	0	0	1,400,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Prelim Design / Plans								0													
Engineering / Arch. Serv.								0													
Land / ROW / Acq.								0													
Clear / Grade / Site Prep								0													
Building / Utility Constr.								0													
Heavy Equip/ Apparatus								0													
Light Equip. / Furniture								0													
Other (Replace turf)			1,400,000					1,400,000													
Section 5	New or Additional Impact on Operating Budget																				
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Number of New FTEs																					
Salaries / Benefits								0													
Prof & Tech Service								0													
Maintenance / Repair								0													
Supplies								0													
Utilities								0													
Operating Cost	0	0	0	0	0	0	0	0													
Capital Cost	0	0	1,400,000	0	0	0	0	1,400,000													
Total Uses	0	0	1,400,000	0	0	0	0	1,400,000													
Section 6	Maps / Charts / Tables / Pictures																				

Community Investment Plan (CIP)

Parks and Recreation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																		
Section 1	Project Title	Future Carolina Springs Area Master Park Plan and Preliminary Design						CIP ID#										
Department						Prioritization	High											
Sub-Dept						Category	4. Exp of New Program											
Section 2	Description of Capital Item																	
Creation of a master site plan for the 25-acre parcel being dedicated to the Town as part of the Carolina Springs development. Based on recommendations from the plan, develop design documents and construct the park.																		
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																		
This section of Holly Springs currently does not have adequate access to nearby public parks and recreation amenities. To keep up with the fast-paced development, a master plan and construction of a park in this growing area will help reach the recommendations as established in the Parks, Recreation and Greenways Master Plan.																		
History and Current Status; Impact if Cancelled or Delayed																		
Approval of the Carolina Springs PUD and subsequent Master Plan and Phased Development Plans were all predicated upon the dedication of 25 acres of parkland within the project boundaries. The impact of cancelling the development of this park spaces would lead us to a lower level of service for the existing and future residents of Holly Springs as we will not be developing parks on pace with population growth.																		
Section 3	Method(s) of Financing																	
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Operating Budget								0										
Reserve Fund						100,000		100,000										
Installment Financing								0										
Other (specify)								0										
Total Source(s)	0	0	0	0	0	100,000	0	100,000										
Section 4	Capital Project Costs																	
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Prelim Design / Plans						100,000		100,000										
Engineering / Arch. Serv.								0										
Land / ROW / Acq.								0										
Clear / Grade / Site Prep								0										
Building / Utility Constr.								0										
Heavy Equip/ Apparatus								0										
Light Equip. / Furniture								0										
Other (specify)								0										
Section 5	New or Additional Impact on Operating Budget																	
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Number of New FTEs																		
Salaries / Benefits								0										
Prof & Tech Service								0										
Maintenance / Repair								0										
Supplies								0										
Utilities								0										
Operating Cost	0	0	0	0	0	0	0	0										
Capital Cost	0	0	0	0	0	100,000	0	100,000										
Total Uses	0	0	0	0	0	100,000	0	100,000										
Section 6	Maps / Charts / Tables / Pictures																	

Community Investment Plan (CIP)

Streets / Transportation - By Project



PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
Holly Springs Rd - Central	\$2,741,246	\$3,500,000	\$1,485,504	\$3,500,000				\$11,226,750
Pavement Resurfacing		\$2,067,163		\$2,000,000		\$2,000,000		\$6,067,163
Holly Springs Rd - West		\$1,500,000	\$2,000,000	\$3,500,000	\$3,500,000			\$10,500,000
Avent Ferry Road/ Holly Meadow Drive (Holly Glen) Signal	\$150,000	\$500,000						\$650,000
Avent Ferry Road Widening - Phase 2							\$7,546,000	\$7,546,000
TOTALS	\$2,891,246	\$7,567,163	\$3,485,504	\$9,000,000	\$3,500,000	\$2,000,000	\$7,546,000	\$35,989,913

Community Investment Plan (CIP)

Streets / Transportation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																
Section 1	Project Title	Holly Springs Road Widening - Central						CIP ID#								
Department	Utilities and Infrastructure						Prioritization	High								
Sub-Dept							Category	3. Exp of Existing Program								
Section 2	Description of Capital Item															
The "central" phase of the Holly Springs Road Widening project is to provide a 4-lane median divided road from Main Street to Flint Point Lane, which connects to the Holly Springs Road Road widening project construction underway on the east side of town.																
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																
The Mayor and Town Council at their 2022 Retreat chose the strategic direction to utilize transportation bond funds and other future town funds to widen Holly Springs Road from the NC-55 Bypass to Sunset Lake Road. This project was split in three phases with the East Section going under construction first, followed by Central, and then later West.																
History and Current Status; Impact if Cancelled or Delayed																
Municipal agreement is already budgeted, but construction costs will likely not occur until FY2023-24. NCDOT LAPP Project Design is town funded/no reimbursement. The design is already funded and 90% complete. Based on \$80,000 in appraisals the needed ROW is expected at \$2.1M, Construction estimated at \$8M, and additional Design is estimated at \$400K. Current executed NCDOT Muni Agreement includes NCDOT reimbursing the town \$2,014,496.																
Section 3	Method(s) of Financing															
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total								
Operating Budget		500,000						500,000								
Reserve Fund	726,750		485,504	1,500,000				2,712,254								
NCDOT Muni Agreement	2,014,496							2,014,496								
2018 Transportation Bond		3,000,000	1,000,000	2,000,000				6,000,000								
Total Source(s)	2,741,246	3,500,000	1,485,504	3,500,000	0	0	0	11,226,750								
Section 4	Capital Project Costs															
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total								
Prelim Design / Plans	726,750							726,750								
Engineering / Arch. Serv.								0								
Land / ROW / Acq.		2,100,000						2,100,000								
Clear / Grade / Site Prep								0								
Building / Utility Constr.	2,014,496	1,400,000	1,485,504	3,500,000				8,400,000								
Heavy Equip/ Apparatus								0								
Light Equip. / Furniture								0								
Other (specify)								0								
Section 5	New or Additional Impact on Operating Budget															
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total								
Number of New FTEs																
Salaries / Benefits								0								
Prof & Tech Service								0								
Maintenance / Repair								0								
Supplies								0								
Utilities								0								
Operating Cost	0	0	0	0	0	0	0	0								
Capital Cost	2,741,246	3,500,000	1,485,504	3,500,000	0	0	0	11,226,750								
Total Uses	2,741,246	3,500,000	1,485,504	3,500,000	0	0	0	11,226,750								
Section 6	Maps / Charts / Tables / Pictures															

Community Investment Plan (CIP)

Streets / Transportation



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027								
Section 1	Project Title	Pavement Resurfacing				CIP ID#	UI-22-003	
	Department	Utilities and Infrastructure				Prioritization	High	
	Sub-Dept	Infrastructure				Category	2. Maintenance/Replacement	
Section 2	Description of Capital Item							
Resurfacing and repair of town maintained roads.								
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan								
This project is in alignment with the strategic plan's responsible and balanced growth goal to plan, maintain, and invest in sustainable and resilient infrastructure. This survey will enable staff to identify actions necessary in order to maintain a safe and effective road network in Town.								
History and Current Status; Impact if Cancelled or Delayed								
Yearly projects are undertaken to systematically restore and maintain portions of the Town's roadway system.								
Section 3	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Operating Budget								0
Reserve Fund								0
Installment Financing								0
Powell Bill		2,067,163		2,000,000		2,000,000		6,067,163
Total Source(s)	0	2,067,163	0	2,000,000	0	2,000,000	0	6,067,163
Section 4	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Prelim Design / Plans								0
Engineering / Arch. Serv.								0
Land / ROW / Acq.								0
Clear / Grade / Site Prep								0
Building / Utility Constr.		2,067,163		2,000,000		2,000,000		6,067,163
Heavy Equip/ Apparatus								0
Light Equip. / Furniture								0
Other (specify)								0
Section 5	New or Additional Impact on Operating Budget							
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Maintenance / Repair								0
Supplies								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	0	2,067,163	0	2,000,000	0	2,000,000	0	6,067,163
Total Uses	0	2,067,163	0	2,000,000	0	2,000,000	0	6,067,163
Section 6	Maps / Charts / Tables / Pictures							

Community Investment Plan (CIP)

Streets / Transportation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Holly Springs Widening - West						CIP ID#														
	Department	Utilities and Infrastructure						Prioritization														
	Sub-Dept							Category														
Section 2	Description of Capital Item																					
The "West" phase of the Holly Springs Road Widening project is to provide a 4-lane median divided road from the NC-55 Bypass to Main Street, which connects to the Holly Springs Road Road widening project "central" phase.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
The Mayor and Town Council at their 2022 Retreat chose the strategic direction to utilize transportation bond funds and other future town funds to widen Holly Springs Road from the NC-55 Bypass to Sunset Lake Road. This project was split in three phases with the East Section going under construction first, followed by Central, and then later West.																						
History and Current Status; Impact if Cancelled or Delayed																						
The Town will apply for NCDOT LAPP grant in October 2022 for ROW & Construction. Design to be town funded/no reimbursement. ROW is expected at \$2M, Construction estimated at \$7.5M, Design is estimated at \$1M.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Operating Budget		1,500,000						1,500,000														
Reserve Fund			466,194	3,500,000	3,500,000			7,466,194														
Installment Financing								0														
2018 Transportation Bond			1,533,806					1,533,806														
Total Source(s)	0	1,500,000	2,000,000	3,500,000	3,500,000	0	0	10,500,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans		1,000,000						1,000,000														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.		500,000	1,500,000					2,000,000														
Clear / Grade / Site Prep								0														
Building / Utility Constr.			500,000	3,500,000	3,500,000			7,500,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair								0														
Supplies								0														
Utilities								0														
Operating Cost	0	0	0	0	0	0	0	0														
Capital Cost	0	1,500,000	2,000,000	3,500,000	3,500,000	0	0	10,500,000														
Total Uses	0	1,500,000	2,000,000	3,500,000	3,500,000	0	0	10,500,000														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Streets / Transportation



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Avent Ferry Road/Holly Meadow Drive (Holly Glen) Signal						CIP ID#														
	Department	Utilities and Infrastructure						Prioritization														
	Sub-Dept							Category														
Section 2	Description of Capital Item																					
Convert the existing single stop controlled intersection located at the Holly Glen neighborhood entrance at Avent Ferry Road and Holly Meadow Drive to a signal controlled intersection with pedestrian crossings. The project will include galvanized metal signal poles & mast arms, pedestrian crosswalks with crossing signals, and town fiber connectivity.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
Completion of this project will meet 3 of the 5 Strategic Plan Areas - Engaged, Healthy & Active Community, Responsible & Balanced Growth, safe & Friendly.																						
History and Current Status; Impact if Cancelled or Delayed																						
Design Engineering startup designated for FY 2021-22. If this work is not done the Level of Service for this intersection will decrease due to increasing vehicular and pedestrian traffic resulting from increased development in this corridor.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Gen Fund / Street Res.	150,000							150,000														
Collected Fees		500,000						500,000														
								0														
								0														
Total Source(s)	150,000	500,000	0	0	0	0	0	650,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans								0														
Engineering / Arch. Serv.	100,000							100,000														
Land / ROW / Acq.	50,000							50,000														
Clear / Grade / Site Prep								0														
Building / Utility Constr.		500,000						500,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair								0														
Supplies								0														
Utilities								0														
Operating Cost	0	0	0	0	0	0	0	0														
Capital Cost	150,000	500,000	0	0	0	0	0	650,000														
Total Uses	150,000	500,000	0	0	0	0	0	650,000														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Streets / Transportation

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027								
Section 1	Project Title	Avent Ferry Road Widening Phase 2				CIP ID#	U-5889	
	Department	Utilities & Infrastructure				Prioritization	High	
	Sub-Dept					Category	1. Health/Safety/Welfare	
Section 2	Description of Capital Item							
Improve Avent Ferry Road to 4 lane with curb & gutter sections, sidewalk and traffic safety improvements from Ralph Stephens Road to Holly Meadow Drive.								
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan								
Completion of this project will meet 3 of the 5 Strategic Plan Areas - Engaged, Healthy & Active Community / Responsible & Balanced Growth/Safe & Freindly. This road is also shown as widened on the Town's Comprehensive Transportation Plan.								
History and Current Status; Impact if Cancelled or Delayed								
The entire \$8M cost of this project is 100% NCDOT funded. Currently, this project has been put on standby by NCDOT. The scope/contract will be split up in multiple tasks which will help reducing the front-end costs. Each task individually will go in front of TC for approval. A design firm has been selected.								
Section 3	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Operating Budget								0
Reserve Fund								0
Installment Financing								0
NCDOT - Awarded							7,546,000	7,546,000
Total Source(s)	0	0	0	0	0	0	7,546,000	7,546,000
Section 4	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Prelim Design / Plans								0
Engineering / Arch. Serv.								0
Land / ROW / Acq.								0
Clear / Grade / Site Prep								0
Building / Utility Constr.							7,546,000	7,546,000
Heavy Equip/ Apparatus								0
Light Equip. / Furniture								0
Other (specify)								0
Section 5	New or Additional Impact on Operating Budget							
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
<i>Number of New FTEs</i>								
Salaries / Benefits								0
Prof & Tech Service								0
Maintenance / Repair								0
Supplies								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	0	0	0	0	0	0	7,546,000	7,546,000
Total Uses	0	0	0	0	0	0	7,546,000	7,546,000
Section 6	Maps / Charts / Tables / Pictures							

Community Investment Plan (CIP)

Water and Sewer Summary - By Project



PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
Holly Springs Business Park Pump Station Phase 2 Upgrade	\$4,000,000	\$3,500,000						\$7,500,000
UCWRF 8 MGD Expansion		\$1,000,000		\$8,000,000	\$50,000,000			\$59,000,000
Harnett County Booster Station Upgrade	\$200,000	\$8,000,000						\$8,200,000
Northwest Water and Reclaimed Line Connection		\$1,000,000	\$6,000,000					\$7,000,000
GB Alford Bypass Water Connection			\$1,100,000	\$500,000	\$7,000,000			\$8,600,000
Reclaimed Water Storage Tank		\$200,000	\$400,000	\$3,000,000				\$3,600,000
Elevated Tank on New Hill Rd			\$1,000,000	\$1,000,000	\$4,000,000	\$4,000,000		\$10,000,000
Avent Ferry Rd Realignment - Watermain Improvements		\$250,000	\$1,500,000					\$1,750,000
Sanford Water Capacity	\$2,500,000		\$5,000,000	\$30,000,000				\$37,500,000
Holly Springs / Fuquay Varina Water Line and Storage Facilities	\$300,000	\$3,000,000	\$25,000,000	\$20,000,000				\$48,300,000
TOTALS		\$16,950,000	\$40,000,000	\$62,500,000	\$61,000,000	\$4,000,000		\$191,450,000

Community Investment Plan (CIP)

Water and Sewer

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Holly Springs Business Park Pump Station Phase 2 Upgrade						CIP ID# UI-22-017														
	Department	Utilities and Infrastructure						Prioritization High														
	Sub-Dept	Water Resources						Category 1. Health/Safety/Welfare														
Section 2	Description of Capital Item																					
The Holly Spring Business Park Pump Station Phase 2 Upgrade will increase capacity from 1,740 gallons per minute (GPM) to 4,050 GPM. The upgrade will consist of the evaluation of existing pump station performance, layout, equipment, underground storage, and pipe sizes. It also includes the design of necessary improvements to renovate and reuse existing conditions and/or add pumps, electrical components, other infrastructure, and the construction to accomodate the increased flow.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
Staff monitor actual wastewater flow through pump station as well as flow that has been permitted with construction projects but has not yet reached the pump station (called 'allocated' flow). Projected wastewater flow from anticipated economic development projects plus actual and allocated flow to the Holly Spring Business Park Pump Station totals more than 1,740 GPM. An upgrade to the pump station is necessary to meet the future demands of the Oakview Innovation Park and is reflective of Responsible & Balanced Growth and a Safe & Friendly community.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Golden Leaf Grant	4,000,000							4,000,000														
Revenue Bond		3,500,000						3,500,000														
								0														
								0														
Total Source(s)	4,000,000	3,500,000	0	0	0	0	0	7,500,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans	500,000							500,000														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep								0														
Building / Utility Constr.	3,500,000	3,500,000						7,000,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair								0														
Supplies								0														
Utilities								0														
Operating Cost	0	0	0	0	0	0	0	0														
Capital Cost	4,000,000	3,500,000	0	0	0	0	0	7,500,000														
Total Uses	4,000,000	3,500,000	0	0	0	0	0	7,500,000														
Section 6	Maps / Charts / Tables / Pictures																					
																						

Community Investment Plan (CIP)

Water and Sewer



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Utley Creek Water Reclamation Facility (UCWRF) 8 MGD Expansion					CIP ID#	WQ-21-002														
	Department	Utilities & Infrastructure				Prioritization	High															
	Sub-Dept	Water Resources				Category	2. Maintenance/Replacement															
Section 2	Description of Capital Item																					
The Town will engage engineers and contractors to evaluate, design, and construct upgrades necessary at the Utley Creek Water Reclamation Facility (UCWRF) to reach 8 - 14 million gallons per day (MGD). Upgrades will include evaluation, modification, and reuse of existing unit processes as well as addition of newer technology. This expansion will allow the Town to treat an increased wastewater volume and to meet stricter requirements for removal of nutrients and other harmful water quality parameters.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
North Carolina Department of Environmental Quality has conditionally permitted the UCWRF to treat up to 8 MGD of wastewater; however, hydraulic and capacity challenges at the site currently limit the treatment and discharge to 6 MGD per day. In FY 2020-21, the Town completed the UCWRF Master Plan, a study to define upgrades necessary to reach the full permitted capacity. The UCWRF Master Plan recommends a PER to determine the best actions to take regarding the future of the UCWRF site, including the site's full buildout potential.																						
History and Current Status; Impact if Cancelled or Delayed																						
Holly Springs has experienced tremendous population and economic growth since the first wastewater treatment plant (WWTP) was built in 1985. Originally designed to treat 250,000 gallons per day, the plant underwent major upgrades in 1993, 1999, 2008, and 2017. Completion of the 8 MGD phased expansion, or an alternative plan such as UCWRF full buildout, or another WWTP site will be explored in next years PER. This will ensure that the Town can continue to prepare for and meet wastewater demands for future population and economic growth.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Utility Reserves		1,000,000						1,000,000														
Revenue Bond				8,000,000	50,000,000			58,000,000														
								0														
								0														
Total Source(s)	0	1,000,000	0	8,000,000	50,000,000	0	0	59,000,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans		1,000,000						1,000,000														
Engineering / Arch. Serv.				8,000,000				8,000,000														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep								0														
Building / Utility Constr.					50,000,000			50,000,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service						25,000	25,000	50,000														
Maintenance / Repair						25,000	25,000	50,000														
Supplies						10,000	10,000	20,000														
Other (specify)								0														
Operating Cost	0	0	0	0	0	60,000	60,000	120,000														
Capital Cost	0	1,000,000	0	8,000,000	50,000,000	0	0	59,000,000														
Total Uses	0	1,000,000	0	8,000,000	50,000,000	60,000	60,000	59,120,000														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Water and Sewer

