



Fiscal Year 2025-2026

Annual Operating Budget & Community Investment Plan

Approved Budget





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Fiscal Year 2025-2026

Annual Operating Budget and Community Investment Plan



Randy J. Harrington
Town Manager

Corey J. Petersohn
Budget Director

MaryBeth E. Spoehr
Senior Budget Analyst



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Distinguished Budget Presentation Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Town of Holly Springs

North Carolina

For the Fiscal Year Beginning

July 1, 2024

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, 2024**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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



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Introduction



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Town Council



Daniel H. Berry

Mayor Pro Tem

Current Term: 12/2021 to 12/2025

Danielle Hewetson

Current Term: 12/2023 to 12/2027

Timothy Forrest

Current Term: 12/2021 to 12/2025

Annie Drees

Current Term: 12/2023 to 12/2025

Sean Mayefskie

Mayor

Current Term: 12/2021 to 12/2025

Chris Deshazor

Current Term: 12/2023 to 12/2027

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



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History of Holly Springs

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

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

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

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



Norris-Holland-Hare House

and still is used today for meetings and community events.

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

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

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

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

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



Alford-Mims House and the General Store.

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 followed by a \$550 million investment announced by Amgen, 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.

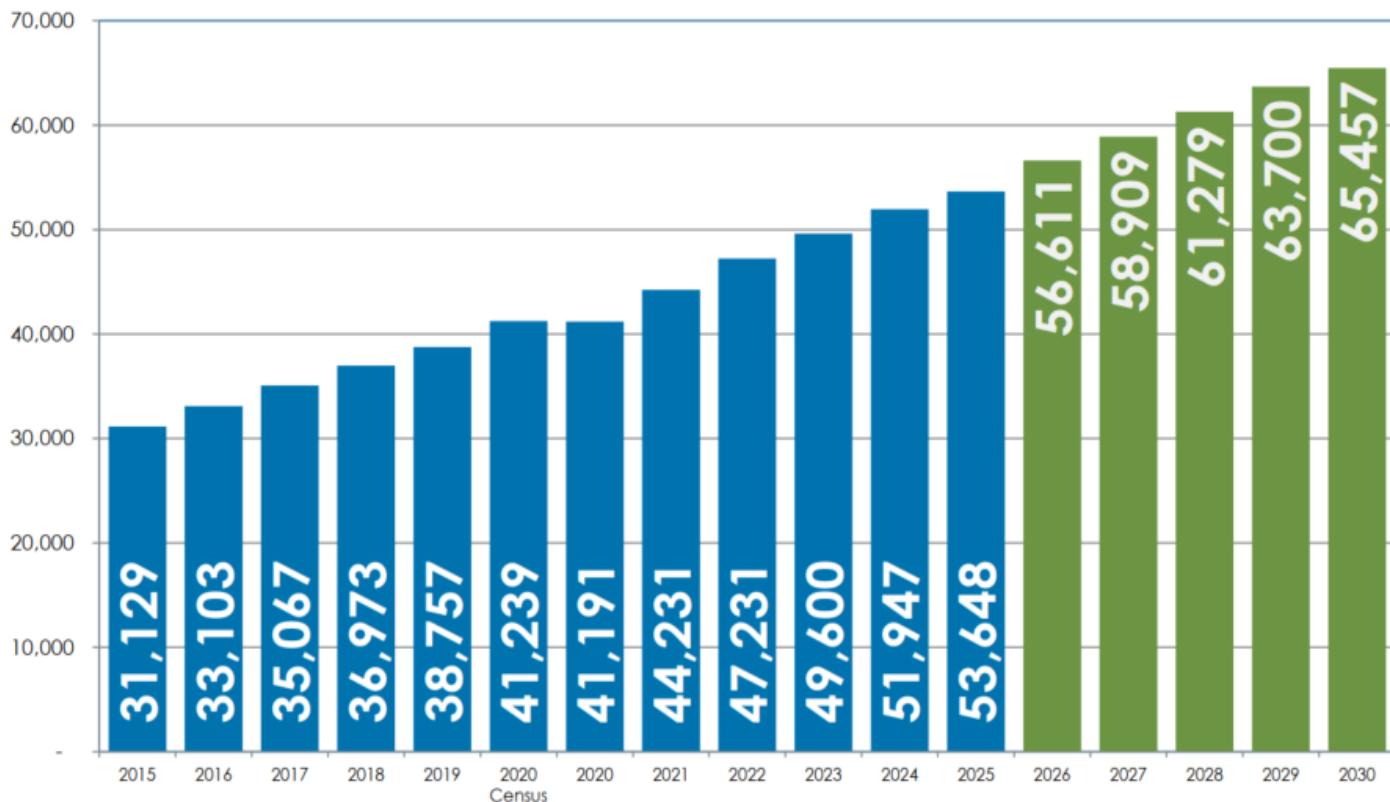
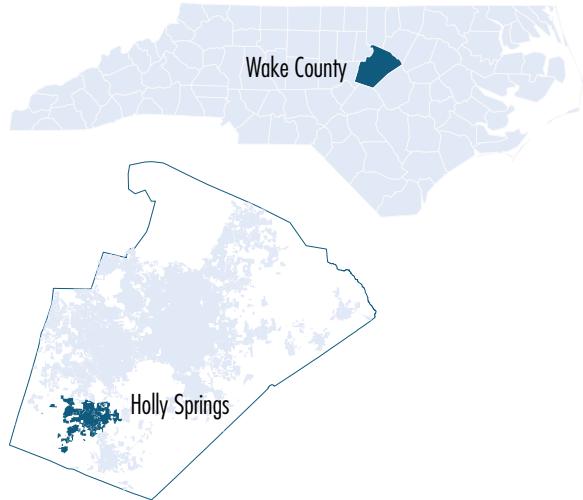


