



Fiscal Year 2023-2024 Annual Operating Budget & Community Investment Plan Approved Budget

www.hollyspringsnc.gov



This page left intentionally blank



Town of
**HOLLY
SPRINGS**
North Carolina

www.hollyspringsnc.gov

Fiscal Year 2023-2024

Annual Operating Budget and Community Investment Plan

Approved Budget



Randy J. Harrington
Town Manager

Corey J. Petersohn
Budget Director



This page left intentionally blank

Table of Contents

Town of Holly Springs, North Carolina, Annual Operating Budget and Community Investment Plan Fiscal Year 2023-2024

Distinguished Budget Presentation Award.....	3
Introduction	
Town Council.....	7
History of Holly Springs	9
Community Profile	11
Boards & Committees.....	15
Town Administration	17
Organization Chart.....	19
Budget Process	21
Budget Message	25
Budget Ordinance.....	33
Strategic Plan	41
Budget Summary.....	69
General Fund	89
Utility Fund.....	111
Stormwater Fund.....	123
Special Revenue and Debt Service Funds	131
Community Investment Plan (CIP).....	137
Salary & Position List	
Salary Schedule.....	183
New Positions.....	184
Reclassification	185
Position Titles By Grade	186
Position List.....	194
Fee Schedule.....	201
Fiscal Policy	231
Glossary	237



This page left intentionally blank



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, 2022

Christopher P. Morrell

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.



This page left intentionally blank



Introduction



This page left intentionally blank

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

Danielle Hewerton

Appointed Term: 1/2023 to 12/2023

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.



This page left intentionally blank

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.

Continued next page

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

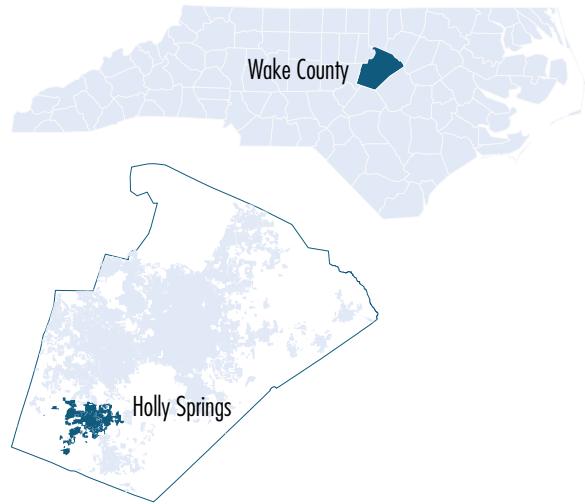


Parrish Womble

Community Profile

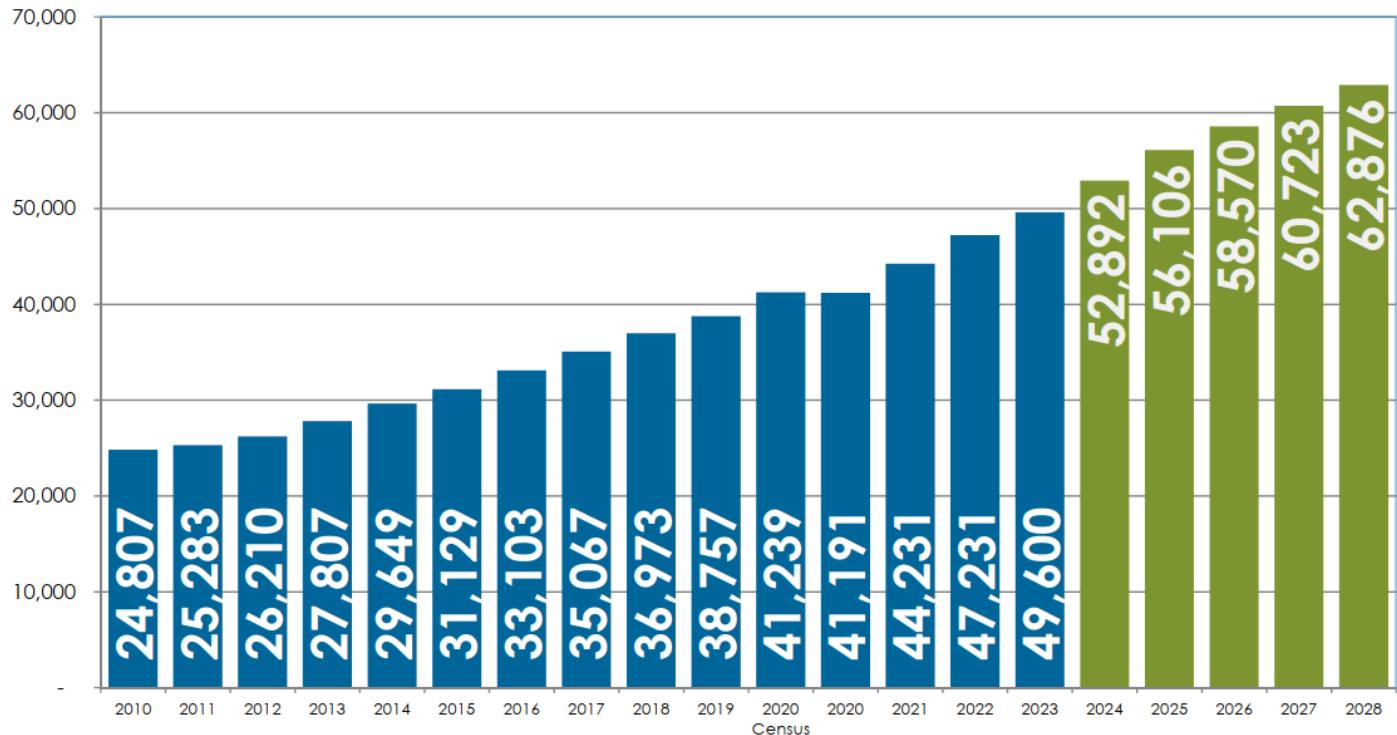
**Holly Springs is the 5th largest town in Wake County
and the 23th largest town in N.C.**

Population: 49,600 (2023 estimated)
 Land Area: 19.65 sq. miles
 Median Household Income: \$120,229
 Education: 95.5% High School Graduates
 Higher Education: 61.1% have earned
 Bachelor's degree or higher
 Average Home Tax Value: \$375,475
 Home Ownership Rate: 81.7%



Town of Holly Springs 5-Year Population Projections

Prepared by Development Services
Updated July 17, 2023



Population Estimates based upon total Certificates of Occupancy issued for Fiscal Year Ending - June 30
 Population Projections based upon: 662 SF certificates of occupancy each year for 2024 - 2028 plus anticipated multi-family units
 Years 2021 - 2028 are initial estimates subject to revision following full 2020 Census data release

■ Holly Springs Population Projections

■ Holly Springs Population Estimate

Community Profile



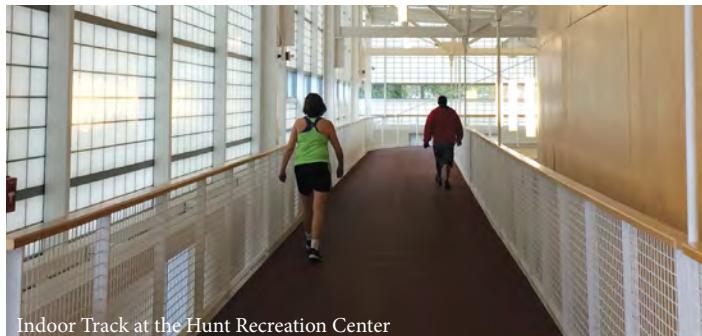
GOVERNMENT

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, Wild About Nature, Hollyfest (an annual Town festival), National Night Out, Bass Lake Day, Community Arts Festival and Holiday 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.



Tennis at Ting Park



July 4th Celebration at Sugg Farm



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)





This page left intentionally blank

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

Conducts public hearings and renders rulings on variances from the Town's zoning regulations, appeals to zoning decisions made by the Department of Planning and Zoning staff, and appeals of determinations made by the Environmental Appeal Committee.

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.

Land Use Advisory Committee

Comprised of the Town Manager; Assistant Town Manager; Directors of Utilities and Infrastructure, Parks and Recreation, Economic Development, Development Services; and representatives from the Town Council and Planning Board. The Land Use Advisory Committee assists Development Services in the interpretation, enforcement, or application of the Unified Development Ordinance (UDO) and advises the director on suggested or proposed amendments to the UDO.

Parks & Recreation Advisory Committee

Advises the Town Council and the Parks and Recreation Department.

Tree Advisory Committee

Aids 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 tree replacement, maintenance, and preservation.

Police-Community Advisory Group

Provides for community dialogue and understanding with the Police Department. Topics of discussion include resident, business, and neighborhood concerns; regional and local crime trends; and awareness of police training, standards, and policies.



This page left intentionally blank

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

Tina Stroupe

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

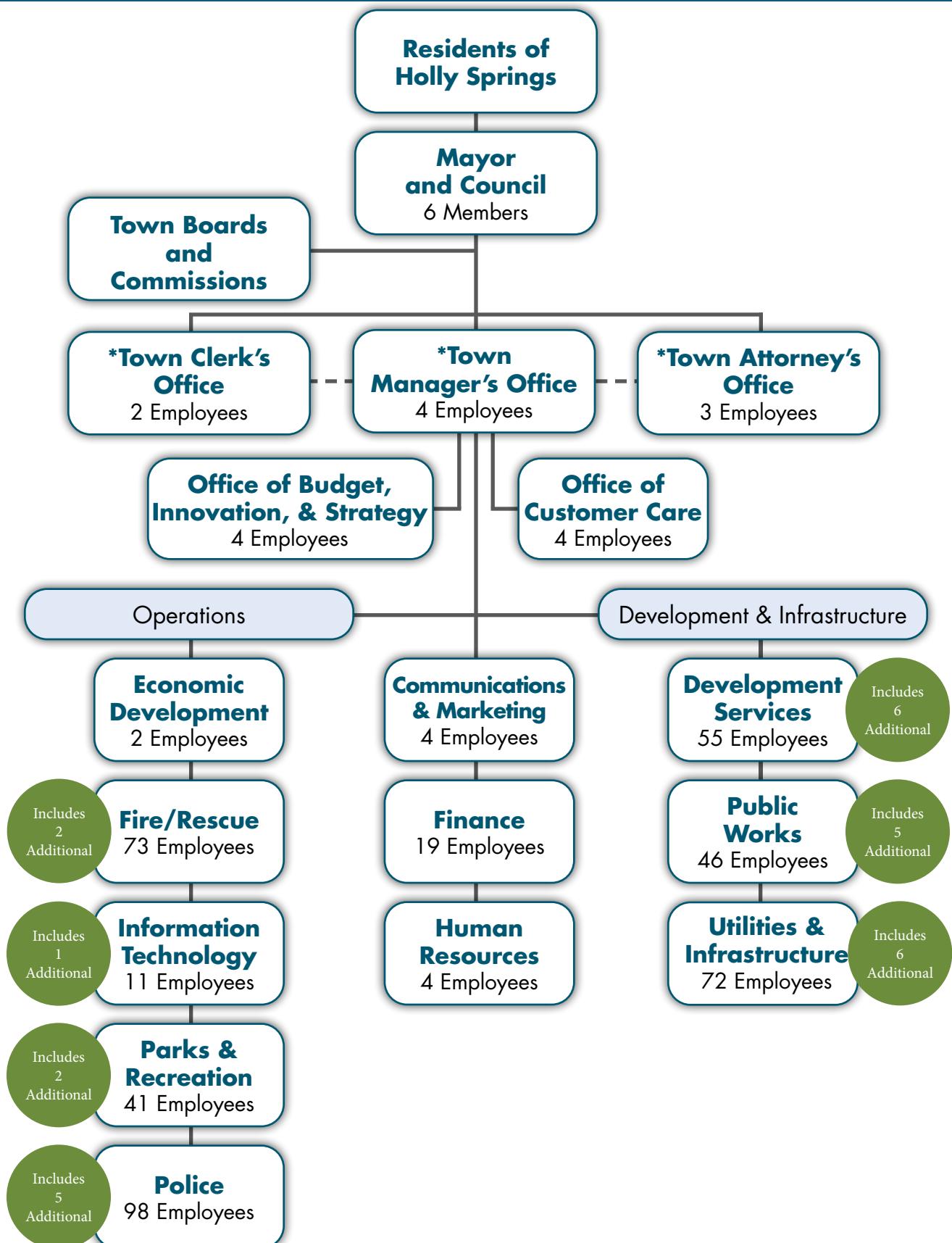
Utilities & Infrastructure



This page left intentionally blank

Organization Chart

Full-Time Positions (Recommended)



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



This page left intentionally blank

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 Budget Office	November 28, 2022
Department CIP Meetings with Town Manager	December 5-9, 2022
Operating Budget Kickoff	January 9, 2023
Base Budget Review with Departments	January 9-13, 2023
Fee Schedule Changes Submitted to Budget Office	January 27, 2023
Departments Submit New Requests and Revenue Projections	February 17, 2023
Department Budget Meetings with Town Manager	March 1-10, 2023
Town Manager's Recommended Budget Presentation	May 9, 2023
Budget Public Hearing	May 16, 2023
Budget Workshop	May 23, 2023
Scheduled Adoption of Budget	June 6, 2023

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.



This page left intentionally blank



Budget Message



This page left intentionally blank

Budget Message

Fiscal Year 2023-2024

Fiscal Year 2023-24 Manager's Budget Message

May 9, 2023

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) 2023-24 Operating Budget and Community Investment Plan (CIP).

The recommended budget totals \$93,793,738, a 6% increase from the adopted FY 2022-23 budget. Of this, the General Fund represents \$54,359,413, a 7% 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 \$7.5 billion in FY23 to \$7.9 billion, a 5.7% increase over the prior year. The budget maintains the current property tax rate at 42.16 cents per \$100 valuation. Water and sewer rates are projected to increase by 15% for the average residential water user, or \$9.82/month. Twenty-seven new positions are recommended and reflect continued service demand growth.

This budget recommendation achieves three key elements: 1) secures the Town's future water supply and wastewater treatment capacity, 2) invests in a healthy and active community, and 3) strengthens the Town's emergency preparedness and capabilities to quickly respond to emergency 9-1-1 calls.

A BUDGET GUIDED BY TOWN COUNCIL STRATEGY

The budget was developed using Council's five strategic priorities (see graphic) as the foundation for creating positive community impact and value for residents and businesses. Key updates to the Strategic Plan included the removal of 11 initiatives that are now completed or fully incorporated into Town operations and the addition of eight new initiatives related to reducing the Town's energy consumption, use of hybrid/electric light-duty vehicles, yard waste, future fire station locations, and housing affordability.



SECURING THE TOWN'S FUTURE WATER SUPPLY AND WASTEWATER TREATMENT CAPACITY

Water is a scarce resource, and it is the lifeblood of any growing community. I believe that communities that make forward looking utility investments today will be the ones that succeed the most in quality of life and job growth in the future. This budget recommendation puts the Town on a strong and necessary investment footing to ensure that we can meet the water needs of today and the community and business growth opportunities in the future. In 2019 Town Council adopted a new Land Use and Character Plan that projected water and sewer needs decades into the future as the Town achieves full build-out. A third-party expert estimated in the Plan a need for Holly Springs to expand water treatment capacity to 15.47 MGD and wastewater treatment capacity to 12.71 MGD. This budget includes the investment funding required to achieve sustainable, resilient, and safe levels of water and wastewater capacity.

The Town's primary water source derives from Harnett County and the Cape Fear River (up to ten MGD). The Town also possesses additional water rights to access up to two MGD from Lake Jordan, if needed in the future. Additional water connections are available with Fuquay-Varina, Apex, and Cary for emergency situations and resiliency purposes.

The City of Sanford and Towns of Fuquay-Varina, Holly Springs, and Pittsboro are engaged in a projected \$237.3 million partnership to expand the City of Sanford's water treatment facility (Holly Springs' allocated cost portion is \$49.3 million). Additionally, plans have the Towns of Fuquay-Varina and Holly Springs partnering to construct a currently estimated \$118 million 14-mile water conveyance line from the City of Sanford to our two communities (Holly Springs' allocated cost portion is \$45 million).

Budget Message

Fiscal Year 2023-2024



Additional wastewater treatment capacity is also required given current projections that the Town could reach its limits by 2027. Two investment phases are envisioned. Phase I will increase current treatment capacity from 6 MGD to 8 MGD by 2027. This investment is currently estimated at \$116.2 million. Phase II will occur in the early 2030s and take the 8 MGD capacity to 14 MGD.

Water and Sewer Fee Impact – These and other utility investments over the next five years total close to \$300 million. A combination of pay-as-you-go cash and Revenue Bonds are proposed to fund these critical investments. The impact to rate payers is significant and represents a strong investment for our community. Across the board, the volumetric user rate increase is recommended at 15% (along with two additional years of 15%-16% increases before falling into several years of 6%-7% increases, as projected by the Town's utility rate feasibility consultant). For the typical homeowner, total monthly water and sewer rates and charges are projected to increase 15%, or \$9.82/month for a total projected monthly bill of \$75.20. Despite these rate increases, the town's rates remain very competitive and the typical residential homeowner's monthly total bill is projected to remain near the State average according to UNC School of Government data.

INVESTING IN A HEALTHY AND ACTIVE COMMUNITY

As part of the 2021 Community Satisfaction survey, residents ranked the quality of town parks and greenways as one of the top three areas that they felt should receive the most emphasis by the Town over the next two years. Reflecting this community sentiment, the governing body recently approved placing a **\$100 million Parks Bond on the November 2023 ballot** to develop a 55.9-acre park on Cass Holt Road. The 55.9-acre park is envisioned to include a four-court recreation center with various workout amenities, an outdoor kids splashpad, pickleball courts, turf fields, outdoor basketball, picnic areas, walking trails, fishing, and other active and passive amenities. Several other smaller improvements are also envisioned to be funded by the Parks Bond and could include outdoor basketball courts at Womble Park, improvements to the baseball dugouts at Womble Park, new seating in the Cultural Center Theater, Sugg Farm program pavilion with restrooms, and greenway additions. If approved by voters in November 2023, the Town's independent financial advisor has indicated a preliminary, estimated need for a 5-cent property tax rate increase to pay the associated 20-year General Obligation debt service on the various park investments. A final tax rate analysis and determination will be made in May 2024 as part of the Fiscal Year 2024-25 recommended budget.

ELEVATING EMERGENCY 911 RESPONSE CAPABILITY AND EMERGENCY PREPAREDNESS

Public Safety is a top priority for the Town, and carries a high expectation from our residents and businesses. This budget recommends several key public safety investments designed to invest in the latest 9-1-1 call center technology to ensure staff have the right tools and equipment to swiftly respond to emergency needs, elevate the Town's preparedness for emergencies and disasters, and elevate policies and best practices within the Fire Department. Highlights include:

- **9-1-1 Call Center Technology and Personnel** – A public request for emergency services typically begins with a call to 9-1-1. This budget recommends investments to update the Town's 9-1-1 call center to the latest technology and adds two new telecommunicators in light of calls for service increasing 31% over the past five years due to population growth. Funding for the technology upgrades is comprised of \$400,967 from restricted, state shared e9-1-1 fees plus \$436,628 from the General Fund.
- **Emergency Preparedness** – A new emergency management specialist is recommended to increase the Town's preparation and planning for natural and man-made disasters. Efforts will focus on ensuring that plans are in place for the Town to adequately respond to a variety of emergency situations.
- **Fire Department Accreditation** – A new fire captain is recommended to lead the Fire Department's professional accreditation application process; develop new, best practice policies; and execute accreditation requirements throughout the Fire Department.

OTHER OPERATING BUDGET HIGHLIGHTS

Staff Investments – This budget recommends a pay plan designed to remain a top employer of choice in the region and reflects a set of employee benefits that are competitive with other area municipalities.

- **Pay for Performance** – A merit-based pay program is included with employee adjustments between 0%-6%, based on performance. The total Town budget impact is \$945,591.
- **Mayor & Council Compensation** – I recommend a 1.9% pay adjustment for Council based on the Consumer Price Index along with the addition of a new monthly vehicle use stipend of \$150 for Council members based on a comparison with peer

communities and consideration for the various public meetings and community engagements of a Council member that requires use of a personal vehicle.

- **Health Insurance** – Last year Council approved moving the Town's health insurance plan to the NC Health Insurance Pool (NCHIP) as a strategy to increase economies of scale and medical buying power along with approval of a new "high deductible" health plan option. Initial results from this change are promising. Health insurance premium costs increase only 4% in FY24 and are proposed to be covered by the Town.
- **Employee Paid Leave** – A recent analysis of the number of paid holidays in other municipalities in the region identified the Town of Holly Springs as being one of the lowest at 12 days per year. Following discussion with the Mayor & Council, the personnel policy associated with this budget recommendation includes two additional paid floating holidays plus one health and wellness day for a total of 15 paid leave days per year.
- **Staff Investments** – Twenty-seven new positions are recommended (24 in the General Fund and three in Utilities) and are focused on public safety, public works, and growth-related demand.

Right-Sizing of Solid Waste Operations – As I noted in last year's budget message, ongoing additional investments are needed in Public Works to "right size" the department from a staffing and resourcing perspective to meet public service delivery challenges. This budget cycle focuses on the Solid Waste division within Public Works and recommends five additional employees, equipment, and supplies. Full implementation of a new yard waste collection model (using new roll-out yard waste containers plus regular leaf season collection) is now slated for March 2024 due to delays in procuring the necessary equipment for the new service and coordinated timing with the annual "leaf season" collection.

TRANSPORTATION INVESTMENTS TO REDUCE CONGESTION AND INCREASE MOBILITY

Currently, the Holly Springs Rd. "east" segment is making good progress. Bridge work over Middle Creek is advancing, utility lines are being replaced, new sidewalks are being constructed, and road widening efforts are underway. Other 2018 Transportation Bond projects such as the right turn lane from Main St. onto Holly Springs Road and the third lane on the NC-55 bypass between Avent Ferry Rd. and S. Main St. will be bid this summer. Other new and continued transportation investments in the recommended budget include:

- **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 will upgrade signal cabinet software and hardware to operate the cameras.
- **Holly Springs Road "Central" Segment** – The next phase of Holly Springs Rd. investments includes the "central" segment (Flint Point Ln. to Main St.). This project is funded partially from Transportation Bonds and a planned, annual \$1 million appropriation from the General Fund to support this "central" segment.

TOWN FACILITY INVESTMENTS TO ENSURE DELIVERY OF OUTSTANDING SERVICES

As the Town has grown, so has the need for adequate public facilities that can house personnel and provide the necessary "home base" operational space and capabilities to serve a community that will soon surpass 50,000 residents. Staff continues to be focused on delivering the following facilities:

- **Fire Station #3** – Council has previously approved \$11.2 million for this replacement fire station. Design will be completed in the early summer of 2023 and construction will start soon thereafter. The replacement station near Carolina Springs will be approximately 14,200 sq. ft and include three bays and a Police Department remote work/relief area. No budget changes are recommended for the station.
- **Operations Campus Phase I** – The currently adopted Community Investment Plan includes \$30 million to prepare the 30-acre campus site, install public utility and roadway infrastructure, and construct an administration building and an operations hub building. Ongoing construction cost inflation and refinements to the facilities and site plan no longer makes a \$30 million budget feasible to successfully deliver Phase I. For Phase I to be successful it is critical for the two initial campus facilities to be built in a manner that will meet our operational needs and properly be of a scale and scope that can flex and easily accommodate the space that will be needed in the coming years to service the community. **To achieve success, I recommend increasing the Phase I Operations Campus budget to \$41 million.** The new Operations Campus is envisioned to house staff from Public Works, Utilities & Infrastructure, Development Services, Parks & Recreation, and Finance. Design for Phase I is expected to be completed by late summer 2023 and site work will begin in early Fall.

Budget Message

Fiscal Year 2023-2024



BUDGET WHAT IF...

The Operations Campus is funded 50/50 between property taxes (General Debt Service Fund) and water rates and charges (Utility Debt Service Fund). In order to fund the revised Operations Campus project budget, I recommend reallocating $\frac{1}{2}$ cent of the property tax rate from the General Fund operating budget to the General Debt Service Fund (outlined in below table) along with allocating debt capacity within the Utility Debt Service Fund. Combined, this generates the necessary debt service funding to cover the increase from \$30 million to \$41 million for the Operations Campus Phase I.

The $\frac{1}{2}$ cent property tax rate reallocation is derived from the identification of \$400,000 in reductions to base operating expenses in the General Fund.

Given the importance of the new Operations Campus and the limited options for additional revenue generation, I believe the General Fund can support this reallocation without a negative impact to public services. However, this recommendation includes important trade-offs that impact the upcoming General Fund budget and future budgets. Had I not recommended this shift in property tax allocation, I would have recommended inclusion of the following four items in the budget:

- \$94,908 for a small business/downtown coordinator in Economic Development
- \$71,989 for a crime analyst position in the Police Department
- \$63,635 for a program assistant in the Parks & Recreation Department, and
- \$100,000 to update at least one of the following chapters in the Land Use & Character Plan (Chapter 4 Community Facilities, Chapter 5 Infrastructure and Utilities, or Chapter 6 Natural Resources)

However, in the event the Town is successful in our pursuit of legislative or other grants for the Town's emergency 9-1-1 center technology upgrades (mentioned earlier), I recommend that these four items be added back to the FY24 budget in the order listed above.

OTHER REVENUES DESIGNED TO DELIVER EXCELLENT PUBLIC SERVICES

Property Tax and Sales Tax – Property and sales taxes account for 69.2% of General Fund revenues and form the core funding sources needed to sustain basic municipal services. The recommended budget holds the total property tax rate flat. Sales tax is expected to continue strong growth at 4.5% from current FY23 projections.

Recommended Property Tax Rate and Allocation (cents per \$100 valuation)			
Fund	FY2023	FY2024 (rec)	Difference
General Fund Operating	29.93¢	29.43¢	(0.50¢)
General Debt Service	12.23¢	12.73¢	0.50¢
TOTAL	42.16	42.16	0¢

Solid Waste Fees – In FY24 the Town will operate under a one-year extended contract for garbage and recycling with GFL Environmental until a new service bid is completed. 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 \$15.88 per month, up \$0.56 from the prior year. The residential yard waste collection fee is proposed to increase from \$4.50 per month to \$7.50 and reflects a 50% cost recovery of actual collection costs.

Stormwater Fees – Following Council's guidance at the 2023 Annual Retreat, this budget keeps current rates flat at \$5.20 per Equivalent Residential Unit (ERU) in FY 2023-24.

Budget Message

Fiscal Year 2023-2024

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** – As outlined at the February Annual Retreat, construction market data indicates that we are likely to experience continued risk from construction market inflation over the next several years. Some supply chain disruptions continue, but staff and contractors collaborate closely to minimize these disruptions.
- Economy** – In an effort to curb inflation back to a 2% range, the Federal Reserve increased the federal funds rate from 0.25%-0.5% in March 2022 to 5.00%-5.25% in May 2023. However, as of February 2023 the unemployment remains low in Wake County at 3.30%. Consumer spending appears to remain relatively strong due to the unemployment level, but high borrowing costs are impacting some sectors, such as auto sales. The key point here is that revenues are projected to remain strong, but Budget and Finance have a close eye on any potential economic impacts should changes occur.
- Locations for Future Fire Stations 4 and 5** – In order to maintain the Town's ISO 1 fire insurance rating and provide adequate response times, investment in one to two new fire stations will likely be needed over the next several budget cycles to secure land and begin planning and design. Fortunately, the Town owns a suitable parcel for a fire station in the southwest area of town on Rex Road. An additional parcel will need to be located in the northeast area of Town, and a future funding source will need to be identified soon for the purpose of land banking a future station location.
- Organizational “Right Sizing”** – The Town's population is projected to crest 50,000 in 2023. I am grateful to previous Councils and the current Council for recognizing the importance of approving the necessary staff resources and organizational updates to match the breadth and scope of today's service challenges. Looking forward, I believe there would be value in retaining an independent staffing consultant within the next 1-2 years to assist in analyzing the Town's current staffing levels and help project how the organization might need to evolve in order to best position our Town team for future success as population and business growth continues.

CONCLUSION

Thank you for the opportunity to recommend to you the FY 2023-24 budget. I believe the budget reflects the Council's top priorities and properly plans for the future needs associated with water and wastewater, parks and recreation, and emergency services. The budget also reflects a stable property tax rate and difficult, but necessary, water/sewer rate adjustments required to deliver basic municipal services and ensure future water security for our community. I very much appreciate your engagement, guidance, and direction throughout the entire budget development process.

We have a talented and dedicated employee team that has developed, analyzed, and prepared this budget recommendation. In particular, I would like to recognize our department directors and staff from Budget, Innovation & Strategy; Finance; Human Resource; and Communications & Marketing along with the Assistant Town Managers who have worked tirelessly on this budget recommendation.

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

Respectfully submitted,



Randy J. Harrington
Town Manager

Budget Message

Fiscal Year 2023-2024



Recommended Budget Presentation Video

For more information and a video detailing the Manager's Recommended Budget for FY2023-24:
<https://hollyspringsnc.portal.civicclerk.com/event/263/media>

Budget Approval

The FY2023-24 Budget was adopted by Town Council on June 6, 2023, with the following changes:

- An additional \$20,000 in anticipated Parks and Recreation revenues was appropriated as operating contingency
- Carryforward \$5,000 in unspent non-profit grant allocation funds



Budget Ordinance



This page left intentionally blank

Budget Ordinance



Ordinance No. 23-16
Date Submitted: June 6, 2023
Date Adopted: June 6, 2023

FISCAL YEAR 2023-24 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, 2023 and ending June 30, 2024; the same being adopted by fund and activity within each fund as listed.

SECTION 1:

General Fund	
Revenues:	
Ad Valorem Taxes	23,026,957
Sales Tax	14,570,000
Environmental Revenues	4,498,820
Transfers & Other Sources	1,450,122
Other Taxes and Licenses	3,700,204
Permits & Fees	2,645,500
Parks & Recreation Revenues	2,303,200
Public Safety Revenue	1,317,210
Miscellaneous Revenues	749,000
Intergovernmental / Grants	123,400
TOTAL	54,384,413
Expenditures:	
Public Safety	18,344,414
General Government	14,475,452
Public Works	8,863,468
Parks & Recreation	6,715,065
Development	5,986,014
TOTAL	54,384,413

Budget Ordinance



Utility Fund	
Revenues:	
Water Sales	12,355,000
Waste Water Charges	9,738,580
Other Operating Revenues	525,500
Miscellaneous Revenues	251,000
	TOTAL
	22,870,080
Expenditures:	
Development	14,095,750
Non-Departmental	3,344,349
Central Services	2,952,755
Finance	1,523,982
Information Technology	515,566
Administration	290,078
Public Works	147,600
	TOTAL
	22,870,080

Stormwater Management Program Fund	
Revenues	1,774,000
Expenditures	1,774,000

Powell Bill Fund	
Revenues	1,160,000
Expenditures	1,160,000

Emergency Telephone System Fund	
Revenues	647,183
Expenditures	647,183

General Fund – Debt Service Fund	
Revenues	9,051,985
Expenditures	9,051,985

Utility Fund – Debt Service Fund	
Revenues	3,931,077
Expenditures	3,931,077

SECTION 2.

Levy of Taxes: There is hereby levied, for Fiscal Year 2023-2024, an Ad Valorem tax rate of 42.16 cents per \$100 valuation of taxable property as listed for taxes as of January 1, 2023. This rate shall be levied with 29.43 cents to the General Fund and 12.73 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 \$7,918,500 and an estimated collection rate of 99%.

SECTION 3.

Fees and Charges: There is hereby established, for Fiscal Year 2023-2024 various fees and charges as contained in the Town Manager's Recommended Fiscal Year 2023-2024 Budget.

Budget Ordinance

SECTION 4.

There is hereby confirmed, for Fiscal Year 2023-2024 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 \$22.38 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 2023-2024:

- 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 2023-24 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 2023-2024.

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, 2023 in accordance with the laws of the State of North Carolina.

Adopted this, the 6th day of June 2023.

Town of Holly Springs by

Sean Mayefskie, Mayor

ATTEST:

Linda McKinney, Town Clerk





This page left intentionally blank



Strategic Plan



This page left intentionally blank

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.