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Harnett County Booster Station Upgrade						CIP ID#														
	Department	Utilities and Infrastructure						Prioritization														
	Sub-Dept	Water Resources						Category														
Section 2	Description of Capital Item																					
The Town of Holly Springs will partner with Harnett County to define and implement improvements necessary for increasing the daily delivered drinking water volume from Harnett Regional Water, as outlined in the 2008 County of Harnett Agreement Projects "B" and "C". Improvements will explore modifications to the existing pumping and storage facilities as well as the potential addition of a booster pump station and ground storage, culminating in construction of suggested improvements.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
The Town currently receives water from Harnett County (Harnett Regional Water). The Town has a contract to receive 10 million gallons per day (MGD); however, due to hydraulic limitations, the Town of Holly Springs cannot currently receive the full 10 MGD. In order to fulfill the terms of the 2008 Agreement, new infrastructure is needed. Completion of this project will meet 3 of 5 Strategic Plan Areas - Engaged, Healthy & Active Community; Responsible & Balanced Growth; Safe & Friendly.																						
History and Current Status; Impact if Cancelled or Delayed																						
Staff are actively researching options for meeting increased water demand. There are emergency interconnects with the Towns of Cary and Apex, but only Harnett County provides drinking water on a consistent, daily basis. Delay of this improvement will create fluctuating pressure issues and the inability to meet demand during warmer months when water demand approaches or exceeds 5 MGD (approximately 40% of the year). Conservation measures may need to be implemented if the Town cannot meet current and future water demand, resulting in lost revenue.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
SDFR - Fund 71	200,000							200,000														
Revenue Bonds		8,000,000						8,000,000														
Utility Fund								0														
								0														
Total Source(s)	200,000	8,000,000	0	0	0	0	0	8,200,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans	200,000							200,000														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep		3,000,000						3,000,000														
Building / Utility Constr.		5,000,000						5,000,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair								0														
Supplies								0														
Other (specify)								0														
Operating Cost	0	0	0	0	0	0	0	0														
Capital Cost	200,000	8,000,000	0	0	0	0	0	8,200,000														
Total Uses	200,000	8,000,000	0	0	0	0	0	8,200,000														
Section 6	Maps / Charts / Tables / Pictures																					
																						

Community Investment Plan (CIP)

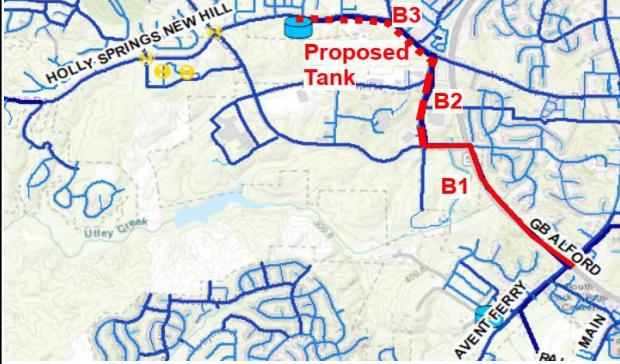
Water and Sewer



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																					
Section 1	Project Title	Northwest water and reclaimed line connection					CIP ID#														
	Department	Utilities and Infrastructure					Prioritization	High													
	Sub-Dept	Water Resources					Category	3. Exp of Existing Program													
Section 2	Description of Capital Item																				
Approximately 7,000 linear feet of 16-inch waterline and 12-inch reclaimed line from the Friendship Industrial site on Friendship Road to Woods Creek Elementary School on Woods Creek Road. These sections of water and reclaimed line will connect dead end lines and create a loop in the northwest part of town.																					
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																					
The Friendship Utilities Design Build project will bring a 24-inch waterline and 12-inch reclaimed line up Holly Springs New Hill Road and partially up Friendship Road. Adding the Northwest water line connection will give a second feed to the Friendship Industrial site to provide redundancy in the water system and will also help decrease water age in that area. Completion of this project meets 3 of the 5 Strategic Areas - Engaged, Healthy & Active Community; Responsible & Balanced Growth; Safe & Friendly.																					
History and Current Status; Impact if Cancelled or Delayed																					
Recent economic development projects have driven the need to provide utilities to the Friendship Industrial site, an initiative that was begun in 2010. Additionally, development along Woods Creek Road has or will extend water and reclaimed lines past the proposed elementary school. Completing the loop allows the town to provide adequate water capacity in that area for future growth. If not completed, growth in the northwest corridor of town may be limited by poor fire flow results or lack of capacity available through the 24-inch or 16-inch dead end pipes.																					
Section 3	Method(s) of Financing																				
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Operating Budget								0													
Reserve Fund		1,000,000						1,000,000													
Installment Financing			6,000,000					6,000,000													
Other (specify)								0													
Total Source(s)	0	1,000,000	6,000,000	0	0	0	0	7,000,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Prelim Design / Plans		1,000,000						1,000,000													
Engineering / Arch. Serv.								0													
Land / ROW / Acq.								0													
Clear / Grade / Site Prep								0													
Building / Utility Constr.			6,000,000					6,000,000													
Heavy Equip/ Apparatus								0													
Light Equip. / Furniture								0													
Other (specify)								0													
Section 5	New or Additional Impact on Operating Budget																				
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Number of New FTEs																					
Salaries / Benefits								0													
Prof & Tech Service								0													
Maintenance / Repair								0													
Supplies								0													
Utilities								0													
Operating Cost	0	0	0	0	0	0	0	0													
Capital Cost	0	1,000,000	6,000,000	0	0	0	0	7,000,000													
Total Uses	0	1,000,000	6,000,000	0	0	0	0	7,000,000													
Section 6	Maps / Charts / Tables / Pictures																				

Community Investment Plan (CIP)

Water and Sewer

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																		
Section 1		Project Title			CIP ID#													
Department		Utilities and Infrastructure			Prioritization	High												
Sub-Dept		Water Resources			Category	3. Exp of Existing Program												
Section 2		Description of Capital Item																
Approximately 10,000 linear feet of 30-inch ductile iron pipe and all associated fittings, valves, and appurtenances.																		
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																		
To meet long term water demand as the system expands towards the Friendship Industrial site, a fourth elevated storage tank is proposed; however, additional storage alone will not provide optimal water system performance due to existing piping restrictions. Interconnectivity between tanks is necessary to provide adequate pressure and capacity throughout the system. This project reflects Responsible & Balanced Growth, Economic Prosperity & Diversity, and Safe & Friendly.																		
History and Current Status; Impact if Cancelled or Delayed																		
The Town has three elevated drinking water storage tanks which provide fire protection and equalization volume (Avent Ferry, Lee Street, and School Days Lane). As the Town's water system expands and demand increases, hydraulic modeling shows that there will be poor tank performance. Water tank levels will drop below 50% in the School tank while Avent Ferry tank levels will not drop, leading to water stagnation. Adding the proposed elevated storage tank and the 30-inch connection allows for sufficient tank performance with all tanks above 85% full.																		
Section 3																		
Method(s) of Financing																		
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Operating Budget								0										
Reserve Fund			1,100,000	500,000				1,600,000										
Revenue Bond					7,000,000			7,000,000										
Other (specify)								0										
Total Source(s)	0	0	1,100,000	500,000	7,000,000	0	0	8,600,000										
Section 4																		
Capital Project Costs																		
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Prelim Design / Plans			1,100,000					1,100,000										
Engineering / Arch. Serv.								0										
Land / ROW / Acq.				500,000				500,000										
Clear / Grade / Site Prep								0										
Building / Utility Constr.					7,000,000			7,000,000										
Heavy Equip/ Apparatus								0										
Light Equip. / Furniture								0										
Other (specify)								0										
Section 5																		
New or Additional Impact on Operating Budget																		
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total										
Number of New FTEs																		
Salaries / Benefits								0										
Prof & Tech Service								0										
Maintenance / Repair								0										
Supplies								0										
Utilities								0										
Operating Cost	0	0	0	0	0	0	0	0										
Capital Cost	0	0	1,100,000	500,000	7,000,000	0	0	8,600,000										
Total Uses	0	0	1,100,000	500,000	7,000,000	0	0	8,600,000										
Section 6																		
Maps / Charts / Tables / Pictures																		
																		

Community Investment Plan (CIP)

Water and Sewer



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027

Section 1	Project Title	Reclaimed Water Storage Tank	CIP ID#	
	Department	Utilities and Infrastructure	Prioritization	High
	Sub-Dept	Water Resources	Category	3. Exp of Existing Program

Section 2 Description of Capital Item

A storage tank for reclaimed water is needed to meet future peak demands in the reclaimed water service area of Town.

Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan

This project is in support of the Town's Master Plan in order to supply reclaimed water for all needs and uses in the reclaimed water service area.

History and Current Status; Impact if Cancelled or Delayed

FujiFilm Biosynth and Amgen Economic Development Projects have aggressive proposed demands for utilization of reclaimed water in their industrial cooling processes. Another proposed use is in the restroom facility toilets. While this is an exciting opportunity, the Town must be able to meet these service needs and satisfy the existing demand. A storage tank will help offset the supply challenges associated with daily and seasonal peak demand.

Section 3 Method(s) of Financing								
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Operating Budget								0
Reserve Fund		200,000	400,000	3,000,000				3,600,000
Installment Financing								0
Other (specify)								0
Total Source(s)	0	200,000	400,000	3,000,000	0	0	0	3,600,000

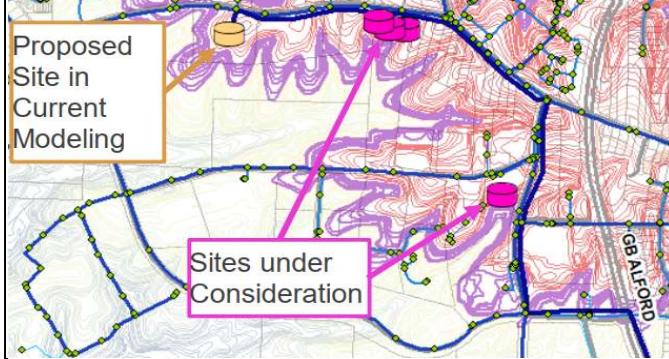
Section 4 Capital Project Costs								
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Prelim Design / Plans		200,000	400,000					600,000
Engineering / Arch. Serv.								0
Land / ROW / Acq.								0
Clear / Grade / Site Prep								0
Building / Utility Constr.				3,000,000				3,000,000
Heavy Equip/ Apparatus								0
Light Equip. / Furniture								0
Other (specify)								0

Section 5 New or Additional Impact on Operating Budget								
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Maintenance / Repair								0
Supplies								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	0	200,000	400,000	3,000,000	0	0	0	3,600,000
Total Uses	0	200,000	400,000	3,000,000	0	0	0	3,600,000

Section 6 Maps / Charts / Tables / Pictures								

Community Investment Plan (CIP)

Water and Sewer

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Elevated Tank on New Hill Rd						CIP ID#														
	Department	Utilities and Infrastructure						Prioritization														
	Sub-Dept	Water Resources						Category														
Section 2	Description of Capital Item																					
A storage tank with a 1 MGD water storage to serve the west side of Town on or near the vicinity of New Hill Rd. Project includes all associated pipes, fittings, valves, and appertenances.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
Storage tanks make a water system more efficient by smoothing out peaks and valleys of water demand. Without storage, water pumps, pipes, and other infrastructure would need to be able to meet peak water demand, leading to increased size and costs. With storage, water systems can be sized for average demand, decreasing size, cost, and complexity. This project reflects Responsible & Balanced Growth, Economic Prosperity & Diversity, and Safe & Friendly.																						
History and Current Status; Impact if Cancelled or Delayed																						
The Town has three elevated drinking water storage tanks which provide fire protection and equalization volume (Avent Ferry, Lee Street, and School Days Lane). As the Town's water system expands and demand increases, hydraulic modeling shows that there will be poor tank performance. Water tank levels will drop below 50% in the School tank while Avent Ferry tank levels will not drop, leading to water stagnation. Adding a fourth elevated storage tank allows the existing tanks to float together (water tank levels rise and fall together).																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Operating Budget								0														
Reserve Fund			1,000,000	1,000,000	4,000,000	4,000,000		10,000,000														
Installment Financing								0														
Other (specify)								0														
Total Source(s)	0	0	1,000,000	1,000,000	4,000,000	4,000,000	0	10,000,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans			1,000,000					1,000,000														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.				1,000,000				1,000,000														
Clear / Grade / Site Prep								0														
Building / Utility Constr.					4,000,000	4,000,000		8,000,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair					200,000	2,000,000		2,200,000														
Supplies								0														
Utilities								0														
Operating Cost	0	0	0	0	0	200,000	2,000,000	2,200,000														
Capital Cost	0	0	1,000,000	1,000,000	4,000,000	4,000,000	0	10,000,000														
Total Uses	0	0	1,000,000	1,000,000	4,000,000	4,200,000	2,000,000	12,200,000														
Section 6	Maps / Charts / Tables / Pictures																					
 <p>Proposed Site in Current Modeling</p> <p>Sites under Consideration</p> <p>GB ALFORD</p>																						

Community Investment Plan (CIP)

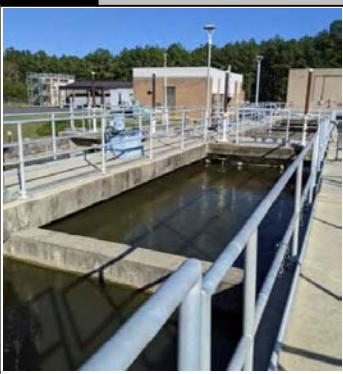
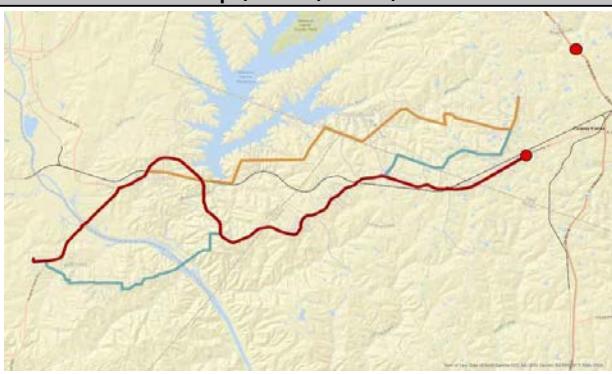
Water and Sewer



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																
Section 1	Project Title	Avent Ferry Rd Realignment - Watermain Improvements					CIP ID#									
	Department	Utilities and Infrastructure					Prioritization	High								
	Sub-Dept						Category	2. Maintenance/Replacement								
Section 2	Description of Capital Item															
Remove or abandon existing asbestos coated watermain, upsize existing watermain to meet future service needs, replace existing watermain due to the end of its usefulness cycle, and improve watermain shut-off locations to provide a smart-grid for emergency shut-off zones. This work is proposed for existing watermains located within Avent Ferry Road, Pine Avenue, Main Street and Grigsby Avenue right-of-way.																
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																
The watermain within the Avent Ferry Road Realignment (Bond) project limits needs to be replaced and/or improved to provide safe and efficient water services to this region of the Holly Springs Village District and to accommodate for future development.																
History and Current Status; Impact if Cancelled or Delayed																
Because the watermain is located underground in the public right-of-way (generally below street pavement) replacement is being coordinated with the Avent Ferry Rd Realignment Bond project. If the watermain work is not done at the same time as the road work, the Town will incur additional design costs for the watermain upgrade, and construction will damage roadways installed as part of the Avent Ferry Rd Realignment Bond project and will negatively impact traffic and residents for a second time in a short time period along the same route.																
Section 3	Method(s) of Financing															
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total								
Reserves		250,000	1,500,000					1,750,000								
								0								
								0								
								0								
Total Source(s)	0	250,000	1,500,000	0	0	0	0	1,750,000								
Section 4	Capital Project Costs															
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total								
Prelim Design / Plans								0								
Engineering / Arch. Serv.		250,000						250,000								
Land / ROW / Acq.								0								
Clear / Grade / Site Prep								0								
Building / Utility Constr.			1,500,000					1,500,000								
Heavy Equip/ Apparatus								0								
Light Equip. / Furniture								0								
Other (specify)								0								
Section 5	New or Additional Impact on Operating Budget															
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total								
Number of New FTEs																
Salaries / Benefits								0								
Prof & Tech Service								0								
Maintenance / Repair								0								
Supplies								0								
Utilities								0								
Operating Cost	0	0	0	0	0	0	0	0								
Capital Cost	0	250,000	1,500,000	0	0	0	0	1,750,000								
Total Uses	0	250,000	1,500,000	0	0	0	0	1,750,000								
Section 6	Maps / Charts / Tables / Pictures															

Community Investment Plan (CIP)