Town Hall

Community Profile

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

Population: 53,648
 Land Area: 20.03 sq. miles
 Median Household Income: \$132,435
 Education (Age 25+): 95.7% High School Graduates
 Higher Education: 67.7% have earned
 Bachelor's degree or higher
 Median Home Tax Value: \$555,162
 Home Ownership Rate: 83.4%



Population Estimates based upon total Certificates of Occupancy issued for Fiscal Year Ending - June 30
 Population Projections based upon: 532 SF certificates of occupancy each year for 2026 - 2030 plus anticipated multi-family units.

■ Holly Springs Population Projections

■ Holly Springs Population Estimate

Community Profile



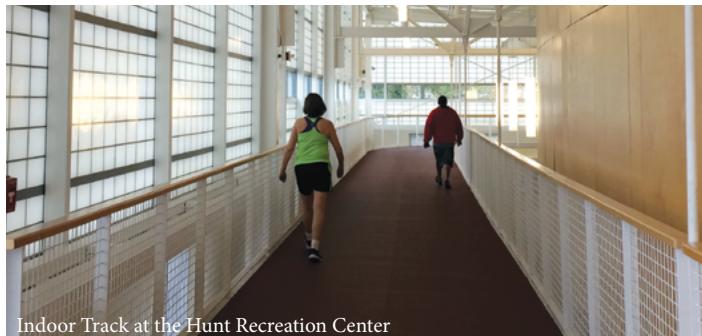
GOVERNMENT

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:

One of the Friendliest Towns in North Carolina
(WorldAtlas.com—June 2024)

One of the Best Small Cities to Live in America
(WalletHub—October 2023)

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

#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)

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



Police Community Outreach Event at Bass Lake Park



HollyFest



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

Board of Adjustment

Conducts public hearings and renders rulings on variances from the Town's zoning regulations, appeals to zoning decisions made by the Department of Development Services staff, and appeals of determinations made by the Environmental Appeal Committee. The board has quasi-judicial powers and acts separately from the Town Council, so all board decisions are final. Any appeals go directly to the 10th District Superior Court.

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.

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.

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.

Tree Advisory Committee

Aids with planning an annual Arbor Day event, offers 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.