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:** Attract business partners that support amateur sports, hospitality and leisure tourism activities.

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:** Leverage mutually-beneficial partnerships to provide additional events and offerings to complement existing offerings by the Town.

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

- **Initiative 3.1:** Establish a funding strategy to advance priority park and greenway investments, including opportunities to leverage public-private partnerships.
- **Initiative 3.2:** 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:** 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 a coordinated long-range master plan for water, wastewater, reclaimed, and stormwater systems.
- **Initiative 1.3:** Manage Town assets to ensure the long-term sustainability and optimal efficiency of water, wastewater, and stormwater services.
- **Initiative 1.4:** Reduce Town facility energy consumption by 10% over the next 5 years.
- **Initiative 1.5:** Implementation of a new yard waste cart model and resident convenience centers.

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:** Leverage the Water Resource Management Policy in future development.

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:** Invest in reclaimed water utilization efforts to enhance conservation of natural resources.
- **Initiative 3.2:** Develop a water, sewer and reclaimed asset management plan to ensure system integrity and identify needed maintenance and investments to handle future growth.
- **Initiative 3.3:** Engage staff and community partners to increase awareness and understanding of sustainability opportunities and practices.
- **Initiative 3.4:** Identify opportunities to transition Town light duty non-public safety vehicles to hybrid or electric, as appropriate.

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. Promote a diverse supply of housing options.

- **Initiative 5.1:** Evaluate and identify potential modifications to Vision Holly Springs Comprehensive Plan Section 1: Land Use & Character to support greater housing diversity, specifically along transportation corridors and targeted economic development areas.
- **Initiative 5.2:** Establish criteria for Area Median Income (AMI) and percentage of workforce housing units within a development in order for a development project to be considered for fee or improvement credits.
- **Initiative 5.3:** Update the Housing hub website as a resource for developers and residents seeking information on housing programs and data on housing in Holly Springs.

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.
- **Initiative 2.3:** Assess fire station coverage needs and potential locations for future Fire Stations 4 and 5.

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.

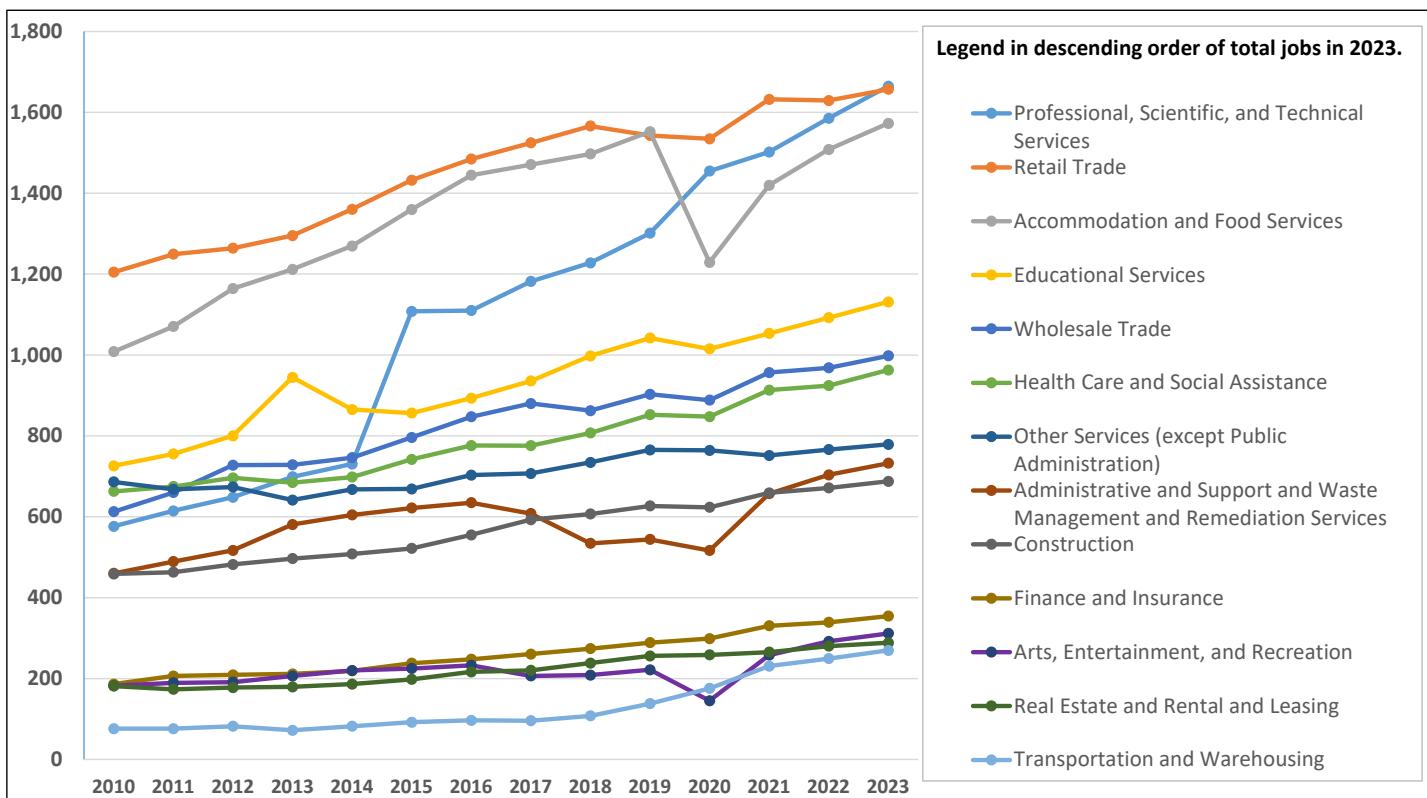
These strategic priority areas help guide the development of goals and initiatives to achieve the vision of the Mayor and Town Council. For the purpose this strategic plan, performance measures are tracked at the goal level to provide balance of long-term tracking of progress and a variety of measures 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	2023
Total Jobs (Estimated)	9,381	9,603	9,963	10,101	10,403	11,114	11,548	11,825	12,048	12,467	12,250	13,032	13,401	13,793

Strategic Plan

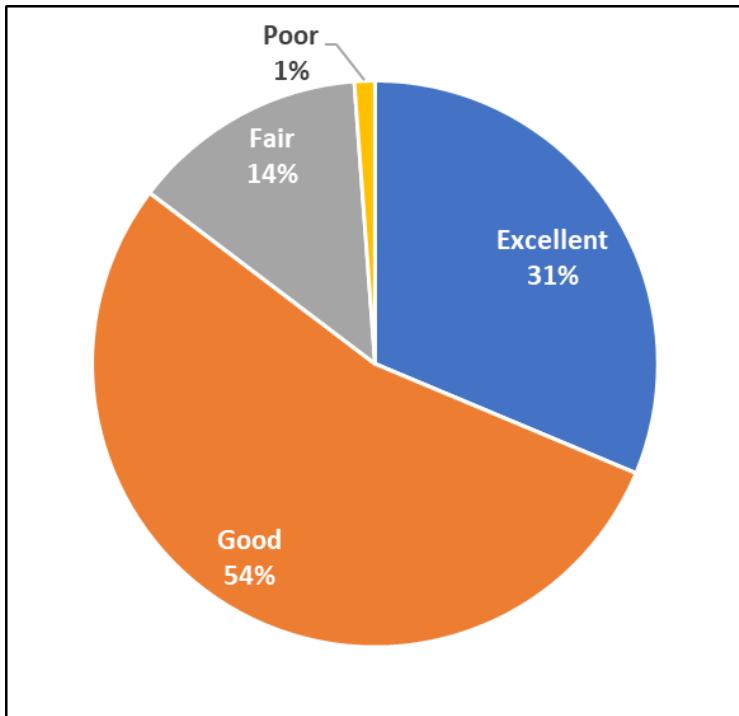
Strategic Performance Measures



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.

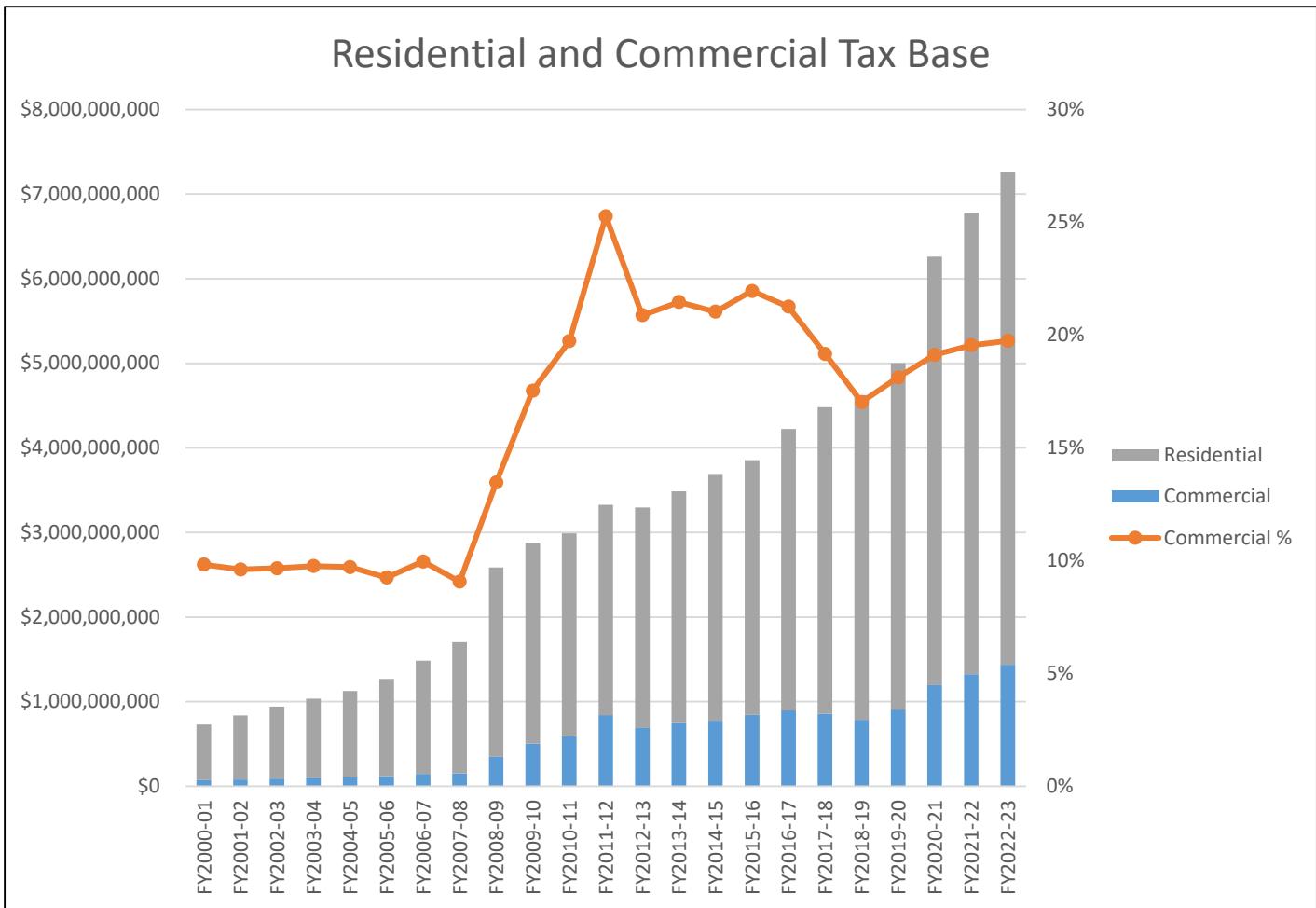


- Data provided by Community Survey managed by ETC Institute.
- Survey included results of 530 households with a precision of +/- 4.2% at the 95% confidence rating.
- Data excludes “Don’t know” responses.

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

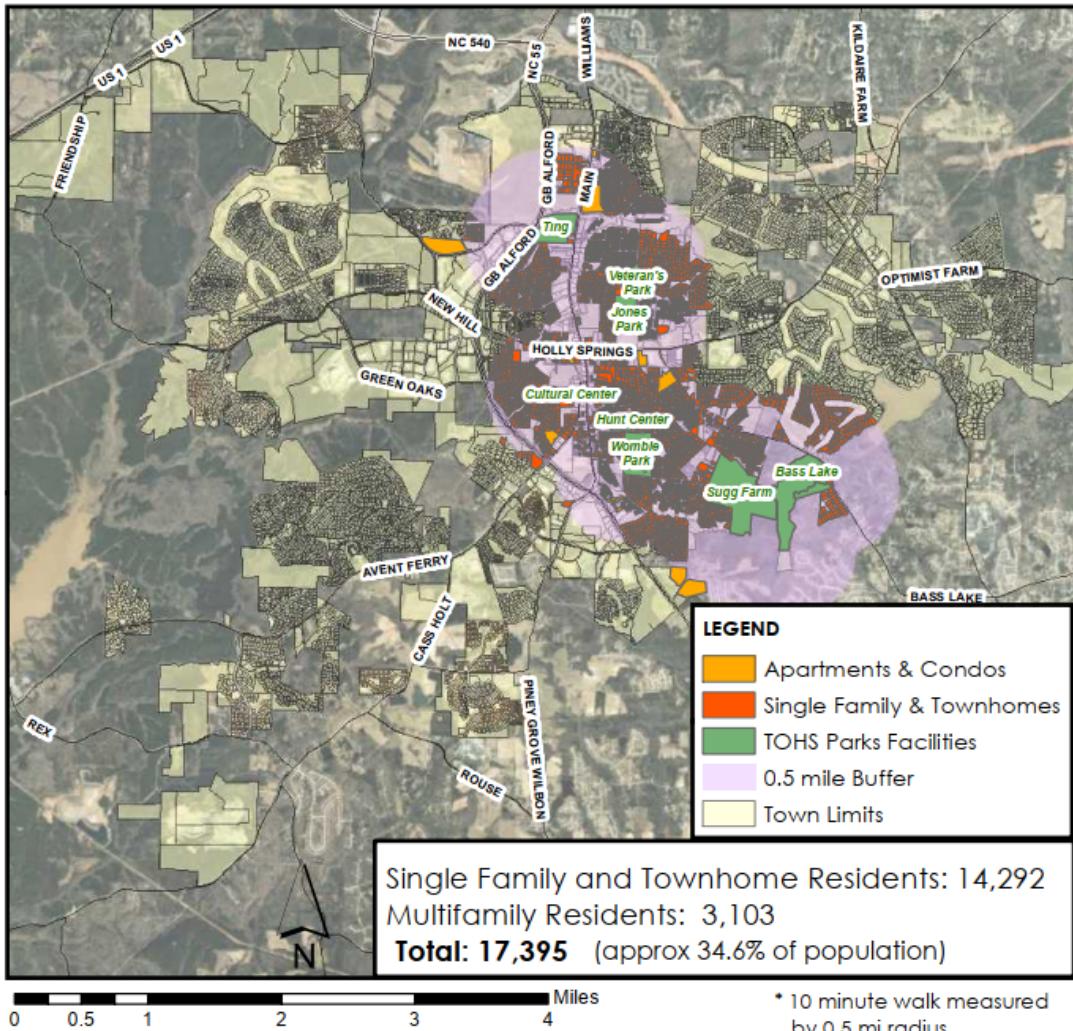


Engaged Healthy and Active Community

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

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.

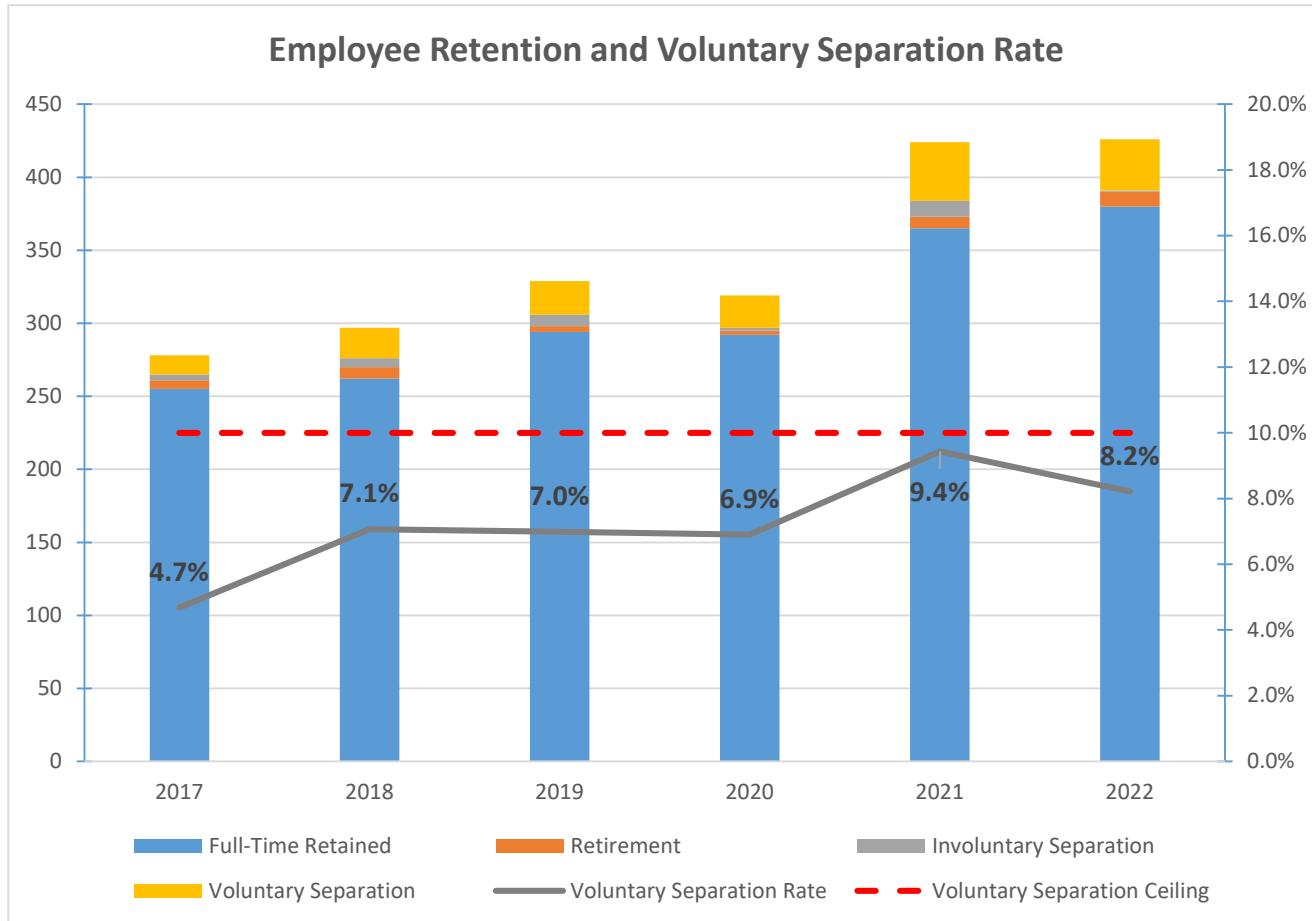
	2020	2021	2022	2023
Within 10-minute Walk	15,680	16,668	17,386	17,395
% Within 10-minute Walk	40.5%	39.5%	36.8%	34.6%



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

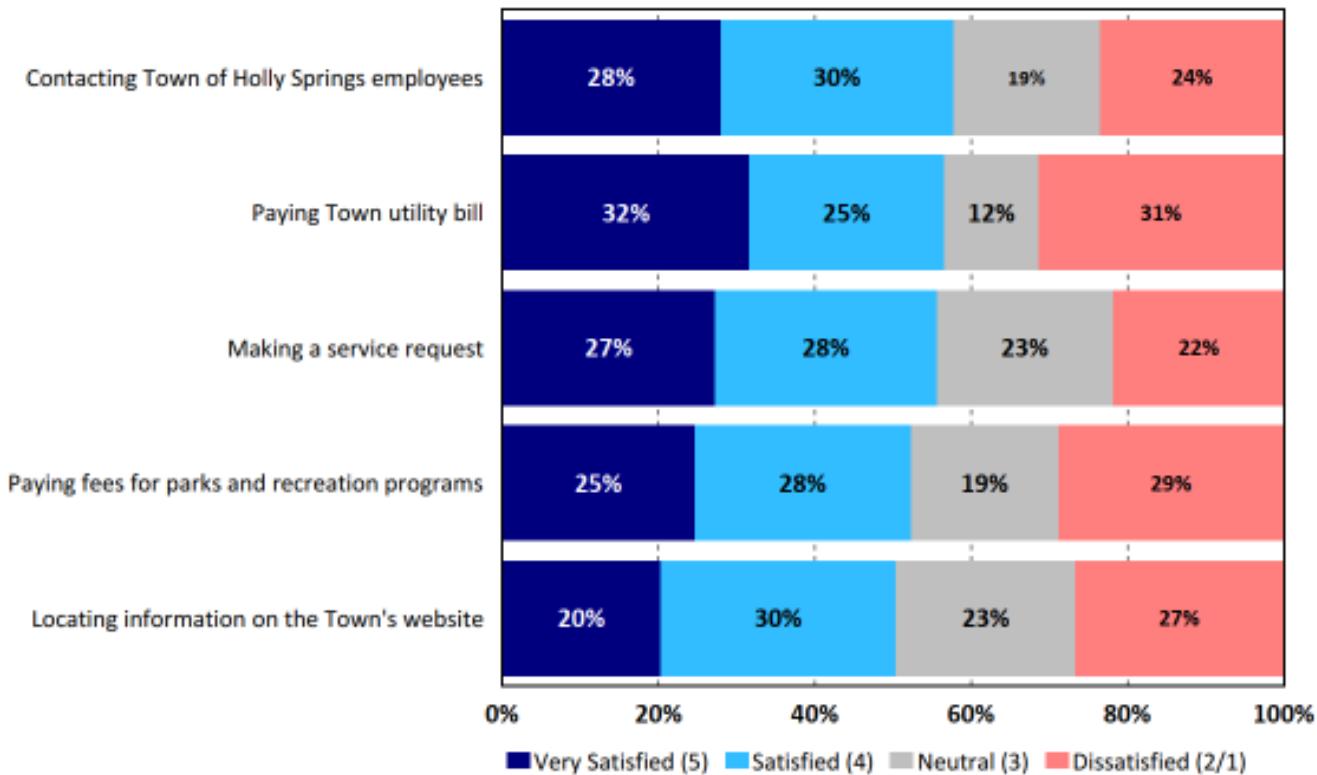
Strategic Performance Measures



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.

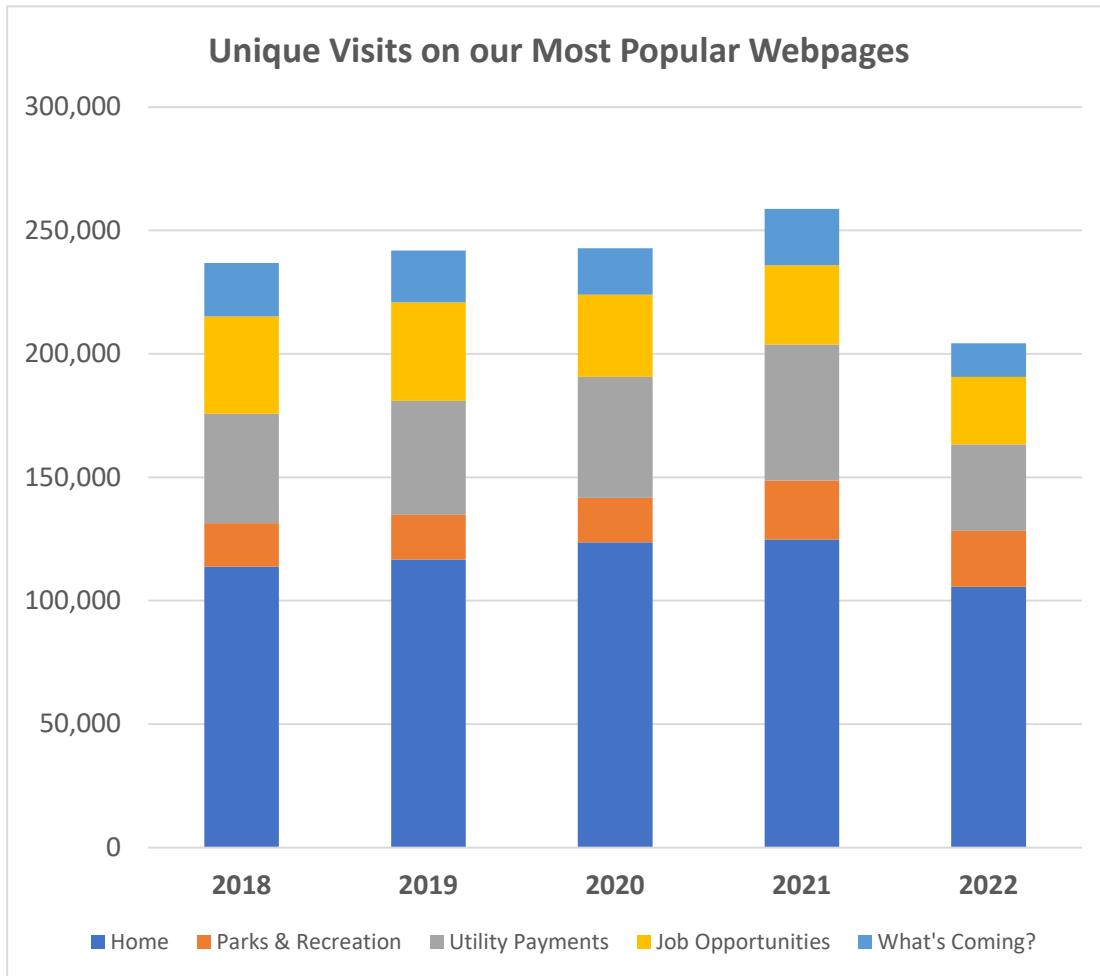


- Data provided by Community Survey managed by ETC Institute.
- Survey included results of 530 households with a precision of +/- 4.2% at the 95% confidence rating.
- Data excludes “Don’t know” responses.

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



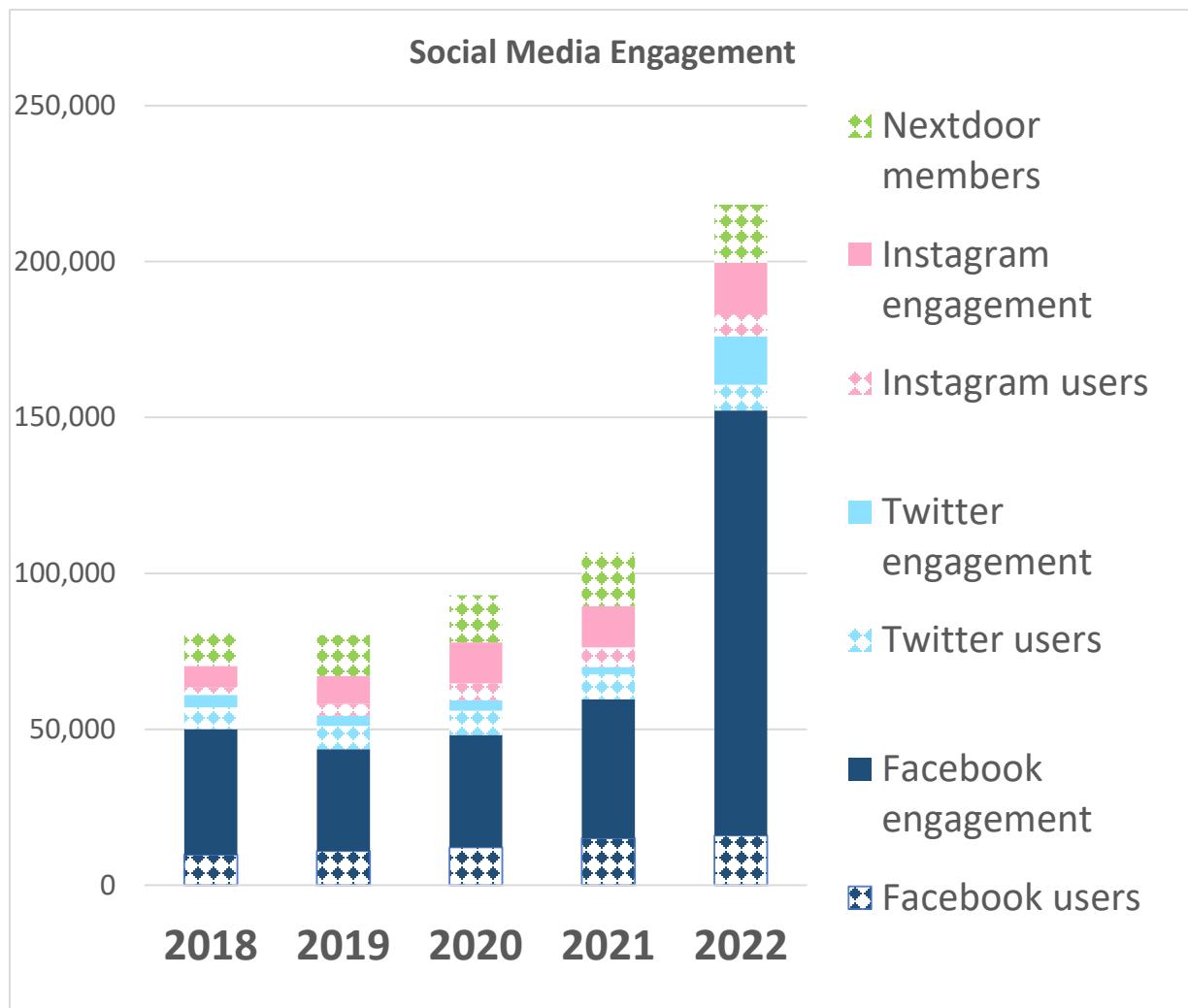
Strategic Plan

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



Strategic Plan

Strategic Performance Measures

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	2022
Moody's	A1	A1	Aa2	Aa1	Aa1	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	2022
Financial Reporting	Yes												
Budget Presentation	n/a	No	Yes	Yes	Yes	Yes							

Strategic Plan

Strategic Performance Measures



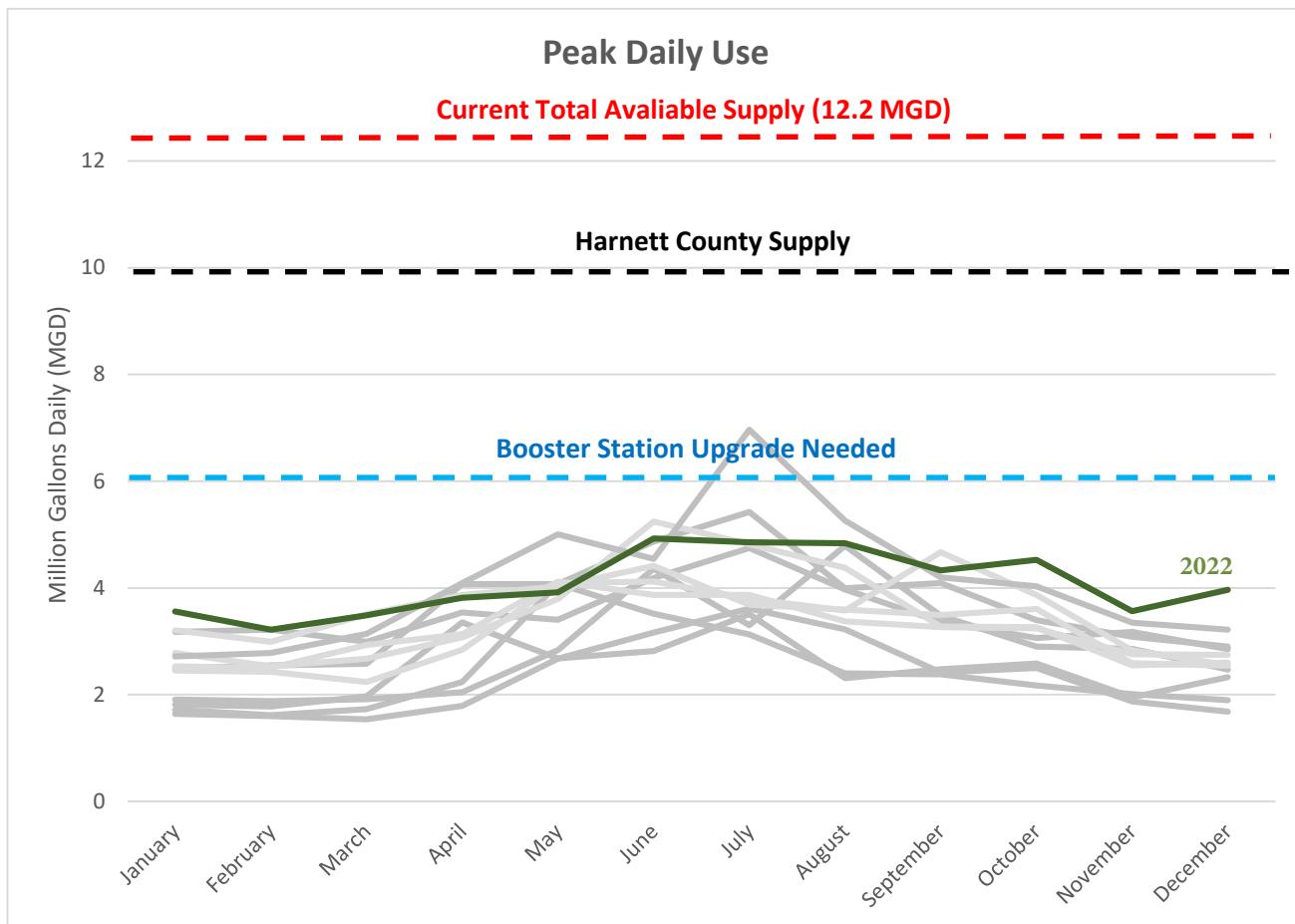
Responsible and Balanced Growth

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.