Water and Sewer

Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																						
Section 1	Project Title	Sanford Water Capacity						CIP ID#														
	Department	Utilities and Infrastructure						High														
	Sub-Dept	Water Resources						Category														
Section 2	Description of Capital Item																					
The Sanford Water Capacity and Linework project will entail partnering with the Town of Fuquay-Varina for cost sharing to explore pipeline routes for bringing drinking water from Sanford to Wake County. Additionally, the Town will consider partnering with the City of Sanford on cost sharing associated with the design and construction of a 18 million gallon per day (MGD) expansion of the Sanford Water Treatment Plant to serve Holly Springs and other regional partners.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
The Town of Holly Springs is investigating options for meeting increased future water demands caused by the updated Future Land Use Plan and economic development projects. Partnering with Fuquay-Varina and Sanford would allow Holly Springs to have input on the conveyance route and the design and construction of water treatment plant upgrades. Additionally, costs for the town would be reduced because fees would be shared between municipalities. Project completion will reflect Responsible and Balanced Growth and a Safe and Friendly community.																						
Section 3	History and Current Status; Impact if Cancelled or Delayed																					
In September 2020, the Town partnered with the City of Sanford to participate in a PER to study scope and costs associated with expansion of the Sanford Water Treatment Plant. Results indicate that Sanford has the capacity to serve Holly Springs and other regional partners. Sanford and partners are proceeding with the water treatment plant expansion. If the Town does not participate from the start of the project, water capacity may not be allocated for Holly Springs. The cost to bear the project individually in the future will be much higher than the proposed shared costs.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Reserve Fund								0														
Grants	2,500,000							2,500,000														
Revenue Bond			5,000,000	30,000,000				35,000,000														
Bonds								0														
Total Source(s)	2,500,000	0	5,000,000	30,000,000	0	0	0	37,500,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Prelim Design / Plans								0														
Engineering / Arch. Serv.	2,500,000							2,500,000														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep								0														
Building / Utility Constr.		5,000,000	30,000,000					35,000,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)								0														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service								0														
Maintenance / Repair								0														
Supplies								0														
Utilities								0														
Operating Cost	0	0	0	0	0	0	0	0														
Capital Cost	2,500,000	0	5,000,000	30,000,000	0	0	0	37,500,000														
Total Uses	2,500,000	0	5,000,000	30,000,000	0	0	0	37,500,000														
Section 6	Maps / Charts / Tables / Pictures																					
																						

Community Investment Plan (CIP)

Water and Sewer



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027																					
Section 1	Project Title	Holly Springs-Fuquay Varina water line and storage facilities					CIP ID#														
	Department	Utilities and Infrastructure					Prioritization	High													
	Sub-Dept	Water Resources					Category	3. Exp of Existing Program													
Section 2	Description of Capital Item																				
Approximately 85,000 linear feet of 36-inch ductile iron pipe; booster pump station; ground storage tank; and all associated pipes, fittings, valves, and appertenances.																					
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																					
The 2019 Future Land Use & Character Plan calculated the water supply needed at build-out to be 16 MGD. The Town currently has access to 12 MGD of water, leaving a 4 MGD deficit. Recent economic development efforts drive the need to move expeditiously to obtain increased water supply. Because Holly Springs is a purchase water system, conveyance is needed to bring water from the supplier to the Town. This project reflects Responsible & Balanced Growth, Economic Prosperity & Diversity, and Safe & Friendly.																					
History and Current Status; Impact if Cancelled or Delayed																					
On 6/21/21, Town Council approved a Memorandum of Understanding with Fuquay-Varina to partner in a Preliminary Engineering Report to study options for water conveyance from Sanford to Wake County. On 9/21/21, Council approved an Interlocal Agreement to partner in design costs for expansion of the Sanford Water Treatment Plant. To utilize the additional 4 MGD from Sanford, construction of pipeline, booster pump station and ground storage is necessary. Without it, the Town won't have access to this water and won't be able to meet future demand.																					
Section 3	Method(s) of Financing																				
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Operating Budget								0													
Reserve Fund	300,000							300,000													
Installment Financing		3,000,000	25,000,000	20,000,000				48,000,000													
Other (specify)								0													
Total Source(s)	300,000	3,000,000	25,000,000	20,000,000	0	0	0	48,300,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Prelim Design / Plans		3,000,000						3,000,000													
Engineering / Arch. Serv.								0													
Land / ROW / Acq.			5,000,000					5,000,000													
Clear / Grade / Site Prep								0													
Building / Utility Constr.			20,000,000	20,000,000				40,000,000													
Heavy Equip/ Apparatus								0													
Light Equip. / Furniture								0													
Other (specify)								0													
Section 5	New or Additional Impact on Operating Budget																				
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total													
Number of New FTEs																					
Salaries / Benefits								0													
Prof & Tech Service								0													
Maintenance / Repair								0													
Supplies								0													
Utilities								0													
Operating Cost	0	0	0	0	0	0	0	0													
Capital Cost	0	3,000,000	25,000,000	20,000,000	0	0	0	48,000,000													
Total Uses	0	3,000,000	25,000,000	20,000,000	0	0	0	48,000,000													
Section 6	Maps / Charts / Tables / Pictures																				



Community Investment Plan (CIP)

Stormwater - By Project

PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
Bass Lake Dam - Phase 3 Improvements	\$500,000	\$800,000						\$1,300,000
TOTALS	\$500,000	\$800,000						\$1,300,000

Community Investment Plan (CIP)

Stormwater



Community Investment Plan (CIP) - Fiscal Year 2023 through 2027

Section 1	Project Title	Bass Lake Dam Phase 3	CIP ID#	EN-21-008
	Department	Utilities and Infrastructure	Prioritization	High
	Sub-Dept		Category	1. Health/Safety/Welfare

Section 2	Description of Capital Item
In spring of 2019, the Town received notification from NC Dept of Environmental Quality (Dam Safety) of required remediation for the dam at Bass Lake to control higher flood events and protect existing capital infrastructure downstream. As such, an engineering firm provided an assessment and analysis and three potential options to address this need. The Town is finalizing the project considerations. NCDEQ/Dam Safety accepted the town's timeline to plan, design and complete the dam enhancements by 2023.	

Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan

Completion of this project will meet three Strategic Plan Areas - Engaged, Healthy & Active Community, Responsible & Balanced Growth, Safe & Friendly.

History and Current Status; Impact if Cancelled or Delayed

If cancelled or delayed the Town may be issued violation notice from the NCDEQ (Dam Safety) for the Bass Lake dam and risks a potential dam breach or flood. Project was previously approved for \$200,000 in FY22 and \$1.1M in FY23. This change moves \$300,000 to FY22 for ROW/Land.

Section 3	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Parks & Rec Reserves	500,000							500,000
ARPA Funds		400,000						400,000
Stormwater Reserves		400,000						400,000
								0
Total Source(s)	500,000	800,000	0	0	0	0	0	1,300,000

Section 4	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Prelim Design / Plans	200,000							200,000
Engineering / Arch. Serv.								0
Land / ROW / Acq.	300,000							300,000
Clear / Grade / Site Prep		800,000						800,000
Building / Utility Constr.								0
Heavy Equip/ Apparatus								0
Light Equip. / Furniture								0
Other (specify)								0

Section 5	New or Additional Impact on Operating Budget							
Operating Use(s)	Prior FYs	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Maintenance / Repair		5,000	5,000	5,000	5,000	5,000		25,000
Supplies								0
Other (specify)								0
Operating Cost	0	0	5,000	5,000	5,000	5,000	5,000	25,000
Capital Cost	500,000	800,000	0	0	0	0	0	1,300,000
Total Uses	500,000	800,000	5,000	5,000	5,000	5,000	5,000	1,325,000

Section 6	Maps / Charts / Tables / Pictures							

Community Investment Plan (CIP)

Pay-As-You-Go (PAYGO)

PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
Yard Waste Roll-Out Carts		\$950,000						\$950,000
Playground surfaces, equipment, sunshades, and amenities		\$350,000	\$75,000	\$75,000	\$75,000	\$75,000		\$650,000
GIS Asset Inventory for Cityworks		\$200,000						\$200,000
Facilities Asset Management Plan		\$200,000						\$200,000
Sidewalk, Pedestrian & Bike Safety	\$340,000	\$200,000	\$225,000	\$225,000	\$225,000	\$225,000		\$1,440,000
Smart Cities Intelligent Traffic System (ITS)	\$250,000	\$200,000						\$450,000
Town Hall HVAC Replacement	\$219,412	\$190,588						\$410,000
Customer Service Software Implementation	\$50,000	\$100,000						\$150,000
ADA Transition Plan Implementation	\$55,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000		\$555,000
General Government Facility Maintenance & Repair	\$69,893	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000		\$499,305
Village District Area Plan Addition	\$100,000	\$50,000						\$150,000
Neighborhood Traffic Safety/Calming	\$50,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000		\$200,000
Downtown Investment Grant (DIG)	\$50,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000		\$175,000
Street Lighting Improvements		\$25,000						\$25,000
TOTALS	\$1,184,305	\$2,695,588	\$530,000	\$530,000	\$530,000	\$530,000		\$6,054,305

Community Investment Plan (CIP)

Utility Pay-As-You-Go (PAYGO)



PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
UCWRF and Pump Station SCADA		\$500,000	\$600,000	\$600,000				\$1,700,000
Utility System Maintenance and Repairs		\$353,000	\$200,000	\$200,000	\$200,000	\$200,000		\$1,153,000
Utilities Asset Management Plan		\$300,000	\$500,000					\$800,000
UCWRF Dewatering Press	\$130,000	\$300,000		\$600,000				\$1,030,000
Utley Creek Water Reclamation Facility Office Improvements		\$124,000						\$124,000
Reclaimed Water Master Plan		\$120,000						\$120,000
Risk & Resiliency Implementation Plan		\$50,000	\$200,000	\$200,000	\$200,000	\$200,000		\$850,000
Unidirectional Flushing Master Plan				\$250,000				\$250,000
TOTALS	\$130,000	\$1,747,000	\$1,500,000	\$1,850,000	\$400,000	\$400,000		\$6,027,000

Community Investment Plan (CIP)

Fleet Replacement

PROJECT TITLE	Prior FYs	FY23	FY24	FY25	FY26	FY27	Future FYs	TOTALS
Fire Ladder Truck		\$1,500,000						\$1,500,000
Other General Fund Vehicles		\$840,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000		\$8,840,000
Utility Fund Vehicles		\$515,000	\$500,000	\$500,000	\$500,000	\$500,000		\$2,515,000
TOTALS		\$2,855,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000		\$12,855,000

Community Investment Plan (CIP)

Projected Impact on Operations

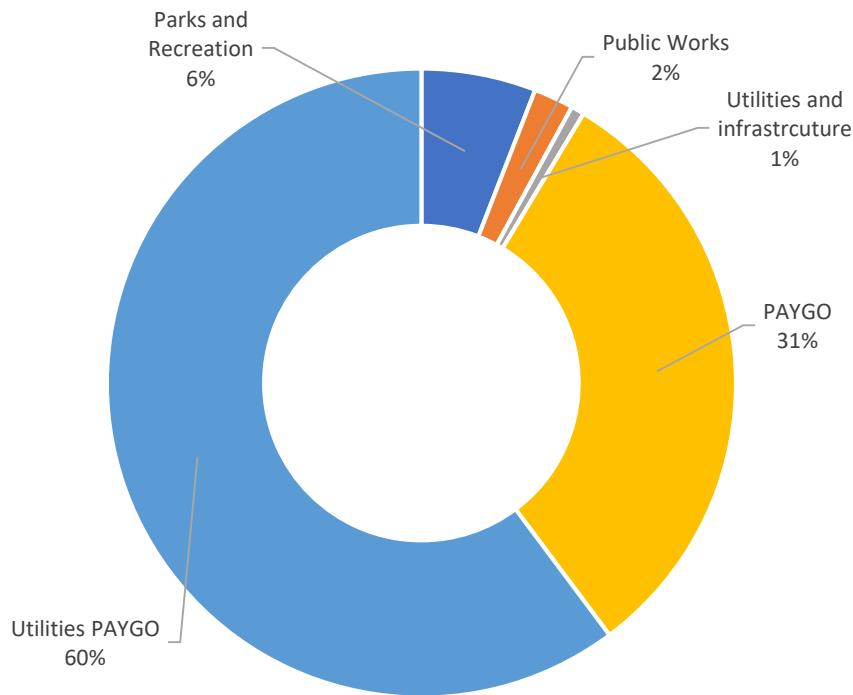


Projected Impact on Operations

An important factor to consider when developing a capital improvements plan is the financial impact that the approved projects will have on the Town's operating budget. While some projects will have little to no staffing or operating impact, others may bear significant additional annual costs. These costs include, but are not limited to: additional staffing, maintenance and repair, utility services, contract/service agreements and supplies. It is, however, important to keep in mind that while some projects add to the cost of operations, there are projects which will provide a cost savings benefit to the town (i.e. energy efficiency). In developing these projections town staff have taken both of these into consideration.

Projected Impact on Operations over 5-Years						
Function	FY23	FY24	FY25	FY26	FY27	Total
Parks and Recreation	\$77,500	\$91,000	\$98,700	\$124,700	\$126,200	\$518,100
Public Works	–	–	\$60,000	\$60,000	\$60,000	\$180,000
Utilities and Infrastructure	–	–	–	–	\$60,000	\$60,000
PAYGO	\$619,681	\$530,000	\$530,000	\$530,000	\$530,000	\$2,739,681
Utility Fund PAYGO	\$1,142,000	\$1,500,000	\$1,850,000	\$400,000	\$400,000	\$5,292,000
EXPENSE TOTALS	\$1,839,181	\$2,121,000	\$2,538,700	\$1,114,700	\$1,176,200	\$8,789,781

5 Year Impact on Operations by Function



Note - The data above displays the projected additional cost of operations over the next five years related to the current capital projects to include Pay-as-you-go (PAYGO) funded items. This does not include additional debt service as the Town separately allocates a portion of its property tax for general fund debt service. Utility fund debt service is presently serviced through system development and fixed access fees.



Salary & Position List



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Salary & Position List

Salary Schedule

Salary Schedule		
2022-2023 Fiscal Year		
Salary Grade	Minimum	Maximum
C	\$39,790.40	\$59,696.00
D	\$42,182.40	\$63,273.60
E	\$44,720.00	\$67,080.00
F	\$47,382.40	\$71,073.60
G	\$50,232.00	\$75,358.40
H	\$53,248.00	\$79,872.00
I	\$56,451.20	\$84,676.80
J	\$59,841.60	\$89,772.80
K	\$63,419.20	\$95,139.20
L	\$67,204.80	\$100,817.60
M	\$71,240.00	\$106,870.40
N	\$75,504.00	\$113,256.00
O	\$80,059.20	\$120,099.20
P	\$84,864.00	\$127,296.00
Q	\$89,960.00	\$134,950.40
R	\$95,347.20	\$143,020.80
S	\$101,067.20	\$151,611.20
T	\$113,214.40	\$169,832.00
U	\$122,262.40	\$183,393.60
V	\$132,059.20	\$198,099.20
W	\$142,625.60	\$213,948.80
X	\$151,174.40	\$226,761.60
Y	\$169,312.00	\$253,968.00

*Police and Fire Trainee positions are funded at 75% of their position's full-time salary grade minimum.

Salary & Position List

New Positions



New Positions

2022-2023 Fiscal Year

Department	Job Title	Salary Grade
Communications and Marketing	Communications & Marketing Specialist	K
Development Services	Planner I/II/III - Development	J/K/M
Development Services	Development Services Supervisor - Development Inspections	M
Development Services	Development Services Manager - Development Engineering	P
Development Services	Development Inspector I	I
Finance	Accountant	K
Human Resources	Human Resources Analyst	K
Information Technology	Business Systems Analyst	M
Office of Budget, Strategy, and Innovation	Budget Analyst	K
Office of Budget, Strategy, and Innovation	Grant Writer	J
Office of Customer Care	Customer Care Manager	O
Office of Customer Care	Customer Service Specialist	E
Parks & Recreation	Parks & Recreation Program Assistant	F
Parks & Recreation	Recreation Program Specialist	H
Police	Police Officer / Senior / Master	H
Police	Police Officer / Senior / Master	H
Public Works	Public Works Manager - Facilities	N
Public Works	Administrative Assistant	E
Public Works	Public Works Manager - Business Manager	N
Town Attorney	Assistant Town Attorney	R
Town Manager's Office	Risk Manager	N
Utilities & Infrastructure	Environmental Technician	K
Utilities & Infrastructure	Engineering Manager	Q
Utilities & Infrastructure	Program Specialist	E
Utilities & Infrastructure	Stormwater Crew Leader	G
Utilities & Infrastructure	Utility Technician I/II/III	C/D/E
Utilities & Infrastructure	Utility Technician I/II/III	C/D/E
Utilities & Infrastructure	Environmental Technician	K

Salary & Position List

Reclassification Plan

Position Reclassifications				
2022-2023 Fiscal Year				
Current Title	Current Salary Grade*	Proposed Title	Proposed Salary Grade	Position Number
Hunt Center Manager	81	Assistant Director of Parks & Recreation	R	425-032
Police Officer	79	Corporal	J	418-032
Building Code Inspector	77	Development Services Supervisor - Building Inspections	M	TBD
Building Code Inspector	77	Development Services Supervisor - Building Inspections	M	TBD
Development Construction Coordinator	81	Assistant Project Manager	M	432-009
Fire Fighter	74	Fire Engineer	I	TBD
Fire Fighter	74	Fire Engineer	I	TBD
Fire Fighter	74	Fire Engineer	I	TBD
TBD	TBD	OCC Position - TBD	TBD	TBD
TBD	TBD	OCC Position - TBD	TBD	TBD

*Current Salary Grade is shown under the previous salary grade schedule approved for FY2021-22.