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Town Administration

Town Administration

Randy J. Harrington

Town Manager

Daniel Weeks

Assistant Town Manager

J. Scott Chase

Assistant Town Manager

John Schifano

Town Attorney

Linda McKinney

Town Clerk

Senior Leadership Team

Corey Petersohn

Budget, Innovation, & Strategy

Cassie Hack

Communications & Marketing

Chris Hills

Development Services

Irena Krstanovic

Economic Development

Tina Stroupe

Finance

LeRoy Smith

Fire

Sabrina McDonald

Human Resources

Jeff Wilson

Information Technology

LeeAnn Plumer

Parks & Recreation

Paul Liquorie

Police

Paige Scott

Public Works

Kendra Parrish

Utilities & Infrastructure

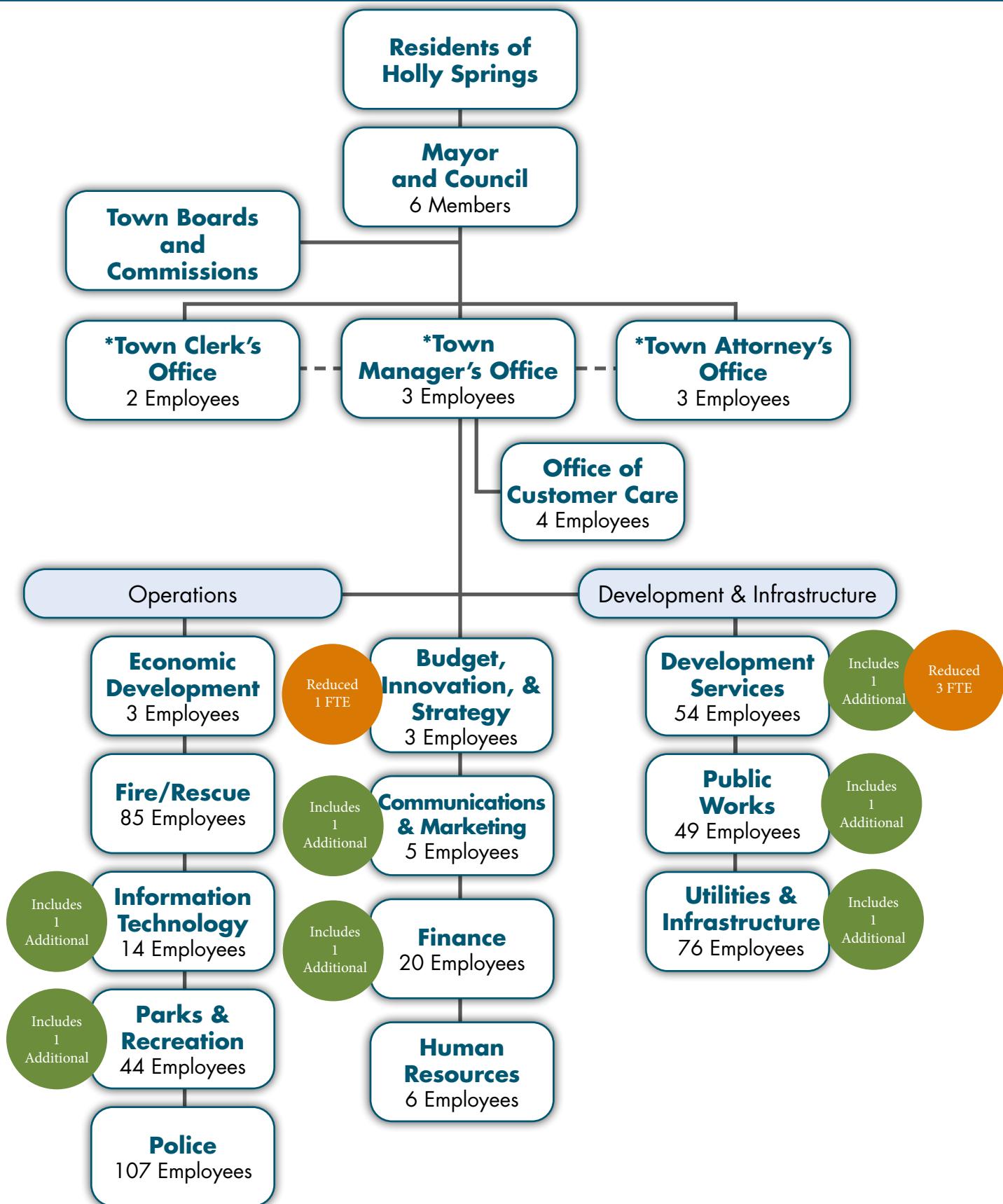


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Organization Chart

Full-Time Positions



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



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Budget Process

Overview

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

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

Budget Development Procedures

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

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

Public Participation in the Budget

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

Budget Calendar

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

Milestone	Date
CIP Requests Submitted to Project Managing Departments	November 30, 2024
Department Approved CIP Submissions Complete	December 6, 2024
CIP Committee Meetings	December 16-20, 2024
Operating Budget Kickoff	January 6, 2025
Base Budget Review Meetings with Departments	January 13-31, 2025
Fee Schedule Changes Submitted to Budget Office	January 31, 2025
Departments Submit New Requests and Revenue Projections	February 17, 2025
Department Budget Meetings with Town Manager	March 3-14, 2025
Town Manager's Recommended Budget Presentation	May 13, 2025
Budget Public Hearing	May 20, 2025
Budget Workshop	May 22, 2025
Scheduled Adoption of Budget	June 3, 2025