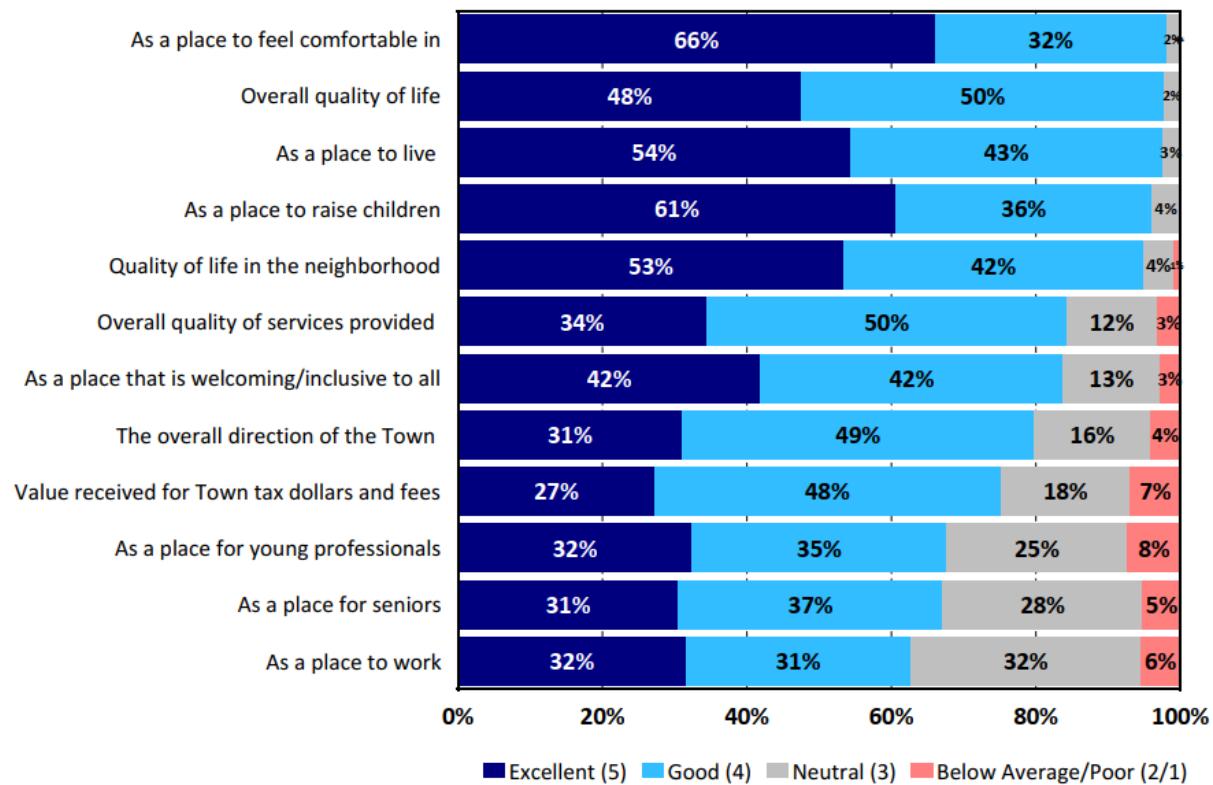


Strategic Plan

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

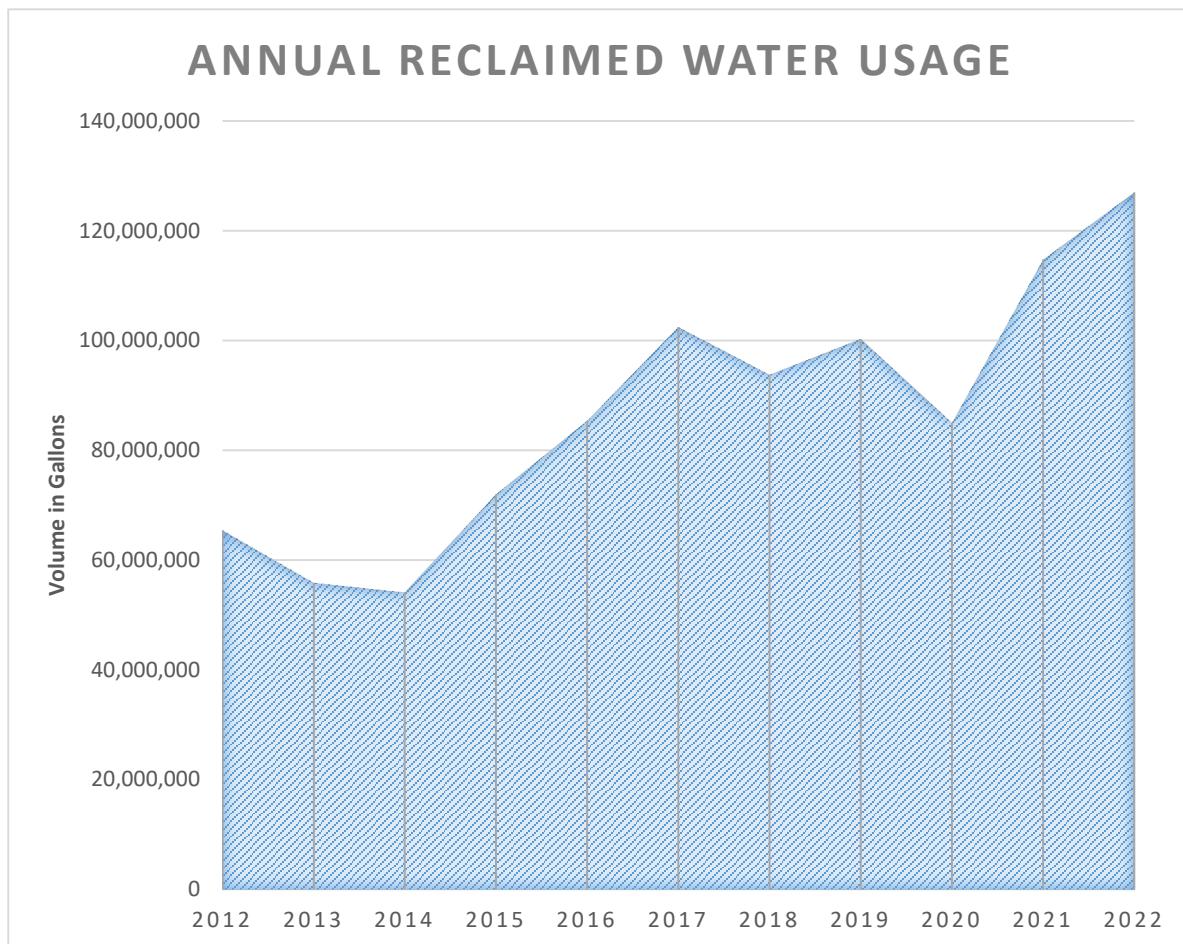
Strategic Performance Measures



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.

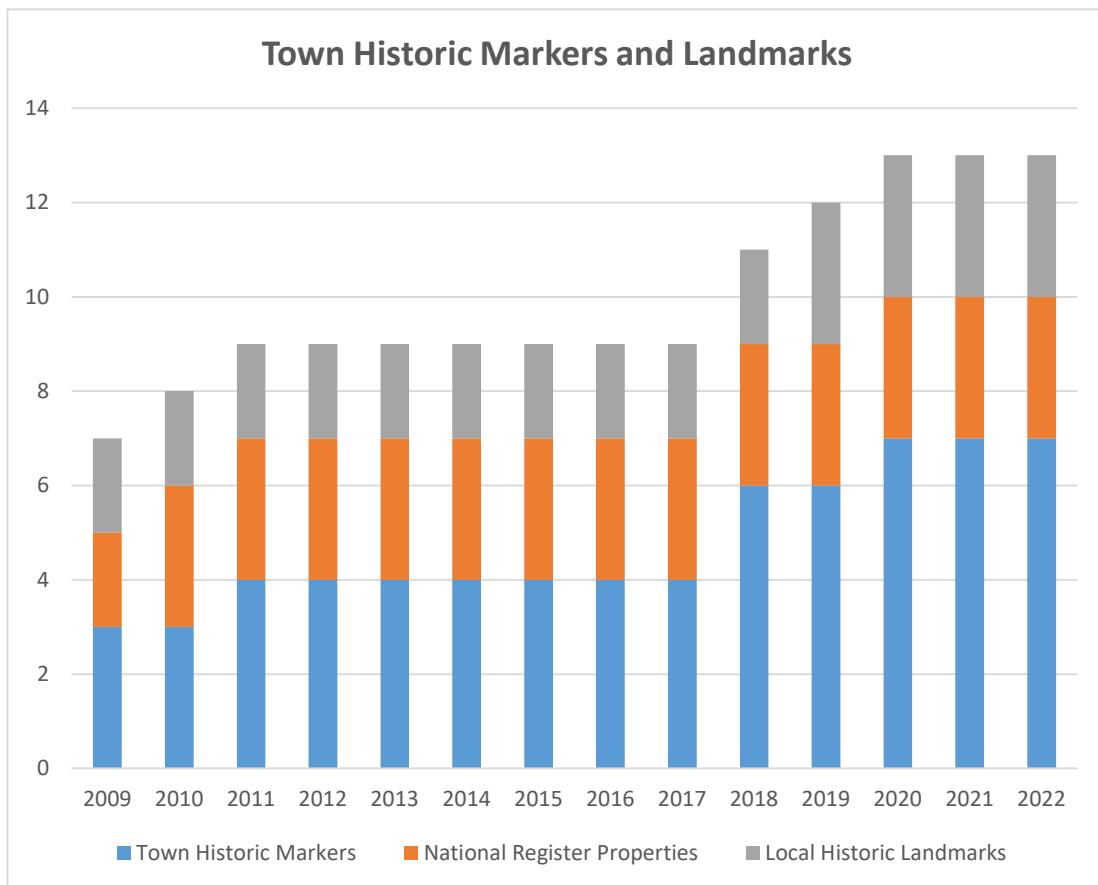
Performance Measure	Annual reclaimed water usage.
Department Lead	Utilities & Infrastructure
Target Goal	No target goal.



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

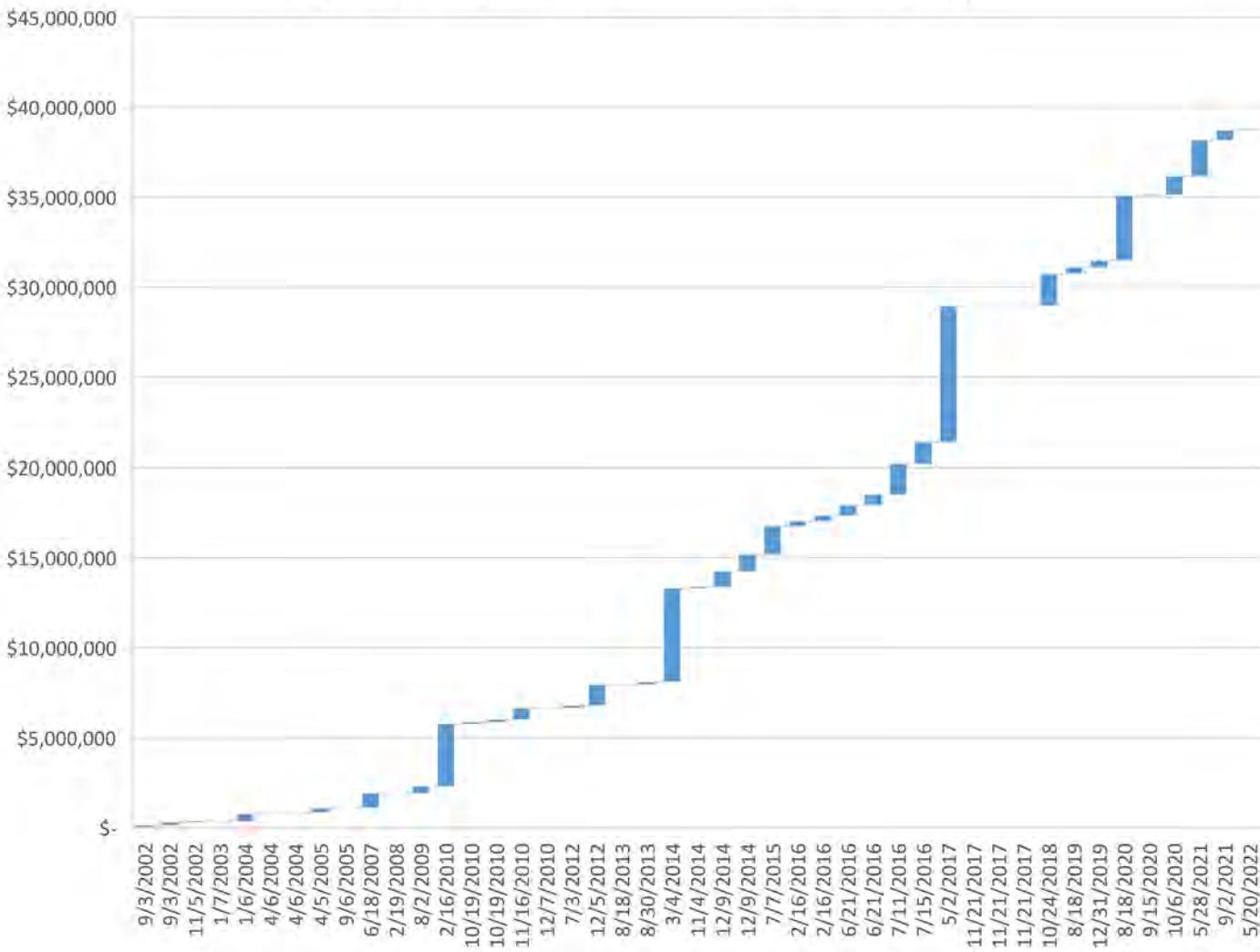
Strategic Performance Measures



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

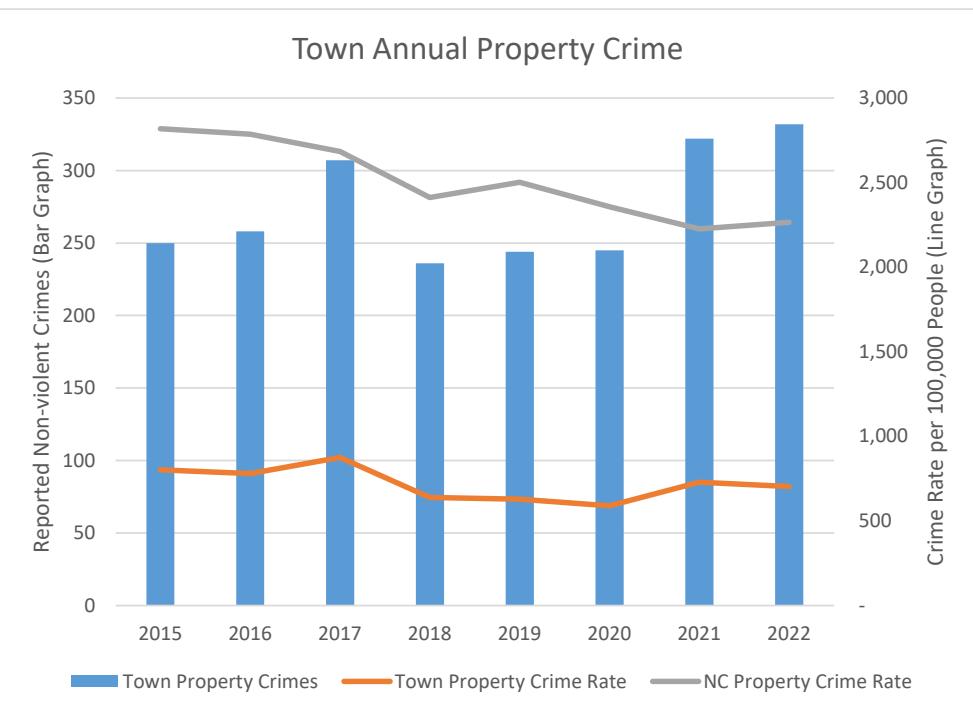
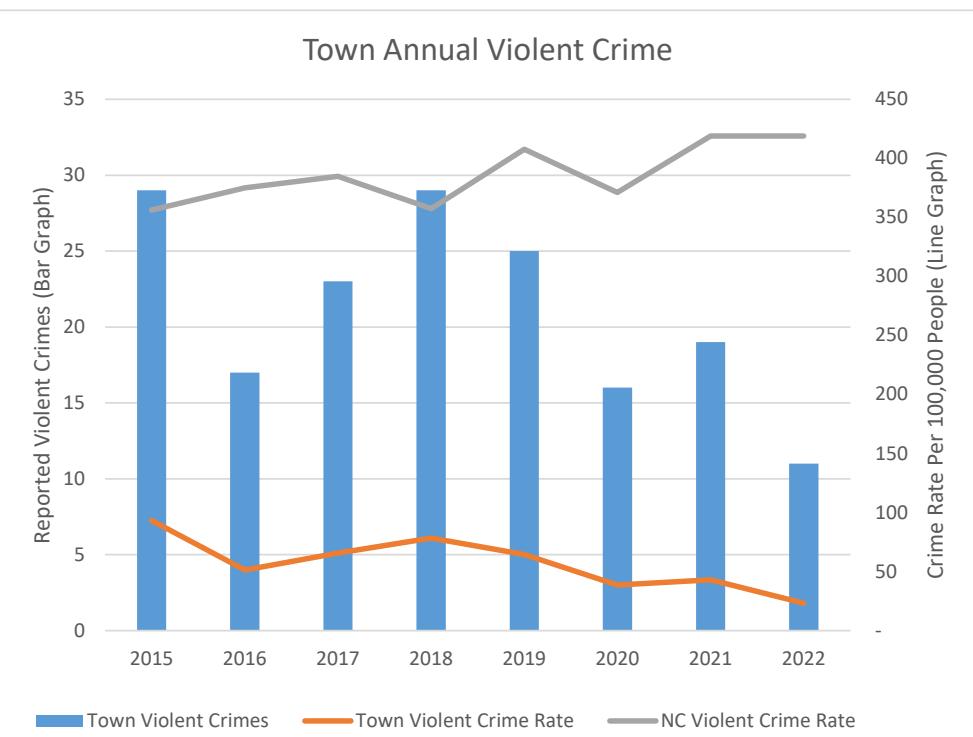


Strategic Plan

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

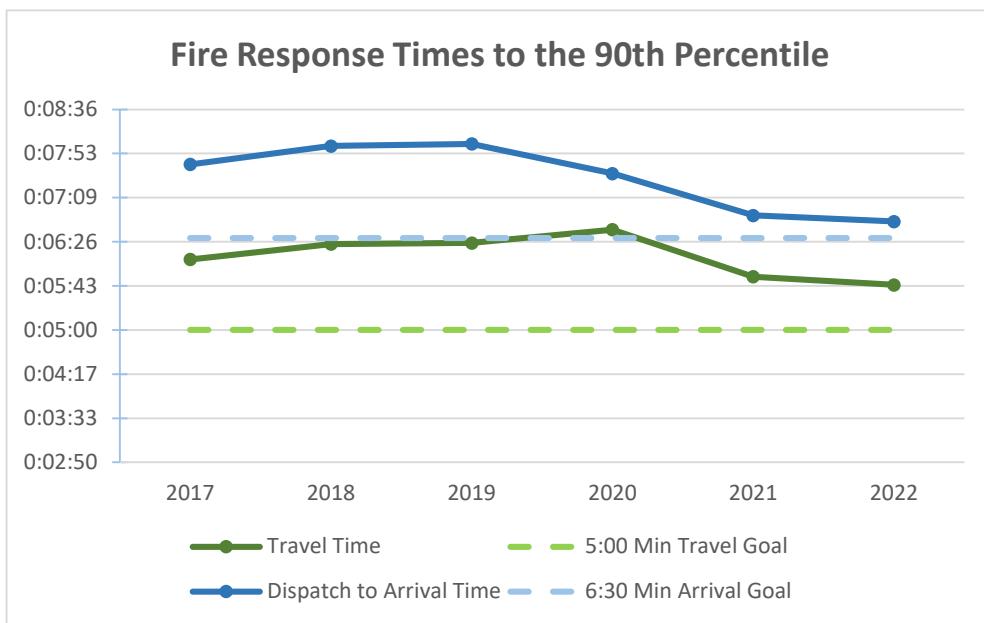
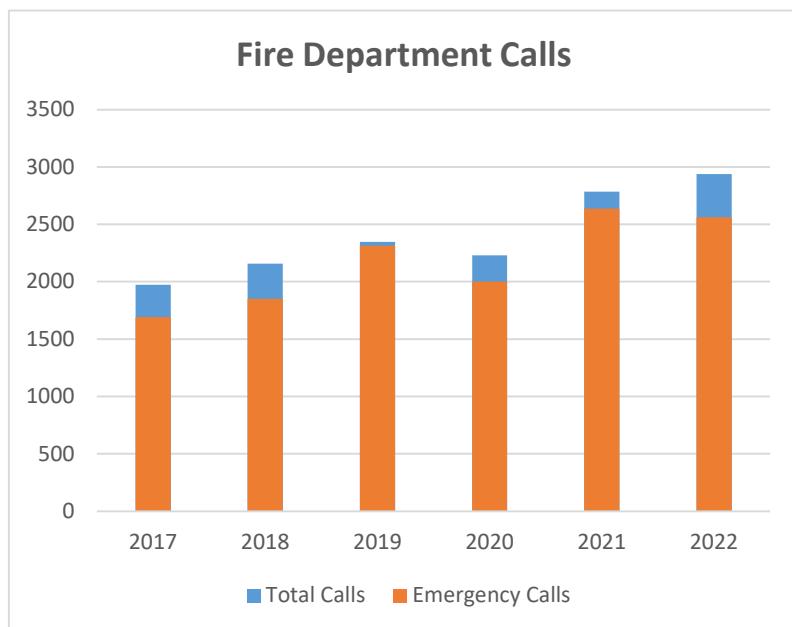
Strategic Performance Measures



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



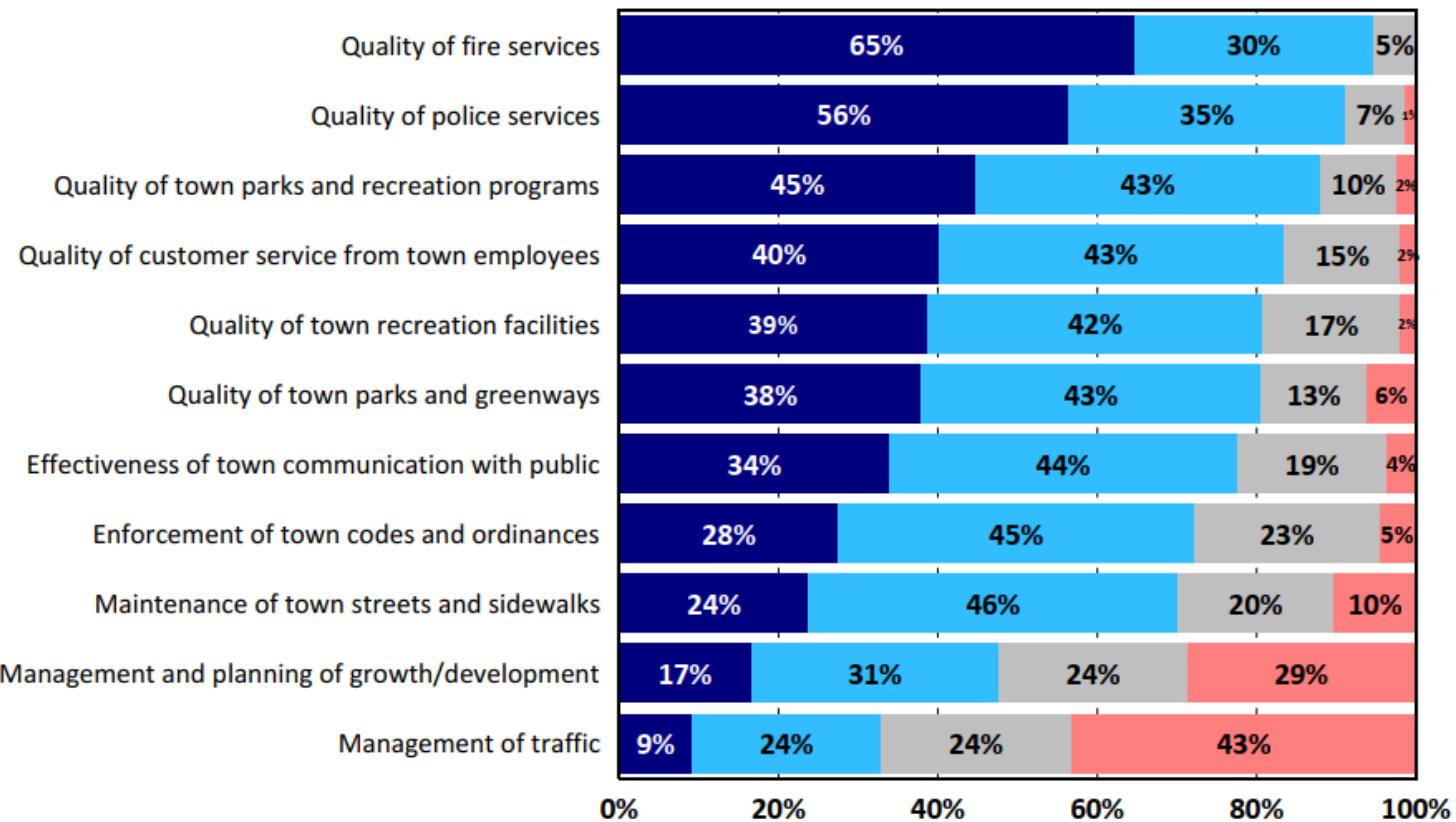
Strategic Plan

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



- 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

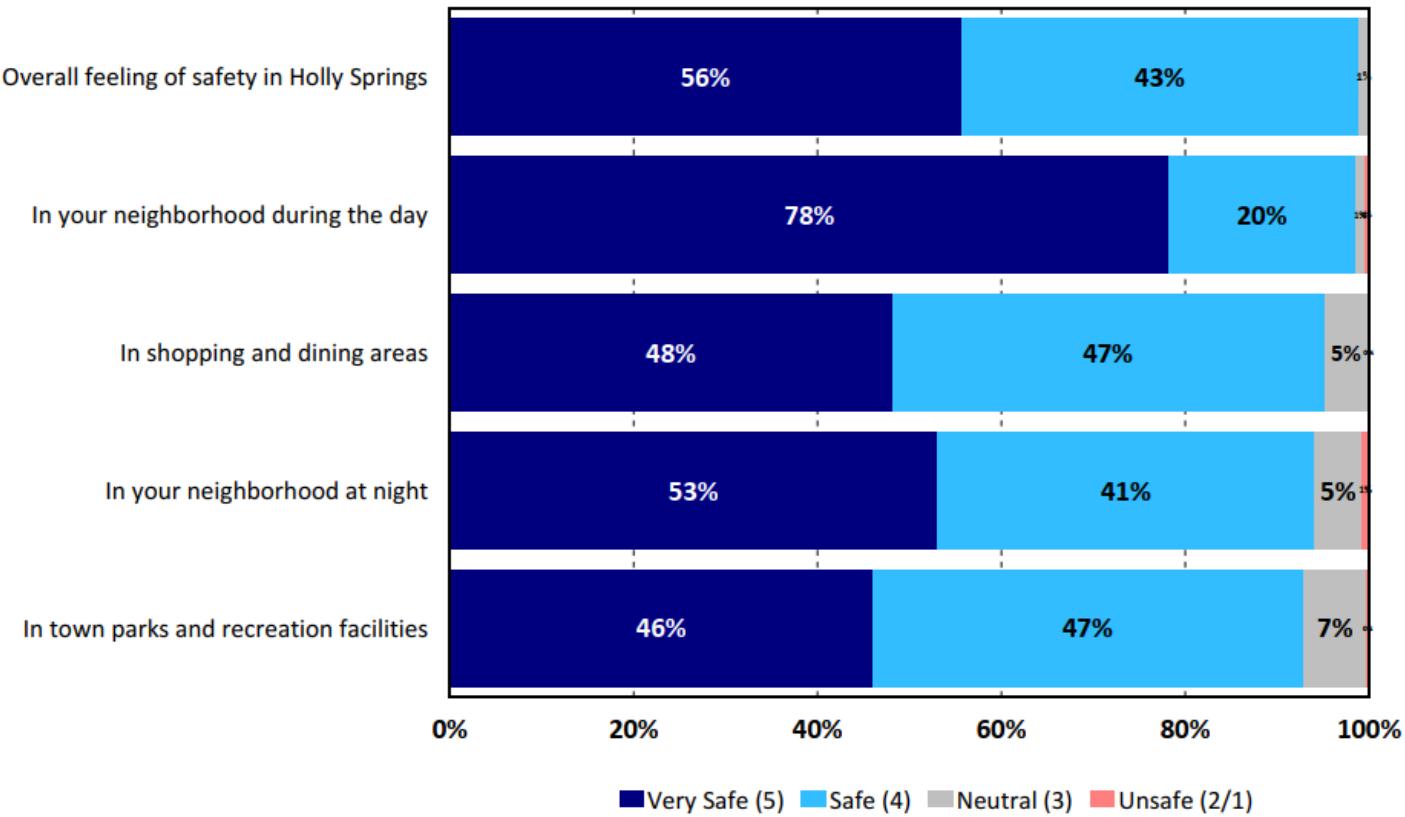
Strategic Performance Measures



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



- 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.