Salary & Position List

Position Titles by Salary Grade



Grade	Position Title
C	
	Meter Services Technician
	Maintenance Technician I - Parks
	Public Works Technician I - Solid Waste
	Public Works Technician I - Streets
	Utility Technician I
D	
	Customer Service Representative
	Maintenance Technician II - Parks
	Customer Service Representative
	Animal Control Officer
	Public Works Technician II - Streets
	Public Works Technician II - Solid Waste
	Maintenance Technician II - Facilities
	Utility Technician II
E	
	Customer Service Specialist
	Permit Technician
	Development Technician
	Administrative Assistant
	Meter Services Technician - Lead
	Customer Accounts Specialist
	Customer Service Representative - Lead
	Police Records Technician
	Telecommunicator I
	Equipment Operator
	Public Works Technician III - Concrete
	Equipment Operator
	Utility Technician III
	Utility Locator
	Utility Permitting Specialist
	Program Specialist

Salary & Position List

Position Titles by Salary Grade

Position Titles by Salary Grade	
Grade	Position Title
F	
	Certified Permit Technician
	Utility Billing Specialist
	Accounting Specialist
	Payroll Specialist
	Accounts Payable Specialist
	Firefighter
	Maintenance Technician III - Parks
	Park and Recreation Program Assistant
	Reservation Specialist
	Telecommunicator II / Senior
	Public Works Technician IV - Concrete Finisher
	Maintenance Technician III - Facilities
	Fleet Mechanic I
	Public Works Crew Leader - Streets
	Public Works Crew Leader - Solid Waste
G	
	Paralegal
	Planning Technician
	Park Maintenance Crew Leader
	Telecommunications Shift Supervisor
	Public Works Crew Leader - Concrete
	Fleet Mechanic II
	Backflow Technician
	Water Facility Mechanic/Operator I
	Stormwater Crew Leader
	Utility Crew Leader
H	
	Video Production Specialist
	Graphic Designer
	Deputy Clerk
	Code Compliance Officer
	Development Review Coordinator
	Meter Services Supervisor
	Firefighter Relief Driver
	Fire Inspector
	Recreation Program Specialist

Salary & Position List

Position Titles by Salary Grade



Position Titles by Salary Grade	
Grade	Position Title
H	
	Park Naturalist
	Theater Production Specialist
	Police Officer / Senior / Master
	Animal Control Supervisor
	Fleet Mechanic III (Master/ASE)
	Lab Analyst
	Water Facility Mechanic/Operator II
	Project Management Specialist
	Purchasing Agent
I	
	Building Codes Inspector I
	Development Inspector I
	Permit Supervisor
	Fire Engineer
	Marketing & Special Events Coordinator
	Water Facility Mechanic/Operator III
	Reclaimed Water Coordinator
	Asset Management/ADA Coordinator
	Electrical & Instrumentation Technician
	Development Business Coordinator
	Land Acquisition Agent
J	
	GIS Technician
	Human Resource Generalist
	Human Resource Benefits Specialist
	Planner I - Development
	Planner I - Parks
	Zoning Compliance Officer
	Fire Life Safety Educator
	Police Investigator
	Police Corporal
	Recreation Program Supervisor

Salary & Position List

Position Titles by Salary Grade

Position Titles by Salary Grade	
Grade	Position Title
J	
	Public Works Supervisor - Facilities Maintenance
	Public Works Supervisor - Solid Waste
	Public Works Supervisor - Concrete
	Public Works Supervisor - Street
	Public Works Supervisor - Fleet
	Grant Writer
K	
	IT Public Safety Technician
	IT Technician
	Sustainability Coordinator
	Budget Analyst
	Communications & Marketing Specialist
	Human Resources Analyst
	Planner II - Development
	Planner II - Parks
	Building Codes Inspector II
	Development Inspector II
	Plans Reviewer I - Building
	Plans Reviewer I - Development
	Accountant
	Engineering Technician
	Environmental Technician
	Erosion Control Inspector
	Fire Lieutenant
L	
	Town Clerk
	GIS Analyst
	Building Codes Inspector III
	Plans Reviewer II - Development
	Plans Reviewer II - Building
	Small Business Program Coordinator
	Fire Captain
	Fire Training Coordinator

Salary & Position List

Position Titles by Salary Grade



Position Titles by Salary Grade	
Grade	Position Title
L	
	Parks and Recreation Manager - Administrative Services
	Parks and Recreation Manager - Sports Complex
	Parks and Recreation Manager - Bass Lake
	Police Administrative Services Manager
	Engineer I
	Chief Operator
	Field Supervisor - Water Distribution
	Field Supervisor - Cross Connection/Backflow
	Field Supervisor - Water Collections
	Field Supervisor - Pump Maintenance
	Field Supervisor - Stormwater
	Industrial Maintenance Supervisor
M	
	Business Systems Analyst
	IT Systems Analyst
	Senior Communications & Marketing Specialist
	Planner III - Parks
	Planner III - Development
	Plans Reviewer III - Development
	Plans Reviewer III - Building
	Development Services Supervisor - Building Inspections
	Development Services Supervisor - Development Inspections
	Environmental Control Supervisor
	Business Analyst
	Parks and Recreation Manager - Park Maintenance
	Parks and Recreation Manager - Cultural Center
	Parks and Recreation Manager - Hunt Center
	Police Sergeant
	Telecommunications Manager
	Public Works Manager - Streets
	Utilities Manager - Finance & Assets

Salary & Position List

Position Titles by Salary Grade

Position Titles by Salary Grade	
Grade	Position Title
N	
	Customer Service Manager
	GIS Developer
	Development Services Manager - Building Inspections
	Development Services Manager - Building Plans Review
	Development Services Manager - Development Construction
	Development Review Engineer
	Senior Planner
	Project Manager
	Engineer II
	Stormwater Administrator
	Purchasing Manager
	Accounting & Finance Manager
	Fire Battalion Chief
	Public Works Manager - Solid Waste
	Public Works Manager - Fleet
	Public Works Manager - Business Manager
	Public Works Manager - Facilities
	Risk Manager
O	
	IT Operations Manager
	Development Services Division Manager - Customer Service & Compliance
	Development Services Manager - Planning
	Sr. Project Manager
	Police Lieutenant
	Utilities Manager - Environmental Compliance
	Utilities Manager - Water Facility Operations
	Utilities Manager - Collections & Distribution
	Customer Care Manager

Salary & Position List

Position Titles by Salary Grade



Grade	Position Title
P	
	Development Services Manager - Development Engineering
	Engineer III
Q	
	Development Services Division Manager - CBO
	Development Services Division Manager - Land Development
	Engineering Manager
	Police Captain
R	
	Assistant Finance Director
	Assistant Fire Chief
	Assistant Town Attorney
	Assistant Director of Parks & Recreation
S	
	Budget, Innovation, and Strategy Director
	Deputy Director U&I - Infrastructure
	Deputy Director U&I - Water Resources
T	
	Communications and Marketing Director
	Human Resources Director
	Economic Development Director
U	
	Chief Information Officer
	Development Services Director
	Finance Director
	Parks & Recreation Director
	Public Works Director
	Police Chief
	Fire Chief

Salary & Position List

Position Titles by Salary Grade

Position Titles by Salary Grade	
Grade	Position Title
V	
	Executive Director of Utilities & Infrastructure
W	
	Assistant Town Manager
X	
	Town Attorney
Y	
	Unassigned

Salary & Position List



Position List

Title	Position	Grade
Town Manager's Office		
Town Manager	412-001	N/A
Assistant Town Manager	412-002	W
Assistant Town Manager	412-008	W
Risk Manager	FY23 Position	N
Office of Budget, Innovation, and Strategy		
Budget, Innovation, and Strategy Director	413-013	S
Sustainability Coordinator	412-011	K
Budget Analyst	FY23 Position	K
Grant Writer	FY23 Position	J
Office of Customer Care (OCC)		
Customer Care Manager	FY23 Position	O
Customer Service Specialist	FY23 Position	E
TBD - Existing Position Reorganization in FY23	TBD - OCC Position	TBD
TBD - Existing Position Reorganization in FY23	TBD - OCC Position	TBD
Town Attorney		
Town Attorney	412-003	X
Paralegal	412-009	G
Assistant Town Attorney	FY23 Position	R
Human Resources		
Human Resources Director	412-004	T
Human Resources Analyst	412-007	K
Human Resources Analyst	412-010	K
Human Resources Analyst	FY23 Position	K
Information Technology		
Chief Information Officer	414-002	U
IT Operations Manager	414-003	O
GIS Developer	414-007	N
IT Systems Analyst	414-006	M
Business Systems Analyst	414-005	M
GIS Analyst	432-016	L
GIS Analyst	417-007	L
IT Technician	414-004	K
IT Technician	414-001	K
Business Systems Analyst	FY23 Position	M

Salary & Position List

Position List		
Title	Position	Grade
Town Clerk		
Town Clerk	411-001	L
Deputy Clerk	411-002	H
Communications and Marketing		
Communications and Marketing Director	411-004	T
Senior Marketing and Communications Specialist	411-005	M
Communications & Marketing Specialist	411-003	K
Communications & Marketing Specialist	FY23 Position	K
Finance		
Finance Director	413-001	U
Assistant Finance Director	413-003	R
Accounting & Finance Manager	413-002	N
Purchasing Manager	413-015	N
Customer Service Manager	Unassigned	N
Business Analyst	413-011	M
Accountant	413-010	K
Meter Services Supervisor	434-005	H
Purchasing Agent	Unassigned	H
Accounting Specialist	413-014	F
Accounts Payable Specialist	413-004	F
Utility Billing Specialist	413-006	F
Payroll Specialist	413-005	F
Customer Accounts Specialist	413-009	E
Meter Services Technician - Lead	422-039	E
Customer Service Representative	413-008	D
Customer Service Representative	413-012	D
Meter Services Technician	422-026	C
Meter Services Technician	413-007	C
Accountant	FY23 Position	K
Economic Development		
Economic Development Director	416-001	T
Small Business Program Coordinator	416-002	L

Salary & Position List



Position List

Title	Position	Grade
Police Department		
Police Chief	418-001	U
Police Captain	418-002	Q
Police Captain	418-005	Q
Police Lieutenant	418-004	O
Police Lieutenant	418-049	O
Police Lieutenant	418-052	O
Police Lieutenant	418-088	O
Police Sergeant	418-009	M
Police Sergeant	418-010	M
Police Sergeant	418-011	M
Police Sergeant	418-012	M
Police Sergeant	418-013	M
Police Sergeant	418-017	M
Police Sergeant	418-024	M
Police Sergeant	418-038	M
Police Sergeant	418-048	M
Police Administrative Services Manager	418-060	L
Police Investigator	418-006	J
Police Investigator	418-007	J
Police Investigator	418-008	J
Police Investigator	418-015	J
Police Investigator	418-061	J
Police Investigator	418-070	J
Police Investigator	418-071	J
Police Investigator	418-063	J
Police Corporal	418-016	J
Police Corporal	418-032	J
Police Corporal	418-043	J
Police Corporal	418-051	J
Police Corporal	418-053	J
Police Corporal	418-084	J
Police Officer / Senior / Master	418-023	H
Police Officer / Senior / Master	418-021	H

Salary & Position List

Position List		
Title	Position	Grade
Police Department - continued		
Police Officer / Senior / Master	418-031	H
Police Officer / Senior / Master	418-054	H
Police Officer / Senior / Master	418-074	H
Police Officer / Senior / Master	418-069	H
Police Officer / Senior / Master	418-003	H
Police Officer / Senior / Master	418-014	H
Police Officer / Senior / Master	418-018	H
Police Officer / Senior / Master	418-019	H
Police Officer / Senior / Master	418-020	H
Police Officer / Senior / Master	418-022	H
Police Officer / Senior / Master	418-025	H
Police Officer / Senior / Master	418-026	H
Police Officer / Senior / Master	418-027	H
Police Officer / Senior / Master	418-028	H
Police Officer / Senior / Master	418-029	H
Police Officer / Senior / Master	418-030	H
Police Officer / Senior / Master	418-033	H
Police Officer / Senior / Master	418-034	H
Police Officer / Senior / Master	418-044	H
Police Officer / Senior / Master	418-050	H
Police Officer / Senior / Master	418-057	H
Police Officer / Senior / Master	418-058	H
Police Officer / Senior / Master	418-059	H
Police Officer / Senior / Master	418-062	H
Police Officer / Senior / Master	418-067	H
Police Officer / Senior / Master	418-068	H
Police Officer / Senior / Master	418-075	H
Police Officer / Senior / Master	418-076	H
Police Officer / Senior / Master	418-077	H
Police Officer / Senior / Master	418-078	H
Police Officer / Senior / Master	418-079	H
Police Officer / Senior / Master	418-080	H
Police Officer / Senior / Master	418-082	H

Salary & Position List



Position List

Title	Position	Grade
Police Department - continued		
Police Officer / Senior / Master	418-083	H
Police Officer / Senior / Master	418-085	H
Police Officer / Senior / Master	418-086	H
Police Officer / Senior / Master	418-089	H
Police Officer / Senior / Master	418-090	H
Police Officer / Senior / Master	418-064	H
Police Officer / Senior / Master	418-081	H
Police Officer / Senior / Master	Unassigned	H
Animal Control Supervisor	418-087	H
Police Records Technician	418-037	E
Animal Control Officer	418-035	D
Animal Control Officer	418-036	D
Police Officer / Senior / Master	FY23 Position	H
Police Officer / Senior / Master	FY23 Position	H
Telecommunications		
Telecommunications Manager	418-045	M
Telecommunications Shift Supervisor	418-039	G
Telecommunications Shift Supervisor	418-041	G
Telecommunicator I / II / Senior	418-046	E/F
Telecommunicator I / II / Senior	418-040	E/F
Telecommunicator I / II / Senior	418-065	E/F
Telecommunicator I / II / Senior	418-056	E/F
Telecommunicator I / II / Senior	418-047	E/F
Telecommunicator I / II / Senior	418-055	E/F
Telecommunicator I / II / Senior	418-072	E/F
Telecommunicator I / II / Senior	418-042	E/F
Telecommunicator I / II / Senior	418-073	E/F
Telecommunicator I / II / Senior	418-066	E/F

Salary & Position List

Position List		
Title	Position	Grade
Fire and Rescue		
Fire Chief	420-001	U
Assistant Fire Chief	420-002	R
Assistant Fire Chief	420-054	R
Assistant Fire Chief	420-003	R
Fire Battalion Chief	420-006	N
Fire Battalion Chief	420-004	N
Fire Battalion Chief	420-005	N
Fire Captain	420-036	L
Fire Captain	420-027	L
Fire Captain	420-029	L
Fire Captain	420-072	L
Fire Captain	420-019	L
Fire Captain	420-062	L
Fire Captain	420-060	L
Fire Captain	420-031	L
Fire Captain	420-030	L
Fire Training Coordinator	420-044	L
Fire Lieutenant	420-011	K
Fire Lieutenant	420-063	K
Fire Lieutenant	420-013	K
Fire Lieutenant	420-064	K
Fire Lieutenant	420-015	K
Fire Lieutenant	420-007	K
Fire Lieutenant	420-065	K
Fire Lieutenant	420-028	K
Fire Lieutenant	420-010	K
Fire Life Safety Educator	420-009	J
Fire Engineer	420-055	I
Fire Engineer	420-057	I
Fire Engineer	420-067	I
Fire Engineer	420-056	I
Fire Engineer	420-024	I
Fire Engineer	420-068	I

Salary & Position List



Position List

Title	Position	Grade
Fire & Rescue - continued		
Fire Engineer	420-053	I
Fire Engineer	420-051	I
Fire Engineer	420-069	I
Fire Engineer	420-014	I
Fire Engineer	420-052	I
Fire Inspector	420-058	H
Fire Inspector	420-066	H
Firefighter/Relief Driver	420-018	F/H
Firefighter/Relief Driver	420-042	F/H
Firefighter/Relief Driver	420-008	F/H
Firefighter/Relief Driver	420-012	F/H
Firefighter/Relief Driver	420-016	F/H
Firefighter/Relief Driver	420-020	F/H
Firefighter/Relief Driver	420-021	F/H
Firefighter/Relief Driver	420-022	F/H
Firefighter/Relief Driver	420-034	F/H
Firefighter/Relief Driver	420-037	F/H
Firefighter/Relief Driver	420-039	F/H
Firefighter/Relief Driver	420-040	F/H
Firefighter/Relief Driver	420-043	F/H
Firefighter/Relief Driver	420-047	F/H
Firefighter/Relief Driver	420-048	F/H
Firefighter/Relief Driver	420-045	F/H
Firefighter/Relief Driver	420-046	F/H
Firefighter/Relief Driver	420-041	F/H
Firefighter/Relief Driver	420-038	F/H
Firefighter/Relief Driver	420-033	F/H
Firefighter/Relief Driver	420-026	F/H
Firefighter/Relief Driver	420-035	F/H
Firefighter/Relief Driver	420-023	F/H
Firefighter/Relief Driver	420-017	F/H
Firefighter/Relief Driver	420-049	F/H
Firefighter/Relief Driver	420-071	F/H

Salary & Position List

Position List		
Title	Position	Grade
Fire & Rescue - continued		
Firefighter/Relief Driver	420-070	F / H
Firefighter/Relief Driver	420-059	F / H
Firefighter/Relief Driver	420-050	F / H
Firefighter/Relief Driver	420-032	F / H
Administrative Assistant	420-025	E
Public Works		
Public Works Director	422-001	U
Public Works Manager - Fleet	422-060	N
Public Works Manager - Solid Waste	422-061	N
Public Works Manager - Streets	422-017	M
Public Works Supervisor - Facilities Maintenance	425-034	J
Public Works Supervisor - Concrete	422-037	J
Public Works Supervisor - Fleet	422-065	J
Public Works Supervisor - Street	422-011	J
Public Works Supervisor - Solid Waste	422-004	J
Fleet Mechanic I/II/III	422-042	F/G/H
Fleet Mechanic I/II/III	422-036	F/G/H
Public Works Crew Leader - Streets	422-012	F
Public Works Crew Leader - Concrete	422-038	F
Public Works Crew Leader - Solid Waste	422-041	F
Administrative Assistant	422-003	E
Equipment Operator	422-014	E
Public Works Technician - Concrete III/IV	422-013	E/F
Public Works Technician - Concrete III/IV	422-063	E/F
Public Works Technician - Concrete III/IV	422-062	E/F
Maintenance Technician - Facilities II/III	422-064	D/F
Maintenance Technician - Facilities II/III	425-036	D/F
Public Works Technician - Solid Waste I/II	422-048	C/D
Public Works Technician - Solid Waste I/II	422-009	C/D
Public Works Technician - Solid Waste I/II	422-054	C/D
Public Works Technician - Solid Waste I/II	422-006	C/D
Public Works Technician - Solid Waste I/II	422-007	C/D
Public Works Technician - Solid Waste I/II	422-005	C/D