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 or the Budget, Innovation, and Strategy Director. The department completes a budget amendment form and submits to Budget, Innovation, and Strategy Department 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 Budget, Innovation, and Strategy Department for processing.
3. Any Town Manager approved budget amendments will be reported to Town Council the following month. All budget amendments between departments over \$50,000, between funds, or that increase or decrease the total budget of any fund must be approved by Town Council in advance.

Encumbrances

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

Basis of Budgetary Accounting

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

Budget Process

Governmental Funds

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

General Fund

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

Special Revenue Funds

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

Capital Project Funds

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

Proprietary Funds

These are used to account for business-type activities.

Enterprise Funds

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



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Budget Message



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Fiscal Year 2025-26 Manager's Budget Message

May 13, 2025

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 2025-2026 (FY26) Operating Budget and Community Investment Plan (CIP).

Introduction

The annual budget is the chief policy document that reflects the values and priorities of Holly Springs. This year's recommendation continues to leverage sound fiscal policy to advance a balanced budget that represents the Mayor and Town Council's strategic vision for the Town. In summary, this budget is designed to fit within our financial means and maintain the standard of excellence Holly Springs has become synonymous with. A few of the highlights in this year's recommendation include:

1. **Investing in transportation infrastructure** to address growing traffic congestion,
2. Implementing a **new Microtransit mobility service** by early 2026,
3. **Advancing Eagles Landing Park** to construction,
4. Maintaining the Town's status as **one of the safest communities** in North Carolina,
5. Design of an inviting and transformational **Festival Street in the Downtown**,
6. **Maximizing the efficient use of tax-payer dollars** by repurposing vacant positions to the most critical areas,
7. Preparations to celebrate the **Town's Sesquicentennial (150th) Anniversary**,
8. Enhancing the Town's capacity to **maintain public assets like facilities and other infrastructure that residents depend on**,
9. **Investing in employees** to improve compensation market competitiveness, and
10. Investing in a **responsible water and wastewater system** to protect existing infrastructure and secure future safe drinking water and environmentally sensitive wastewater treatment capacity.

The Recommended Budget totals \$117,688,731 (net of transfers), a 10.7% increase from the amended FY 2024-2025 (FY25) budget, with most of this increase associated with new capital investments. Of this, the General Fund represents \$65,131,081, a 1.6% increase from the prior year. The Town's total assessed property valuation (real and personal property) is projected to increase from \$12.9 billion in FY25 to \$14 billion, an 8.7% increase

Budget Message

Fiscal Year 2025-2026



over the prior year. The budget maintains the current property tax rate at 34.35 cents per \$100 valuation. Seven (7) new positions are recommended along with four (4) position reductions – for a net total of three (3) new positions to support areas of highest value and return on investment to Holly Springs taxpayers.

Strategic Organization

Holly Springs is a plans-driven organization and foremost of those plans is the Town Council's Strategic Plan. The Strategic Plan lays out the blueprint for the Governing Board's vision and is the primary guiding source for the Recommended Budget. Each year, the Town Council reviews and updates the plan to ensure it aligns with desired community goals and expectations. In April 2025, Town Council adopted the current Strategic Plan in advance of the FY26 Budget Recommendation that reaffirmed a commitment to the four strategic priority areas:



Key Budget Drivers

The hard work and forward-looking decisions by the Governing Body over the past two decades have grown Holly Springs into a prosperous and resilient community, but the Town is not immune to national and global economic trends. The uncertainty of the current economic environment warrants prudent planning when forecasting revenues and expenditures. While no one can fully predict the economic future, this Budget Recommendation balances growth-related service demands with proper safeguards to mitigate revenue uncertainty.

Property Tax – Property tax is the primary revenue source for the Town's General Fund, approximately 46.2%, and provides \$47.6 million in total revenue (including the Community Investment Fund and General Fund debt service). The Town benefits from a strong property tax collection rate through Wake County. The Wake County Tax Administrator has advised that FY25's County-wide property tax collection, as of April, is down slightly at 99.18% compared to 99.37% at this time in the prior year. While the overall Wake County collection rate is expected to be higher by this fiscal year end, this budget assumes a prudent 99.0% anticipated collection rate.