Budget Summary

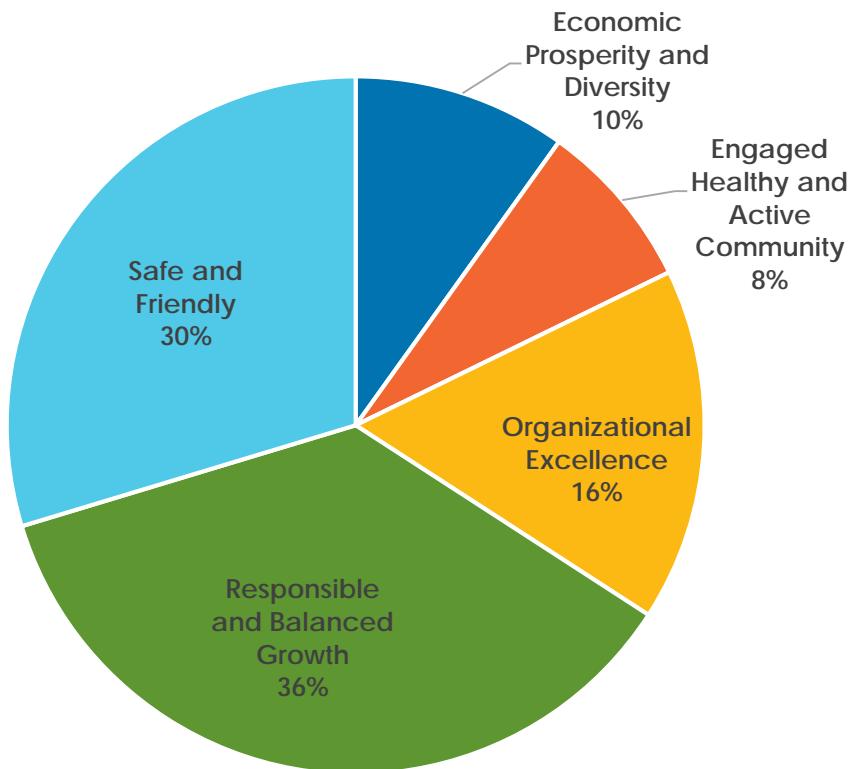


This page left intentionally blank

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	\$401,646
Engaged Healthy and Active Community	\$319,132
Organizational Excellence	\$664,190
Responsible and Balanced Growth	\$1,467,623
Safe and Friendly	\$1,203,462
TOTAL EXPENSE CHANGES	\$4,056,053

Budget Summary

General Fund Changes by Strategic Priority Area



Economic Prosperity and Diversity	
Building Code Inspector Positions (2), Vehicles and Equipment	\$291,175
Building Plans Reviewer Position	\$110,471
TOTAL EXPENSE CHANGES	\$401,646

Engaged, Healthy & Active Community	
Park Maintenance Crew Leader Position (1) and Technician Position (1)	\$144,332
Part-time Salaries Adjustments for Community Center & Cultural Art Center	\$47,300
Community Attractions and Events	\$45,500
Park Bond Referendum Education and Outreach	\$27,000
Weekend and Events Janitorial Services for Parks Restrooms	\$35,000
Expanded Athletics Instruction	\$20,000
TOTAL EXPENSE CHANGES	\$319,132

Organizational Excellence	
Software Requirements, Computer Replacements, and Systems Maintenance	\$151,358
Wake County Election Costs	\$86,800
Information Technology Technician Position (1)	\$68,219
Human Resources Recruitment, Selection, and On-Boarding Management Information System	\$60,892
Public Works Employee Training	\$50,000
Town Utilities	\$35,000
Field Training Officer Supplemental Pay	\$32,000
Unallocated Operational Contingency	\$30,000
Fire Department Training and Professional Development	\$28,000
Biennial Community Survey	\$22,000
Finance Audit Fees and Cost Allocation Study	\$18,000
Communications and Marketing Outreach and Engagement	\$15,000
Town Council Agenda Management Software	\$13,124
Information Technology Organization Realignment Position Reclassifications	\$11,175
Town Council Personal Vehicle Use Stipend	\$9,000
Attorney's Office Supplies and Training	\$9,000
Holly Springs Citizens Academy	\$7,000
Social Media Management Software	\$4,000
Office of Customer Care Supplies and Professional Dues	\$3,500
Office of Customer Care Position Reclassification	\$3,462
Flag Replacements at Town Facilities	\$2,600
Administration Professional Dues and Subscriptions	\$2,360
Finance Postage Supplies	\$1,700
TOTAL EXPENSE CHANGES	\$664,190

Budget Summary

General Fund Changes by Strategic Priority Area

Responsible & Balanced Growth	
Solid Waste Technician Positions (5)	\$435,921
GFL Environmental Solid Waste Contract Increases and Service Growth	\$212,615
Compliance Supervisor Position (1) & Zoning Compliance Officer Position (1)	\$199,441
Project Managers Positions (2)	\$187,055
Capital Projects Inspector Position (1), Vehicle, and Equipment	\$123,272
Land Acquisition Agent Position (1), Vehicle, and Equipment	\$108,847
New Town Welcome/Gateway Signage	\$50,000
Solid Waste Fleet Maintenance	\$30,000
Intergovernmental Relations / State Lobbyist	\$30,000
Street Medians Maintenance from Service Growth	\$28,000
Wake County Property Tax Collection Fee Increase	\$25,000
Development Services Professional Dues, Subscriptions, and Training	\$17,250
Public Works Branding and Uniform	\$16,000
Zoning Compliance Officer Reclassification	\$4,222
TOTAL EXPENSE CHANGES	\$1,467,623

Safe & Friendly	
9-1-1 Emergency Communications Center (ECC) Upgrades (General Fund Portion)	\$436,628
School Resource Officer Position (1), Vehicle, and Equipment	\$151,589
Police Protective Response Equipment	\$123,050
9-1-1 Center Telecommunicator Positions (2)	\$99,664
Fire Department Professional Services Fire Captain Position (1)	\$83,322
Police Department Quartermaster Position (1)	\$77,148
Fire Department Fire Engineer Position (1)	\$70,697
Emergency Management Specialist Position (1)	\$62,230
Fire Station 1 Maintenance and HVAC Replacement	\$40,000
Fire Department Accreditation Training	\$30,000
Fire Department Uniforms, Safety Supplies, and Dues	\$17,400
Police Department Special Operations Lieutenant Reclassification	\$11,734
TOTAL EXPENSE CHANGES	\$1,203,462

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) 2023-24. 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).

Post-Pandemic Economic Stability and Inflation

The global economy following the COVID-19 pandemic has remained somewhat unstable due to the prolonged supply chain issues, record inflation, and international conflicts.

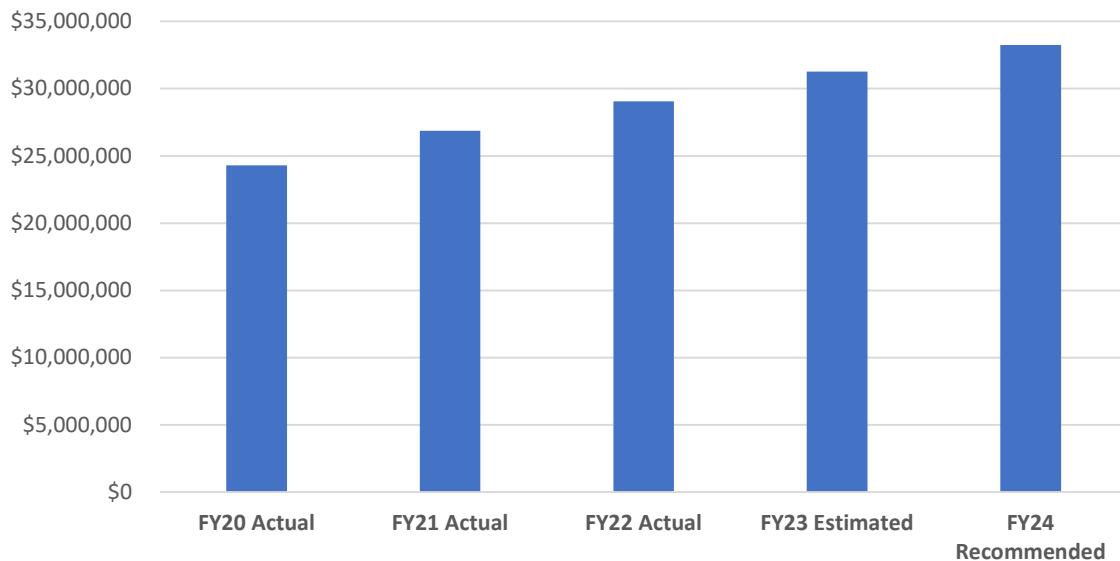
General Fund Summary

The General Fund Operating Budget for FY2023-24 totals \$54,359,413 compared to the FY2022-23 Amended Budget of \$50,670,162. There is a revenue increase of \$3,689,251 (7.3%) when compared to the FY2022-23 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 4-7% population growth rate in recent years, and a high level of development-related activity in FY2022-23 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 FY2023-24 the estimated total tax base for Holly Springs is just over \$7.9 billion. With a conservative 99.0% budgeted collection rate, the Town anticipates \$33.2 million in property tax revenue.

Ad Valorem represents 42.3% of the General Fund operating budget revenue. Holly Springs allocates approximately 69.8% (29.43 cents per \$100 valuation) of Ad Valorem to the General Fund and approximately 30% (12.23 cents per \$100 valuation) is dedicated to debt service. This distribution results in \$23 million in current year Ad Valorem for the General Fund and \$9.4 million for General Fund Debt Service. One cent on the Town's tax rate produces approximately \$792,000 in revenue.

Ad Valorem Taxes



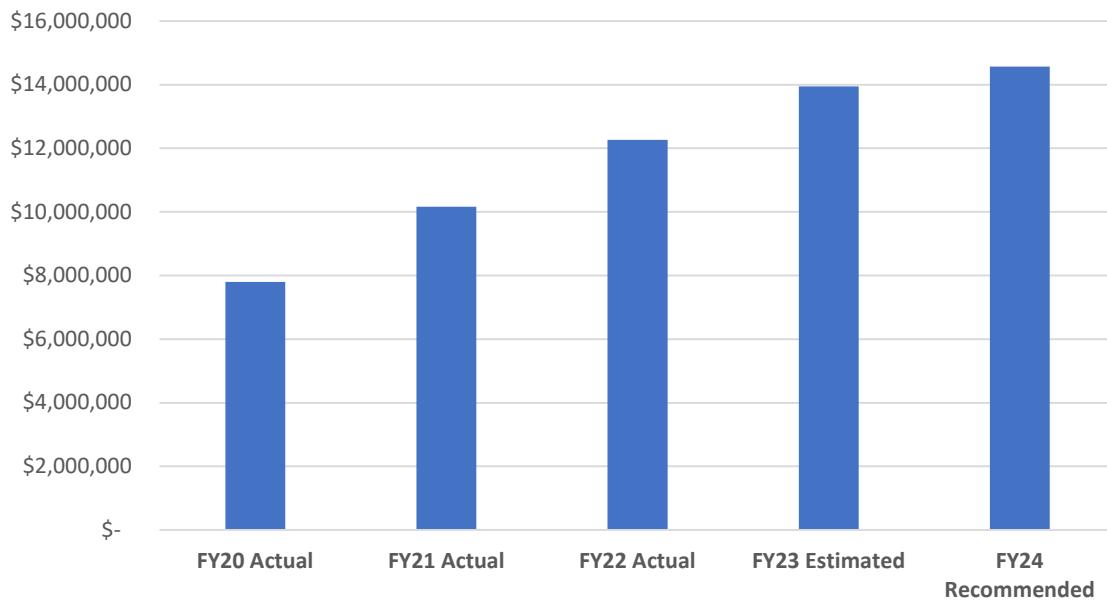
Budget Summary

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 \$14.57 million or approximately 26.8% of General Fund revenues for FY2023-24. This is an increase from the FY2022-23 Amended Budget of \$3.07 million. While a 26.7% increase in budgeted sales tax revenue would typically seem extreme, last fiscal year's budget included an overly conservative estimate based on post-COVID-19 impact models. The unpredictable nature of the global pandemic and ensuing inflation actually resulted in record sales tax collections for the Town and staff anticipate potentially collecting nearly \$14 million in revenue in FY2022-23. Due to continued uncertainty of the financial impact of inflation, supply chain issues, and changing consumer habits in the long-run, the Town is projecting a conservative growth amount in sales tax revenue for FY2023-24.

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 FY2023-24 budget anticipates \$2,350,000 in revenue, which is a small increase to the FY2022-23 projection of \$2.02 million in anticipated revenue. This represents a little more 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 FY2023-24, \$2,645,500 is anticipated in permits and fees revenues or approximately 4.9% 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 FY2023-24 budget anticipates \$2,283,200 in Parks & Recreation revenues, which is 4.2% 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 pre-pandemic levels of activity.

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 FY2023-24 budget the cumulative per user fee is \$23.38 per month, a \$3.56 increase from last year. The FY2023-24 budget includes \$4,498,820 in anticipated environmental fees, which is approximately 8.3% 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 FY2023-24 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 FY2023-24 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 \$22,870,080 in operating revenue related to water & sewer bills, fees, and other revenue sources. The FY2023-24 Recommended Budget implements a new water and sewer rates and charges plan to better match industry best practices and plan for necessary infrastructure improvements to supply a growing town. The typical residential customer (estimated at 4000 gal/month) will a water and sewer bill increase of 15%.

Stormwater Management Program Fund: The Stormwater Fund is comprised of \$1,774,000 in operating revenue related to user, and development fees. The FY2023-24 budget maintains the \$5.20 per equivalent residential unit (ERU) that was implemented as of January 2021.

Budget Summary

Economic Development

Economic Development

Over the past few decades, Holly Springs has experienced significant growth and a reputation as one of the best places to raise a family in the country. Despite a growing commercial industry, the Town historically maintained an 80% residential / 20% commercial split due to the even stronger residential growth. The Town's reputation as a safe community and access to high quality public schools, meant Holly Springs was a popular family destination for commuters to downtown Raleigh and the Research Triangle Park. With growth however comes an increase demand for services. To ease the burden of growth on residents, the Mayor and Town Council established a strategic initiative in the Town's Strategic Plan to achieve a 70% residential / 30% commercial property tax base.

Over the last three years, the Mayor and Council have made strategic decisions to guide the Town's growth to obtaining a 30% commercial tax base. One of the most impactful strategies has been the negotiation of economic incentive packages to land major commercial investments, particularly centered on the life sciences industry. Some examples of the strategies utilized by the Town includes:

Business Investment Grant (BIG): An agreement to reimburse a business a percentage of their property tax bill over a set period of time based upon the amount of valuation exceeding an agreed upon base value.

Synthetic Tax Increment Grant (STIG): An agreement for a developer to provide infrastructure improvements as part of a development project, with the Town providing an agreed upon reimbursement paid over a pre-determined number of years based on the increased property tax valuation to a defined area/parcel.

Intergovernmental Partners: the Town of Holly Springs has worked hard to build relationships at the county and state level to provide benefit packages that incent national and international businesses to select Holly Springs as their development site.



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:	6/30/2020	6/30/2021	6/30/2022	6/30/2023*	6/30/2024**
General Fund Balance	21,736,491	24,508,646	30,328,196	25,184,601	27,199,369
Unassigned Fund Balance	12,643,014	15,455,409	11,357,473	13,635,230	15,635,230
Fund Balance % Change	39%	12%	22%	-17%	10%
UNASSIGNED BALANCE % OF FUND EXPENDITURES	29%	40%	29%	27%	28%

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. In FY23, some of the accrued fund balance was utilized for one-time CIP projects in accordance with the Town's Fund Balance Policy.

Proprietary Funds – Net Position					
Fiscal Year Ending in:	6/30/2020	6/30/2021	6/30/2022	6/30/2023*	6/30/2024**
Utility Fund Net Position	120,564,297	130,377,905	155,055,314	182,386,581	209,744,523
Utility Fund Net Position Increase/Decrease	1,129,302	10,086,852	24,677,409	27,331,267	27,357,942
Net Position % Change	16%	9%	24%	18%	15%
Stormwater Fund Net Position	1,341,334	3,260,717	3,977,318	4,006,127	4,046,188
Stormwater Fund Net Position Increase/Decrease	881,373	2,216,004	716,601	28,809	40,061
Net Position % Change	114%	42%	22%	1%	1%
Utility Debt Service Fund Net Position	3,921,503	3,862,143	3,926,130	4,365,170	3,965,391
Utility Debt Service Fund Net Position Increase/Decrease	437	-59,360	63,987	439,040	(399,799)
Net Position % Change	0%	-2%	1%	11%	-10%

*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 (Including Interest)	
General Fund	As of June 30, 2023
General Obligation Bonds	42,672,533
Limited Obligation Bonds	36,221,125
Installment Purchase Agreement	6,276,083
Other Financing Arrangements	1,805,271
TOTAL GENERAL FUND DEBT PAYMENT	86,975,012
Utility Fund	As of June 30, 2023
General Obligation Bonds	8,274,367
Installment Purchase Agreements	3,309,117
Other Financing Arrangements	6,651,173
Revenue Bonds	10,959,287
TOTAL UTILITY FUND DEBT PAYMENT	29,193,944
TOTAL OUTSTANDING DEBT – ALL FUNDS	116,168,956

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 total net debt applicable to the limit in FY 2024 is forecasted at \$78,298,389. The projected statutory limit for bonded debt in FY 2024 is forecasted at \$633,880,000 providing a debt margin of approximately \$555,581,611.

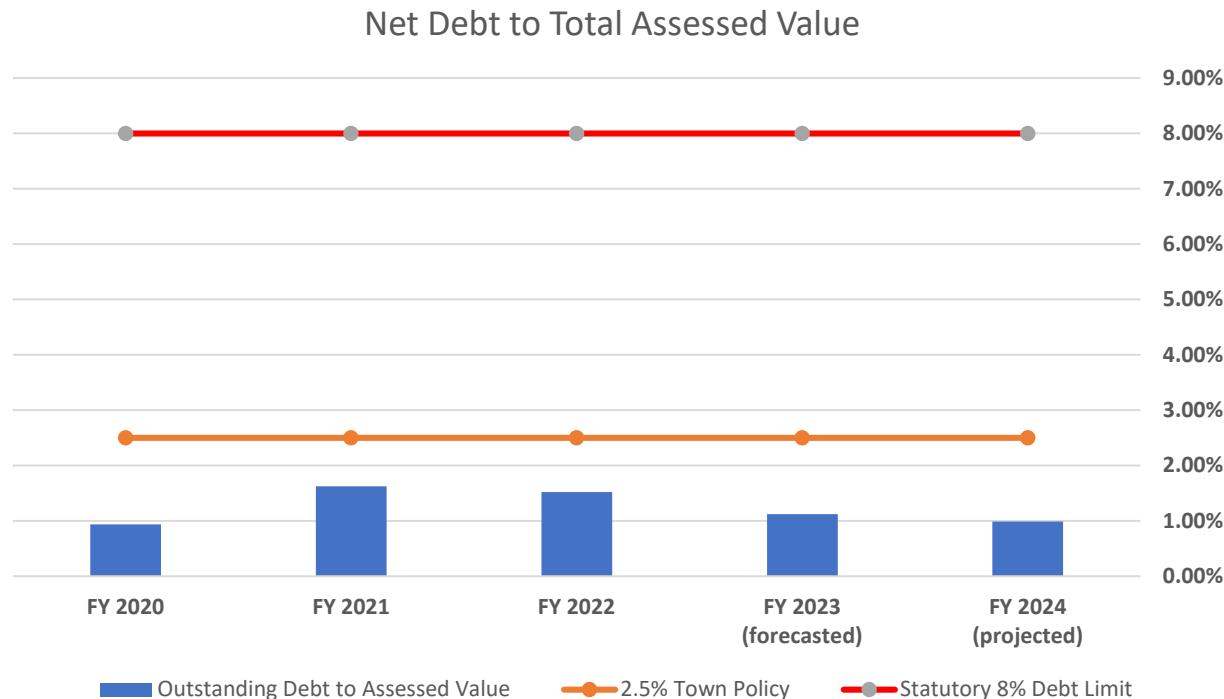
Budget Summary

Debt Management

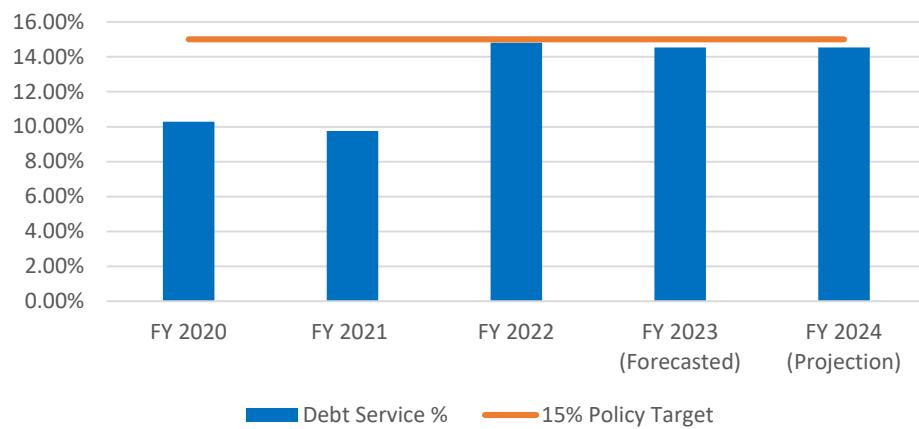


Town Policy

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.



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.

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

Economic Development - BIG / STIG Agreements



Fujifilm Diosynth Biotechnologies - BIG Agreement

DESCRIPTION OF THE AGREEMENT	Reimbursement of 70% of the property valuation over a base value of \$1.5B beginning by no later than FY26 for a period of 8 years. Additionally the business must create 653 jobs by FY28.				
	FY24	FY25	FY26	FY27	FY28
Estimated Property Tax Revenue	\$67,456	\$4,216,000	\$6,745,600	\$7,736,360	\$7,736,360
Estimated BIG Reimbursement	–	–	\$295,120	\$988,652	\$988,652
Net Town Revenue*	\$67,456	\$4,216,000	\$6,450,480	\$6,747,708	\$6,747,708

*Town portion of net revenue will go towards repayment of initial land purchase as part of the economic development agreement.

Amgen - BIG Agreement

DESCRIPTION OF THE AGREEMENT	Reimbursement of 50% of the property valuation over a base value of the property's FY21-22 valuation beginning by no later than FY26 for a period of 8 years with a maximum reimbursement cap of \$9.5M. Additionally the business must create 355 jobs.				
	FY24	FY25	FY26	FY27	FY28
Estimated Property Tax Revenue	\$20,460	\$2,318,800	\$2,318,800	\$2,318,800	\$2,318,800
Estimated BIG Reimbursement	–	\$1,148,978	\$1,148,978	\$1,148,978	\$1,148,978
Net Town Revenue	\$20,460	\$1,169,822	\$1,169,822	\$1,169,822	\$1,169,822

Village Gate - STIG Agreement

DESCRIPTION OF THE AGREEMENT	Reimbursement of infrastructure improvements over a 7 year period beginning in the tax year following the completed construction of the Solaris Building. Reimbursements will be capped at \$585,349.				
	FY24	FY25	FY26	FY27	FY28
Estimated Property Tax Revenue	\$12,155	\$154,641	\$154,641	\$154,641	\$154,641
Estimated BIG Reimbursement	–	\$142,486	\$142,486	\$142,486	\$142,486
Net Town Revenue	\$12,155	\$12,155	\$12,155	\$12,155	\$12,155

Budget Summary

Budget Overview - All Funds Revenues

Revenues & Sources	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
General Fund				
Ad valorem Taxes	\$19,088,514	\$20,644,471	\$22,329,149	\$23,026,957
Sales Tax	\$10,162,152	\$12,261,390	\$11,500,000	\$14,570,000
Environmental Fees	\$3,311,437	\$3,306,669	\$3,648,705	\$4,498,820
Other Taxes and Licenses	\$3,094,605	\$3,423,404	\$3,328,704	\$3,700,204
Permits and Fees	\$3,910,672	\$2,601,694	\$2,780,500	\$2,645,500
Parks and Recreation Revenues	\$1,718,936	\$1,969,446	\$1,972,200	\$2,303,200
Other Financing Sources	\$(1,594,162)	\$2,736,750	\$5,549,184	\$1,450,122
Public Safety Revenues	\$822,785	\$915,413	\$879,160	\$1,317,210
Miscellaneous Revenues	\$(2,047,770)	\$511,431	\$616,200	\$749,000
Restricted Intergovernmental	\$945,583	\$101,267	\$123,399	\$123,400
GENERAL FUND SUB-TOTAL	\$39,412,753	\$48,471,934	\$52,727,201	\$54,384,413
Utility Fund				
Water Sales	\$8,930,888	\$9,866,031	\$10,611,000	\$12,355,000
Sewer Charges	\$7,029,970	\$8,100,228	\$8,750,700	\$9,818,580
Other Operating Revenues	\$372,555	\$396,970	\$325,500	\$325,500
Miscellaneous Revenues	\$123,853	\$100,062	\$111,454	\$251,000
Development Fees	\$113,924	\$130,582	\$120,000	\$120,000
System Development Fees	\$2,798,640	\$(10,641)		
Non Operating Revenues		\$(12,000)		
Other Financing Sources	\$500,000	\$6,215,618	\$1,427,482	
UTILITY FUND SUB-TOTAL	\$19,869,830	\$24,786,851	\$21,346,136	\$22,870,080
Stormwater Fund				
Environmental Fees	\$1,006,512	\$1,327,964	\$1,320,000	\$1,404,000
Permits and Fees	\$225,919	\$227,396	\$250,000	\$350,000
Miscellaneous Revenues	\$31,606	\$7,224	\$3,000	\$20,000
Other Financing Sources	\$100,000	\$587,100	\$200,000	
STORMWATER FUND SUB-TOTAL	\$1,364,038	\$2,149,684	\$1,773,000	\$1,774,000
Other Funds				
Other Revenue	\$2,577,968	\$1,458,237	\$2,424,379	\$1,807,183
OTHER MINOR FUNDS SUB-TOTAL	\$2,577,968	\$1,458,237	\$2,424,379	\$1,807,183
Debt Service Funds				
Debt Service Revenues	\$14,286,383	\$12,780,598	\$12,358,479	\$12,983,062
DEBT SERVICE FUNDS SUB-TOTAL	\$14,286,383	\$12,780,598	\$12,358,479	\$12,983,062
TOTAL REVENUES & SOURCES	\$77,510,973	\$89,647,305	\$90,629,195	\$93,818,738

Budget Summary

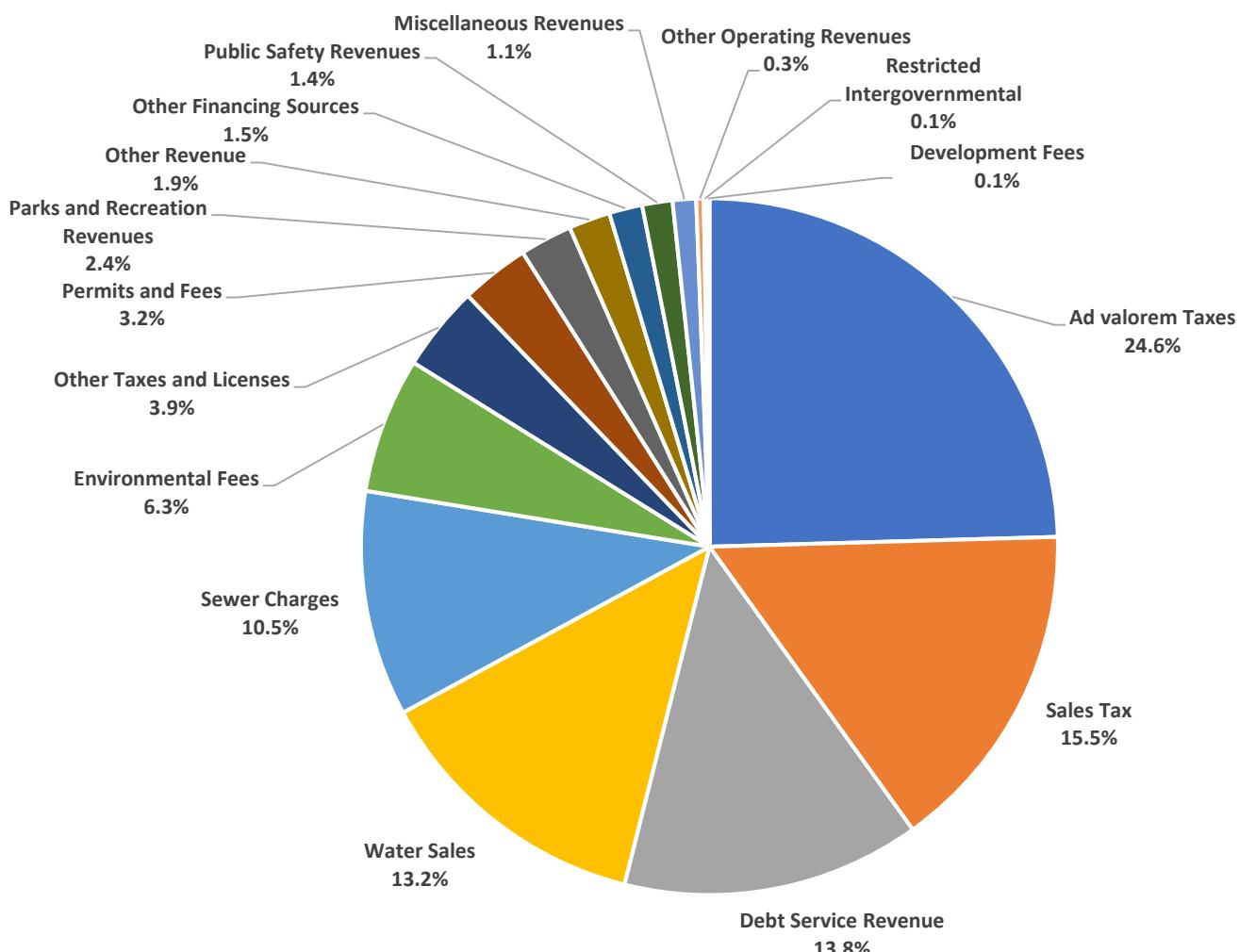
Budget Overview - All Funds Expenditures & Uses



Expenditures & Uses	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
General Fund				
Salaries and Benefits	\$21,714,941	\$24,078,262	\$31,463,481	\$35,234,836
Operating	\$9,831,110	\$11,967,293	\$14,713,167	\$14,901,885
Capital Outlay	\$(1,533,913)	\$2,806,741	\$3,144,849	\$909,012
Other Financing Uses	\$7,828,312	\$7,441,788	\$3,405,704	\$3,338,680
EXPENSES TOTAL	\$37,840,450	\$46,294,084	\$52,727,201	\$54,384,413
Utility Fund				
Salaries and Benefits	\$5,047,124	\$5,489,692	\$7,565,357	\$8,196,158
Operating	\$6,743,983	\$7,926,189	\$9,423,085	\$10,960,343
Capital Outlay	\$222,578	\$1,164,360	\$845,610	\$698,500
Other Financing Uses	\$6,843,360	\$9,590,618	\$3,512,084	\$3,015,079
UTILITY FUND SUB-TOTAL	\$18,857,045	\$24,170,859	\$21,346,136	\$22,870,080
Stormwater Fund				
Salaries and Benefits	\$525,664	\$563,621	\$1,193,586	\$1,388,815
Operating	\$149,797	\$226,570	\$317,809	\$376,839
Capital Outlay	\$63,771	\$35,642	\$246,000	
Other Financing Uses	\$172,458	\$1,126,622	\$15,605	\$8,346
STORMWATER FUND SUB-TOTAL	\$911,690	\$1,952,456	\$1,773,000	\$1,774,000
Other Minor Funds				
Powell Bill Fund	\$1,039,051	\$1,120,527	\$2,178,163	\$1,160,000
Emergency Telephone System (911) Fund	\$145,919	\$3,868	\$246,216	\$647,183
OTHER MINOR FUNDS SUB-TOTAL	\$1,184,970	\$1,124,394	\$2,424,379	\$1,807,183
Debt Service Funds				
General Fund Debt Service	\$4,431,841	\$15,821,683	\$8,061,212	\$9,051,985
Utility Fund Debt Service	\$4,342,615	\$12,332,109	\$4,297,267	\$3,931,077
DEBT SERVICE FUNDS SUB-TOTAL	\$8,774,455	\$28,153,792	\$12,358,479	\$12,983,062
TOTAL EXPENSES & USES	\$67,568,610	\$101,695,585	\$90,629,195	\$93,818,738