Salary & Position List



Position List

Title	Position	Grade
Public Works - continued		
Public Works Technician - Solid Waste I/II	422-008	C/D
Public Works Technician - Solid Waste I/II	422-010	C/D
Public Works Technician - Solid Waste I/II	422-059	C/D
Public Works Technician - Solid Waste I/II	422-031	C/D
Public Works Technician - Streets I/II	422-047	C/D
Public Works Technician - Streets I/II	422-057	C/D
Public Works Technician - Streets I/II	422-018	C/D
Public Works Technician - Streets I/II	422-016	C/D
Public Works Technician - Streets I/II	422-049	C/D
Public Works Technician - Streets I/II	434-009	C/D
Public Works Technician - Streets I/II	422-058	C/D
Public Works Technician - Streets I/II	422-053	C/D
Public Works Manager - Business Manager	FY23 Position	N
Public Works Manager - Facilities	FY23 Position	N
Administrative Assistant	FY23 Position	E
Parks and Recreation		
Parks & Recreation Director	425-001	U
Assistant Director of Parks & Recreation	425-002	R
Assistant Director of Parks & Recreation	425-032	R
Parks and Recreation Manager - Park Maintenance	425-004	M
Parks and Recreation Manager - Culture Center	425-003	M
Parks and Recreation Manager - Adminstrative Services	425-035	L
Parks and Recreation Manager - Sports Complex	425-033	L
Parks and Recreation Manager - Bass Lake	425-005	L
Planner - Parks I/II/III	425-038	J/K/M
Recreation Program Supervisor	425-024	J
Recreation Program Supervisor	425-022	J
Marketing & Special Events Coordinator	425-008	I
Park Naturalist	425-006	H
Recreation Program Specialist	425-009	H
Recreation Program Specialist	425-025	H
Recreation Program Specialist	425-023	H
Recreation Program Specialist	425-029	H
Recreation Program Specialist	425-021	H

Salary & Position List

Position List		
Title	Position	Grade
Parks and Recreation - continued		
Recreation Program Specialist	425-026	H
Theater Production Technician	425-031	H
Park Maintenance Crew Leader	425-037	G
Park Maintenance Crew Leader	425-013	G
Reservation Specialist	425-039	F
Customer Service Representative - Lead	425-010	E
Customer Service Representative - Lead	425-011	E
Customer Service Representative	425-028	D
Customer Service Representative	425-007	D
Maintenance Technician - Parks I/II/III	425-030	C/D/F
Maintenance Technician - Parks I/II/III	425-018	C/D/F
Maintenance Technician - Parks I/II/III	425-027	C/D/F
Maintenance Technician - Parks I/II/III	425-014	C/D/F
Maintenance Technician - Parks I/II/III	425-015	C/D/F
Maintenance Technician - Parks I/II/III	425-016	C/D/F
Maintenance Technician - Parks I/II/III	425-012	C/D/F
Maintenance Technician - Parks I/II/III	425-019	C/D/F
Maintenance Technician - Parks I/II/III	425-020	C/D/F
Maintenance Technician - Parks I/II/III	425-017	C/D/F
Recreation Program Specialist	FY23 Position	H
Parks & Recreation Program Assistant	FY23 Position	F
Utilities & Infrastructure		
Executive Director of Utilities & Infrastructure Services	432-001	V
Deputy Director U&I - Water Resources	434-001	S
Deputy Director U&I - Infrastructure	432-002	S
Engineering Manager	432-030	Q
Engineer I/II/III	432-005	L/N/P
Engineer I/II/III	432-027	L/N/P
Engineer I/II/III	432-026	L/N/P
Engineer I/II/III	432-028	L/N/P
Sr. Project Manager	412-006	O
Utilities Manager - Collections & Distribution	422-034	O
Utilities Manager - Environmental Compliance	434-010	O
Utilities Manager - Water Facility Operations	434-002	O

Salary & Position List



Position List

Title	Position	Grade
Utilities & Infrastructure - continued		
Project Manager	Unassigned	N
Stormwater Administrator	432-006	N
Environmental Control Supervisor	432-015	M
Assistant Project Manager	432-009	M
Utilities Manager - Finance & Assets	432-017	M
Chief Operator	434-018	L
Field Supervisor - Pump Maintenance	434-007	L
Field Supervisor - Stormwater	434-004	L
Field Supervisor - Water Collections	422-019	L
Field Supervisor - Water Distribution	422-025	L
Industrial Maintenance Supervisor	Unassigned	L
Engineering Technician	432-024	K
Environmental Technician	432-020	K
Erosion Control Inspector	432-103	K
Asset Management/ADA Coordinator	422-002	I
Electrical & Instrumentation Technician	Unassigned	I
Land Acquisition Agent	432-036	I
Reclaimed Water Coordinator	434-015	I
Water Facility Mechanic/Operator I/II/III	434-013	G/H/I
Water Facility Mechanic/Operator I/II/III	434-014	G/H/I
Water Facility Mechanic/Operator I/II/III	434-008	G/H/I
Water Facility Mechanic/Operator I/II/III	434-003	G/H/I
Water Facility Mechanic/Operator I/II/III	434-016	G/H/I
Water Facility Mechanic/Operator I/II/III	434-012	G/H/I
Lab Analyst	434-011	H
Lab Analyst	434-017	H
Project Management Specialist	432-018	H
Backflow Technician	422-027	G
Utility Crew Leader	422-029	G
Utility Crew Leader	422-022	G
Utilities Locator	422-021	E
Utilities Locator	422-020	E
Utilities Locator	432-033	E
Utility Permitting Specialist	432-019	E

Salary & Position List

Position List		
Title	Position	Grade
Utilities & Infrastructure - continued		
Utility Technician I/II/III	422-046	C/D/E
Utility Technician I/II/III	422-052	C/D/E
Utility Technician I/II/III	422-030	C/D/E
Utility Technician I/II/III	422-023	C/D/E
Utility Technician I/II/III	422-051	C/D/E
Utility Technician I/II/III	422-033	C/D/E
Utility Technician I/II/III	422-032	C/D/E
Utility Technician I/II/III	422-055	C/D/E
Utility Technician I/II/III	422-015	C/D/E
Utility Technician I/II/III	422-056	C/D/E
Utility Technician I/II/III	434-006	C/D/E
Utility Technician I/II/III	422-050	C/D/E
Utility Technician I/II/III	422-024	C/D/E
Engineering Manager	FY23 - Position	Q
Environmental Technician	FY23 - Position	K
Environmental Technician	FY23 - Position	K
Stormwater Crew Leader	FY23 - Position	G
Program Specialist	FY23 - Position	E
Utility Technician I/II/III	FY23 - Position	C/D/E
Utility Technician I/II/III	FY23 - Position	C/D/E

Salary & Position List



Position List

Title	Position	Grade
Development Services		
Development Services Director	417-001	U
Development Services Division Manager - Land Development	432-003	Q
Development Services Division Manager - CBO	415-001	Q
Development Services Division Manager - Customer Service & Compliance	417-005	O
Development Services Manager - Planning	417-002	O
Development Review Engineer	432-004	N
Development Services Manager - Building Inspections	415-004	N
Development Services Manager - Building Plans Review	415-014	N
Development Services Manager - Development Construction	432-007	N
Senior Planner	417-003	N
Senior Planner	Unassigned	N
Development Services Supervisor - Development Inspections	432-023	M
Development Services Supervisor - Building Inspections	Unassigned	M
Development Services Supervisor - Building Inspections	Unassigned	M
Plans Reviewer I/II/III - Development	Unassigned	K/L/M
Plans Reviewer I/II/III - Development	432-022	K/L/M
Plans Reviewer I/II/III - Development	Unassigned	K/L/M
Plans Reviewer I/II/III - Development	Unassigned	K/L/M
Plans Reviewer I/II/III - Development	432-008	K/L/M
Plans Reviewer I/II/III - Building	415-002	K/L/M
Planner I/II/III - Development	417-004	J/K/M
Planner I/II/III - Development	432-029	J/K/M
Planner I/II/III - Development	417-010	J/K/M
Zoning Compliance Officer	417-009	J
Building Code Inspector I/II/III	415-009	I/K/L
Building Code Inspector I/II/III	415-003	I/K/L
Building Code Inspector I/II/III	415-016	I/K/L
Building Code Inspector I/II/III	415-005	I/K/L
Building Code Inspector I/II/III	415-007	I/K/L
Building Code Inspector I/II/III	Unassigned	I/K/L
Development Inspector I/II	432-010	I/K

Salary & Position List

Position List		
Title	Position	Grade
Development Services - continued		
Development Inspector I/II	432-021	I/K
Development Inspector I/II	432-031	I/K
Development Inspector I/II	432-011	I/K
Development Inspector I/II	432-012	I/K
Development Inspector I/II	432-032	I/K
Permit Supervisor	415-015	I
Development Business Coordinator	Unassigned	I
Code Compliance Officer	415-010	H
Development Review Coordinator	417-006	H
Development Review Coordinator	432-025	H
Planning Technician	417-012	G
Development Technician	417-011	E
Permit Technician	415-012	E
Permit Technician	415-017	E
Development Services Manager - Development Engineering	FY23 - Position	P
Development Services Supervisor - Development Inspections	FY23 - Position	M
Planner I/II/III - Development	FY23 - Position	J/K/M
Development Inspector I/II	FY23 - Position	I/K



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Fee Schedule



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Fee Schedule

Finance/Utility Fees

Description		Approved Fee FY2022-23
Water/Sewer Rates - Recommended water and sewer rate changes would be effective August 1, 2022		
Water In-Town Rates (see below for access fee per meter size)		
0-2,000 Gallons		\$4.03 per 1,000 Gallons
2,001-5,000 Gallons		\$5.24 per 1,000 Gallons
5,001-9,000 Gallons		\$6.45 per 1,000 Gallons
9,001-14,000 Gallons		\$7.66 per 1,000 Gallons
14,001 Gallons and over		\$8.87 per 1,000 Gallons
Water Out-of-Town Access Fees and Volume Rates are two times the In-Town Rates		
Sewer In-Town Rates (\$12.66 Monthly access fee per unit)		
0-2,000 Gallons		\$5.51 per 1,000 Gallons
2,001-5,000 Gallons		\$5.51 per 1,000 Gallons
5,001-9,000 Gallons		\$5.51 per 1,000 Gallons
9,001-14,000 Gallons		\$5.51 per 1,000 Gallons
14,001 Gallons and over		\$5.51 per 1,000 Gallons
Sewer Out-of-Town Access Fees and Volume Rates are two times the In-Town Rates		
In-Town Monthly Water Access Fees (Out of Town Access Fees are two times the In-Town Rate)		
Meter Size (Inches) (Multi-Unit Dwellings will be charged the monthly access fee per unit)		
3/4 (Includes multi-unit dwellings)		\$12.14
1		\$20.24
1 1/2		\$40.48
2		\$64.76
3		\$129.50
4		\$202.34
6		\$404.68
8		\$647.48
10		\$1,699.60
Industrial Water/Sewer Rate (In-Town Rate for Monthly Access Fee per unit)		In-Town 0-2,000 Gallons Rate
Government Rate (Internal only) Water/Sewer (In-Town Rate for Monthly Access Fee per unit)		In-Town 0-2,000 Gallons Rate
Irrigation Meters		
All water users: \$8.06 per 1,000 Gallons based on actual gallons used, plus a \$12.14 monthly access fee		
Residential/Commercial Reuse: \$4.03 per 1,000 Gallons based on actual gallons used, plus a \$6.07 monthly access fee		
Bulk/Industrial Reuse: \$2.69 per 1,000 Gallons based on actual gallons used, plus a \$6.07 monthly access fee		
Garbage, Recycling		
Garbage fee		\$10.58
Recycling fee		\$4.74

Fee Schedule



Finance/Utility Fees (continued)

Description	Approved Fee FY2022-23
Yard Waste Fees	
Yard Waste Fee	\$4.50
Additional Monthly Yard Waste Cart Service (per cart)	Additional Yard Waste Monthly Fee (Per Cart) + Actual Cart Cost
Additional Yard Waste Cart Delivery (per trip)	\$20
Bulk Yard Waste Fee (Based on estimated volume)	Level I: \$40, Level II: \$80, Level III: \$120
Stormwater Management Program Fees (Monthly Fee)	
Residential (single family & townhomes)	\$5.20
Multi-Family Units	\$5.20 per unit
Non Residential	
(0-10,000 sq. ft. of impervious surface)	\$5.20 per ERU
(10,001-75,000 sq. ft. of impervious surface)	\$5.20 per ERU
(75,001 and up of sq. ft. of impervious surface)	\$5.20 per ERU
Water Meter Fees	
Water Meter Deposit (with letter of intent to purchase or closing statement)	\$0
Water Meter Deposit (without letter of intent to purchase or closing statement)	Owner: \$45 Rental: \$80 Commercial: \$70
Next Business Day Service	\$75
Utility Set-up Administrative Fee	\$5
Meter Reading Fee	\$35 per trip if no fault of the Town <i>(Leak/Plumbing problem)</i> \$0 if the problem is on the Town's side
Meter Data Reading	\$50
New Meter Installation Revisit	\$75 each additional trip
Hydrant Meter Fees	
Hydrant Meter Rental	\$25/per day \$350/per month
Hydrant Meter Rental Deposit	\$1,500
Hydrant Meter Set-up Fee (initial or relocation)	\$75
Hydrant Meter Reading Fee	\$35
Hydrant Meter Damage Fee (plus actual repair or replacement cost)	\$55
Hydrant Meter Bill Late Payment Charge	\$10
Late Payment and Cut off Status Delinquent Fee	
Utility Bill Late Payment Charge	\$10.00
Water Meter "Cut Off Status" Delinquent Fee	\$35.00

Fee Schedule

Finance/Utility Fees (continued)

Description	Approved Fee FY2022-23
Miscellaneous Water Fees	
Bulk Water Fee (no charge for reclaimed)	\$25 + \$8.06/1,000 gals
Late / No Show Fee	\$25
Reclaimed Bulk Account Setup (inc. up to 4 train/trans cards)	\$100
Reclaimed Bulk Training (per person)	\$50
Replacement Transaction Card (if lost)	\$10
Line Flushing Fee / Reclaimed at 50%	\$25 +\$8.06/1,000 gals \$12.50 +\$4.03/1,000 gals
Water Meter (3/4")	\$355.00
Water Meter (1")	\$470.00
Water Meter (1 1/2")	\$945.00
Water Meter (2")	\$1,150.00
Water Meter 3" Octave w/Allegro Pit Mount	\$2,700.00
Water Meter 4" Octave w/Allegro Pit Mount	\$3,625.00
Water Meter 6" Octave w/Allegro Pit Mount	\$5,300.00
Water Meter 8" Octave w/Allegro Pit Mount	\$6,600.00
Water Meter 10" Octave w/Allegro Pit Mount	\$9,935.00
Water Meter 12" Octave w/Allegro Pit Mount	\$13,100.00
Allegro Register for Meter Only	\$250.00
Pit Mount Only	\$655.00
Water Meter Removal	\$25
Unauthorized Meter Connection	Up to \$1,000
Finance Miscellaneous Fees	
Return Check Fee	\$25
Motor Vehicle Fee	\$25

Fee Schedule



Development Services Fees

Description	Approved Fee FY2022-23
Zone Map Amendments: *Round acreage to the nearest tenth; ex. (0.0 acres)	
Zone Map Amendment	\$900 + \$10/acre* (double fee for part parcel)
Zone Map Amendment – Additional Public Hearing	\$350
PUD Master Plan – Major Amendment (fee includes 4 reviews)	\$1500 +\$10/acre*
PUD Master Plan – Minor Amendment (fee includes 4 reviews)	\$500
Development Plans: Note: Fees include 3 reviews unless otherwise noted. *Round acreage to the nearest tenth; ex. (0.0 acres)	
Major Subdivision New & Major Amendment	\$700 + \$5/lot
Dev Plan for Multi-Family – New & Major Amendments (includes 3 reviews)	\$1,500 + \$5/lot (+ each dwelling unit if multiple units on a single lot) (double fee for part parcel)
Dev Plan – New or Major Amendment	\$1,000 + \$5/acre*
Appeal of Adminisitrative Decision	½ Original Fee
Platting: Note: Fees include 2 reviews + mylar unless otherwise noted	
Final Plat	\$300 + \$10/lot
Exempt Plat	\$200
Minor Residential Plat	\$200
Amendment to Recorded Plat	\$200
UDO Permits	
Accessory Use/Building or Structure	\$75
Temporary Use/Building or Structure	\$75
Laying Hens	\$75
Wireless Telecom Facilities (plus Special Use permit fees when applicable)	\$1,000
Wireless Small Cell Telecom Co-Location on existing utility pole in Town Right-of-Way (Max. 25 permits per batch)	\$100/each (first 5 in a batch) + \$50/each additional (max. 20 additional) + \$500 technical consulting fee Total fee not to exceed \$2,500
UDO Permit-After the Fact	Double Permit Fee
UDO Permit with Residential Bldg Permit Review	\$75
UDO Permit with Non-Residential Bldg Permit	\$100
Sign Permit (permanent/temporary)	\$75/\$50
Temporary Family Healthcare Home	\$100
Temporary Family Healthcare Home Annual Renewal	\$50