Budget Summary

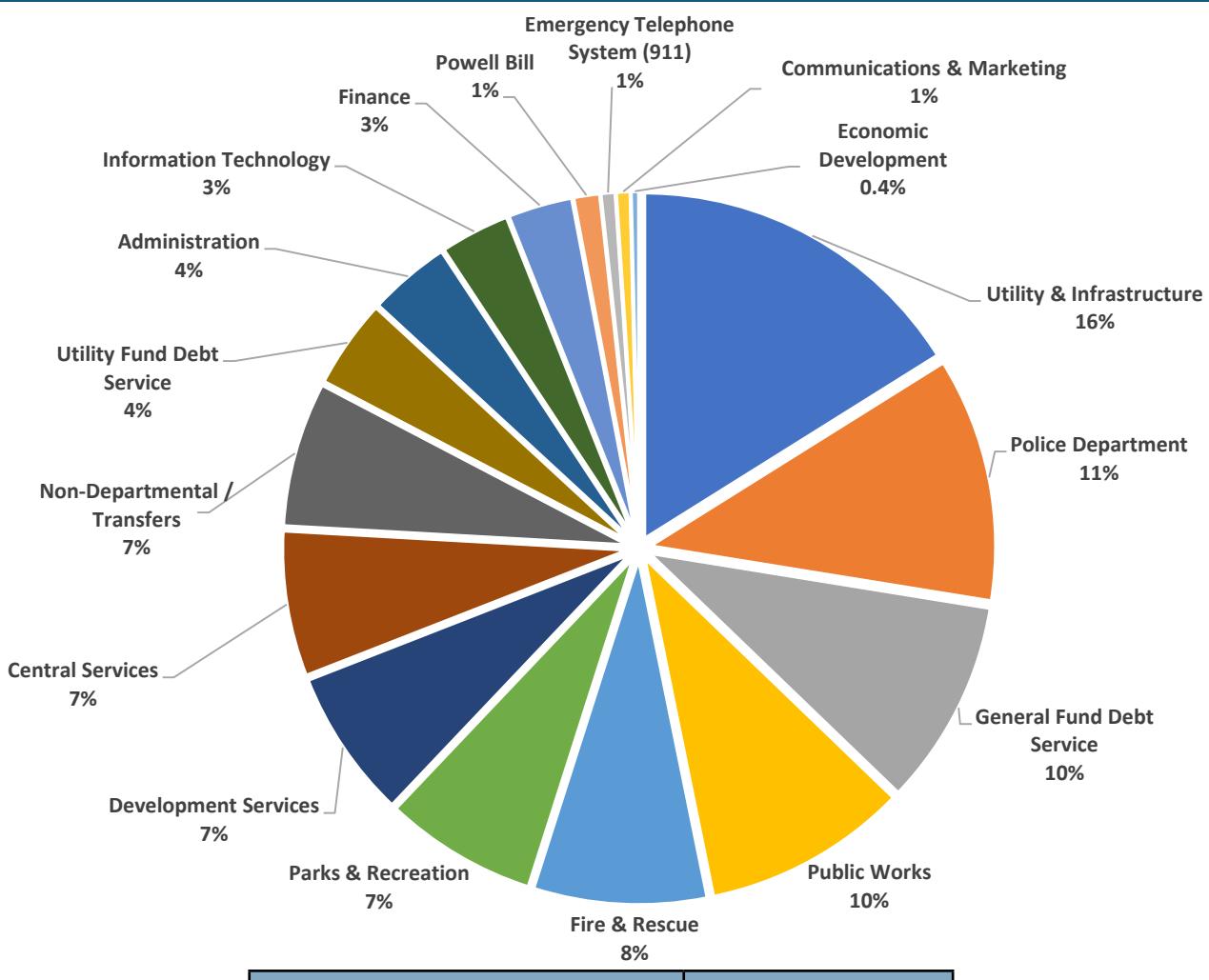
Revenues & Sources - All Operating Funds



Revenues & Sources	FY24 Approved
Ad valorem Taxes	\$23,026,957
Sales Tax	\$14,570,000
Debt Service Revenue	\$12,983,062
Water Sales	\$12,355,000
Sewer Charges	\$9,818,580
Environmental Fees	\$5,902,820
Other Taxes and Licenses	\$3,700,204
Permits and Fees	\$2,995,500
Parks and Recreation Revenues	\$2,303,200
Other Revenue	\$1,807,183
Other Financing Sources	\$1,445,122
Public Safety Revenues	\$1,317,210
Miscellaneous Revenues	\$1,020,000
Other Operating Revenues	\$330,500
Restricted Intergovernmental	\$123,400
Development Fees	\$120,000
TOTAL REVENUES & SOURCES	\$93,818,738

Budget Summary

Expenditures & Uses - All Operating Funds



Expenditures & Uses	FY24 Recommended
Utility & Infrastructure	\$15,103,889
Police Department	\$10,735,160
General Fund Debt Service	\$9,051,985
Public Works	\$9,011,068
Fire & Rescue	\$7,609,254
Parks & Recreation	\$6,715,065
Development Services	\$6,559,594
Central Services	\$6,410,827
Non-Departmental / Transfers	\$6,362,105
Utility Fund Debt Service	\$3,931,077
Administration	\$3,623,073
Information Technology	\$3,071,485
Finance	\$2,841,640
Powell Bill	\$1,160,000
Emergency Telephone System (911)	\$647,183
Communications & Marketing	\$629,837
Economic Development	\$356,496
TOTAL EXPENDITURES & USES	\$93,818,738

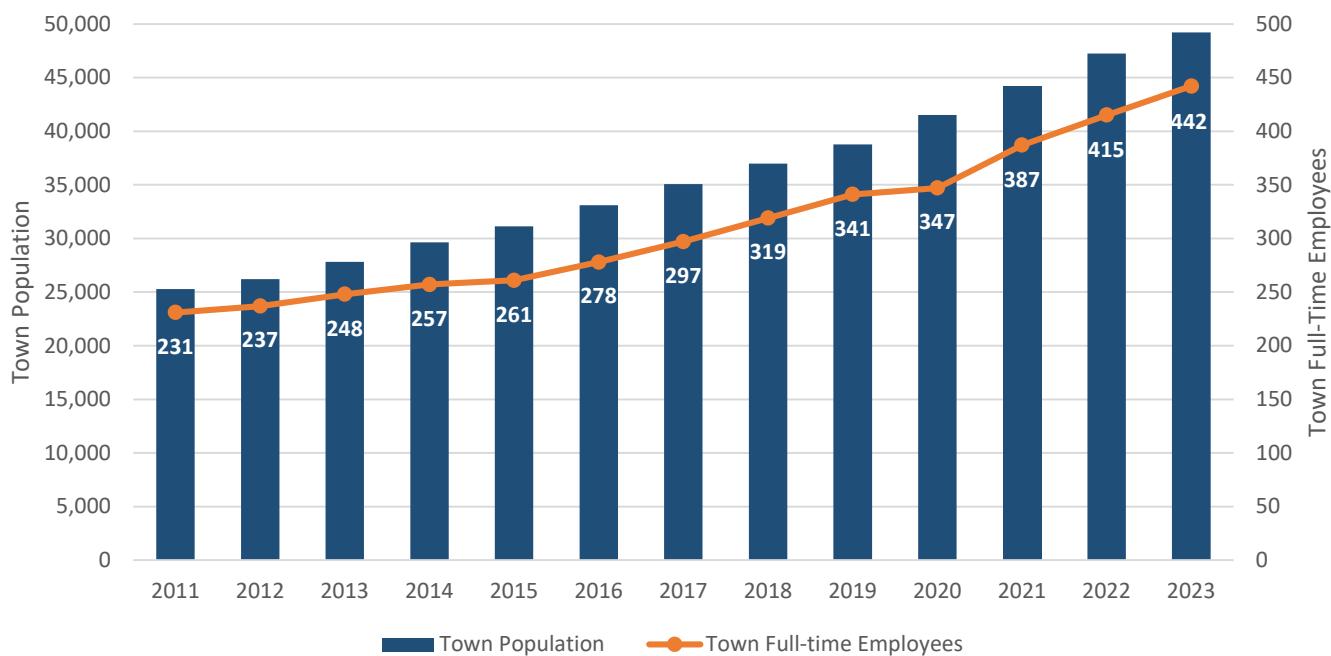
Budget Summary

Position Summary

	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended
Authorized Full-Time Positions By Department					
Police	86	87	91	93	98
Fire & Rescue	58	58	71	71	73
Utilities & Infrastructure	n/a	51	58	66	72
Development Services	n/a	38	46	49	55*
Public Works	56	37	39	41	46
Parks & Recreation	38	36	37	39	41
Finance	18	18	19	19	19
Administration (Including the following offices):	4	3	5	12	12
Town Manager's Office	4	3	5	4	4
Office of Budget, Strategy, and Innovation	n/a	n/a	n/a	4	4
Office of Customer Care	n/a	n/a	n/a	4	4
Information Technology	6	7	9	10	11
Human Resources	3	3	3	4	4
Communications & Marketing	3	3	3	4	4
Town Attorney	2	2	2	3	3
Town Clerk	2	2	2	2	2
Economic Development	2	2	2	2	2
Other Departments Since Reorganized	63	n/a	n/a	n/a	n/a
TOTAL AUTHORIZED POSITIONS	341	347	387	415	442

*Includes 3 positions with 3-year terms with options to renew.

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

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 27 – Stormwater Reserves

Fund 70 - Utility Capital Reserves

Fund 71 – System Development Fee-CRF*

Capital Project Funds*

Fund 11 – PayGo

Fund 35 – Grants & Special Revenue

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



This page left intentionally blank

General Fund

Introduction and Financial History

General Fund Introduction

The General Fund accounts for all revenues and expenditures that are not legally, or by financial best practices, required to be accounted for in another type of special purpose or business-type fund. The General Fund includes services that are generally not run as a business enterprise and typically rely on tax dollars as their primary or sole source of revenue. The General Fund is comprised of the core administrative and operational functions of the Town to include public safety (e.g. Police and Fire), Parks and Recreation, Public Works, Development functions, and General Government departments.

General Fund Financial History

REVENUES	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
Ad Valorem Taxes	\$20,664,824	\$17,351,686	\$19,088,514	\$20,644,471	\$22,329,149	\$23,026,957
Sales Tax	\$7,327,702	\$7,795,549	\$10,162,152	\$12,261,390	\$11,500,000	\$14,570,000
Environmental Revenues	\$2,521,378	\$2,809,165	\$3,311,437	\$3,306,669	\$3,648,705	\$4,498,820
Other Taxes and Licenses	\$3,369,307	\$3,436,523	\$3,094,605	\$3,423,404	\$3,328,704	\$3,700,204
Permits and Fees	\$7,339,627	\$5,256,001	\$3,910,672	\$2,601,694	\$2,780,500	\$2,645,500
Parks and Recreation Revenues	\$2,081,427	\$1,458,669	\$1,718,936	\$1,969,446	\$1,972,200	\$2,303,200
Transfers / Other Financing Sources	\$453,305	\$5,487,891	\$(1,543,757)	\$2,736,750	\$5,549,184	\$1,450,122
Public Safety Revenues	\$790,687	\$930,030	\$850,542	\$915,413	\$879,160	\$1,317,210
Miscellaneous Revenues	\$848,026	\$1,259,676	\$(2,098,175)	\$511,431	\$616,200	\$749,000
Intergovernmental / Grants	\$176,078	\$62,871	\$917,826	\$101,267	\$123,399	\$123,400
TOTAL REVENUES	\$45,572,361	\$45,848,062	\$39,412,753	\$48,471,934	\$52,727,201	\$54,384,413

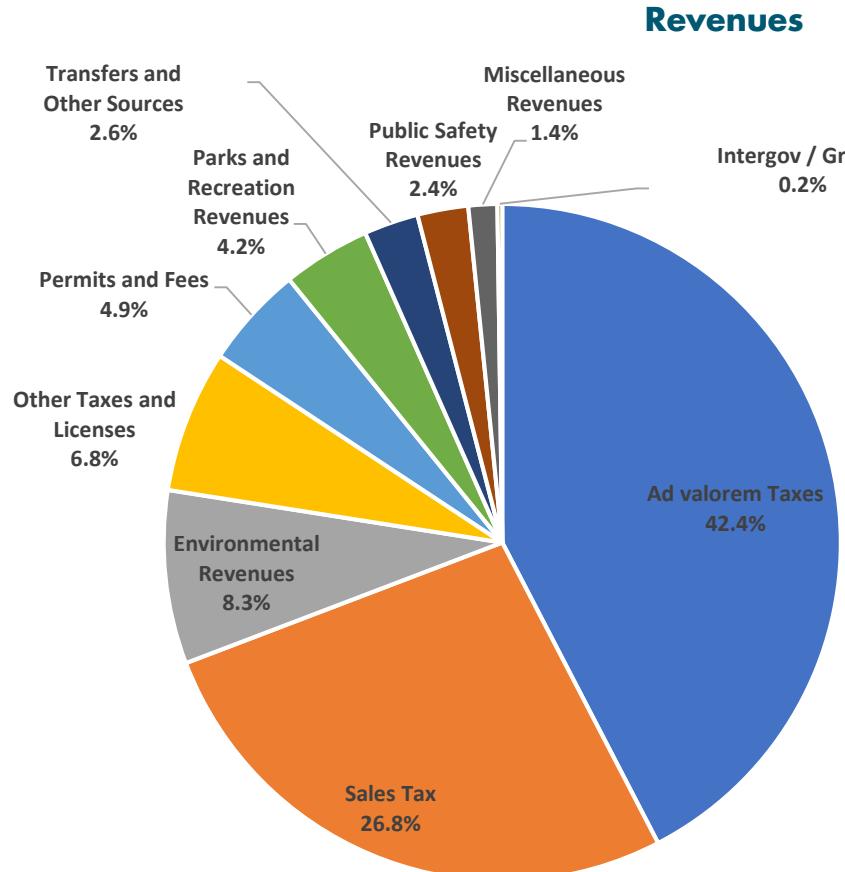
EXPENDITURES	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
Public Safety	\$11,054,964	\$12,640,486	\$13,503,386	\$15,444,872	\$17,193,134	\$18,344,414
General Government	\$17,275,710	\$14,521,590	\$9,836,884	\$14,627,861	\$13,902,876	\$14,475,452
Public Works	\$5,238,734	\$5,524,931	\$5,697,146	\$7,362,056	\$10,185,018	\$8,863,468
Parks & Recreation	\$5,792,736	\$5,190,317	\$5,122,978	\$5,101,948	\$6,523,940	\$6,715,065
Development	\$3,612,602	\$3,715,476	\$3,680,055	\$3,757,346	\$4,922,233	\$5,986,014
TOTAL EXPENDITURES	\$42,974,746	\$41,592,800	\$37,840,450	\$46,294,084	\$52,727,201	\$54,384,413

TOTAL REVENUES	\$45,572,361	\$45,848,062	\$39,412,753	\$48,471,934	\$52,727,201	\$54,384,413
TOTAL EXPENDITURES	\$42,974,746	\$41,592,800	\$37,840,450	\$46,294,084	\$52,727,201	\$54,384,413
NET FUND SAVINGS/(DEFICIT)	\$2,597,615	\$4,255,262	\$1,572,303	\$2,177,850	-	-

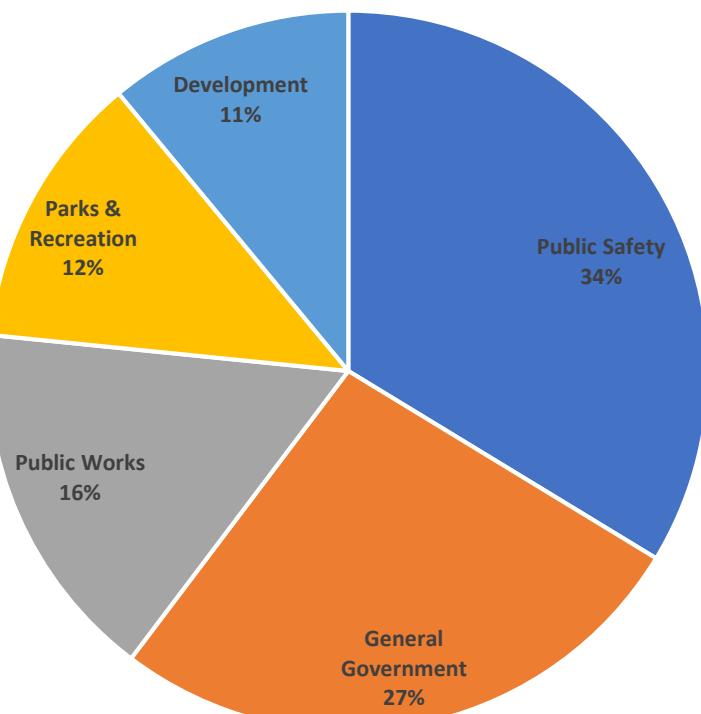
*Beginning in FY20 a portion of Ad Valorem is directly appropriated to the Debt Service Fund and not transferred from the General Fund

General Fund

FY2023-24 Summary by Function



EXPENDITURES:	%	FY24
Public Safety	33.7%	\$18,344,414
General Government	26.6%	\$14,475,452
Public Works	16.3%	\$8,863,468
Parks & Recreation	12.4%	\$6,715,065
Development	11.0%	\$5,986,014
TOTAL EXPENDITURES	100.0	\$54,384,413



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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$255,679	\$275,558	\$449,831	\$471,428	\$471,428
Operating Expenditures	\$21,981	\$105,969	\$151,598	\$158,409	\$158,409
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$277,660	\$381,527	\$601,429	\$629,837	\$629,837

Budget Increases

- Biennial Community Survey (\$22,000)
- Communications and Marketing Outreach and Engagement (\$15,000)
- Holly Springs Citizens Academy (\$7,000)
- Social Media Management Software (\$4,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$408,769	\$609,991	\$537,722	\$738,809	\$738,809
Operating Expenditures	\$82,128	\$157,834	\$213,073	\$243,306	\$243,306
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$490,897	\$767,825	\$750,795	\$982,115	\$982,115

Budget Increases

- Intergovernmental Relations / State Lobbyist (\$30,000)
- Unallocated Operational Contingency (\$30,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	–	\$81,908	\$170,720	\$170,720
Operating Expenditures	–	–	\$10,900	\$7,400	\$7,400
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	\$92,808	\$178,120	\$178,120

Budget Increases

- Office of Customer Care Supervisor Position Reclassification (\$3,462)
- Office of Customer Care Supplies and Professional Dues (\$3,500)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	–	\$413,133	\$499,311	\$499,311
Operating Expenditures	–	–	\$55,450	\$46,450	\$46,450
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	\$468,583	\$545,761	\$545,761

Budget Increases

- none

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$239,130	\$285,953	\$413,861	\$452,244	\$452,244
Operating Expenditures	\$97,276	\$105,610	\$181,670	\$192,086	\$192,086
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$336,406	\$391,563	\$595,531	\$644,330	\$644,330

Budget Increases

- Human Resources Recruitment, Selection, and On-Boarding Management Information System (\$60,892)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$201,946	\$223,420	\$407,769	\$438,100	\$438,100
Operating Expenditures	\$777	\$121,706	\$276,333	\$22,893	\$22,893
Capital Outlay	–	\$12,280	–	–	–
EXPENSE TOTALS	\$202,723	\$357,406	\$684,102	\$460,993	\$460,993

Budget Increases

- Attorney's Office Supplies and Training (\$9,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$159,905	\$185,857	\$218,210	\$239,721	\$239,721
Operating Expenditures	\$102,792	\$140,184	\$146,986	\$238,370	\$243,370
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	\$262,697	\$326,041	\$365,196	\$478,091	\$483,091

Budget Increases

- Wake County Municipal Election Costs (\$86,800)
- Town Council Agenda Management Software (\$13,124)
- Town Council Personal Vehicle Use Stipend (\$9,000)
- Flag Replacements at Town Facilities (\$2,600)
- Administration Professional Dues and Subscription (\$2,360)
- Town Council Non-Profit Grant Carryforward (\$5,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$538,126	\$619,895	\$972,675	\$1,024,884	\$1,024,884
Operating Expenditures	\$24,532	\$79,574	\$168,284	\$171,984	\$171,984
Capital Outlay	—	\$6,050	\$7,500	—	—
EXPENSE TOTALS	\$562,658	\$705,520	\$1,148,459	\$1,196,868	\$1,196,868

Budget Increases

- Finance Audit Fees and Cost Allocation Study (\$18,000)
- Finance Postage Supplies (\$1,700)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$453,105	\$621,509	\$806,068	\$909,812	\$909,812
Operating Expenditures	\$928,698	\$1,161,117	\$1,420,508	\$1,440,027	\$1,440,027
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$1,381,804	\$1,782,626	\$2,226,576	\$2,349,839	\$2,349,839

Budget Increases

- Software Requirements, Replacement Computers, and Systems Maintenance (\$151,358)
- Information Technology Technician Position (\$68,219)
- Information Technology Organization and Structure (\$11,175)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$202,274	\$228,658	\$281,677	\$296,946	\$296,946
Operating Expenditures	\$46,782	\$59,508	\$75,550	\$59,550	\$59,550
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$249,055	\$288,166	\$357,227	\$356,496	\$356,496

Budget Increases

- 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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$6,800,196	\$7,501,189	\$8,770,539	\$9,604,118	\$9,604,118
Operating Expenditures	\$377,560	\$598,723	\$840,883	\$809,130	\$809,130
Capital Outlay	\$384,373	\$1,060,365	\$507,501	\$321,912	\$321,912
EXPENSE TOTALS	\$7,562,129	\$9,160,278	\$10,118,923	\$10,735,160	\$10,735,160

Budget Increases

- School Resource Officer Position, Vehicle, and Equipment (\$151,589)
- Police Department Equipment and Tactical Response Gear (\$123,050)
- 9-1-1 Telecommunicator Positions (2) (\$99,664)
- Police Quartermaster Position (\$77,148)
- Emergency Management Specialist Position (\$62,230)
- Field Training Officer Supplemental Pay (\$32,000)
- Police Department Special Operations Lieutenant Position Reclassification (\$11,734)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$4,501,071	\$5,247,976	\$6,510,511	\$6,969,604	\$6,969,604
Operating Expenditures	\$443,326	\$521,548	\$563,700	\$639,650	\$639,650
Capital Outlay	\$996,861	\$515,071	—	—	—
EXPENSE TOTALS	\$5,941,258	\$6,284,595	\$7,074,211	\$7,609,254	\$7,609,254

Budget Increases

- Fire Department Professional Services Captain Position (\$83,322)
- Fire Department Engineer Position (\$70,697)
- Fire Department Accreditation Training (\$30,000)
- Fire Department Training and Professional Development (\$28,000)
- Fire Department Uniforms, Safety Supplies, and Dues (\$17,400)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$1,823,844	\$2,275,490	\$3,292,959	\$3,749,187	\$3,749,187
Operating Expenditures	\$3,204,889	\$4,279,031	\$4,557,239	\$4,834,281	\$4,834,281
Capital Outlay	\$668,414	\$807,535	\$2,334,820	\$280,000	\$280,000
EXPENSE TOTALS	\$5,697,146	\$7,362,056	\$10,185,018	\$8,863,468	\$8,863,468

Budget Increases

- Solid Waste Technician Crew (5 Positions) (\$435,921)
- GFL Solid Waste Contract Increases and Service Growth (\$212,615)
- Public Works Employee Training (\$50,000)
- Fire Station 1 HVAC Maintenance and Replacement (\$40,000)
- Solid Waste Fleet Maintenance (\$30,000)
- Street Median Maintenance from Service Growth (\$28,000)
- Weekend Janitorial Services for Parks Restrooms (\$25,000)
- Public Works Branding and Uniforms (\$16,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$3,114,464	\$3,237,989	\$4,161,106	\$4,518,809	\$4,518,809
Operating Expenditures	\$1,869,040	\$1,826,109	\$2,117,806	\$2,121,256	\$2,121,256
Capital Outlay	\$139,474	\$37,851	\$245,028	\$75,000	\$75,000
EXPENSE TOTALS	\$5,122,978	\$5,101,948	\$6,523,940	\$6,715,065	\$6,715,065

Budget Increases

- Park Maintenance Crew Leader Position and Technician Position (\$144,332)
- Part-Time Salaries Adjustments for Community Center and Cultural Art Center (\$47,300)
- Community Attractions and Events (\$45,500)
- Park Bond Referendum Education and Outreach (\$27,000)
- Expanded Athletics Instruction (\$20,000)
- Weekend and Events Janitorial Services for Park Restrooms (\$10,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	\$699,714	\$1,116,245	\$1,513,491	\$1,513,491
Operating Expenditures	–	\$116,180	\$190,175	\$205,825	\$205,825
Capital Outlay	–	\$15,000	–	\$82,000	\$82,000
EXPENSE TOTALS	–	\$830,893	\$1,306,420	\$1,801,316	\$1,801,316

*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 Increases

- Project Managers Positions (2) (\$187,055)
- Capital Projects Inspector Position, Vehicle, and Equipment (\$123,272)
- Land Acquisition Agent Position, Vehicle, and Equipment (\$108,847)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	\$2,033,660	\$2,959,267	\$3,567,652	\$3,567,652
Operating Expenditures	–	\$540,204	\$606,546	\$466,946	\$466,946
Capital Outlay	–	\$352,589	\$50,000	\$150,100	\$150,100
EXPENSE TOTALS	–	\$2,926,453	\$3,615,813	\$4,184,698	\$4,184,698

*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 Increases

- Building Code Inspector (2) Positions, Vehicles, and Equipment (\$291,175)*
- Compliance Supervisor and Zoning Compliance Officer Positions (\$199,441)
- Building Plans Reviewer Position (\$110,471)*
- Development Services Professional Dues, Subscriptions, and Training (\$17,250)
- Zoning Compliance Officer Position Reclassification (\$4,222)

*Positions are 3-year term limited with opportunity to renew.

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Operating Expenditures	\$2,058,598	\$2,185,399	\$3,206,466	\$3,289,322	\$3,309,322
Capital Outlay	\$(3,813,924)	–	–	–	–
EXPENSE TOTALS	\$(1,755,327)	\$2,185,399	\$3,206,466	\$3,289,322	\$3,309,322

Budget Increases

- Town Utilities (\$35,000)
- Property Tax Collection Fee Increase (\$25,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Transfers / Other Financing Uses	\$7,828,312	\$7,441,788	\$3,405,704	\$3,338,680	\$3,338,680
EXPENSE TOTALS	\$7,828,312	\$7,441,788	\$3,405,704	\$3,338,680	\$3,338,680



This page left intentionally blank



Utility Fund



This page left intentionally blank

Utility Fund

Introduction and Financial History

Utility Fund Introduction

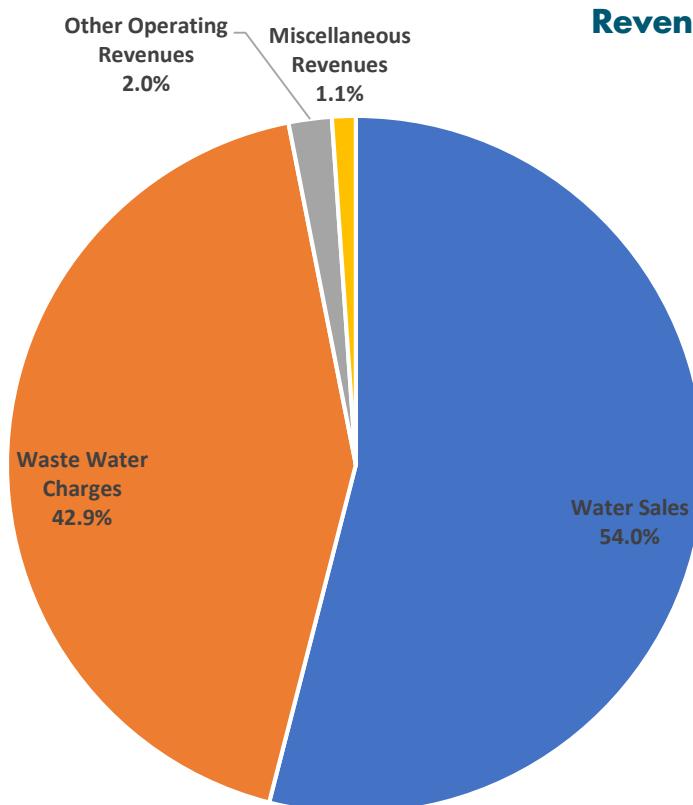
The Utility Fund is the Town's largest enterprise fund, which means the fund is managed as a business-type element of the Town government. Enterprise funds are not tax supported and instead operate by providing or selling a product or service that users pay to receive. The Town's Utility Fund provides water and wastewater services to residents and businesses in Holly Springs.

Utility Fund Financial History

REVENUES	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
Water Sales	\$6,611,520	\$7,102,096	\$8,021,950	\$9,866,031	\$10,611,000	\$12,355,000
Sewer Charges	\$5,539,076	\$6,055,963	\$6,851,004	\$8,100,228	\$8,750,700	\$9,818,580
Other Operating Revenues	\$1,299,980	\$1,717,689	\$1,574,384	\$527,552	\$445,500	\$445,500
Other Financing Sources	\$1,371,151	\$6,285,249	\$500,000	\$6,203,618	\$1,427,482	—
Miscellaneous Revenues	\$249,397	\$283,334	\$123,853	\$100,062	\$111,454	\$251,000
Development Fees	\$6,613,349	\$8,651,241	\$2,798,640	\$(10,641)	—	—
TOTAL REVENUES	\$21,684,472	\$30,095,572	\$19,869,830	\$24,786,851	\$21,346,136	\$22,870,080
EXPENSES	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
Development	\$6,722,299	\$7,264,889	\$8,695,186	\$10,785,734	\$12,196,704	\$14,098,150
Central Services	\$7,819,023	\$12,159,664	\$6,843,360	\$7,670,101	\$2,970,326	\$2,952,755
Non-Departmental	\$1,844,697	\$6,057,522	\$1,667,506	\$4,091,000	\$3,512,084	\$3,015,079
Finance	\$2,175,241	\$1,935,125	\$1,193,011	\$985,682	\$1,743,372	\$1,644,772
Information Technology	\$152,643	\$163,604	\$196,553	\$370,386	\$577,972	\$721,646
Public Works	—	—	\$95,338	\$167,621	\$147,600	\$147,600
Administration	\$65,786	\$163,712	\$166,092	\$100,334	\$198,078	\$290,078
TOTAL EXPENSES	\$18,779,689	\$27,744,515	\$18,857,045	\$24,170,859	\$21,346,136	\$22,870,080
TOTAL REVENUES	\$21,684,472	\$30,095,572	\$19,869,830	\$24,786,851	\$21,346,136	\$22,870,080
NET FUND SAVINGS/(DEFICIT)	\$2,904,783	\$2,351,056	\$1,012,785	\$615,992	-	-

Utility Fund

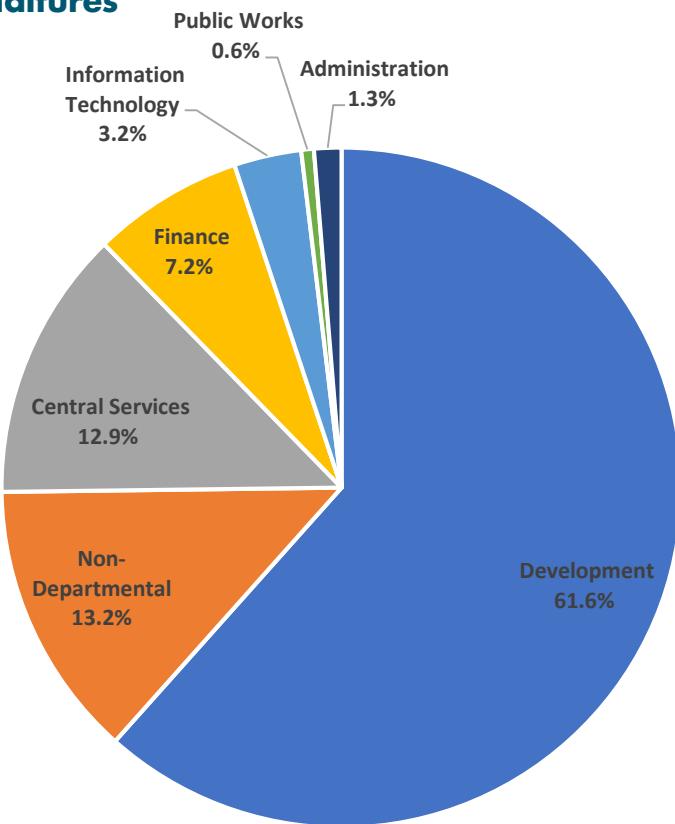
FY2023-24 Summary by Function



Revenues

REVENUES:	%	FY24
Water Sales	54.0	12,355,000
Waste Water Charges	42.9	9,818,580
Other Operating Revenues	2.0	455,500
Miscellaneous Revenues	1.1	251,000
TOTAL REVENUES	100.0	22,870,080

Expenditures



EXPENDITURES:	%	FY24
Development	61.6	\$14,098,150
Non-Departmental	13.2	\$3,015,079
Central Services	12.9	\$2,952,755
Finance	7.2	\$1,644,772
Information Technology	3.2	\$721,646
Public Works	0.6	\$147,600
Administration	1.3	\$290,078
TOTAL REVENUES	100.0	22,870,080

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$165,886	\$90,259	\$114,670	\$117,858	\$117,858
Operating Expenditures	\$206	\$10,075	\$1,500	\$1,500	\$1,500
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$166,092	\$100,334	\$116,170	\$119,358	\$119,358

Budget Increases

- None

Office of Customer Care Budget Summary					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	—	—	\$81,908	\$170,720	\$170,720
Operating Expenditures	—	—	—	—	—
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	—	—	\$81,908	\$170,720	\$170,720

Budget Increases

- None

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$685,113	\$551,410	\$762,517	\$738,803	\$738,803
Operating Expenditures	\$414,860	\$422,161	\$930,855	\$905,969	\$905,969
Capital Outlay	\$93,039	\$12,111	\$50,000	-	-
EXPENSE TOTALS	\$1,193,011	\$985,682	\$1,743,372	\$1,644,772	\$1,644,772

Budget Increases

- Water Meters (\$70,000)
- Utility Billing Software (\$31,290)
- Utility System Base Station Support (\$10,000)
- Utility Billing Postage and Supplies (\$6,000)
- Customer Service Training (\$3,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	\$122,341	\$230,387	\$339,217	\$342,697	\$342,697
Operating Expenditures	\$74,212	\$139,999	\$238,755	\$378,949	\$378,949
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$196,553	\$370,386	\$577,972	\$721,646	\$721,646

Budget Increases

- Cityworks Utility Implementation and Upgrades (\$200,000)
- Utilities and Infrastructure Security Solutions (\$20,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	\$2,946,072	\$4,120,370	\$4,534,505	\$4,534,505
Operating Expenditures	–	\$5,368,867	\$5,485,180	\$6,916,530	\$6,916,530
Capital Outlay	–	\$1,074,526	\$601,000	\$572,500	\$572,500
EXPENSE TOTALS	–	\$9,389,465	\$10,206,550	\$12,023,535	\$12,023,535

*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 Increases

- Bulk Water Purchase and Distribution (\$689,300)
- Pump Station Chemicals and Maintenance (\$365,950)
- Waste Water Treatment Plant Chemicals and Maintenance (\$205,300)
- Utility Technician Positions (2) and Equipment (\$163,667)
- Utility Engineering Professional Fees, Training, and Supplies (\$78,800)
- Environmental Compliance Testing and Supplies (\$55,700)
- Collections Systems Maintenance and Operations (\$50,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	\$1,210,475	\$1,652,644	\$1,815,115	\$1,815,115
Operating Expenditures	–	\$108,072	\$142,900	\$133,500	\$133,500
Capital Outlay	–	\$77,722	\$194,610	\$126,000	\$126,000
EXPENSE TOTALS	–	\$1,396,269	\$1,990,154	\$2,074,615	\$2,074,615

*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 Increases

- Development Review Engineer Position (\$87,808)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	—	—	—	—	—
Operating Expenditures	\$95,338	\$167,621	\$147,600	\$147,600	\$147,600
Capital Outlay	—	—	—	—	—
EXPENSE TOTALS	\$95,338	\$167,621	\$147,600	\$147,600	\$147,600

Budget Increases

- None

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Operating Expenditures	\$1,667,506	\$2,170,483	\$2,970,326	\$2,952,755	\$2,952,755
Capital Outlay	-	-	-	-	-
Transfers	-	\$5,499,618	-	-	-
EXPENSE TOTALS	\$1,667,506	\$7,670,101	\$2,970,326	\$2,952,755	\$2,952,755

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Transfers / Other Financing Uses	\$6,843,360	\$4,091,000	\$3,512,084	\$3,015,079	\$3,015,079
EXPENSE TOTALS	\$6,843,360	\$4,091,000	\$3,512,084	\$3,015,079	\$3,015,079



This page left intentionally blank



Stormwater Fund



This page left intentionally blank

Stormwater Fund

Introduction and Financial History

Stormwater Fund Introduction

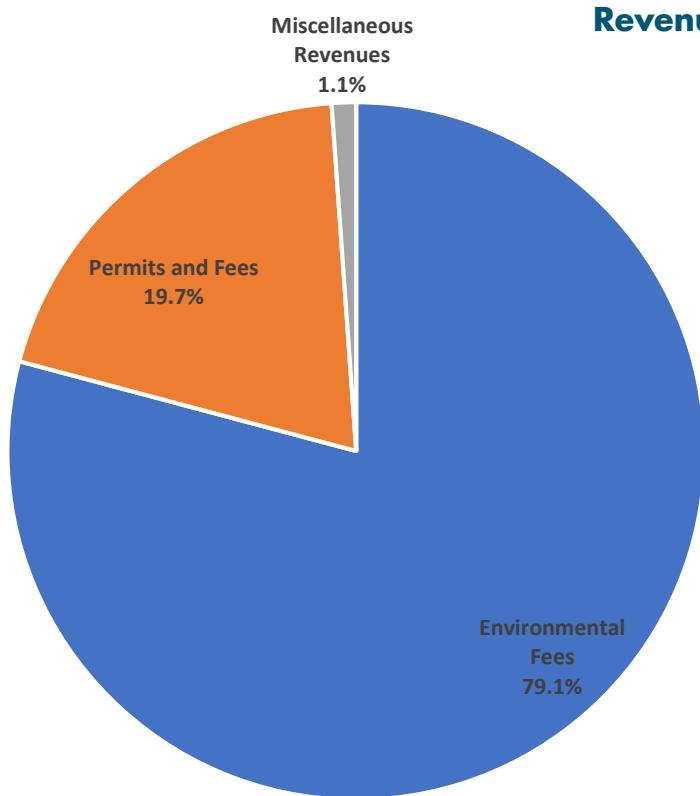
The Stormwater Fund is one of the Town's enterprise funds, which means the fund is managed as a business-type element of the Town government. Enterprise funds are not tax supported and instead operate by providing or selling a product or service that users pay to receive. Customers pay the Town a fee based on their structure's impervious surface area according to a unit of measure defined as an "Equivalent Residential Unit" or ERU. The Town's Stormwater Fund provides services to residents and businesses by planning for and managing the Town's stormwater system.

Stormwater Fund Financial History

REVENUES	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
Environmental Fees	\$489,568	\$521,665	\$1,006,512	\$1,327,964	\$1,320,000	\$1,404,000
Permits and Fees	\$334,248	\$187,860	\$252,895	\$227,396	\$250,000	\$350,000
Miscellaneous Revenues	\$6,969	\$12,462	\$4,630	\$7,224	\$3,000	\$20,000
Other Financing Sources	\$(29,060)	\$519,328	\$100,000	\$587,100	\$200,000	-
TOTAL REVENUES	\$801,724	\$1,241,316	\$1,364,038	\$2,149,684	\$1,773,000	\$1,774,000
REVENUES	FY19 Actual	FY20 Actual	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Approved
Development	\$556,254	\$1,074,558	\$819,989	\$721,673	\$1,582,606	\$1,579,319
Administration	-	-	-		\$18,312	\$37,585
Non-Departmental	-	-	-	\$539,522	\$15,605	\$8,346
Central Services	\$11,380	\$15,416	\$91,701	\$691,270	\$156,477	\$148,750
TOTAL EXPENSES	\$567,634	\$1,089,975	\$911,690	\$1,952,456	\$1,773,000	\$1,774,000
TOTAL REVENUES	\$801,724	\$1,241,316	\$1,364,038	\$2,149,684	\$1,773,000	\$1,774,000
TOTAL EXPENSES	\$567,634	\$1,089,975	\$911,690	\$1,952,456	\$1,773,000	\$1,774,000
SAVINGS/(DEFICITS)	\$234,090	\$447,962	\$452,348	\$197,228	-	-

Stormwater Fund

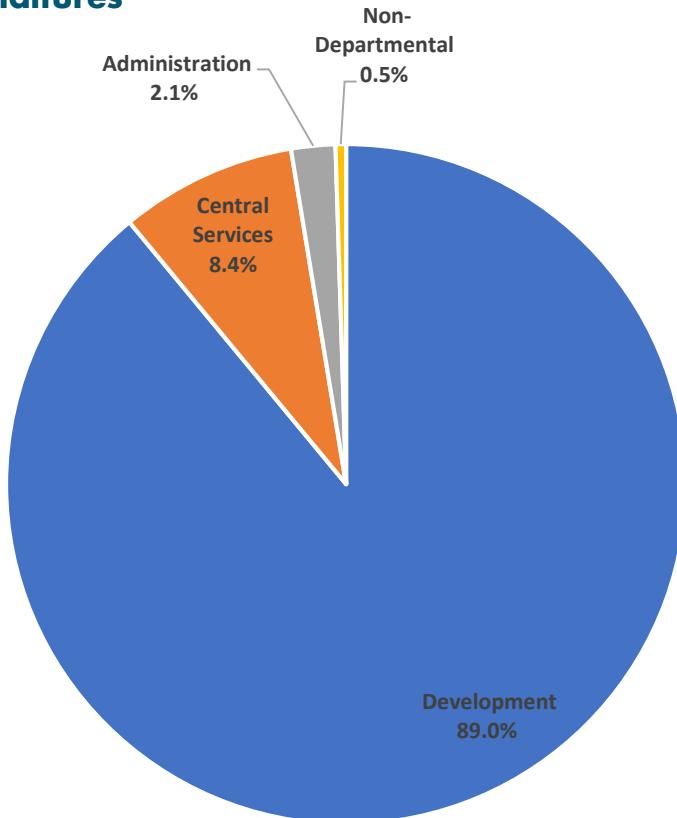
FY2023-24 Summary by Function



REVENUES:	%	FY24
Environmental Fees	79.2	\$1,404,000
Permits and Fees	19.7	\$350,000
Miscellaneous Revenues	1.1	\$20,000
TOTAL REVENUES	100.0	\$1,774,000

Expenditures

EXPENDITURES	%	FY24
Development	89.0	\$1,579,319
Central Services	8.4	\$148,750
Administration	2.1	\$37,585
Non-Departmental	0.5	\$8,346
TOTAL EXPENDITURES	100.0	\$1,774,000



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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	\$522,570	\$896,226	\$1,017,406	\$1,017,406
Operating Expenditures	–	\$159,999	\$202,602	\$261,632	\$261,632
Capital Outlay	–	\$35,642	\$246,000	–	–
EXPENSE TOTALS		\$718,211	\$1,344,828	\$1,279,038	\$1,279,038

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

Budget Increases

- Stormwater Operations and Maintenance (\$47,400)
- Stormwater Vehicle Cargo Equipment (\$1,500)
- Secondary and Cumulative Impacts Master Management Plan (SCIMMP) (\$20,000)

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	\$2,771	\$218,478	\$280,981	\$280,981
Operating Expenditures	–	\$690	\$19,300	\$19,300	\$19,300
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	\$3,461	\$237,778	\$300,281	\$300,281

Budget Increases

- None

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Salaries & Benefits	–	–	\$18,312	\$37,585	\$37,585
Operating Expenditures	–	–	–	–	–
Capital Outlay	–	–	–	–	–
EXPENSE TOTALS	–	–	\$18,312	\$37,585	\$37,585

Budget Increases

- None

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Operating Expenditures	\$91,701	\$691,270	\$156,477	\$148,750	\$148,750
EXPENSE TOTALS	\$91,701	\$691,270	\$156,477	\$148,750	\$148,750

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					
	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Other Financing Uses	–	\$539,522	\$15,605	\$8,346	\$8,346
EXPENSE TOTALS	–	\$539,522	\$15,605	\$8,346	\$8,346



Special Revenue & Debt Service Funds



This page left intentionally blank

Special Revenue and Debt Service Funds

Special Revenue Funds

Powell Bill Fund Introduction

The Powell Bill Fund is one of the Town's special revenue funds, which means the fund has a dedicated revenue source that is legally required to be used for only a specific function. The Powell Bill funds are used primarily to resurface municipal streets but also may be used to maintain, repair, construct, or widen streets, bridges, and drainage areas. Municipalities can also use Powell Bill funds to plan, construct, and maintain bike paths, greenways, or sidewalks. The amount each municipality receives is based on a formula set by the N. C. General Statutes, with 75 percent of the funds based on population and 25 percent based on the number of municipality-maintained street miles. The annual population figures are provided by the NC Office of State Budget Management.

Powell Bill Fund Financial History

	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Powell Bill Street Maintenance Fund Budget Summary					
Revenue	\$2,339,820	\$1,208,298	\$2,178,163	\$1,160,000	\$1,160,000
Expense	\$1,039,051	\$1,120,527	\$2,178,163	\$1,160,000	\$1,160,000
SAVINGS / (DEFICITS)	\$1,300,769	87,771	-	-	-

Emergency Telephone System (911) Fund Introduction

The Emergency Telephone System (911) Fund is one of the Town's special revenue funds, which means the fund has a dedicated revenue source that is legally required to be used for only a specific function. The Town receives state funding for managing a primary public safety answering point, or PSAP. The North Carolina 911 Board approved a funding method in December 2010 for distributing funds to primary PSAPs. The 911 Board is required to present the final approved distribution amount (base amount as defined in G.S. §143B-1406) for each primary PSAP by June 1 of each year for the upcoming fiscal year.

Emergency Telephone System (911)

	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
Emergency Telephone System (911) Fund Budget Summary					
Revenue	\$238,149	\$249,940	\$246,216	\$647,183	\$647,183
Expense	\$145,919	\$3,868	\$246,216	\$647,183	\$647,183
SAVINGS / (DEFICITS)	\$92,230	246,072	-	-	-

Special Revenue and Debt Service Funds

Debt Service Funds



Debt Service Funds Introduction

Debt Service Funds are annual appropriations for paying the annual principal and interest payments for debts taken by the Town. The Town maintains a General Fund Debt Service fund, which is tax-base supported, and a Utility Debt Service Fund, which is supported by water and wastewater revenue sources.

Debt Service Funds Financial History

	FY21 Actual	FY22 Actual	FY23 Amended	FY24 Recommended	FY24 Approved
General Fund Debt Service Budget Summary					
Revenue	\$10,003,129	\$8,688,889	\$8,061,212	\$9,051,985	\$9,051,985
Expense	\$4,431,841	\$15,821,683	\$8,061,212	\$9,051,985	\$9,051,985
SAVINGS / (DEFICITS)	\$5,571,288	(\$7,132,794)	–	–	–
Utility Fund Debt Service Budget Summary					
Revenue	\$4,283,254	\$4,091,709	\$4,297,267	\$3,931,077	\$3,931,077
Expense	\$4,342,615	\$12,332,109	\$4,297,267	\$3,931,077	\$3,931,077
SAVINGS / (DEFICITS)	(\$59,361)	(\$8,240,400)	–	–	–



Special Revenue and Debt Service Funds

Debt Summary

General Fund Debt Service Principal and Interest							
DEBT TYPE	FY24	FY25	FY26	FY27	FY28	Future Years	Totals
Principal	\$6,438,419	\$5,566,149	\$5,478,201	\$4,960,550	\$4,649,510	\$42,910,629	\$70,003,458
Interest	\$2,398,564	\$2,221,694	\$2,004,436	\$1,787,848	\$1,572,222	\$6,986,790	\$16,971,555
GEN. FUND TOTAL	\$8,836,984	\$7,787,843	\$7,482,637	\$6,748,398	\$6,221,732	\$49,897,419	\$86,975,012
Utility Fund Debt Service Principal and Interest							
DEBT TYPE	FY24	FY25	FY26	FY27	FY28	Future Years	Totals
Principal	\$3,342,837	\$3,414,119	\$3,394,295	\$3,415,348	\$3,492,473	\$9,131,651	\$26,190,724
Interest	\$588,237	\$521,393	\$453,211	\$384,706	\$313,642	\$742,030	\$3,003,220
UTILITY FUND TOTAL	\$3,931,075	\$3,935,513	\$3,847,506	\$3,800,054	\$3,806,116	\$9,873,681	\$29,193,944
TOTALS (ALL FUNDS)	\$12,768,058	\$11,723,356	\$11,330,142	\$10,548,452	\$10,027,847	\$59,771,100	\$116,168,956

Special Revenue and Debt Service Funds

Debt Schedule Summary



General Fund Debt by Purpose					
SERIES	Purpose	Type	Term	Original Par	Outstanding Par
2008 A	Green Oaks Parkway	Installment Purchase Agreement	18	\$6,366,000	\$1,060,999
2013	Athletic Fields	Other Debt Financing Arrangements	10	\$1,805,271	\$1,805,271
2013 A	Fiber Optic Network	Installment Purchase Agreement	10	\$1,500,000	\$150,000
2014	Law Enforcement Center, Athletic Complex, Transportation Improvements	Limited Obligation Bonds	18	\$17,105,000	\$10,095,000
2020 A	Vehicle Equipment	Installment Purchase Agreement	5	\$550,000	\$335,385
2020 C	Fire Truck	Installment Financing Contract	10	\$1,200,000	\$972,502
2020 D	Hunt Center Refunding 2009	Installment Purchase Agreement	7	\$3,070,118	\$1,781,090
2021	Police, Streets	Installment Purchase	4	\$695,182	\$436,746
2021	FujiFilm, Town Hall	Limited Obligation Bonds	20	\$18,270,000	\$18,270,000
2021	Parks and Recreation Projects, Transportation Improvements	General Obligation Public Improvement Bonds	20	\$30,000,000	\$27,000,000
2022	Solid Waste, Police	Installment Purchase Agreement	5	\$1,581,000	\$1,264,800
2022	Refunding 2012	General Obligation Refunding Bonds	15	\$7,381,542	\$6,831,664
General Fund Total				\$89,524,112	\$70,003,458
Utility Fund Debt by Purpose					
SERIES	Purpose	Type	Term	Original Par	Outstanding Par
2010	Utley Creek Wastewater Treatment Plant	Other Debt Financing Arrangements	20	\$17,500,000	\$6,125,000
2011	Water System	Other Debt Financing Arrangements	20	\$33,534	\$11,673
2020	Water and Sewer Refunding 2010	Revenue Bond	8	\$5,242,436	\$3,988,837
2020 A	Refunding 2008	Revenue Bond	8	\$9,040,907	\$6,425,011
2020 B	Avery Ferry Force Main	Installment Financing Contract	15	\$3,045,650	\$2,541,999
2021	Vehicle Equipment	Installment Purchase	4	\$716,068	\$449,867
2022	Refunding 2006, Refunding 2012A, Refunding 2012B	General Obligation Refunding Bonds	15	\$7,183,458	\$6,648,336
Utility Fund Total				\$42,762,052	\$26,190,724
ALL-FUNDS TOTAL				\$132,286,165	\$96,194,181



Community Investment Plan (CIP)



This page left intentionally blank

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.

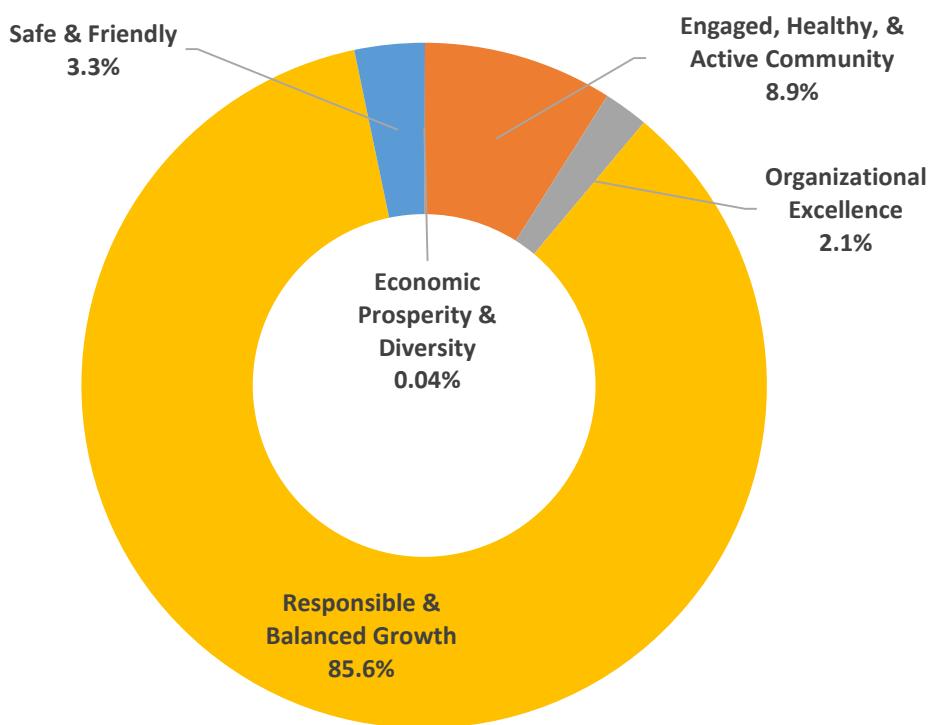
Community Investment Plan (CIP)

Projects by Strategic Priority Area



FY2023-2024 CIP Projects by Strategic Priority Area

Note - All projects listed below are only showing budgeted amounts for anticipated expenses occurring during the FY2023-24 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	FY24
Economic Prosperity & Diversity	\$25,000
Engaged, Healthy, & Active Community	\$6,125,000
Organizational Excellence	\$1,445,000
Responsible & Balanced Growth	\$58,690,000
Safe & Friendly	\$2,242,595
TOTAL	\$68,527,595

Community Investment Plan (CIP)

Projects by Strategic Priority Area

Economic Prosperity and Diversity		FY24
Downtown Investment Grant (DIG)		\$25,000
TOTAL		\$75,000

Engaged, Healthy & Active Community		FY24
New Park Off Cass Holt Rd		\$5,000,000
Sugg Farm Park Amenities - Community Garden & Nature Play Area		\$700,000
Priority Greenways		\$350,000
Playground Rehabilitation, Sunshades, and Amenities		\$75,000
TOTAL		\$6,125,000

Organizational Excellence		FY24
Utility Fund Vehicle Replacements		\$750,000
General Fund Vehicle Replacements		\$570,000
General Government Facility Maintenance & Repair		\$75,000
Town Signage		\$50,000
TOTAL		\$1,445,000

Responsible & Balanced Growth		FY24
Sanford Water Capacity Project		\$45,800,000
Operations Campus		\$11,000,000
WWTP and Pump Station SCADA		\$600,000
Stormwater Repair Projects		\$300,000
Stormwater Asset Inventory, Assessment, and Asset Management Plan		\$300,000
Utility System Repair and Operations		\$300,000
Risk & Resiliency Implementation Plan		\$200,000
Yard Waste Program Roll-Out Carts, Branding, and Implementation		\$190,000
TOTAL		\$62,175,504

Safe & Friendly		FY24
Fire Engine Replacement*		\$850,000
9-1-1 Emergency Communications Center (ECC) Upgrades/Replacements		\$837,595
Sidewalk, Pedestrian & Bike Safety Improvements		\$225,000
Intelligent Transportation System (ITS) Phase III		\$200,000
ADA Improvements		\$100,000
Neighborhood Traffic Safety/Calming		\$30,000
TOTAL		\$2,242,595

*Fire Engine is budgeted for future financing with anticipated delivery in FY25.

Community Investment Plan (CIP)

5-Year CIP Funding Summary



GENERAL PROJECTS								
DIVISION DESCRIPTION	PRIOR FYs	FY24	FY25	FY26	FY27	FY28	TOTALS	Future FYs
USES								
General Government	\$32,202,021	\$11,000,000	–	–	–	–	\$43,202,021	–
Public Safety		\$837,595	–	–	–	–	\$837,595	–
Parks and Recreation	\$11,030,000	\$6,050,000	\$72,870,000	–	\$100,000	–	\$90,050,000	–
Public Works	\$38,000	–	\$633,000	\$1,050,000	–	–	\$1,721,000	–
PAYGO	\$2,799,305	\$970,000	\$780,000	\$780,000	\$755,000	\$755,000	\$6,839,305	–
Streets / Transportation	\$8,441,246	–	\$10,485,504	\$4,800,000	\$2,000,000	–	\$25,726,750	\$7,546,000
Fleet Replacement	–	\$1,420,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$9,420,000	–
TOTAL USES:	\$54,510,572	\$20,277,595	\$86,768,504	\$8,630,000	\$4,855,000	\$2,755,000	\$177,796,671	\$7,546,000
SOURCES								
Operating Revenues	\$7,002,440	\$1,776,628	\$7,186,417	\$8,480,000	\$2,630,000	\$2,630,000	\$29,705,485	–
Future Financing Sources	\$30,000,000	\$16,850,000	\$70,570,000	–	–	–	\$117,420,000	–
General Obligation Bonds	\$7,280,000	–	\$4,562,087	–	–	–	\$11,842,087	–
Parks & Recreation Reserves	\$4,450,000	\$550,000	\$2,300,000	–	\$100,000	–	\$7,400,000	–
Streets Reserves	\$1,150,000	\$200,000	\$150,000	\$150,000	\$125,000	\$125,000	\$1,900,000	–
Intergovernmental/Grants	\$4,314,496	\$900,967	–	–	–	–	\$5,215,463	\$7,546,000
Powell Bill	–	–	\$2,000,000	–	\$2,000,000	–	\$4,000,000	–
Developer Contribution	\$313,636	–	–	–	–	–	\$313,636	–
TOTAL SOURCES:	\$54,510,572	\$20,277,595	\$86,768,504	\$8,630,000	\$4,855,000	\$2,755,000	\$177,796,671	\$7,546,000

Community Investment Plan (CIP)

5-Year CIP Funding Summary

UTILITY PROJECTS								
DIVISION DESCRIPTION	PRIOR FYs	FY24	FY25	FY26	FY27	FY28	TOTALS	Future FYs
USES								
PAYGO	–	\$1,100,000	\$900,000	\$400,000	\$400,000	\$200,000	\$3,000,000	–
Water and Sewer	\$21,430,000	\$45,800,000	\$51,800,000	\$115,300,000	–	–	\$234,330,000	–
Utility Fleet Replacement	–	\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$4,750,000	–
TOTAL USES:	\$21,430,000	\$47,650,000	\$53,700,000	\$116,700,000	\$1,400,000	\$1,200,000	\$242,080,000	–
SOURCES								
Operating Revenues/Reserves	\$9,930,000	\$1,850,000	\$2,900,000	\$1,400,000	\$1,400,000	\$1,200,000	\$17,680,000	–
Future Financing Sources	–	\$45,800,000	\$50,800,000	\$115,300,000	–	–	\$212,900,000	–
Intergovernmental / Grants	\$11,500,000	–	–	–	–	–	\$11,500,000	–
TOTAL SOURCES:	\$21,430,000	\$47,650,000	\$53,700,000	\$116,700,000	\$1,400,000	\$1,200,000	\$242,080,000	–

STORMWATER PROJECTS								
DIVISION DESCRIPTION	PRIOR FYs	FY24	FY25	FY26	FY27	FY28	TOTALS	Future FYs
USES								
Stormwater Projects	–	\$600,000	\$300,000	\$200,000	–	–	–	–
TOTAL USES:	–	\$600,000	\$300,000	\$200,000	–	–	–	–
SOURCES								
Transfers In / Reserves	–	\$600,000	\$300,000	\$200,000	–	–	–	–
TOTAL SOURCES:	–	\$600,000	\$300,000	\$200,000	–	–	–	–

TOTAL CIP (ALL FUNDS)								
DIVISION DESCRIPTION	PRIOR FYs	FY24	FY25	FY26	FY27	FY28	TOTALS	Future FYs
TOTAL USES:	\$75,940,572	\$68,527,595	\$139,383,000	\$124,230,000	\$6,255,000	\$3,955,000	\$418,291,167	\$7,546,000
TOTAL SOURCES:	\$75,940,572	\$68,527,595	\$139,383,000	\$124,230,000	\$6,255,000	\$3,955,000	\$418,291,167	\$7,546,000

Community Investment Plan (CIP)

Project Descriptions



FY2023-24 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 (\$11,000,000 in additional financing for a total of \$41M) - 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.

Sanford Water Capacity Partnership (\$45,800,000 in additional financing, current construction estimate is \$49.3M) - Holly Springs portion of the construction cost for the water treatment plant in Sanford in order to secure the future water supply for the Town.

9-1-1 Emergency Communications Center (ECC) Upgrades (\$837,595) - Replacement and upgrading ECC technical components and expanding capabilities with the addition of two telecommunicator consoles.

Stormwater Repair Projects (\$300,000) - repairs to existing stormwater utilities and drains throughout the town to ensure proper drainage and the reduction of erosion.

Stormwater Asset Inventory, Assessment, and Asset Management Plan (\$300,000) - an asset inventory and condition assessment of stormwater infrastructure to be incorporated in a Strategic Asset Management Plan.

Sugg Farm Park Amenities - Community Garden & Nature Play Area (\$700,000) - Town and state grant funding for improving amenities at Sugg Farm including a community garden and nature play area.

LEVEL-B (Moderate Consideration for Funding)

New Park off Cass Holt Rd (\$5,000,000) - Initial design funding and site preparation for the construction of a new park and recreational amenities off Cass Holt Rd.

Priority Greenways (\$350,000) - 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.

LEVEL-C (Lower Consideration for Funding)

No proposed FY2023-24 Level - C projects.

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

- **Downtown Investment Grant Program** (\$25,000)
- **Sidewalk, Pedestrian, and Bike Safety Improvements** (\$225,000)
- **Neighborhood Traffic Safety/Calmng** (\$30,000)
- **ADA Improvements** (\$100,000)
- **General Government Facility Maintenance and Repair** (\$75,000)
- **Playground Rehabilitation, Sunshades, and Amenities** (\$75,000)
- **Intelligent Transportation System (ITS) Phase III** (\$200,000)
- **Yard Waste Program Roll-Out Carts, Branding, and Implementation** (\$190,000)
- **Town Welcome/Gateway Signage** (\$50,000)

Utility Fund PAYGO

- **Utility System Risk and Resiliency Implementation Plan** (\$200,000)
- **Utility System Maintenance and Repair** (300,000)
- **UCWRF and Pump Station Supervisory Control and Data Acquisition (SCADA) System Upgrades** (\$600,000)

Fleet Replacement

- **Fire Replacement Truck** (\$850,000 in future financing with anticipated delivery in FY25)
- **Other General Fund Vehicles and Equipment** (\$570,000)
- **Utility Fund Vehicles and Equipment** (\$750,000)

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.