Fee Schedule

Development Services Fees (continued)	
Description	Approved Fee FY2022-23
Other Permits and Procedures	
Special Use Permit or Quasi Judicial Case	\$500 + other required applications/fees
Special Use Permit After-the-Fact	Double Fee
Minor Development Petition Amendment	\$200 (includes 3 reviews) additional review \$200/each
Additional Review Fee (PUD, Subdivision, Development Plan, and Platting)	½ Original Fee
Master Sign Plan New or Amendment	\$200 + applicable waiver and/or Variance Fees
Voluntary Annexation Petition	Recording Fee Only
Historic Property Verification/Inspection Meeting – Capital Area Preservation (CAP)	Actual CAP Cost
Home Occupation Registration	\$35
Zoning Verification Letter	\$100 + Inspection Fee
ABC Permit Review/Inspection Fee	\$75
Planning Inspection / Re-Inspection Fee	\$75
Amendment to Comp Plan or UDO	\$700 (double fee for part parcel)
Zoning Citation Fee	As set forth in Town's UDO
Zoning Vested Rights	\$400
Development Agreement Public Hearing Fee	Actual Cost
Incomplete Petition Processing Fee	\$50
UDO/DPM Waiver or Alternate Compliance	\$100
Development Petition Expiration Extension	\$100
Land Use Advisory Committee (LUAC) Request & Communications Item	\$100/\$200 for each subsequent meeting
Board of Adjustment	
Administrative Appeal	\$250
Variance of Development Standards	\$350
Variance – After the Fact	\$500
Variance of Development Standards – Town Council	\$100
Documents, Maps, Etc.	
Unified Development Ordinance	Town's Reproduction Cost
Development Procedures Manual	Town's Reproduction Cost
Comprehensive Plan	Town's Reproduction Cost

Fee Schedule



Development Services Fees (continued)

Description	Approved Fee FY2022-23
GIS Maps	
8.5x11	\$2 each
11x17	\$3 each
18x24	\$5 each
24x36	\$10 each
30x42	\$12 each
36x48	\$15 each
Photographic Copies (B&W)	
8.5x11 and 8.5x14	\$0.10 per page
11x17	\$0.20 per page
18x24	\$4 per page
24x36	\$8 per page
30x42	\$10 per page
36x48	\$12 per page
Photographic Copies (Color)	
8.5x11	\$2 per page
Files on Disk	
Flash Drive or CD	\$10 each
Design & Construction Standards Manual	
Purchased	\$95 per copy
Mailed	\$110 per copy

Fee Schedule

Development Services Fees (continued)	
Description	Approved Fee FY2022-23
Construction Drawing Plan Review	
Subdivision Covers 1st & 2nd Reviews	\$650 + \$50/lot
Site Covers 1st & 2nd Reviews	0-5 acres \$1,000 5-20 acres \$1,400 >20 acres \$1,750
Major Plan Revisions (Covers 1st and 2nd review)	\$1,000
Other ex. Utility or Roadway (1st & 2nd Review)	\$1,500
Subsequent Plan Review (includes utility plan review)	\$450
Minor Revisions Plan Review Covers 1st & 2nd Reviews	\$450
Revisions Subsequent Plan Reviews (Per Rev after 2nd Rev)	\$450
Timbering Review Per Project	\$500
Irrigation Well Review	\$200
Preliminary Pump Station Site Plan review	\$650 (covers 1st and 2nd review)
Construction Drawing Pump Station Review	\$1,000 (covers 1st and 2nd review)
Construction As-built Review Fee	\$200
Environmental Plan Review	
Subdivision/Site Covers 1st and 2nd Review	\$300/acre
Subsequent Plan Reviews & Plan Revision (Per Rev after 2nd)	\$450
Additional Reviews after 2nd Review	\$450/each additional review
Environmental Variance/Waiver Reviews Per Review	\$300
Environmental Variance/Waiver/ Appeal Review After Fact Filing Fee Per Review	\$500
NPDES Stormwater Review	
NPDES – Subdivision Covers 1st & 2nd Reviews	\$500 + \$25/lot
NPDES— Stormwater Subsequent Reviews/Revisions (per rev)	\$500
NPDES-Site	<20 acres \$850 (covers 1st & 2nd Reviews) >20 acres \$1,200 (covers 1st & 2nd Reviews)
Stormwater As-built / Engineer Certification Administration	\$200
Annual Stormwater Storm Control Measure (SCM) Inspection & Administration Late Fee	<5 acres drainage \$150 per BMP >5 acre drainage \$200 per BMP
Utility Permit Fees - Due with Permit Application	
Water Permit Application Review (Delegated)	\$480
Sewer Permit Application Review (Delegated)	\$480
Reclaimed Water Distribution Line Extension Permit Application Review (Delegated)	\$480
Water Permit Processing	\$200
Wastewater Permit Processing	\$200
Reclaimed Water Permit Processing	\$200

Fee Schedule



Development Services Fees (continued)

Description	Approved Fee FY2022-23
Hydraulic Model Update Fee Per DOE	
Special Study Review Fees	
Special Study (Flood Study, Traffic Impact Analysis, Traffic Assessment Report, Sewer, Basin, Fire Flow/Hydraulic Analysis, Reclaimed Water Model Update, Pump Station, etc.) Covers 1st & 2nd Reviews	\$350 Plus Actual Cost
Special Study Subsequent Reviews and Revisions	\$200 Plus Actual Cost
Special Study Verification Letter (Internal review only)	\$100
Land Disturbance Fee	
Environmental Development Permit (yearly renewal required, fee based on remaining disturbed acreage)	\$400 x _____ acres
NPDES Stormwater Fee for Stormwater Permit	
Storm drainage pipe	\$2.10 per LF
Storm Control Measures (SCM)	< 5 acre drainage \$300 each SCM > 5 acre drainage \$500 each SCM
Stormwater Fee-in-Lieu	
Neuse River Basin – Total fee-in-lieu = number of pounds/acre/year to be offset x acres in development x 30 yrs x \$18.49 per pound	
Cape Fear River Basin – Total fee-in-lieu = number of pounds/acre/year to be offset x acres in impervious surface x 30 yrs x \$14 per pound	
Bonding	
Infrastructure Surety Performance	New – \$350 ea. Revised/Renewal- \$300 ea.
Infrastructure Surety Warranty	New – \$350 ea. Revised/Renewal- \$300 ea.
Stormwater SCM Surety Performance	New – \$350 ea. Revised/Renewal- \$300 ea.
Stormwater SCM Surety Maintenance	New – \$350 ea. Revised/Renewal- \$300 ea.
Erosion Control Surety Performance	New – \$350 ea. Revised/Renewal – \$300 ea.
UDO Compliance Surety	New – \$350 ea. Revised/Renewal – \$300 ea.
Non-Residential Development Fees – These fees are to be collected BEFORE Construction Drawing Approval	
Fees In Lieu Of Assessment	
Payment in Lieu of Street Widening	Per approved engineer's estimate
Payment in Lieu Infrastructure Improvements	Per approved IRA by DOE
Payment in Lieu Street Light Installation	\$2,000 per light
Utility Inspection Fees	
Water	\$2.10 per LF
Wastewater	\$2.10 per LF
Reclaimed	\$2.10 per LF
Pump Station Inspection	\$1,500 lump sum

Fee Schedule

Development Services Fees (continued)

Description	Approved Fee FY2022-23
Utility Inspection Fees Continued	
Streets/Fire lanes	\$2.10 per LF
Sidewalks	\$2.10 per LF
Greenway	\$2.10 per LF
Fiber	\$2.10 per LF
Re-Inspection Fee	\$0.25/LF for any after 1st or 2nd Inspection
Non-Residential Water And Sewer Services	
Non-Residential System Development Fees – Based on Meter Size (due at issuance of building permit). Fee for Multi-Unit Dwellings will be applied as the ¾" residential meter rate per equivalent residential unit. All other fees will follow the Non-Residential fee schedule.	

Water & Sewer (charged separately)	Office/Institutional			Retail/Restaurant/Industrial		
	< 3,000 sq. ft.	> 3,001 - < 20,000 sq. ft.	>20,001 sq. ft.	< 3,000 sq. ft.	> 3,001 - < 20,000 sq. ft.	> 20,001 sq. ft.
Irrigation	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200
Irrigation (Reclaimed)	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650	\$1,650
¾" meter Sewer	\$5,538	\$6,701	\$9,615	\$6,701	\$7,867	\$10,781
¾" meter Water	\$6,162	\$7,459	\$10,703	\$7,459	\$8,756	\$11,999
1" meter Sewer	\$4,662	\$7,866	\$10,781	\$7,284	\$9,033	\$11,947
1" meter Water	\$6,286	\$8,756	\$11,999	\$8,108	\$10,052	\$13,296
1 ¼" meter Sewer	\$7,284	\$9,032	\$11,946	\$9,032	\$10,198	\$13,112
1 ¼" meter Water	\$8,108	\$10,054	\$13,298	\$10,054	\$11,350	\$14,594
1 ½" meter Sewer	\$8,450	\$10,197	\$13,112	\$10,197	\$11,364	\$14,278
1 ½" meter Water	\$9,406	\$11,350	\$14,594	\$11,350	\$12,647	\$15,891
2" meter Sewer	\$9,617	\$13,111	\$15,443	\$10,780	\$14,278	\$16,609
2" meter Water	\$10,703	\$14,594	\$17,189	\$11,999	\$15,889	\$18,486
3" meter Sewer	\$10,781	\$15,442	\$17,774	\$11,946	\$16,609	\$18,940
3" meter Water	\$12,001	\$17,188	\$19,784	\$13,296	\$18,484	\$21,080
4" meter Sewer	\$11,947	\$17,772	\$20,105	\$13,111	\$18,940	\$21,229
4" meter Water	\$13,298	\$19,782	\$22,379	\$14,594	\$21,079	\$23,675
6" meter Sewer	\$23,602	\$29,427	\$35,255	\$29,427	\$35,258	\$41,086
6" meter Water	\$26,271	\$32,755	\$39,244	\$32,755	\$39,238	\$45,728
8" meter Sewer	\$35,258	\$41,081	\$46,909	\$41,081	\$46,912	\$52,740
8" meter Water	\$39,245	\$45,727	\$52,218	\$45,727	\$52,210	\$58,701
10" meter Sewer	-	-	\$54,745	-	-	\$62,015
10" meter Water	-	-	\$60,941	-	-	\$69,034
12" meter Sewer	-	-	\$64,722	-	-	\$73,452
12" meter Water	-	-	\$72,047	-	-	\$81,765

Fee Schedule



Development Services Fees (continued)

Water and Sewer Services - Village District Area Plan

Non-Residential System Development Fees – Based on Meter Size (due at issuance of building permit)

	Office/Institutional				Retail/Restaurant/Industrial			
Water & Sewer (charged separately)	< 5,000 sq. ft.	5001- 9999 sq. ft.	10,000- 20,000 sq. ft.	>20,001 sq. ft.	< 5,000 sq. ft.	5001- 9999 sq. ft.	10,000- 20,000 sq. ft.	>20,000 sq. ft.
¾" meter Sewer	\$4,021	\$5,886	\$7,284	\$8,449	\$4,487	\$6,584	\$8,159	\$9,324
¾" meter Water	\$4,475	\$4,475	\$8,108	\$9,405	\$4,993	\$7,330	\$9,081	\$10,378
1" meter Sewer	\$4,487	\$6,586	\$8,159	\$9,614	\$4,953	\$7,283	\$9,033	\$10,547
1" meter Water	\$4,993	\$7,330	\$9,081	\$10,701	\$5,512	\$8,108	\$10,054	\$11,740
1 ¼" meter Sewer	\$4,953	\$7,284	\$9,032	\$10,780	\$5,419	\$7,983	\$9,907	\$11,597
1 ¼" meter Water	\$5,513	\$8,108	\$10,054	\$11,999	\$6,032	\$8,865	\$11,027	\$12,907
1 ½" meter Sewer	\$5,419	\$7,984	\$9,907	\$11,944	\$5,886	\$8,681	\$10,781	\$12,529
1 ½" meter Water	\$6,032	\$8,886	\$11,027	\$13,296	\$6,550	\$9,665	\$11,999	\$13,945
2" meter Sewer	\$6,352	\$9,383	\$11,654	\$13,694	\$6,818	\$10,080	\$12,529	\$14,860
2" meter Water	\$7,070	\$10,443	\$12,972	\$15,242	\$7,587	\$11,221	\$13,945	\$16,540
3" meter Sewer	\$7,284	\$10,781	\$13,402	\$16,023	\$7,750	\$11,478	\$14,278	\$16,608
3" meter Water	\$8,107	\$12,001	\$14,920	\$17,837	\$8,625	\$12,778	\$15,892	\$18,486
4" meter Sewer	\$8,217	\$12,180	\$15,151	\$17,772	\$8,683	\$12,877	\$16,026	\$18,939
4" meter Water	\$9,145	\$13,558	\$16,865	\$19,782	\$9,663	\$14,336	\$17,838	\$21,079
6" meter Sewer	\$14,277	\$21,269	\$26,514	\$31,749	\$16,608	\$24,764	\$30,887	\$36,419
6" meter Water	\$15,889	\$23,677	\$29,514	\$35,349	\$18,483	\$27,568	\$34,378	\$40,537
8" meter Sewer	\$18,939	\$28,262	\$35,255	\$42,244	\$21,269	\$31,756	\$35,258	\$46,909
8" meter Water	\$21,079	\$31,461	\$39,244	\$47,024	\$23,671	\$35,352	\$39,242	\$52,212
10" meter Sewer	-	-	-	\$49,273	-	-	-	\$55,175
10" meter Water	-	-	-	\$54,852	-	-	-	\$61,413
12" meter Sewer	-	-	-	\$58,271	-	-	-	\$65,378
12" meter Water	-	-	-	\$64,869	-	-	-	\$72,770

Development Services Fees (continued)

Description	Approved Fee FY2022-23
Tap Fees - Fees are based on 60 foot right of way roads and lateral lengths less than 100 feet. Special cases, wider rights of way, special or complex boring, and items not shown shall be at cost.	
Wastewater Town Installed (4" only)	Non-Res \$1,500/lot/ Res \$1,350
Water Town Installed (3/4" only)	Non-Res \$1,500/lot/ Res \$1,350
Reclaimed Town Installed	Non-Res \$1,500/lot/ Res \$900
Water Developer Installed	\$150/unit
Wastewater Developer Installed	\$150/unit
Reclaimed Developer Installed	\$150/unit

Fee Schedule

Development Services Fees (continued)

Description	Approved Fee FY2022-23
Irrigation Meter Tap Fee 3/4" only	\$1,500
Street Cut	\$750 each
Curb & Gutter Crossing	\$250 each
Street Bore	\$500 each
Backflow Inspection Fee	\$25
Service Reconnection fee for lapse in annual backflow certification	\$50
Service Availability Verification	\$200
Residential Development Fees – These fees are to be collected BEFORE Construction Drawing Approval	
Utility Inspection Fees Same as Non-Residential Fees	
Fee in Lieu of Assessment Same as Non-Residential Fees	
System Development Fees – Water and Sewer Services	
Irrigation Meters	\$0
3/4" Meter	S \$5,538; W \$6,162
1" Meter	S \$6,119; W \$6,811
1 1/4" Meter	S \$7,284; W \$8,108
1 1/2" Meter	S \$8,450; W \$9,406
2" Meter	S \$9,617; W \$10,703
3" Meter	S \$10,781; W \$12,001
4" Meter	S \$11,947; W \$13,298
6" Meter	S \$23,602; W \$26,271
8" Meter	S \$35,258; W \$39,245
Reclaimed – 25% cost of Water	
Tap Fees	
Water/Wastewater/Reclaimed Town Installed Residential	\$900/unit
Water/Wastewater/Reclaimed Developer Installed	\$90/unit
Irrigation Meter Tap Fee	\$900
Service Reconnection fee for lapse in annual backflow	\$50
Engineering Inspection Fees	
Driveways	\$125 each
Lot or Site Final (Prior to C.O.)	\$200 each
Reclaimed Irrigation Installation Inspection (Residential/Commercial)	\$100/\$200 each
Utility Encroachment Permit	without bore \$50; with bore \$100

Fee Schedule



Development Services Fees (continued)

Description	Approved Fee FY2022-23
General Fees: Refunds will be issued when requested, less any Administrative and/or Plan Review Fees for any permit, which has not expired, and the construction has not started.	
Building Code Fees	
All permits are subject to a technology surcharge fee at 4% of permit fee.	4% of Code Enforcement Fees
Working w/o Permit	Double permit fees, Max fee of \$1,000
Reinspection Fees (Violations over 10; Not ready; Previous Violation(s) Not Corrected; Violation of DPM)	\$75
Certificate of Occupancy C/O (same business day)	\$50
Stop Work Order	\$150
Add/Change Contractor (per permit/per trade)	\$50
Expired Permit Renewal	25% of permit cost
Conditional Power	\$150
Demolition Permit	\$150
After Hours Inspections (2 business day notice)	\$125/hr, min 2 hrs if directly after work hours; \$125/hr, min 3 hrs if Inspector has to leave home
Misc. Inspections	\$100/\$150
Change of Occupancy or Use Permit	\$150
Stocking C/O	\$150
Temporary C/O (2 business day notice)	\$250
Temporary C/O (same business day)	\$400
Temporary C/O Renewal	\$200
Express Review Fee	\$500/hr, min. 2 hr
Express Review (Re-review)	\$500/hr, min. 1 hr + \$125 per 15 minute increments
Express Review Cancellation (less than 3 business day notice)	No Refund
Replacement Permit Card	\$10
Manufactured Homes (inc piers, tie-down, steps, decks & all trade inspections)	\$200
Modular Homes & Moved Dwellings	Trade fees + \$0.10 per sq. ft.
Residential Trade Fees	
HVAC / Water Heater Change Out	\$75
Generator Install	\$75
Building	\$75
Electrical	\$75
Mechanical	\$75
Plumbing	\$75
Permit Revision	\$50

Fee Schedule

Development Services Fees (continued)

Description	Approved Fee FY2022-23
Residential New Dwellings	
Up to 1,200 sq. ft.	\$450
Over 1,200 sq. ft.	Add \$0.30 per sq. ft.
Homeowner's Recovery Fee	\$10
Permit Revision	\$100
Residential Additions	
0-500 sq. ft.	\$200
Over 500 sq. ft.	Add \$0.30 per sq. ft.
Permit Revision	\$50
Residential Alterations	
0-500 sq. ft.	\$200
Over 500 sq. ft.	Add \$0.30 per sq. ft.
Permit Revision	\$50
Residential Accessory Structures	
Building Trade	\$150
Electrical Trade	\$75
Mechanical Trade	\$75
Plumbing Trade	\$75
Permit Revision	\$50
Non-Residential and Multi-Family Construction Cost Fees	
\$0.00-\$ 1,500	\$250
\$1,501-\$ 2,500	\$350
\$2,501-\$25,000	\$425
\$25,001-\$50,000	\$650
\$50,001-\$100,000	\$1,200
\$100,001-\$ 200,000	\$2,500
\$200,001-\$ 350,000	\$4,500
\$350,001-\$ 500,000	\$6,000
\$500,001-\$ 750,000	\$8,000
\$750,001-\$ 1,000,000	\$10,000
Over \$1,000,000	\$10,000 + 0.15% of each million or portion thereof

Fee Schedule



Development Services Fees (continued)

Description	Approved Fee FY2022-23
Non-Residential Plan Review Fee	
0-5,000 sf	\$150
5,001-10,000 sf	\$200
10,001-25,000 sf	\$250
>25,000 sf	\$300
Permit Revision	\$150
Non-Residential Permit Processing Fee	
0-5,000 sf	\$75
5,001-10,000 sf	\$100
10,001-25,000 sf	\$125
>25,000 sf	\$150
Temporary Use Buildings (Construction/Sales)	
Construction/Sales Trailer	\$150
Permit Processing	\$25
Plan Review	\$50
Permit Revision	\$50
Non-Residential Trade Fees	
HVAC / Water Heater Change Out	\$150
Generator Install	\$150
Building	\$150
Electrical	\$150
Mechanical	\$150
Plumbing	\$150
Permit Revision	\$50
Small Cell Wireless Facilities (Max 25 per application)	
5 Facilities or Less	\$100 per Facility
Additional Facilities over 5	\$50 per Facility
Technical Consulting Fee	\$500
Municipal Code Fees	
Code Enforcement Citation	As set forth in Town's Municipal Code
Temporary Right-of-Way Signs	\$25 per sign
Building Code Fees not included in the fee schedule or fees for unique situations will be referred to supervisory staff and subsequently to the Department Director for approval.	