Community Investment Plan (CIP)

Funding Level Summary FY2023-2024

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

Functional Area	Project Name	Priority Type	FY2023-2024 Capital Cost
LEVEL A			
General Government	Public Services Operations Campus	H-1	\$11,000,000
Water and Sewer	Sanford Water Capacity Partnership	H-1	\$45,800,000
Public Safety	9-1-1 Emergency Communications Center (ECC)	H-1	\$837,595
Stormwater	Stormwater Repair Projects	H-2	\$300,000
Stormwater	Stormwater Asset Inventory, Assessment, and Asset Management Plan	H-2	\$300,000
Parks and Recreation	Sugg Farm Park Amenities - Community Garden & Nature Play Area	H-2	\$700,000
LEVEL B			
Parks and Recreation	New Park off Cass Holt Road	H-4	\$5,000,000
Parks and Recreation	Priority Greenway Connections	H-4	\$350,000
LEVEL C			
n/a	n/a	n/a	n/a

Community Investment Plan (CIP)

Funding Level Summary FY2023-2024



Functional Area	Project Name	Priority Type	FY2023-2024 Capital Cost
Fleet Replacement			
Fleet Replacement	Fire Replacement Ladder Truck	H-1	\$850,000
Fleet Replacement	Other General Fund Vehicles	H-1	\$570,000
Fleet Replacement	Utility Fund Vehicles	H-1	\$750,000
PAYGO			
PAYGO	Yard Waste Program Roll-Out Carts, Branding, and Implementation	N/A	\$190,000
PAYGO	Playground surfaces, equipment, sunshades, and amenities	N/A	\$75,000
PAYGO	Sidewalk, Pedestrian & Bike Safety	N/A	\$225,000
PAYGO	Smart Cities Intelligent Traffic System (ITS)	N/A	\$200,000
PAYGO	ADA Improvements	N/A	\$100,000
PAYGO	General Government Facility Maintenance & Repair	N/A	\$75,000
PAYGO	Neighborhood Traffic Safety/Cooling	N/A	\$30,000
PAYGO	Downtown Investment Grant (DIG)	N/A	\$25,000
PAYGO	Town Welcome/Gateway Signage	N/A	\$50,000
Utility PAYGO			
PAYGO	Utley Creek Wastewater Reclamation Facility (UCWRF) and Pump Station SCADA	N/A	\$600,000
PAYGO	Utility System Maintenance and Repair	N/A	\$300,000
PAYGO	Utility System Risk & Resiliency Implementation Plan	N/A	\$200,000
TOTAL			\$68,527,595

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	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Operations Campus	\$32,202,021	\$11,000,000						\$43,202,021
TOTALS	\$32,202,021	\$11,000,000						\$43,202,021

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

Community Investment Plan (CIP)

General Government Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																			
Section 1		Project Title			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 footprint 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 the 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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total											
Gen Fund - LOB	15,000,000	5,500,000						20,500,000											
Utility Fund - Rev Bond	15,000,000	5,500,000						20,500,000											
Operating Transfers	1,888,385							1,888,385											
Other Revenues	313,636							313,636											
Total Source(s)	32,202,021	11,000,000	0	0	0	0	0	43,202,021											
Section 4		Capital Project Costs																	
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total											
Prelim Design / Plans	1,000,000							1,000,000											
Engineering / Arch. Serv.	6,500,000							6,500,000											
Land / ROW / Acq.								0											
Clear / Grade / Site Prep	7,000,000							7,000,000											
Building / Utility Constr.	15,202,021	11,000,000						26,202,021											
Heavy Equip/ Apparatus								0											
Light Equip. / Furniture	500,000							500,000											
Other (specify)								0											
Section 5																			
New or Additional Impact on Operating Budget																			
Operating Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total											
Number of New FTEs																			
Salaries / Benefits								0											
Prof & Tech Service			15,000	15,000	15,000	15,000	15,000	75,000											
Maintenance / Repair			15,000	15,000	15,000	15,000	15,000	75,000											
Supplies								0											
Utilities			30,000	30,000	30,000	30,000	30,000	150,000											
Operating Cost	0	0	60,000	60,000	60,000	60,000	60,000	300,000											
Capital Cost	30,202,021	11,000,000	0	0	0	0	0	41,202,021											
Total Uses	30,202,021	11,000,000	60,000	60,000	60,000	60,000	60,000	41,502,021											
Section 6																			
Maps / Charts / Tables / Pictures																			



Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Priority Greenways	\$300,000	\$350,000	\$2,300,000					\$2,950,000
Sugg Farm Park Amenities - Community Garden & Nature Play Area	\$125,000	\$700,000						\$825,000
Carolina Springs Park Master Plan & Park Development					\$100,000			\$100,000
New Park Off Cass Holt Rd	\$10,730,000	\$5,000,000	\$70,570,000					\$86,300,000
TOTALS	\$11,155,000	\$6,050,000	\$72,870,000		\$100,000			\$90,175,000

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028															
Section 1	Project Title	Priority Greenway Connections						CIP ID#							
	Department	Parks and Recreation						PR-22-005							
	Sub-Dept							Prioritization							
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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)	300,000	350,000	2,300,000	0	0	0	0	2,950,000							
Section 4	Capital Project Costs														
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total							
Number of New FTEs															
Salaries / Benefits								0							
Prof & Tech Service								0							
Maintenance / Repair				1,000	1,000	1,000	1,000	4,000							
Supplies								0							
Utilities								0							
Operating Cost	0	0	0	1,000	1,000	1,000	1,000	4,000							
Capital Cost	300,000	350,000	2,300,000	0	0	0	0	2,950,000							
Total Uses	300,000	350,000	2,300,000	1,000	1,000	1,000	1,000	2,954,000							
Section 6	Maps / Charts / Tables / Pictures														

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																					
Section 1	Project Title	Sugg Farm Park Amenities - Community Garden & Nature Play Area					CIP ID#														
	Department	Parks and Recreation					Prioritization	Medium													
	Sub-Dept	Bass Lake					Category	3. Exp of Existing Program													
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Operating Budget								0													
Reserve Fund	125,000	200,000						325,000													
Installment Financing								0													
Grant Funding		500,000						500,000													
Total Source(s)	125,000	700,000	0	0	0	0	0	825,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	500,000						507,000													
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Number of New FTEs																					
Salaries / Benefits								0													
Prof & Tech Service								0													
Maintenance / Repair		3,000	3,000	3,500	3,500			13,000													
Supplies								0													
Utilities		1,200	1,200	1,200	1,200			4,800													
Operating Cost	0	0	4,200	4,200	4,700	4,700	0	17,800													
Capital Cost	125,000	700,000	0	0	0	0	0	825,000													
Total Uses	125,000	700,000	4,200	4,200	4,700	4,700	0	842,800													
Section 6	Maps / Charts / Tables / Pictures																				
  																					

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028

Section 1	Project Title	Future Carolina Springs Area Master Park Plan and Preliminary Design	CIP ID#	
	Department	Parks and Recreation	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.	

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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	100,000	0	0	100,000

Section 4	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	100,000	0	0	100,000
Total Uses	0	0	0	0	100,000	0	0	100,000

Section 6	Maps / Charts / Tables / Pictures							

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																						
Section 1	Project Title	New Park Off Cass Holt Rd						CIP ID#														
	Department	Parks and Recreation						Prioritization														
	Sub-Dept							Category														
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 and final design 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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
2011 GO Bond	4,280,000							4,280,000														
Parks and Rec Reserves	4,150,000							4,150,000														
Future GO Bond		5,000,000	70,570,000					75,570,000														
Wake Co. Grant	2,300,000							2,300,000														
Total Source(s)	10,730,000	5,000,000	70,570,000	0	0	0	0	86,300,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Prelim Design / Plans	4,616,075	5,000,000						9,616,075														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.	3,813,925							3,813,925														
Clear / Grade / Site Prep								0														
Building / Utility Constr.			70,570,000					70,570,000														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Other (specify)	2,300,000							2,300,000														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Number of New FTEs				1																		
Salaries / Benefits				60,000	62,000	64,000	66,000	252,000														
Prof & Tech Service								0														
Maintenance / Repair				25,000	25,000	25,000	25,000	100,000														
Supplies				17,500	17,500	17,500	17,500	70,000														
Other (specify)								0														
Operating Cost	0	0	0	102,500	104,500	106,500	108,500	422,000														
Capital Cost	10,730,000	5,000,000	70,570,000	0	0	0	0	86,300,000														
Total Uses	10,730,000	5,000,000	70,570,000	102,500	104,500	106,500	108,500	86,722,000														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Public Safety Summary - By Project



PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
9-1-1 Emergency Communications Center (ECC) Upgrades/Replacements		\$837,595						\$837,595
TOTALS		\$837,595						\$837,595

Community Investment Plan (CIP)

Public Safety Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																						
Section 1	Project Title	9-1-1 Emergency Communications Center (ECC) Upgrades/Replacements				CIP ID#																
Department		Police Department				Prioritization	High															
Sub-Dept		ECC				Category	1. Health/Safety/Welfare															
Section 2	Description of Capital Item																					
Replacement and upgrades to several ECC technical components that have reached, or have surpassed, their end of life cycle; ensuring that our residents and public safety employees have reliable and capable emergency phone and radio services. This project also would expand our capabilities by incorporating an additional telecommunicator's console within the ECC. This will correlate with our projected FY24 operating request for additional telecommunicators to keep up with the town's residential and commercial growth and corresponding, increased workload.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
Safe & Friendly strategic priority area.																						
History and Current Status; Impact if Cancelled or Delayed																						
The PD attempted to submit this project in last year's budget but was unable to do so because the 9-1-1 board did not respond with their share of the costs until after the deadline. If cancelled, components may fail, causing a lapse in 9-1-1 and public safety radio services.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Operating Budget		436,628						436,628														
Reserve Fund								0														
Installment Financing								0														
PSAP Funds		400,967						400,967														
Total Source(s)	0	837,595	0	0	0	0	0	837,595														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Prelim Design / Plans								0														
Engineering / Arch. Serv.								0														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep								0														
Building / Utility Constr.		817,595						817,595														
Heavy Equip/ Apparatus								0														
Light Equip. / Furniture								0														
Contingency		20,000						20,000														
Section 5	New or Additional Impact on Operating Budget																					
Operating Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Number of New FTEs																						
Salaries / Benefits								0														
Prof & Tech Service			56,000					56,000														
Maintenance / Repair								0														
Supplies								0														
Utilities								0														
Operating Cost	0	0	56,000	0	0	0	0	56,000														
Capital Cost	0	837,595	0	0	0	0	0	837,595														
Total Uses	0	837,595	56,000	0	0	0	0	893,595														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Public Works Summary - By Project



PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Yard Waste Site Expansion and Compliance	\$38,000		\$633,000	\$1,050,000				\$1,721,000
TOTALS	\$38,000		\$633,000	\$1,050,000				\$1,721,000

Community Investment Plan (CIP)

Public Works Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																					
Section 1	Project Title	Yard Waste Site Expansion and Compliance				CIP ID#															
Department	Public Works				Prioritization	Medium															
Sub-Dept	Solid Waste				Category	3. Exp of Existing Program															
Section 2	Description of Capital Item																				
The current yard waste transfer site is planned for expansion from its current two acre footprint to approximately five acres with the addition of a 1) customer convenience center to provide self-service drop off to town residents - FY 23-24 and 2) newly established composting operations to reduce hauling and acceptance costs for yard waste that is currently processed off-site - FY 24 - 25.																					
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																					
An institutional emphasis on sustainable operations and landfill diversion supports an investment for improved and compliant yard waste management as the town expands.																					
History and Current Status; Impact if Cancelled or Delayed																					
The yard waste transfer site in its current configuration is neither permitted or compliant for existing operations. Hauling and acceptance costs for off-site yard waste processing continue to increase annually as the town grows. Residents expect expanded service options for handling yard waste.																					
Section 3	Method(s) of Financing																				
Funding Source(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Operating Budget	38,000		633,000	1,050,000				1,721,000													
Reserve Fund								0													
Installment Financing								0													
Other (specify)								0													
Total Source(s)	38,000	0	633,000	1,050,000	0	0	0	1,721,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Prelim Design / Plans								0													
Engineering / Arch. Serv.	38,000							38,000													
Land / ROW / Acq.								0													
Clear / Grade / Site Prep			633,000	1,050,000				1,683,000													
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Number of New FTEs			2	2																	
Salaries / Benefits			111,413	240,355	240,355	240,355	240,355	1,072,833													
Prof & Tech Service								0													
Maintenance / Repair								0													
Supplies								0													
Utilities								0													
Operating Cost	0	0	111,413	240,355	240,355	240,355	240,355	1,072,833													
Capital Cost	38,000	0	633,000	1,050,000	0	0	0	1,721,000													
Total Uses	38,000	0	744,413	1,290,355	240,355	240,355	240,355	2,793,833													
Section 6	Maps / Charts / Tables / Pictures																				
																					

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project



PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Avent Ferry Road Widening Phase 2 - U-5889							\$7,546,000	\$7,546,000
Holly Springs Road Widening - Central	\$6,241,246		\$4,985,504					\$11,226,750
Holly Springs Widening - West	\$2,200,000		\$3,500,000	\$4,800,000				\$10,500,000
Pavement Resurfacing			\$2,000,000		\$2,000,000			\$4,000,000
TOTALS	\$8,441,246		\$10,485,504	\$4,800,000	\$2,000,000		\$7,546,000	\$33,272,750

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																						
Section 1	Project Title	Avent Ferry Road Widening Phase 2						CIP ID#														
	Department	Utilities & Infrastructure						Prioritization														
	Sub-Dept							Category														
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	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)

Streets / Transportation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028

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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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)	6,241,246	1,485,504	3,500,000	0	0	0	0	11,226,750

Section 4 Capital Project Costs

Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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.	3,414,496	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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	6,241,246	1,485,504	3,500,000	0	0	0	0	11,226,750
Total Uses	6,241,246	1,485,504	3,500,000	0	0	0	0	11,226,750

Section 6 Maps / Charts / Tables / Pictures



Community Investment Plan (CIP)

Streets / Transportation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																					
Section 1	Project Title	Holly Springs Widening - West					CIP ID#														
	Department	Utilities and Infrastructure					Prioritization	High													
	Sub-Dept						Category	3. Exp of Existing Program													
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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)	1,500,000	2,000,000	3,500,000	3,500,000	0	0	0	10,500,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	1,500,000	2,000,000	3,500,000	3,500,000	0	0	0	10,500,000													
Total Uses	1,500,000	2,000,000	3,500,000	3,500,000	0	0	0	10,500,000													
Section 6	Maps / Charts / Tables / Pictures																				

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028

Section 1	Project Title	Pavement Resurfacing	CIP ID#	
	Department	Utilities and Infrastructure	Prioritization	Medium
	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 utilizing state Powell Bill funds.

Section 3 Method(s) of Financing

Funding Source(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total
Operating Budget								0
Reserve Fund								0
Installment Financing								0
Powell Bill			2,000,000		2,000,000			4,000,000
Total Source(s)	0	0	2,000,000	0	2,000,000	0	0	4,000,000

Section 4 Capital Project Costs

Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total
Prelim Design / Plans								0
Engineering / Arch. Serv.								0
Land / ROW / Acq.								0
Clear / Grade / Site Prep								0
Building / Utility Constr.			2,000,000		2,000,000			4,000,000
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	2,000,000	0	2,000,000	0	0	4,000,000
Total Uses	0	0	2,000,000	0	2,000,000	0	0	4,000,000

Section 6 Maps / Charts / Tables / Pictures

Community Investment Plan (CIP)

Water and Sewer Summary - By Projects

PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Holly Springs-Fuquay Varina water line and storage facilities	\$3,300,000		\$42,000,000					\$45,300,000
Sanford Water Capacity Partnership	\$8,500,000	\$45,800,000						\$54,300,000
Utley Creek Water Reclamation Facility (UCWRF) 8 MGD Expansion	\$1,000,000			\$115,200,000				\$116,200,000
Harnett County Booster Station Upgrade	\$8,200,000		\$8,800,000					\$17,000,000
Dewatering Press	\$430,000			\$1,100,000				\$1,530,000
TOTALS	\$21,430,000	\$45,800,000	\$50,800,000	\$116,300,000				\$234,330,000

Community Investment Plan (CIP)

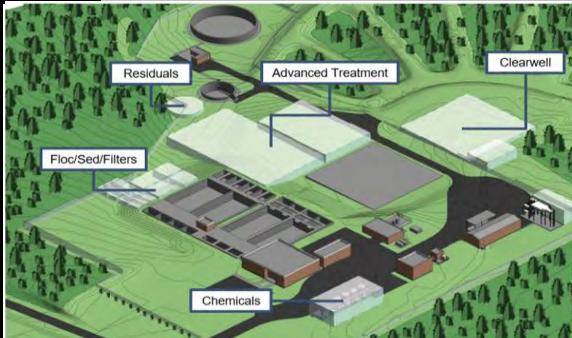
Water and Sewer Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																					
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 appurtenances.																					
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Operating Budget								0													
Reserve Fund	300,000							300,000													
Installment Financing			42,000,000					42,000,000													
Grants	3,000,000							3,000,000													
Total Source(s)	3,300,000	0	42,000,000	0	0	0	0	45,300,000													
Section 4	Capital Project Costs																				
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total													
Prelim Design / Plans	300,000							300,000													
Engineering / Arch. Serv.	3,000,000							3,000,000													
Land / ROW / Acq.			2,000,000					2,000,000													
Clear / Grade / Site Prep								0													
Building / Utility Constr.			40,000,000					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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	3,300,000	0	42,000,000	0	0	0	0	45,300,000													
Total Uses	3,300,000	0	42,000,000	0	0	0	0	45,300,000													
Section 6	Maps / Charts / Tables / Pictures																				

Community Investment Plan (CIP)

Water and Sewer Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																		
Section 1	Project Title	Sanford Water Capacity					CIP ID#	UI-22-009										
Department	Utilities and Infrastructure					Prioritization	High											
Sub-Dept	Water Resources					Category	1. Health/Safety/Welfare											
Section 2	Description of Capital Item																	
The Sanford Water Capacity project will allow TOHS to be able to own a share of capacity in the Sanford WFF. This capacity will be used to furnish Holly Springs with an extra 4 MGD. 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.																		
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total										
Revenue Bond		45,800,000						45,800,000										
Grants								0										
State Grant	6,000,000							6,000,000										
Federal Grant	2,500,000							2,500,000										
Total Source(s)	8,500,000	45,800,000	0	0	0	0	0	54,300,000										
Section 4	Capital Project Costs																	
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total										
Prelim Design / Plans								0										
Engineering / Arch. Serv.								0										
Land / ROW / Acq.								0										
Clear / Grade / Site Prep								0										
Building / Utility Constr.	8,500,000	45,800,000						54,300,000										
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	8,500,000	45,800,000	0	0	0	0	0	54,300,000										
Total Uses	8,500,000	45,800,000	0	0	0	0	0	54,300,000										
Section 6	Maps / Charts / Tables / Pictures																	
																		

Community Investment Plan (CIP)

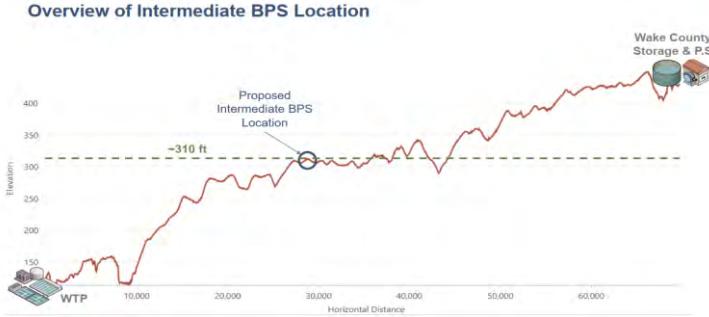
Water and Sewer Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																			
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 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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total											
Utility Reserves			1,000,000					1,000,000											
Revenue Bond				115,200,000				115,200,000											
								0											
								0											
Total Source(s)	0	0	1,000,000	115,200,000	0	0	0	116,200,000											
Section 4	Capital Project Costs																		
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total											
Prelim Design / Plans			1,000,000					1,000,000											
Engineering / Arch. Serv.				15,000,000				15,000,000											
Land / ROW / Acq.								0											
Clear / Grade / Site Prep								0											
Building / Utility Constr.				100,000,000				100,000,000											
Heavy Equip/ Apparatus								0											
Light Equip. / Furniture				200,000				200,000											
Other (specify)								0											
Section 5	New or Additional Impact on Operating Budget																		
Operating Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total											
Number of New FTEs						2													
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	0	1,000,000	115,200,000	0	0	0	116,200,000											
Total Uses	0	0	1,000,000	115,200,000	0	60,000	60,000	116,320,000											
Section 6	Maps / Charts / Tables / Pictures																		

Community Investment Plan (CIP)

Water and Sewer Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																						
Section 1	Project Title	Harnett County Booster Station Upgrades to 10 mgd						CIP ID# EN-21-022														
	Department	Utilities and Infrastructure						Prioritization High														
	Sub-Dept	Water Resources						Category 1. Health/Safety/Welfare														
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 addition of an intermediate booster pump station and ground/elevated 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 pumps and pipeline can only provide up to 5 MGD. In order to maintain adequate pressure during warmer months (maximum day demands) and meet future water demands, the booster station needs to be upgraded. 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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Operating Budget								0														
Reserve Fund	8,200,000							8,200,000														
Revenue Bond			8,800,000					8,800,000														
Other (specify)								0														
Total Source(s)	8,200,000	0	8,800,000	0	0	0	0	17,000,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Prelim Design / Plans	2,000,000							2,000,000														
Engineering / Arch. Serv.	2,000,000							2,000,000														
Land / ROW / Acq.								0														
Clear / Grade / Site Prep								0														
Building / Utility Constr.	4,200,000		8,800,000					13,000,000														
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	8,200,000	0	8,800,000	0	0	0	0	17,000,000														
Total Uses	8,200,000	0	8,800,000	0	0	0	0	17,000,000														
Section 6	Maps / Charts / Tables / Pictures																					
Overview of Intermediate BPS Location																						
																						

Community Investment Plan (CIP)

Water and Sewer Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																	
Section 1		Project Title			Dewatering Press Upgrades	CIP ID#											
Department		Utilities and Infrastructure			Prioritization	High											
Sub-Dept		Water Resources			Category	3. Exp of Existing Program											
Section 2		Description of Capital Item															
The dewatering press is an essential piece of equipment that takes biosolids in liquid form and presses it into a semi-solid "cake" form. This makes it easily transportable off-site. It is the most practical and economical solution to the problems in biosolids management. Update: The vendor has experimented on a sludge thickening upgrade that has not been successful. An expanded unit will be needed (ES 352, see table below) and considerations for a backup unit must be accounted for in the near future.																	
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																	
Safe and Friendly--Removal of biosolids keeps a safe environment in our discharge area (Utley Creek, Harris Lake) Organizational Excellence--This product keeps us in compliance with State regs regarding biosolids processing and removal. Responsible & Balanced Growth--As the Town grows, the amount of biosolids grows with it.																	
History and Current Status; Impact if Cancelled or Delayed																	
History--After asking for this product many times, I was finally allocated a fixed amount of funds to procure a dewatering press and have it retrofitted into an existing building. Unfortunately those limited funds led us to have to downgrade the capacity of the unit. The unit came online in January 2015 and as of December 2019 the unit is running at 72% capacity. Impacts if cancelled or delayed: Could result in odors and permit noncompliance if delayed beyond July 2021.																	
Section 3																	
Method(s) of Financing																	
Funding Source(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total									
Operating Budget	430,000							430,000									
Reserve Fund								0									
Installment Financing				1,100,000				1,100,000									
Other (specify)								0									
Total Source(s)	430,000	0	0	1,100,000	0	0	0	1,530,000									
Section 4																	
Capital Project Costs																	
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total									
Prelim Design / Plans								0									
Engineering / Arch. Serv.				100,000				100,000									
Land / ROW / Acq.								0									
Clear / Grade / Site Prep								0									
Building / Utility Constr.								0									
Heavy Equip/ Apparatus	430,000			1,000,000				1,430,000									
Light Equip. / Furniture								0									
Other (specify)								0									
Section 5																	
New or Additional Impact on Operating Budget																	
Operating Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	430,000	0	0	1,100,000	0	0	0	1,530,000									
Total Uses	430,000	0	0	1,100,000	0	0	0	1,530,000									
Section 6																	
Maps / Charts / Tables / Pictures																	
																	
Standard Volute Dewatering Press Models																	
Model	Maximum Capacities		Dimensions (in.)			Weight (lb)		Power Use (hp)									
	GPM	Dry lb/hr	L	W	H	Dry	Operational										
ES101	4	20	88	33	85	396	570	0.4									
ES131	11	381	74	33	85	396	610	0.4									
ES132	15	75	85	37	95	480	1,075	0.5									
ES201	15	80	103	34	90	1,060	1,670	0.6									
ES202	20	160	110	42	57	1,480	2,481	1.4									
ES201	25	350	129	39	88	1,890	2,942	1.4									
ES302	70	700	145	52	84	3,026	4,730	1.9									
ES203	105	1,050	158	63	86	4,080	6,811	2.9									
ES303	65	700	162	47	85	3,500	5,180	2.6									
ES302	130	1,400	178	61	89	5,912	8,643	5.3									
ES303	200	2,100	188	83	89	8,505	12,985	8.8									
ES304	205	2,300	221	123	89	13,360	20,152	12.0									
ES305	330	3,900	227	145	89	15,967	22,979	14.0									
ES306	400	4,200	177	156	89	18,895	24,690	16.8									



Community Investment Plan (CIP)

Stormwater Summary - By Projects

PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Stormwater Repair Projects		\$300,000						\$300,000
Stormwater Asset Inventory, Assessment, and Asset Management Plan		\$300,000	\$300,000	\$200,000				\$800,000
TOTALS		\$600,000	\$300,000	\$200,000				\$1,100,000

Community Investment Plan (CIP)

Stormwater Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2024 through 2028

Section 1	Project Title	Stormwater Repair Projects	CIP ID#	
	Department	Utilities and Infrastructure	Prioritization	High
	Sub-Dept		Category	2. Maintenance/Replacement

Section 2 Description of Capital Item

This project will repair existing storm drain throughout the town. Projects will be ranked based on a priority matrix and completed based on this ranking. Projects will be completed within the right-of-way and on private properties within drainage easements.

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

Repair of existing stormwater utilities will ensure the town provides a safe environment for the citizens of Holly Springs. This project will also reduce erosion protecting downstream natural resources.

History and Current Status; Impact if Cancelled or Delayed

As the town's stormwater utility ages repairs will be needed to make sure the system functions as designed. Delaying repairs can result in the system not functioning as designed and jeopardizing adjacent structures, road, and utilities.

Section 3 Method(s) of Financing

Funding Source(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total
Operating Budget		300,000						300,000
Reserve Fund								0
Installment Financing								0
Other (specify)								0
Total Source(s)	0	300,000	0	0	0	0	0	300,000

Section 4 Capital Project Costs

Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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						300,000
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	0	0	0	0	0	300,000
Total Uses	0	300,000	0	0	0	0	0	300,000

Section 6 Maps / Charts / Tables / Pictures

Community Investment Plan (CIP)

Stormwater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2024 through 2028																						
Section 1	Project Title	Stormwater Asset Inventory, Assessment, and Asset Management Plan						CIP ID#														
	Department	Utilities & Infrastructure						Prioritization														
	Sub-Dept	Business Asset Management						Category														
Section 2	Description of Capital Item																					
In order to better manage the stormwater system, an asset inventory and condition assessments needs to be completed. A consultant will review existing asset data, as-builts and other records, locate assets, and evaluate the condition. Data gathered will be entered in GIS and Cityworks in a manner consistent with the overall asset management framework established through earlier AIA projects. Stormwater assets also need to be incorporated into the Strategic Asset Management Plan.																						
Justification and Linkage to Strategic Areas/Goals, Department Objectives, or Master Plan																						
Completing asset data and incorporation in the SAMP will advance a major Utilities & Infrastructure Department initiative of asset management. In order to establish an effective asset management plan, the software used to monitor, maintain, and evaluate the assets needs to be contain complete and accurate information. Managing assets through proactive data-driven decisions is integral to Responsible and Balance Growth and the planning, maintaining, and investing in infrastructure initiative.																						
History and Current Status; Impact if Cancelled or Delayed																						
Assets have been entered in GIS and Cityworks, and based on data availability and staffing constraints, stormwater assets were not consistently collected at time of construction. The stormwater asset inventory would expand the asset management framework that began in FY 23 with utilities and facilities asset inventory and assessments. Determining likelihood and consequence of failure for the assets based on attribute information and condition assessments is critical to proactive planning for asset repairs and replacements.																						
Section 3	Method(s) of Financing																					
Funding Source(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Operating Budget								0														
Reserve Fund								0														
Installment Financing								0														
Other (specify)		300,000	300,000	200,000				800,000														
Total Source(s)	0	300,000	300,000	200,000	0	0	0	800,000														
Section 4	Capital Project Costs																					
Capital Use(s)	Prior FYs	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	Future FYs	Total														
Prelim Design / Plans								0														
Engineering / Arch. Serv.		300,000	300,000	200,000				800,000														
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 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	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	300,000	200,000	0	0	0	800,000														
Total Uses	0	300,000	300,000	200,000	0	0	0	800,000														
Section 6	Maps / Charts / Tables / Pictures																					

Community Investment Plan (CIP)

Pay-As-You-Go (PAYGO)



PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
Downtown Investment Grant (DIG) Program	\$75,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$225,000
Sidewalk, Pedestrian & Bike Safety Improvements	\$540,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	\$1,890,000
Neighborhood Traffic Safety/Calming	\$80,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$260,000
ADA Improvements	\$155,000	\$100,000	\$200,000	\$200,000	\$200,000	\$200,000		\$1,055,000
General Government Facility Maintenance & Repair	\$199,305	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$649,305
Playground Rehabilitation, Sunshades, and Amenities	\$350,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$800,000
Intelligent Transportation System (ITS) Phase III	\$450,000	\$200,000	\$150,000	\$150,000	\$125,000	\$125,000		\$1,200,000
Yard Waste Program Roll-Out Carts, Branding, and Implementation	\$950,000	\$190,000						\$1,140,000
Town Welcome/Gateway Signage		\$50,000						\$50,000
TOTALS	\$2,799,305	\$970,000	\$780,000	\$780,000	\$755,000	\$755,000	\$430,000	\$7,269,305



Community Investment Plan (CIP)

Utility Pay-As-You-Go (PAYGO)

PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
UCWRF and Pump Station SCADA	\$500,000	\$600,000						\$1,100,000
Asset Management Plan	\$300,000		\$500,000					\$800,000
Risk & Resiliency Implementation Plan	\$50,000	\$200,000	\$200,000	\$200,000	\$200,000	\$150,000		\$1,000,000
Utility System Repair and Operations	\$353,000	\$300,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$1,653,000
TOTALS	\$1,203,000	\$1,100,000	\$900,000	\$400,000	\$400,000	\$350,000	\$200,000	\$4,553,000

Community Investment Plan (CIP)

Fleet Replacement



PROJECT TITLE	Prior FYs	FY24	FY25	FY26	FY27	FY28	Future FYs	TOTALS
General Fund		\$570,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,570,000
Utility Fund		\$750,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$1,000,000	\$5,750,000
Fire Engine Replacement		\$850,000						\$850,000
TOTALS		\$2,170,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$17,170,000

Community Investment Plan (CIP)

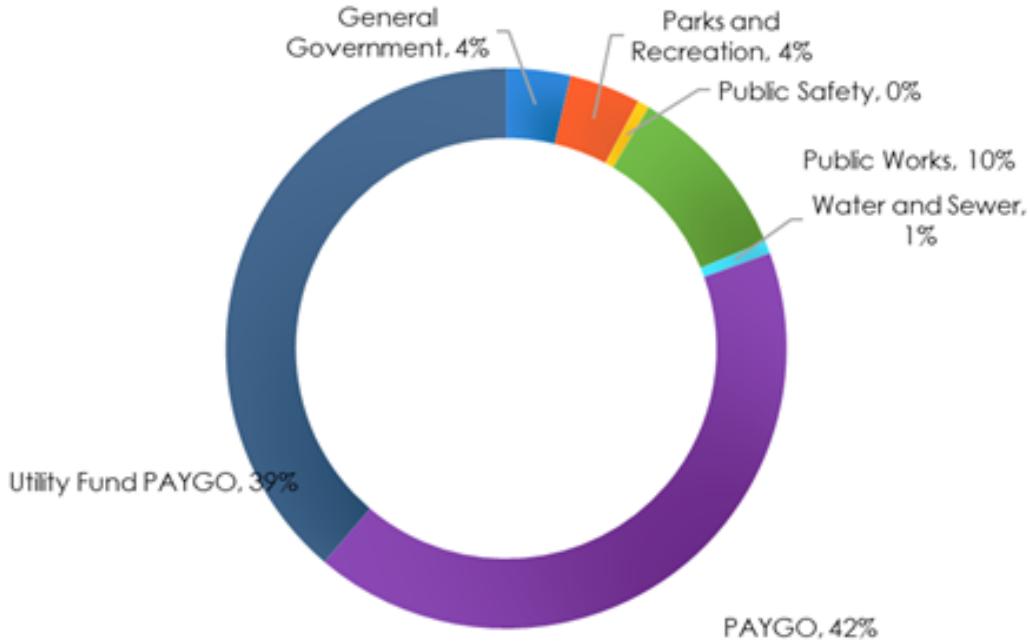
Projected Impact on Operations

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	FY24	FY25	FY26	FY27	FY28	Total
General Government	\$60,000	\$60,000	\$60,000	\$60,000	\$60,000	\$300,000
Public Safety		\$4,200	\$107,700	\$110,200	\$112,200	\$334,300
Public Works		\$56,000				\$56,000
Parks and Recreation		\$111,413	\$240,355	\$240,355	\$240,355	\$832,478
Utilities and Infrastructure					\$60,000	\$60,000
PAYGO	\$870,000	\$630,000	\$630,000	\$630,000	\$630,000	\$3,390,000
Utility Fund PAYGO	\$1,100,000	\$900,000	\$400,000	\$400,000	\$350,000	\$3,150,000
EXPENSE TOTALS	\$2,030,000	\$1,761,613	\$1,438,055	\$1,440,555	\$1,452,555	\$8,122,778

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.



This page left intentionally blank



Salary & Position List



This page left intentionally blank

Salary & Position List

Salary Schedule

Salary Schedule*		
Salary Grade	Minimum	Maximum
C	\$40,546.42	\$60,830.22
D	\$42,983.87	\$64,475.80
E	\$45,569.68	\$68,354.52
F	\$48,282.67	\$72,424.00
G	\$51,186.41	\$76,790.21
H	\$54,259.71	\$81,389.57
I	\$57,523.77	\$86,285.66
J	\$60,978.59	\$91,478.48
K	\$64,624.16	\$96,946.84
L	\$68,481.69	\$102,733.13
M	\$72,593.56	\$108,900.94
N	\$76,938.58	\$115,407.86
O	\$81,580.32	\$122,381.08
P	\$86,476.42	\$129,714.62
Q	\$91,669.24	\$137,514.46
R	\$97,158.80	\$145,738.20
S	\$102,987.48	\$154,491.81
T	\$115,365.47	\$173,058.81
U	\$124,585.39	\$186,878.08
V	\$134,568.32	\$201,863.08
W	\$145,335.49	\$218,013.83
X	\$154,046.71	\$231,070.07
Y	\$172,528.93	\$258,793.39

*1.9% increase from the FY2022-23 Salary Schedule

**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

2023-2024 Fiscal Year

Department	Job Title	Salary Grade
General Fund		
Development Services	Compliance Supervisor	L
Development Services	Building Plans Reviewer I/II/III*	K/L/M
Development Services	Building Code Inspector I/II/III*	K
Development Services	Building Code Inspector I/II/III*	K
Development Services	Zoning Compliance Officer	J
Fire Department	Fire Captain (Professional Services)	L
Fire Department	Fire Engineer	I
Information Technology	IT Technician I/II	J/K
Parks and Recreation	Park Maintenance Crew Leader	G
Parks and Recreation	Maintenance Technician - Parks I/II/III	C/D/F
Police	Police Officer / Senior / Master	H
Police	Emergency Management Specialist	H
Police	Quartermaster	F
Police	Telecommunicator I/II	E/F
Police	Telecommunicator I/II	E/F
Public Works	Public Works Technician I/II - Solid Waste	C/D
Public Works	Public Works Technician I/II - Solid Waste	C/D
Public Works	Public Works Technician I/II - Solid Waste	C/D
Public Works	Public Works Technician I/II - Solid Waste	C/D
Public Works	Public Works Technician I/II - Solid Waste	C/D
Utilities and Infrastructure	Project Manager	N
Utilities and Infrastructure	Project Manager	N
Utilities and Infrastructure	Capital Projects Inspector	L
Utilities and Infrastructure	Land Acquisition Agent	I
Utility Fund		
Development Services	Development Review Engineer	N
Utilities and Infrastructure	Utility Technician I/II/III	C/D/E
Utilities and Infrastructure	Utility Technician I/II/III	C/D/E

*Indicates 3-year term positions with option to renew.



Salary & Position List

Reclassification Plan

Position Reclassifications

2023-2024 Fiscal Year

Current Title	Current Salary Grade	Proposed Title	Proposed Salary Grade	Position Number
Police Sergeant	M	Police Lieutenant	0	418-024
GIS Analyst	L	GIS Manager	0	417-007
IT Systems Analyst	M	Systems Administrator	M	414-006
IT Operations Manager	O	IT Assistant Director	R	414-003
IT Technician	K	IT Technician I/II	J/K	414-004
IT Technician	K	IT Technician I/II	J/K	414-001
Code Compliance Officer	H	Zoning Compliance Officer	J	415-010
Customer Service Specialist	E	Customer Service Supervisor	H	413-012

Salary & Position List

Position Titles by Salary Grade



Position Titles by Salary Grade			
Grade	Position Title		
C	Grade Min: \$40,546.42		Grade Max: \$60,830.22
Meter Services Technician			
Maintenance Technician I - Parks			
Public Works Technician I - Solid Waste			
Public Works Technician I - Streets			
Utility Technician I			
D	Grade Min: \$42,983.87		Grade Max: \$64,475.80
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	Grade Min: \$45,569.68		Grade Max: \$68,354.52
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	Grade Min:	\$48,282.67	Grade Max: \$72,424.00
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			
Quartermaster			
G	Grade Min:	\$51,186.41	Grade Max: \$76,790.21
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	Grade Min:	\$54,259.71	Grade Max: \$81,389.57
Video Production Specialist			
Graphic Designer			
Deputy Clerk			
Code Compliance Officer			
Development Review Coordinator			
Meter Services Supervisor			
Firefighter Relief Driver			

Salary & Position List

Position Titles by Salary Grade



Position Titles by Salary Grade				
Grade	Position Title			
H	Grade Min:	\$54,259.71	Grade Max:	\$81,389.57
	Fire Inspector			
	Recreation Program Specialist			
	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			
	Customer Service Supervisor			
	Emergency Management Specialist			
I	Grade Min:	\$57,523.77	Grade Max:	\$86,285.66
	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	Grade Min:	\$60,978.59	Grade Max:	\$91,478.48
	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	Grade Min: \$60,978.59		Grade Max: \$91,478.48
Public Works Supervisor - Facilities Maintenance			
Public Works Supervisor - Solid Waste			
Public Works Supervisor - Concrete			
Public Works Supervisor - Street			
Public Works Supervisor - Fleet			
Grant Writer			
IT Technician I			
K	Grade Min: \$64,624.16		Grade Max: \$96,946.84
IT Public Safety Technician			
IT Technician II			
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	Grade Min: \$68,481.69		Grade Max: \$102,733.13
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	Grade Min:	\$68,481.69	Grade Max:	\$102,733.13
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				
Capital Projects Inspector				
Compliance Supervisor				
M	Grade Min:	\$72,593.56	Grade Max:	\$108,900.94
Business Systems Analyst				
Systems Administrator				
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	Grade Min:	\$76,938.58	Grade Max: \$115,407.86
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	Grade Min:	\$81,580.32	Grade Max: \$122,381.08
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			
GIS Manager			

Salary & Position List

Position Titles by Salary Grade



Position Titles by Salary Grade				
Grade	Position Title			
P	Grade Min:	\$86,476.42	Grade Max:	\$129,714.62
Development Services Manager - Development Engineering				
Engineer III				
Q	Grade Min:	\$91,669.24	Grade Max:	\$137,514.46
Development Services Division Manager - CBO				
Development Services Division Manager - Land Development				
Engineering Manager				
Police Captain				
R	Grade Min:	\$97,158.80	Grade Max:	\$145,738.20
Assistant Finance Director				
Assistant Fire Chief				
Assistant Town Attorney				
Assistant Director of Parks & Recreation				
Assistant Director of Information Technology				
S	Grade Min:	\$102,987.48	Grade Max:	\$154,491.81
Budget, Innovation, and Strategy Director				
Deputy Director U&I - Infrastructure				
Deputy Director U&I - Water Resources				
T	Grade Min:	\$115,365.47	Grade Max:	\$173,058.81
Communications and Marketing Director				
Human Resources Director				
Economic Development Director				
U	Grade Min:	\$124,585.39	Grade Max:	\$186,878.08
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	Grade Min: \$134,568.32	Grade Max: \$201,863.08	
	Executive Director of Utilities & Infrastructure		
W	Grade Min: \$145,335.49	Grade Max: \$218,013.83	
	Assistant Town Manager		
X	Grade Min: \$154,046.71	Grade Max: \$231,070.07	
	Town Attorney		
Y	Grade Min: \$172,528.93	Grade Max: \$258,793.39	
	Unassigned		

Salary & Position List

Position Titles by Department



	Salary Grade	FY23 Full Time Employees	FY24 Full Time Employees
Town Manager's Office			
Town Manager	N/A	1	1
Assistant Town Manager	W	2	2
Risk Manager	N	1	1
	Total	4	4
Office of Budget, Innovation, and Strategy			
Budget, Innovation, and Strategy Director	S	1	1
Sustainability Coordinator	K	1	1
Budget Analyst	K	1	1
Grant Writer	J	1	1
	Total	4	4
Office of Customer Care (OCC)			
Customer Care Manager	0	1	1
Customer Service Supervisor	H		1
Customer Service Specialist	E	3	2
	Total	4	4
Town Attorney			
Town Attorney	X	1	1
Assistant Town Attorney	R	1	1
Paralegal	G	1	1
	Total	3	3
Town Clerk			
Town Clerk	L	1	1
Deputy Clerk	H	1	1
	Total	2	2
Human Resources			
Human Resources Director	T	1	1
Human Resources Analyst	K	3	3
	Total	4	4
Information Technology			
Chief Information Officer	U	1	1
IT Assistant Director	R		1
IT Operations Manager	O	1	
GIS Manager	O		1
GIS Developer	N	1	1
IT Systems Analyst	M	1	
Systems Administrator	M		1
Business Systems Analyst	M	2	2

Salary & Position List

Position Titles by Department

	Salary Grade	FY23 Full Time Employees	FY24 Full Time Employees
Information Technology (Continued)			
Communications and Marketing Specialist	K	2	2
GIS Analyst	L	2	1
IT Technician I/II	J/K	2	3
	Total	10	11
Communications and Marketing			
Communications and Marketing Director	T	1	1
Senior Marketing and Communications Specialist	M	1	1
Communications and Marketing Specialist	K	2	2
	Total	4	4
Finance			
Finance Director	U	1	1
Assistant Finance Director	R	1	1
Accounting and Finance Manager	N	1	1
Purchasing Manager	N	1	1
Customer Service Manager	N	1	1
Business Analyst	M	1	1
Accountant	K	2	2
Meter Services Supervisor	H	1	1
Purchasing Agent	H	1	1
Accounting Specialist	F	1	1
Accounts Payable Specialist	F	1	1
Utility Billing Specialist	F	1	1
Payroll Specialist	F	1	1
Customer Accounts Specialist	E	1	1
Meter Services Technician - Lead	E	1	1
Customer Service Representative	D	1	1
Meter Services Technician	C	2	2
	Total	19	19
Economic Development			
Economic Development Director	T	1	1
Small Business Program Coordinator	L	1	1
	Total	2	2
Police			
Police Chief	U	1	1
Police Captain	Q	2	2
Police Lieutenant	O	4	5
Police Sergeant	M	9	8

Salary & Position List

Position Titles by Department



	Salary Grade	FY23 Full Time Employees	FY24 Full Time Employees
Police (Continued)			
Telecommunications Manager	M	1	1
Police Administrative Services Manager	L	1	1
Police Investigator	J	8	8
Police Corporal	J	6	6
Police Officer / Senior / Master	H	45	46
Animal Control Supervisor	H	1	1
Emergency Management Specialist	H		1
Telecommunications Shift Supervisor	G	2	2
Quartermaster	F		1
Telecommunicator I / II / Senior	E/F	10	12
Police Records Technician	E	1	1
Animal Control Officer	D	2	2
	Total	93	98
Fire and Rescue			
Fire Chief	U	1	1
Assistant Fire Chief	R	3	3
Fire Battalion Chief	N	3	3
Fire Captain	L	9	10
Fire Training Coordinator	L	1	1
Fire Lieutenant	K	9	9
Fire Life Safety Educator	J	1	1
Fire Engineer	I	14	15
Fire Inspector	H	2	2
Firefighter / Relief Driver	F / H	27	27
Administrative Assistant	E	1	1
	Total	71	73
Public Works			
Public Works Director	U	1	1
Public Works Manager - Fleet	N	1	1
Public Works Manager - Solid Waste	N	1	1
Public Works Manager - Business Manager	N	1	1
Public Works Manager - Facilities	N	1	1
Public Works Manager - Streets	M	1	1
Public Works Supervisor - Facilities Maintenance	J	1	1
Public Works Supervisor - Concrete	J	1	1
Public Works Supervisor - Fleet	J	1	1
Public Works Supervisor - Street	J	1	1

Salary & Position List

Position Titles by Department

	Salary Grade	FY23 Full Time Employees	FY24 Full Time Employees
Public Works (Continued)			
Parks and Recreation Manager - Park Maintenance	M	1	1
Public Works Supervisor - Solid Waste	J	1	1
Fleet Mechanic I/II/III	F/G/H	2	3
Public Works Crew Leader - Concrete	G	1	
Public Works Crew Leader - Streets	F	1	1
Public Works Crew Leader - Solid Waste	F	1	1
Administrative Assistant	E	1	1
Equipment Operator	E	1	1
Public Works Technician - Concrete III/IV	E/F	3	3
Maintenance Technician - Facilities II/III	D/F	2	2
Public Works Technician - Solid Waste I/II	C/D	10	15
Public Works Technician - Streets I/II	C/D	8	8
Total		41	46
Parks and Recreation			
Parks & Recreation Director	U	1	1
Assistant Director of Parks & Recreation	R	2	2
Parks and Recreation Manager - Culture Center	M	1	1
Parks and Recreation Manager - Administrative Services	L	1	1
Parks and Recreation Manager - Sports Complex	L	1	1
Parks and Recreation Manager - Bass Lake	L	1	1
Planner - Parks I/II/III	J/K/M	1	1
Recreation Program Supervisor	J	2	2
Marketing & Special Events Coordinator	I	1	1
Park Naturalist	H	1	1
Recreation Program Specialist	H	7	7
Theater Production Technician	H	1	1
Park Maintenance Crew Leader	G	2	3
Reservation Specialist	F	1	1
Parks & Recreation Program Assistant	F	1	1
Customer Service Representative - Lead	E	2	2
Customer Service Representative	D	2	2
Maintenance Technician - Parks I/II/III	C/D/F	10	11
Total		39	41

Salary & Position List

Position Titles by Department



	Salary Grade	FY23 Full Time Employees	FY24 Full Time Employees
Utilities and Infrastructure			
Executive Director of Utilities & Infrastructure Services	V	1	1
Deputy Director U&I - Water Resources	S	1	1
Deputy Director U&I - Infrastructure	S	1	1
Engineering Manager	Q	2	2
Engineer I/II/III	L/N/P	4	4
Sr. Project Manager	0	1	1
Utilities Manager - Collections & Distribution	0	1	1
Utilities Manager - Environmental Compliance	0	1	1
Utilities Manager - Water Facility Operations	0	1	1
Project Manager	N	1	3
Stormwater Administrator	N	1	1
Environmental Control Supervisor	M	1	1
Assistant Project Manager	M	1	1
Utilities Manager - Finance & Assets	M	1	1
Chief Operator	L	1	1
Field Supervisor - Pump Maintenance	L	1	1
Field Supervisor - Stormwater	L	1	1
Field Supervisor - Water Collections	L	1	1
Field Supervisor - Water Distribution	L	1	1
Industrial Maintenance Supervisor	L	1	1
Capital Projects Inspector	L		1
Engineering Technician	K	1	1
Environmental Technician	K	3	3
Erosion Control Inspector	K	1	1
Asset Management/ADA Coordinator	I	1	1
Electrical & Instrumentation Technician	I	1	1
Land Acquisition Agent	I	1	2
Reclaimed Water Coordinator	I	1	1
Water Facility Mechanic/Operator I/II/III	G/H/I	6	6
Lab Analyst	H	2	2
Project Management Specialist	H	1	1
Stormwater Crew Leader	G	1	1
Backflow Technician	G	1	1
Utility Crew Leader	G	2	2
Utilities Locator	E	3	3
Utility Permitting Specialist	E	1	1

Salary & Position List

Position Titles by Department

	Salary Grade	FY23 Full Time Employees	FY24 Full Time Employees
Utilities and Infrastructure (Continued)			
Program Specialist	E	1	1
Utility Technician I/II/III	C/D/E	15	17
Program Specialist	E	1	1
Utility Technician I/II/III	C/D/E	15	17
	Total	66	72
Development Services			
Development Services Director	U	1	1
Development Services Division Manager - Land Development	Q	1	1
Development Services Division Manager - CBO	Q	1	1
Development Services Manager - Development Engineering	P	1	1
Development Services Division Manager - Customer Service & Compliance	O	1	1
Development Services Manager - Planning	O	1	1
Development Review Engineer	N	1	2
Development Services Manager - Building Inspections	N	1	1
Development Services Manager - Building Plans Review	N	1	1
Development Services Manager - Development Construction	N	1	1
Senior Planner	N	2	2
Development Services Supervisor - Development Inspections	M	2	2
Development Services Supervisor - Building Inspections	M	2	2
Compliance Supervisor	L		1
Plans Reviewer I/II/III - Development	K/L/M	5	5
Plans Reviewer I/II/III - Building	K/L/M	1	2
Planner I/II/III - Development	J/K/M	4	4
Building Code Inspector I/II/III	I/K/L	6	8
Zoning Compliance Officer	J	1	3
Development Inspector I/II	I/K	7	7
Permit Supervisor	I	1	1
Development Business Coordinator	I	1	1
Code Compliance Officer	H	1	
Development Review Coordinator	H	2	2
Planning Technician	G	1	1
Development Technician	E	1	1
Permit Technician	E	2	2
Zoning Compliance Officer	J	1	3
	Total	49	55



This page left intentionally blank



Fee Schedule



This page left intentionally blank

Fee Schedule

Finance/Utility Fees

Description		Approved Fee FY2023-24		
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		\$4.63 per 1,000 Gallons		
2,001-5,000 Gallons		\$6.03 per 1,000 Gallons		
5,001-9,000 Gallons		\$7.42 per 1,000 Gallons		
9,001-14,000 Gallons		\$8.81 per 1,000 Gallons		
14,001 Gallons and over		\$10.20 per 1,000 Gallons		
Water Out-of-Town Access Fees and Volume Rates are two times the In-Town Rates				
Sewer In-Town Rates (\$14.56 Monthly access fee per unit)				
0-2,000 Gallons		\$6.34 per 1,000 Gallons		
2,001-5,000 Gallons		\$6.34 per 1,000 Gallons		
5,001-9,000 Gallons		\$6.34 per 1,000 Gallons		
9,001-14,000 Gallons		\$6.34 per 1,000 Gallons		
14,001 Gallons and over		\$6.34 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)				
3/4 (Multi-unit dwellings will be charged this access fee per unit)		\$13.96		
1		\$23.27		
1 1/2		\$46.55		
2		\$74.47		
3		\$148.92		
4		\$232.69		
6		\$465.38		
8		\$744.60		
10		\$1,954.54		
12		\$2,466.27		
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: \$9.26 per 1,000 Gallons based on actual gallons used, plus a \$13.96 monthly access fee				
Residential/Commercial Reuse: \$4.63 per 1,000 Gallons based on actual gallons used, plus a \$6.98 monthly access fee				
Bulk/Industrial Reuse: \$3.09 per 1,000 Gallons based on actual gallons used, plus a \$6.98 monthly access fee				
Garbage, Recycling				
Garbage fee		\$10.95		
Recycling fee		\$4.93		

Fee Schedule



Finance/Utility Fees (continued)

Description	Approved Fee FY2023-24
Yard Waste Fees	
Yard Waste Fee	\$7.50
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: \$80, Level II: \$160, Level III: \$240
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 first/\$150 second/ \$250 third
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 FY2023-24
Miscellaneous Water Fees	
Bulk Water Fee (no charge for reclaimed)	\$25 + \$9.26/1,000 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 +\$9.26/1,000 gals \$12.50 +\$4.63/1,000 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 FY2023-24
Zone Map Amendments: *Round acreage to the nearest tenth; ex. (0.0 acres)	
Zone Map Amendment - General Use District	\$900 + \$10/acre* (double fee for part parcel)
Zone Map Amendment – Additional Public Hearing	\$350
Zone Map Amendment – Conditional Zoning District (CD) or Legacy PUD Master Plan Major Amendment (including 3 reviews)	\$1500 +\$10/acre*
Legacy PUD Master Plan – Minor Amendment (fee includes 3 reviews)	\$500
Development Plans: Note: Fees include 3 reviews unless otherwise noted. *Round acreage to the nearest tenth; ex. (0.0 acres)	
Major Subdivision (Residential or Non-residential): New or Major Amendment (includes 2 reviews)	\$1100+\$5/lot
Development Plan for Apartment Dwellings: New or Major Amendments (includes 2 reviews)	\$1,500 + \$5/Unit (+ each dwelling unit if multiple units on a single lot)
Dev Plan – New or Major Amendment	\$1100+\$5/lot
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 FY2023-24
Other Permits and Procedures	
Minor Development Petition Plan Amendment (includes 2 reviews)	\$450 Additional Review \$200/Each
Additional Plan 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 (Noncompliance)	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
Administrative Adjustment	\$150
Administrator's Interpretation	\$150
Quasi-Judicial Petitions	
Special Use Permit	\$500 + other required applications/fees
Special Use Permit After-the-Fact	\$1,000 + other required applications/fees
Appeal of Administrative Decision	\$350
Variance of Development Standards	\$350
Variance of Development Standards – After the Fact	\$500
Variance of Development Standards – with concurrent Quasi-Judicial Petition	\$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 FY2023-24
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
Construction Drawing Plan Review	
Subdivision Covers 1st & 2nd Reviews	\$1,100 +\$50 per lot
Site Covers 1st & 2nd Reviews	\$1,100 +\$30 per acre
Major Plan Revisions (Covers 1st and 2nd review)	\$1,500
Other ex. Utility or Roadway (1st & 2nd Review)	\$2,000
Subsequent Plan Review (includes utility plan review)	\$450
Minor Revisions Plan Review Covers 1st & 2nd Reviews	\$900
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 (Covers 2 Reviews)	\$1,000
Construction Drawing Pump Station Review (Covers 2 Reviews)	\$1,500
Construction As-built Review Fee	\$200

Fee Schedule

Development Services Fees (continued)	
Description	Approved Fee FY2023-24
Environmental Plan Review	
Subdivision/Site Covers 1st and 2nd Review	\$750/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	\$1000+\$25 per lot
NPDES— Stormwater Subsequent Reviews/Revisions (per rev) (site and subdivision)	\$450
NPDES-Site	<20 Acres \$1300 >20 Acres \$1650
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
Reclaimed Water Conjunctive Use Permit Application Review (Non res <5 acres, delegated)	\$480
Water Permit Processing	\$200
Wastewater Permit Processing	\$200
Reclaimed Water Permit Processing	\$200
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 and 2nd Review	\$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

Fee Schedule



Development Services Fees (continued)

Description	Approved Fee FY2023-24
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 DS approved engineer's estimate
Payment in Lieu Infrastructure Improvements	Per DS approved engineer's estimate
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
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	\$.25/LF for any after 1st or 2nd inspection
Re-Inspection Fee (Engineering Driveway and Engineering Site Finals)	\$75 per reinspection
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

Fee Schedule

Development Services Fees (continued)

Description	Approved Fee FY2023-24
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 $\frac{3}{4}$ " residential meter rate per equivalent residential unit. All other fees will follow the Non-Residential fee schedule.	

Water & Sewer (charged separately)	System Development Fee
Irrigation	\$3,200
Irrigation (Reclaimed)	\$1,650
$\frac{3}{4}$ " meter Sewer	\$5,538
$\frac{3}{4}$ " meter Water	\$6,162
1" meter Sewer	\$11,076
1" meter Water	\$12,324
$1\frac{1}{2}$ " meter Sewer	\$27,690
$1\frac{1}{2}$ " meter Water	\$30,810
2" meter Sewer	\$44,304
2" meter Water	\$49,296
3" meter Sewer	\$184,600
3" meter Water	\$205,400
4" meter Sewer	\$369,200
4" meter Water	\$410,800
6" meter Sewer	\$590,720
6" meter Water	\$657,280
8" meter Sewer	\$1,033,760
8" meter Water	\$1,150,240
10" meter Sewer	\$2,030,600
10" meter Water	\$2,259,400
12" meter Sewer	\$2,030,600
12" meter Water	\$2,259,400

Fee Schedule



Development Services Fees (continued)

Description	Approved Fee FY2023-24
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) per lot	Non-Res \$2,150 / Res \$2,000
Water Town Installed (3/4" only) per lot	Non-Res \$2,150 / Res \$2,000
Reclaimed Town Installed per lot	Non-Res \$2,150 / Res \$2,000
Water Developer Installed	\$150/unit
Wastewater Developer Installed	\$150/unit
Reclaimed Developer Installed	\$150/unit
Irrigation Meter Tap Fee 3/4" only	\$2,000
Street Cut	\$1,250 each
Curb & Gutter Crossing	\$500 each
Street Bore	\$500 each or actual cost (\$30/ft), whichever is greater
Backflow Inspection Fee	\$25
Service Reconnection fee for lapse in annual backflow certification	\$50
Service Availability Verification	\$200

Fee Schedule

Development Services Fees (continued)	
Description	Approved Fee FY2023-24
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
Reclaimed – 25% cost of Water	
Tap Fees	
Water/Wastewater/Reclaimed Town Installed Residential	\$2000
Water/Wastewater/Reclaimed Developer Installed	\$90/unit
Irrigation Meter Tap Fee	\$2000
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 FY2023-24
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 FY2023-24
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 FY2023-24
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 FY2023-24
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% Holly Springs Based Non-profit Rental Fee Discount for All Facilities (1 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)	\$40/\$60
Room Set Up Fee for facility rentals	\$25/\$38
In Honor of / Memorial Tree Purchase with Personalized Plaque	\$250
In Honor of / Memorial Bench Purchase with Personalized Plaque	\$1,900
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
Athletics Activity Late Fee, per Individual / Non Res Fee	\$10/\$15
Multi-child Fee Reduction	\$5
Scholarships (See Parks and Rec Policy - % dependent upon eligibility)	50% Discount
Adult Athletics Fees are established yearly with consideration for individual sport expenses and implementation costs.	
Adult Athletics Late Fee, per team	\$25

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2023-24
Before School/After School/Track Out/Summer Camp Programs	
After School Fee / Non Res Fee (per month)	\$140/\$210
Track Out Fee / Non Res Fee (weekly rate)	\$170/\$255
Track Out Session Rate / Non Res Fee	\$440/\$660
Before School Fee / Non Res Fee (per month)	\$110/\$165
Before and After School Fee / Non Res Fee (per month)	\$220/\$330
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 FY2023-24
Hunt Center 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
Community Room and Multipurpose Room (Up/Down)	
Room Deposit	\$50
Rental Per Hour / Non Res fee	\$40/\$60
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
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 FY2023-24
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	\$20/\$30
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 FY2023-24
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
Event Sponsorship Packages (each event will specify what is included for each tier offered)	
Tier 1	\$150
Tier 2	\$350
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	\$5,000
Tier 10	\$7,500
Advertising/Signage Fees	
Baseball/Softball/Soccer (excludes Ting Stadium)	
Field Advertisement Signs – per Field (2'x3')	\$600

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2023-24
Bass Lake Park & Retreat Center	
Conference Room	
Deposit (Required) / Min. 3 hour rental	\$300
Alcohol Deposit	\$300
3 Hour Rental (Room only includes AV & Room set-up)	\$291/\$437
Additional Hourly Rental / Non Res Fee	\$77/\$116
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
Conference Room and Deck Rental	
Deposit (Required)	\$400
3 Hour Rental (Room and deck includes AV, Room set-up and outside lights)	\$481/\$722
Additional Hourly Rental	\$107/\$161
Packages	
Bass Lake Birthday Party Package / Non Res Fee per hour (\$60 deposit)	\$300/\$450
Weekend Wedding Package / Non Res Fee	\$2,200/\$3,300
4 Hour Wedding Package / Non Res Fee (\$200 Deposit) Monday-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	
Afterhours staffing fees	\$40/\$60
Boats & Canoes	
Canoe or Boat Hourly Rental	\$10
Hourly Motor Rental (in conjunction with a boat rental)	\$15
Summer Camp Fees	
Specialty Camp per week	\$200/\$300

Fee Schedule

Parks & Recreation Department (continued)

Description	Approved Fee FY2023-24
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 - NOTE this fee will be discontinued as of June 30, 2024	
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 FY2023-24
Cultural Center	
Room Rental - 2 hour minimum	
Room Deposit (per room)	\$50
Hourly Fee per room / Non Res Fee	\$30/\$45
Hourly Kitchen (Rm #126) / Non Res Fee	\$10/\$15
Alcohol Deposit	\$300
Theatre Rentals (Private Events) - 3 hour minimum	
Theater Deposit	\$100
Hourly Theatre Fee (private events, recitals, special events) / Non Res Fee	\$125/\$188
Hourly Technical Staffing Fee (per employee) / Non Res Fee	\$30/\$45
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	\$40/\$60

Fee Schedule

Parks & Recreation Department (continued)	
Description	Approved Fee FY2023-24
Farmers Market (Traditional Season)	
Vendor – Weekly	\$250
Vendor – Alternative A/B Week Schedule	\$150
Vendor – Daily/Substitute	\$20
Vendor – Seasonal Produce	\$60
Farmers Market (Winter Season)	
Winter Vendor – Full Season	\$180
Winter Vendor – One Saturday per month	\$90
Winter Vendor – daily/substitute	\$20
Annual Farmers Market	
Vendor – Extended Season Weekly	\$385
Vendor – Extended Season Alternative A/B Week Schedule	\$230
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 FY2023-24
Permit Application	\$500
Permit Renewal	\$250
Permit Modification	\$250
Annual Administrative Fee	\$250
Lab Analysis Fees	
Biological Oxygen Demand (BOD)	\$39
Total Suspended Solids (TSS)	\$14
Ammonia	\$22
Total Phosphorus	\$39
Conductivity / pH	\$6 each
Fecal Coliform	\$44
Total Coliform	\$45
Dissolved Oxygen	\$6
Orthophosphorus	\$39
Total Nitrogen	\$50
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	\$4.17 per lb. when exceeding 6 mg/l
Fat, Oils and Grease Program Violation Fees	
Grease Interceptor Not Maintained – Notice of Violation (NOV)	\$150.00
Grease Interceptor Missing Components – NOV	\$150.00
Food Serve Establishment with no Grease Interceptor/unapproved grease interceptor – NOV	\$1,000.00
Failure to implement expected action from NOV – Second NOV	\$500.00
Failure to implement expected action from second NOV (Third NOV)	Utility Service suspended with \$500 reconnection fee plus \$150/day out of compliance
Repetitive NOVs / Failure to maintain (4 or more NOVs within 12 months)	\$300 per day out of compliance
Annual Administrative Fee	\$100.00

Fee Schedule

Fire Department Fees

Description	Recommended Fee FY2023-24
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 FY2023-24
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 FY2023-24
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 FY2023-24
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	\$40
Public Information Fees	
Candidate Filing Fee	\$50
Solicitor/Peddler Permit	\$25
Irrigation Permit	\$50

Fee Schedule



Miscellaneous Fees (continued)

Description	Approved Fee FY2023-24
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	\$975 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
Bid Documents	
Purchased	TBD per project cost
Mailed	TBD per project cost



Fiscal Policy



This page left intentionally blank

 <p>Holly Springs, N.C.</p> <p>Administrative Rules</p>	FN-11 <h2>Fiscal Policy Guidelines</h2> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">Prepared By:</td><td>Mary Hogan</td></tr> <tr> <td>Dept./Title:</td><td>Finance</td></tr> <tr> <td>Date Approved:</td><td>June 4, 2019</td></tr> <tr> <td>Effective Date:</td><td>July 1, 2019</td></tr> <tr> <td>Supersedes Old #:</td><td>FN-10</td></tr> <tr> <td>Old Effective Date:</td><td>Oct. 2, 2012</td></tr> </table>	Prepared By:	Mary Hogan	Dept./Title:	Finance	Date Approved:	June 4, 2019	Effective Date:	July 1, 2019	Supersedes Old #:	FN-10	Old Effective Date:	Oct. 2, 2012
Prepared By:	Mary Hogan												
Dept./Title:	Finance												
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.

continued next page

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



This page left intentionally blank

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.



This page left intentionally blank



This page left intentionally blank



Town of Holly Springs
128 South Main Street
Post Office Box 8
Holly Springs, NC 27540
www.hollyspringsnc.gov