Fee Schedule

Parks & Recreation Department

Description	Approved Fee FY2022-23
Park Land Dedication or Fees-in-Lieu Development Fees	
Single Family Detached	In lieu of land dedication a fee calculated pursuant to NCGS 160A-372(E) may be paid, at the discretion of the Town Council
Single Family Attached	In lieu of land dedication a fee calculated pursuant to NCGS 160A-372(E) may be paid, at the discretion of the Town Council
Multi-Family Attached	In lieu of land dedication a fee calculated pursuant to NCGS 160A-372(E) may be paid, at the discretion of the Town Council
25% Non-profit Rental Fee Discount for All Facilities (one time per fiscal year per qualifying nonprofit)	
A Holly Springs resident is defined as a person that lives within the municipal Town limits and pays Holly Springs taxes and/or Holly Springs utilities. A person living in the extra-territorial jurisdiction (ETJ) is considered to be a non-resident. A Holly Springs mailing address does not qualify as a resident.	
Parks and Recreation registration fees are based on the activity type and associated implementation costs. Cost may be contingent upon co-sponsorship.	
Processing Fee for activity refunds and transfers. No refund if registration fee is below \$15. Town cancelled activities will not be assessed a processing fee.	\$15
Processing Fee for rental amendments or schedule changes unless due to Town weather cancellations. Rentals must be rescheduled within 30 days of the original rental start date.	\$15 per occurrence
After-Hours Staffing Fee per hour for facility rentals (outside normal operating hours)	\$25/\$38
Room Set Up Fee for facility rentals	\$25/\$38
In Honor of / Memorial Tree Purchase with Personalized Plaque	\$200
In Honor of / Memorial Bench Purchase with Personalized Plaque	\$1,200
Annual Photography Permit (Valid 1 year)	\$100
To qualify for Non-profit facility rental fees, the organization must be physically located within the municipal town limits and provide a tax exempt certificate. Non-profit rates are available Monday-Friday from 8 AM until 2 PM. Note Non-profit rates are not available at all facilities.	
Youth Athletics	
Youth Athletic Fee, except Football, per Individual / Non Res Fee	\$60/\$90
Football Fee, per individual / Non Res Fee	\$80/\$120
Athletics Activity Late Fee, per Individual / Non Res Fee	\$10/\$15
Child Care Multi-child Fee Reduction	\$5
Scholarships (See Parks and Rec Policy - % dependent upon eligibility)	50% Discount
Adult Athletics	
Basketball Registration, per team (non res add \$20 per individual)	\$400
Volleyball Registration, per team (non res add \$15 per individual)	\$300
Softball Registration (non res add \$22.50 per individual)	\$450
Ultimate Frisbee Registration (non res add \$10 per individual)	\$200
Soccer Registration (non res add \$18 per individual)	\$350
Dodgeball Registration (non res add \$4 per individual)	\$75
Flag Football Registration (non res add \$22.50 per individual)	\$450
Kickball Registration (non res add \$5 per individual)	\$150
Adult Athletics Late Fee, per team	\$25

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2022-23
Before School/After School/Track Out/Summer Camp Programs	
After School Fee / Non Res Fee (per month)	\$120/\$180
Track Out Fee / Non Res Fee (weekly rate)	\$150/\$225
Track Out Session Rate / Non Res Fee	\$400/\$600
Before School Fee / Non Res Fee (per month)	\$100/\$150
Before and After School Fee / Non Res Fee (per month)	\$190/\$285
Summer Camp Fees – (per week)	
Basic Camp / Non Res	\$100/\$150
Non-refundable Registration Fee (After School, Before School & Track Out)	\$30
Late Payment/per day/per child (After school)	\$1
Late Pick Up Fee / per 15 minutes time	\$10
Multi-child Fee Reduction	\$5
Fitness Room (non-refundable)	
Daily Pass / Non Res Fee	\$10/\$15
Monthly Pass / Non Res Fee	\$30/\$45
3 Months (10% Discount)	\$81/\$122
6 Months (20% Discount)	\$144/\$216
Annual Pass / Non Res Fee	\$218/\$327
Membership discount available to Youth (age 13-21), Seniors (age 55+) and Military	20%
Replacement Cards	\$5
Family Memberships receive a 10% discount (includes all 3/6/12 multi-month memberships)	
Gymnasium (non-refundable)	
Age 12 and under Daily Gym Pass / Non Res Fee	\$2/\$3
Age 12 and under Gym 10 Visit Pass / Non Res Fee	\$10/\$15

Fee Schedule

Parks & Recreation Department (continued)	
Description	Approved Fee FY2022-23
Facility Rentals	
Program Rooms (1-5) See Parks & Recreation Policy Manual for Equipment Available for Rental	
Room Deposit	\$25
Rooms (1-5) Per Hour/Per Room	\$30/\$45
Non-Profit Groups Per Hour/Per Room (only on weekdays)	\$23
Community Room and Multipurpose Room (Up/Down)	
Room Deposit	\$50
Rental Per Hour / Non Res fee	\$40/\$60
Non-Profit Groups Per Hour	\$30
Kitchen: Pots, pans and/or utensils are not available. Refrigeration is not available. Must be rented in conjunction with the Community Room.	
Per Hour / Non Res Fee	\$10/\$15
Non-Profit Groups Per Hour	\$8
Gym: See Parks & Recreation Policy Manual for Gym equipment Available for Rental	
Gym Deposit	\$100
Rental Per Hour / Non Res Fee	\$40/\$60
Scoreboard/Clock Rental / Non Res Fee	\$25 + \$12/hr. for operator / \$38 + \$18/hr for operator
Picnic Shelters/Band Shell – Damage deposit of \$25 is required	
Half Day / Non Res Fee	40 max capacity: \$40/\$60 100 max capacity: \$60/\$90
Full Day / Non Res Fee	40 max capacity: \$75/\$113 100 max capacity: \$110/\$165
Athletic Fields – Natural Grass	
Damage deposit for fields with portable mounds	\$50
Natural Grass Field Rental Per Hour / Non Res Fee	\$40/\$60
Non-Peak Groups Per Hour (weekdays 8 am - 5 pm)	\$25
Lights (where available) / Non Res Fee	\$20/\$30
Baseball/Softball field prep (includes dragging, lining and laying out bases) / Non Res Fee	\$40/\$60
Temporary fence install (baseball/softball fields, excluding Ting Stadium)	\$100/\$150
Multipurpose field lining / Non Res Fee (excluding football)	\$50/\$75
Football field lining (no numbers)	\$200/\$300
Scoreboard/Clock Rental / Non Res Fee	\$25 + \$12/hr. for operator/ \$38 + \$18/hr for operator
HSHS Baseball field - per hour / Non Res Fee (Games have a minimum rental of 3 hours)	\$35/53
Tournament Rentals – Baseball/Softball Fields: Damage deposit of \$100 is required. EXCLUDES Ting BASEBALL STADIUM and HSHS Baseball	
Full wheel (4 fields) - per day	\$850
Field Preparation (per application)	\$40 per field
Score Tower Daily/Weekend Rate	\$360/\$720

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2022-23
Tennis Courts (1-hour minimum)	
Tennis Court Rental per hour / Non Res Fee	\$6/\$9
Turf Soccer Field Rates – Womble and Ting – Damage deposit of \$100 is required	
Field Preparation per field (excluding football)	\$50/\$75
Football field prep (no numbers)	\$200 / \$300
Hourly rental per quad / Non Res Fee	\$35/\$53
Hourly Lighting charge, per quad / per hour	\$15/\$23
Turf Soccer Tournament Rates – Womble or Ting Turf Fields – Damage deposit of \$100 is required	
Whole Complex, per day	\$1,365
Field preparation per field	\$50/\$75
Ting Baseball Stadium	
Deposit	\$300
Rental Event held in the parking lot (Hourly rate not available for events)	\$250 per section per day / \$25 per section per hour
Stadium Rental Early bird: Monday-Thursday prior to 12 PM Non-peak: Monday-Thursday 12 PM-5 PM Peak: Monday-Thursday 5 PM and after, Friday-Sunday all day	Early bird: \$72 per hour Non-peak: \$125 per hour Peak: \$200 per hour
Light Usage	\$50 per hour
Scoreboard (includes one staff member)	\$50 per hour
Additional Staff (Staffing Level Determined by HSPR Staff)	\$35/hour for FT staff; \$15/hour for PT staff
Clubhouse Rental (access available 1 hour prior and after rental time)	Single Game: \$150 per game Daily Rate: \$300 per day
Housekeeping Fee	\$50 per day
Cleaning Fee	3rd party fee

Fee Schedule

Parks & Recreation Department (continued)	
Description	Approved Fee FY2022-23
Food and Merchandise Vendor Fees (Tournaments & Special Events)	
Vendor Fee	\$100 per event
Electricity	\$30 per event
Small Event (0-4,999 expected attendees)	
Vendor Fee	\$25 - \$75 per event
Electricity	\$30 per event
Large Event (5,000+ expected attendees)	
Commercial food vendor	\$125 per event
ONLY Holly Springs non-profit food vendor	\$75 per event
Electricity (food vendors only)	\$30 per event
Vendor Fee	\$75 per event
Holly Springs Non-profit non-food vendor (A Holly Springs Non-Profit must have a 501(c) (3) certificate and be located within the corporate limits of Holly Springs)	\$0
Vendor Late Fee (HollyFest and July 5th)	\$15
Tree Fee (Tree Trail at Ting)	Market Rate
Event Sponsorship Packages (each event will specify what is included for each tier offered)	
Tier 1	\$100
Tier 2	\$250
Tier 3	\$500
Tier 4	\$1,000
Tier 5	\$1,500
Tier 6	\$2,000
Tier 7	\$2,500
Tier 8	\$3,000
Tier 9	\$3,500
Tier 10	\$5,000
Advertising/Signage Fees	
Baseball/Softball (excludes Ting Stadium)	
Field Advertisement Signs – per Field (4'x8')	\$500
Entrance Advertisement Signs – (4'x8')	\$750
Light Pole Banners – (72"x24")	TBD based upon design, number, color etc
Soccer Complex (Womble Park and Ting)	
Field Advertisement Signs – (4'x8')	\$500
Entrance Advertisement Signs – (4'x8')	\$750

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2022-23
Bass Lake Park & Retreat Center	
Conference Room	
Deposit (Required) / Min. 3 hour rental	\$300
Alcohol Deposit	\$300
Hourly Rental / Non Res Fee	\$77/\$116
Holly Springs Non-Profit Groups hourly fee (weekdays from 8 AM until 2 PM only)	\$53
Evening Conference Room Rental	
Deposit (Required)	\$100
M-TH conference room rental rate (includes room set up and A/V equipment for up to 3 hours of use)	\$185/\$278
Deck Rental	
Deposit (Required)	\$100
Hourly Rental	\$30/\$45
Holly Springs Non-Profit Groups hourly fee (weekdays from 8 AM until 2 PM only)	\$23
Packages	
Bass Lake Birthday Party Package / Non Res Fee per hour (\$50 deposit)	\$154/\$231
Weekend Wedding Package / Non Res Fee	\$2,200/\$3,300
4 Hour Wedding Package / Non Res Fee (\$200 Deposit) Sunday-Thursday Only	\$325/\$488
Weekday Business Package / Non Res Fee	\$275/\$413
Weekday Business Package – Deck / Non Res Fee (\$25 deposit)	\$110/\$165
Extra Fees	
Daily Audio/Video Equipment / Non Res Fee	\$35/\$53
Bass Lake Building and Deck Lights	
Light set up for rentals prior to evening events	\$100/\$150
Boats & Canoes	
Canoe or Boat Hourly Rental	\$7
Hourly Motor Rental (in conjunction with a boat rental)	\$12
Summer Camp Fees	
Specialty Camp per week	\$175/\$263

Fee Schedule

Parks & Recreation Department (continued)

Description	Approved Fee FY2022-23
Sugg Farm at Bass Lake	
Event Deposit	20% of rental fee
General Event	\$2,500
General Event - Extra Day	\$825
Per Extra Day – Set-up or Breakdown	\$413
5K Race Rental (Includes one day for set up)	\$1,000
5K Race Rental Extra Day	\$330
5K Race Rental Extra Day for Set Up or Break Down	\$165
High School Cross Country Weekend Meet	\$500
High School Cross Country Team Charge for Practices and Weekday Meets (Team who participate in 2 or more meets or practices per Fall season)	\$150
Greenway Fees (extra fees may apply depending upon need)	
Womble Park (per event) rental / non-resident	\$250/\$375 per event
5K - 10K Race event (does not include park rental)	\$1,000
11K - 20 K Race event (does not include park rental)	\$1,850
Half Marathon rental (12 month lead time required, does not include park rental)	\$2,500
Marathon rental (12 month lead time required, does not include park rental)	\$4,625
Portable Stage Rental	
Deposit	\$50
Rental fee	\$200
Extra day fee	\$50
Hay Wagon Rental	
Deposit (per wagon)	\$50
Hourly Rental fee (2 hour minimum)	\$150 per hour

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2022-23
Cultural Center	
Room Rental - 2 hour minimum	
Room Deposit (per room)	\$50
Hourly Fee per room / Non Res Fee	\$30/\$45
Hourly Non-Profit Group Fee	\$23
Hourly Kitchen (Rm #126) / Non Res Fee	\$10/\$15
Hourly Non-Profit Group Fee	\$8
Alcohol Deposit	\$100
Hourly Bartender Fee	\$25/\$28
Theatre Rentals (Private Events) - 3 hour minimum	
Theater Deposit	\$100
Hourly Theatre Fee (private events, recitals, special events) / Non Res Fee	\$125/\$188
Hourly Non-Profit Group Fee (weekdays from 8 AM until 2 PM only)	\$94
Hourly Technical Staffing Fee (per employee) / Non Res Fee	\$30/\$45
Performance Groups/Rentals Ticketing Services	20% of net ticket sales (after taxes)
Dance Floor Rental/Non Res Fee (one setup/breakdown)	\$60/\$90
Backline Equipment Usage Fee (set up/take down included)	\$75/\$113
Cultural Center Outdoor Venue	
Hourly Springs Outdoor Stage Fee / Non Res Fee	\$50/\$60 per hour
Hourly Non-Profit Group Fee (weekdays from 8 AM until 2 PM only)	\$38
Daily Springs Outdoor Stage Package / Non Res Fee (8 hour block)	\$200/\$300 per day (8 hour block)
Daily Non-Profit Groups (8 hour block)	\$150 per day (8 hour block)
Hourly Technical Staffing Fee (per employee) / Non Res Fee	\$30/\$45
Daily Outdoor sound system rental fee (does not include Technical Staffing Fee) - Within Town Limits	\$400 per day

Fee Schedule

Parks & Recreation Department (continued)	
Description	Approved Fee FY2022-23
Farmers Market (Traditional Season)	
Vendor – Weekly	\$210
Vendor – Alternative A/B Week Schedule	\$150
Vendor – Daily/Substitute	\$20
Vendor – Seasonal Produce	\$60
Little Sprouts Vendor – Daily	\$25
Farmers Market (Winter Season)	
Winter Vendor – Full Season	\$150
Winter Vendor – One Saturday per month	\$85
Winter Vendor – daily/substitute	\$20
Annual Farmers Market	
Vendor – Extended Season Weekly	\$360
Vendor – Extended Season Alternative A/B Week Schedule	\$220
Farmers Market General Fees	
Electricity	\$25/season
Each Additional Booth Space or Produce/Meat Vendor Vehicle	50% of regular booth fee/additional space
Night Market Vendor Fee	\$10

Fee Schedule



Water Quality Lab Fees

Any analysis that the Town's Environmental compliance Laboratory is not certified to perform will be billed to the business or industry at the Town's cost plus 10% handling fee.

Description	Approved Fee FY2022-23
Permit Application	\$500
Permit Renewal	\$250
Permit Modification	\$250
Annual Administrative Fee	\$250
Lab Analysis Fees	
Biological Oxygen Demand (BOD)	\$35
Total Suspended Solids (TSS)	\$12
Ammonia	\$20
Total Phosphorus	\$35
Conductivity / pH	\$6 each
Fecal Coliform	\$40
Total Coliform	\$45
Dissolved Oxygen	\$6
Orthophosphorus	\$35
Total Nitrogen	\$40
Site Visit	\$100
Sampler Rental Fee	\$75 per day
Pretreatment Surcharge Rates: (surcharges will be based upon monthly reported averages that occur above the concentration limit)	
Biological Oxygen Demand (BOD)	\$0.80 per lb. when exceeding 300 mg/l
Ammonia	\$2.00 per lb. when exceeding 25 mg/l
Total Suspended Solids (TSS)	\$0.60 per lb. when exceeding 300 mg/l
Total Nitrogen	\$1.35 per lb. when exceeding 45 mg/l
Total Phosphorus	\$3.09 per lb. when exceeding 6 mg/l
Fat, Oils and Grease Program Violation Fees	
Grease Interceptor Not Maintained – Notice of Violation (NOV)	\$100
Grease Interceptor Missing Components – NOV	\$100
Food Serve Establishment with no Grease Interceptor/unapproved grease interceptor – NOV	\$100
Failure to implement expected action from NOV – Second NOV	\$250
Failure to implement expected action from second NOV (Third NOV)	Utility Service suspended with \$500 reconnection fee

Fee Schedule

Fire Department Fees

Description	Approved Fee FY2022-23
Fire Prevention and Miscellaneous Permit/Inspection Fees	
Fire Prevention/Misc	\$100
Commercial Burn	\$100
Blasting Permit	\$50
Fixed Fire Suppression Systems	\$50
Fuel Storage	\$75 per Tank
Water Supply (Hydrant Placement)	\$100
After Hours Inspections (2 business day notice)	\$125/hr, min 2 hrs if directly after work hours; \$125/hr, min 3 hrs if Inspector has to leave home
Reinspection Fee	\$75
Fire Prevention Permit / Inspection Fees (Shell, New Building, Fit-up, Multi-Family)	
0-5,000 SF	\$150
5,001-10,000 SF	\$200
10,001-25,000 SF	\$250
>25,001 SF	\$300
Fire Alarm & Fire Sprinkler Permit / Inspection Fees	
0-5,000 SF	\$150
5,001-10,000 SF	\$200
10,001-25,000 SF	\$250
>25,001 SF	\$300
Fire Prevention and Miscellaneous Plan Review Fees	
Fire Prevention/Misc	\$50
Commercial Burn	\$100
Blasting Permit (30 / 90 Days)	\$100 / \$200
Fixed Fire Suppression Systems	\$100
Plan Review Revision	\$50
Fuel Storage	\$100
Residential Subdivision Site	\$100
Express Review	\$250
Express Re-Review	\$100

Fee Schedule



Fire Department Fees (continued)

Description	Approved Fee FY2022-23
Fire Prevention Plan Review Fees (Shell, New Building, Fit-up, Multi-Family)	
0-5,000 SF	\$150
5,001-10,000 SF	\$200
10,001-25,000 SF	\$250
>25,000 SF	\$300
Plan Review Revision	\$150
Fire Alarm & Fire Sprinkler Plan Review Fees	
0-5,000 SF	\$150 + \$2.00 per Device/Head
5,001-10,000 SF	\$200 + \$2.00 per Device/Head
10,001-25,000 SF	\$250 + \$2.00 per Device/Head
>25,000 SF	\$300 + \$2.00 per Device/Head
Plan Review Revision	\$150
Fire Department Fees not included in the fee schedule or fees for unique situations will be referred to supervisory staff and subsequently to the Department Director for approval.	

Fire Department Periodic Inspection Fees								
Square Feet	1-2,500	2,501-5,000	5,001-10,000	10,001-25,000	25,001-50,000	50,001-100,000	100,001-500,000	500,001-Plus
Inspection Fee	\$35	\$50	\$65	\$80	\$100	\$125	\$165	\$250
1st Re-inspection	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee	No Fee
2nd Re-inspection	\$75	\$75	\$75	\$75	\$75	\$75	\$75	\$75
3rd Re-inspection	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Subsequent 1st Offense	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Subsequent 2nd Offense	\$200	\$200	\$200	\$200	\$200	\$200	\$200	\$200
3rd Subsequent Offense	\$500	\$500	\$500	\$500	\$500	\$500	\$500	\$500

Police Department Fees

Description	Approved Fee FY2022-23
Golf Cart Registration and Inspection Fee	\$50
Golf Cart Registration Renewal and Re-inspection Fee	\$20 Annually
Road Race Application Fee	\$150

Fee Schedule

Miscellaneous Fees

Description	Approved Fee FY2022-23
Vehicle, Equipment & Labor Hourly Charges	
Backhoe	\$50
Pickup Truck	\$30
Dump Truck	\$45
Police Vehicle	\$25
Other Town Vehicles	\$15
Other Town Equipment	\$25
Traffic/Street Sign Installation and Replacement Fees	
U-Channel post 10'	\$30
U-Channel post 12'	\$33
Sign Brackets	\$6
Street sign 6" x 30"	\$35
Street sign 6" x 36"	\$35
Street sign 6" x 42"	\$35
Street sign 6" x 48"	\$35
Street sign 6" x 54"	\$35
Street sign 9" x 30"	\$40
Street sign 9" x 36"	\$40
Street sign 9" x 42"	\$40
Traffic signs 12" x 18"	\$42
Traffic signs 18" x 24"	\$52
Traffic signs 30" x 30" (Octagon)	\$85
Decorative Combo Assembly	\$930
Decorative Stop Assembly	\$565
Decorative Speed Limit Assembly	\$565
Labor Charges	
Department Head	\$50
Supervisor	\$40
Technician	\$30
Police Chief/Command Staff	\$75
Police Supervisor	\$55
Police Officer	\$35
Public Information Fees	
Candidate Filing Fee	\$50
Solicitor/Peddler Permit	\$25
Irrigation Permit	\$50

Fee Schedule



Miscellaneous Fees (continued)

Description	Approved Fee FY2022-23
Paper Copies	
8 1/2 x 11 (per side)	\$.10 per page
8 1/2 x 14 (one/two side)	\$.10 per page
11 x 17 (one/two side)	\$.20 per page
Electronic Files	
CD Rom or Flash Drive	\$10 each
Envelopes	
Letter Size	\$.04 each
6 x 9 Kraft	\$.10 each
9 x 12 Kraft	\$.14 each
10 x 13 Kraft	\$.16 each
Postage	
Postage	Actual Postage
Certified Copies	
Eligible Paper Documents Only	\$.35 per order, + cost of copies
Cemetery Fees	
Cemetery Plot - 5 x 10 Plot - Resident	\$925 each \$1,375 for 2 \$2,175 for 4
Cemetery Plot - 5 x 10 Plot - Non Resident	\$1,175 each \$1,675 for 2 \$3,175 for 4
Administrative Grave Opening Fee	\$75 per plot
Bid Documents	
Purchased	TBD per project
Mailed	TBD per project



Fiscal Policy



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 <p>Holly Springs, N.C.</p>	FN-11 Fiscal Policy Guidelines
	Prepared By: Mary Hogan
	Dept./Title: Finance
Administrative Rules	Date Approved: June 4, 2019
	Effective Date: July 1, 2019
	Supersedes Old #: FN-10
	Old Effective Date: Oct. 2, 2012

Fiscal Policy Guidelines – Objectives

This fiscal policy is a statement of the guidelines and goals that will influence and guide the financial management practice of the Town of Holly Springs, North Carolina. A fiscal policy that is adopted, adhered to, and regularly reviewed is recognized as the cornerstone of sound financial management. Effective fiscal policy:

- Contributes significantly to the Town's ability to insulate itself from fiscal crisis;
- Enhances short term and long term financial credit ability by helping to achieve the highest credit and bond ratings possible;
- Promotes long-term financial stability by establishing clear and consistent guidelines;
- Promotes the view of linking long-run financial planning with day to day operations; and
- Provides the Town Council, citizens, and the Town's professional management a framework for measuring the fiscal impact of government services against established fiscal parameters and guidelines.

To these ends, the following fiscal policy statements are presented.

Capital Improvement Budget Policies

1. The Town will prioritize all capital improvements in accordance with a capital improvement program.
2. The Town will develop a five-year plan for capital improvements and review and update the plan annually.
3. The Town will coordinate development of the capital improvement program with development of the operating budget.
4. The Town will use intergovernmental assistance to finance only those capital improvements that are consistent with the capital improvement plan and Town priorities.
5. The Town will maintain all its assets at a level adequate to protect the Town's capital investment and to minimize future maintenance and replacement costs.
6. The Town will identify the estimated costs and potential funding sources for each capital project proposal before it is submitted for approval.
7. The Town will attempt to determine the least costly and most flexible financing method for all new projects.

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Fiscal Policy



Debt Policies

General

1. The Town will confine long-term borrowing to capital improvement or projects that cannot be financed from current revenues except where approved justification is provided.
2. The Town will utilize a balanced approach to capital funding utilizing debt financing, draws on capital reserves and/or fund balances in excess of policy targets, and current-year (pay-as-you-go) appropriations.
3. When the Town finances capital improvements or other projects by issuing bonds or entering into capital leases, it will repay the debt within a period not to exceed the expected useful life of the project. Target debt ratios will be annually calculated and included in the review of financial trends.
4. Where feasible, the Town will explore the usage of special assessment, revenue, or other self-supporting bonds instead of general obligation bonds.
5. The Town will retire tax anticipation debt, if any, annually and will retire bond anticipation debt within six months after completion of the project.

Tax Supported Debt

6. Net debt as a percentage of total assessed value of taxable property should not exceed 2.5%. Net debt is defined as any and all debt that is tax-supported.
7. The ratio of debt service expenditures as a percent of total governmental fund expenditures should not exceed 15% with an aggregate ten-year principal payout ratio target of 55% or better.

Reserve Policies

1. Unassigned Fund Balances will mean funds that remain available for appropriation by the Town Council after all commitments for future expenditures, required reserves defined by State statutes, and previous Council designations have been calculated. The Town will define these remaining amounts as "available fund balances."
2. Available fund balances at the close of each fiscal year should be targeted range between 20-25% of General Fund expenditures with a minimum of 20%. Reserves beyond 20% of the Total Annual Operating Budget of the Town may be used for one-time use.
3. The Town Council may, from time-to-time, appropriate available fund balances below the 20% policy for the purposes of a declared fiscal emergency or other such global purpose as to protect the long-term fiscal security of the Town of Holly Springs. In such circumstances, the Council will adopt a plan to restore the available fund balances to the policy level within 36 months from the date of the appropriation. If restoration cannot be accomplished within such time period without severe hardship to the Town, then the Council will establish a different but appropriate time period.

Budget Development Policies

1. The Town will develop the Annual Budget in conjunction with a stated program of performance objectives and measures with which to gauge progress toward meeting those objectives.
2. Water and sewer rates will be established at the appropriate level to enable the related funds to be self-supporting. In addition water and sewer rates will be established to maintain compliance with Revenue Bond Covenants.
3. One-time or other special revenues will not be used to finance continuing Town operations but instead will be used for funding special projects.
4. The Town will pursue an aggressive policy seeking the collection of delinquent utility, license, permit and other fees due to the Town.
5. The Town Council will receive a financial report at the end of each quarter showing year-to-date revenues and expenditures and comparing each amount to the budget as amended.
6. Budget amendments will be brought to the Town Council for consideration as needed. A monthly budget amendment report will be brought to the Town Council for all prior month budget amendments.
7. The Budget Officer may transfer amounts of expenditures between departments or between funds in the budget. The Budget Officer may transfer amounts up to fifteen thousand dollars (\$15,000) between departments of the same fund without prior Council Action. The Budget Officer may transfer up to fifteen thousand dollars (\$15,000) between funds without prior Council Action.

Fiscal Policy

Cash Management and Investment Policies

1. It is the intent of the Town that public funds will be invested to the extent possible to reduce the need for 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 Town funds will be in accordance with N.C.G.S. 159.
2. The Town will use a Central Depository to maximize the availability and mobility of cash for all funds that can be legally and practically combined.
3. The Town may deposit Town Funds into: Any Board approved Official Depository, if such funds are secured in accordance with NCGS-159 (31). The Town may invest Town 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.
4. Investment of the Town will be diversified to eliminate the risk of loss as a result of over concentration of securities in a specific issuer, class of securities, or maturity sector.
5. Investment income will be allocated to each participating fund or account based on a fair and equitable formula determined by the Finance Director.

End of Administrative Rule No. FN-11

Approved by the Holly Springs Town Council, this, the 4th day of June, 2019.




Linda C. McKinney
Linda McKinney, Town Clerk



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Glossary

Accrual Basis of Accounting (or Full Accrual).

Accounting method that recognizes revenues in the accounting period in which they are earned and become measurable.

Ad Valorem Tax.

A property tax levied according to assessed value.

Annual Budget.

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

Appropriation.

The amount budgeted on a yearly basis to cover projected expenditures which have been legally authorized by the Town Council.

Assessed Valuation.

The value real estate or personal property as determined by tax assessors and used as a basis for levying taxes.

Assessment.

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

Audit.

An independent evaluation of the accuracy of the Town's financial statements, practices, and internal controls designed to ensure compliance with generally accepted account principles.

Balanced Budget.

Budget in which planned expenditures equal anticipated revenues. North Carolina state law requires municipalities to adopt a balanced operating budget.

Budget.

A plan covering a fiscal year which projects expenditures for providing services and revenues to finance them. The Town's adopted budget is the official expenditure policy of the Town Council and an effective tool for managing Town operations. The budget is the legal instrument by which Town funds are appropriated for specific purposes and by which Town government positions are authorized. N.C. General Statutes require the budget to be balanced.

Budget Amendment.

A legal procedure used by Town staff and Council to revise a budget appropriation.

Budget Document.

A formal document presented to the Town Council containing the Town's financial plan for a fiscal year. The Budget document is presented in two phases, proposed and final, the latter of which reflects the budget as adopted and approved by the Town Council.

Budget Message.

A written overview of the proposed budget from the Town Manager to the Mayor and Town Council which discusses the major budget items and the Town's present and future financial condition.

Budgetary Control.

The control or management of a government in accordance with an approved budget to keep expenditures within the limitations of available appropriations and revenues.

Capital Outlay.

Expenditure resulting in the acquisition of or addition to the Town's general fixed assets costing more than \$5,000 and having a useful life of greater than three years.

Community Investment Plan (CIP).

A long-range plan of proposed capital improvement projects, which includes estimated project costs and funding sources that the Town expects to carry out over a five-year period. The program is updated annually to reassess capital needs and for the preparation of the capital budget.

Contingency.

An appropriation of funds to cover unanticipated events that may occur during the fiscal year. Transfers from this line item must be approved by Town Council. North Carolina General Statutes require that the contingency amount be limited to 5% of the other appropriations within a respective fund.

Deficit.

An excess of expenditures over revenues or expense over income.

Encumbrances.

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

Enterprise Fund.

A fund which accounts for the operations that are financed from user charges and whose operation resembles a business.

Expenditures.

Outflows of net financial resources. They include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements, and shared revenues.

Fiscal Year (FY).

A twelve month period (July 1 through June 30) to which the annual operating budget applies and at the end of which an assessment is made of the Town's financial condition and performance of its operations.

Glossary



Franchise Tax.

A tax levied on the gross sales of Public Utilities. Such taxes were assessed by the state as a function of permitting the respective utilities to do business in the state of North Carolina. Such taxes are shared between the state and its municipalities according to the respective ratio of gross sales within those jurisdictions.

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 attain certain objectives in accordance with set laws and regulations (i.e. General Fund).

Full-Time Equivalent (FTE).

An acronym used to describe the number of approved positions by Town Council with provided benefits. One FTE equals 2080 hours per year per permanent position.

Fund Balance.

The difference between fund assets and fund liabilities of the governmental unit.

Government Finance Officers Association (GFOA)

The Government Finance Officers Association is a professional association of approximately 19,000 state, provincial, and local government finance officers in the United States and Canada.

Governmental Fund.

A fund which accounts for the operations that are tax-base supported and provide general government activities.

General Fund.

A fund which provides for the accounting of all financial resources except those designated to other funds. Most of the basic government services, such as police, fire, sanitation, or street maintenance are accounted for in this fund.

Grants.

A contribution or gift in cash or other assets from another government to be used for a specific purpose. For example, a grant from the State of North Carolina for the construction of a major highway.

Interest and Penalties on Taxes.

Uncollected interest and penalties on ad valorem taxes.

Intergovernmental Revenues.

Revenues from other governments (state, federal, local) which can be in the form of grants, shared revenues, or entitlements.

Levy.

The amount of tax, service charges, and assessments imposed by a government.

Non-operating Expenses.

Expenses which are not directly related to the provision of services such as debt service.

Non-operating Revenues.

Revenues which are generated from other sources (i.e. interest income) and are not directly related to service activities.

Operating.

Those costs, other than personnel and capital outlay, which are necessary to support the day-to-day operation of the Town. Includes items such as telephone charges, utilities, office supplies, advertising, travel, and printing.

Pay-As-You-Go (PAYGO).

Is a strategy for financing large or capital expenditures with funds that are currently available rather than borrowing.

Personnel.

Expenditures for salaries and fringe benefits including merit increases, social security, retirement, health insurance, life insurance, 401 (k), and other employee benefits.

Policy.

A definite course or method of action in light of given conditions to guide and determine present and future decisions.

Powell Bill Funds.

Funding from state-shared gasoline tax which is restricted for use on maintenance of local streets and roads.

Property Taxes.

Taxes levied on both real and personal property according to the property's valuation and tax rate.

Proprietary Fund.

A fund which accounts for the operations that are business-like interactions.

Reclassification.

Change in a position title and/or the associated pay range based on changes in the job skills required for a given position

Reserve.

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

Revenue.

Inflows of financial resources that increase the fund balance account. Expenditure refunds, interfund transfers, and debt proceeds are not considered revenues.

Glossary

Surplus.

The amount by which revenues exceed expenditures.

Tax Rate.

The amount of tax stated in terms of a unit of the tax base

Village District Area Plan (VDAP).

A plan for the development and zoning of the related zoned “Village District” predominately in the downtown area.



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