This Budget recommends no change to the property tax rate of 34.35 cents per \$100 valuation, which maintains Holly Springs as one of the lowest property tax rates in Wake County.

Sales Tax – The second largest governmental revenue source is Sales Tax at \$14.7 million and is 22.6% of the General Fund operating revenue. Over the past decade, Sales Tax has been one of the Town's fastest growing revenue sources. In the same period, Sales Tax grew on average 12% annually. Many factors have contributed to this such as population growth, increased commercial development, and inflation.

However, Sales Tax is a revenue source that is highly susceptible to economic changes, and FY25 data indicates a trend of slowing – or even flattening – Sales Tax growth. As of April, FY25 Sales Tax revenue is less than 2% above FY24 levels, and some monthly data shows a decrease from the same month last year. Given the economic forecast risk conditions, this budget recommendation maintains Sales Tax flat with FY25 levels.

Budget Message

Fiscal Year 2025-2026

Wake County - Local Government Property Tax Rates

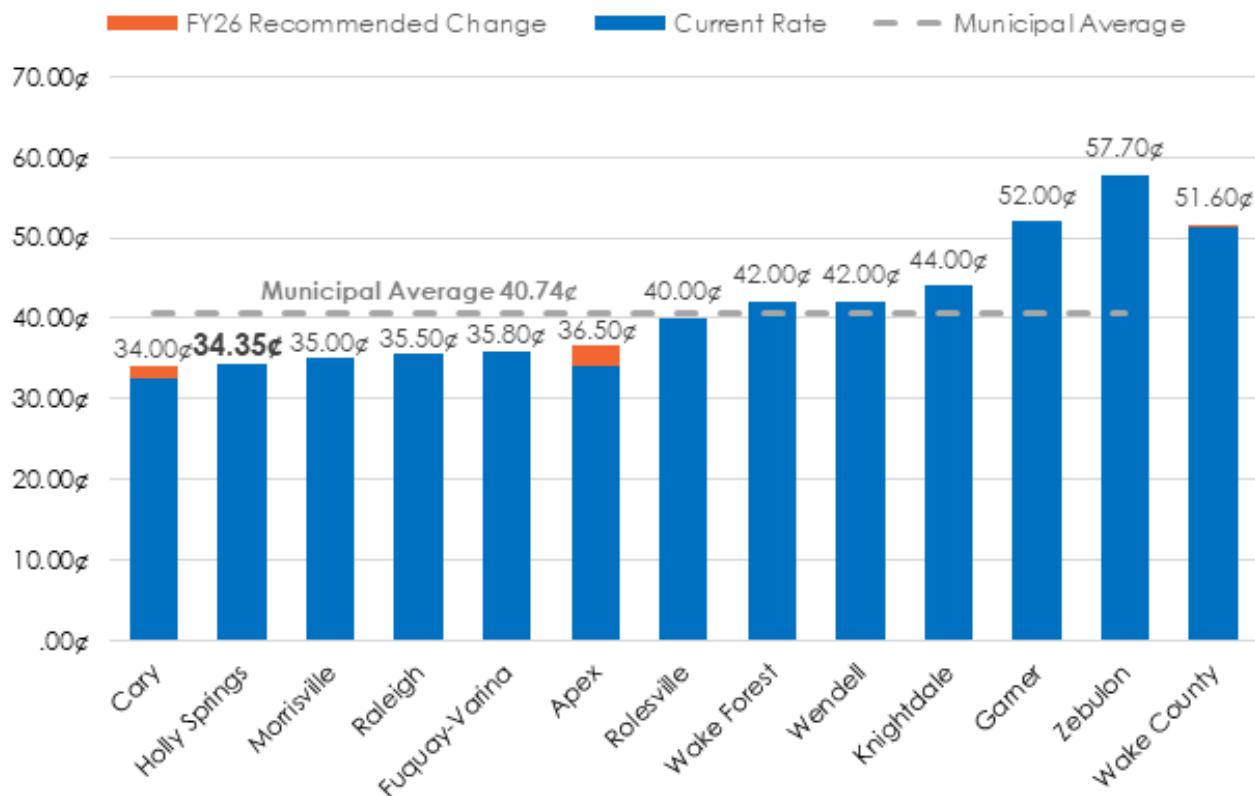


Figure 1 – Shows current property tax rates for Municipalities within Wake County at the time of publication.

Holly Springs - Sales Tax Revenue

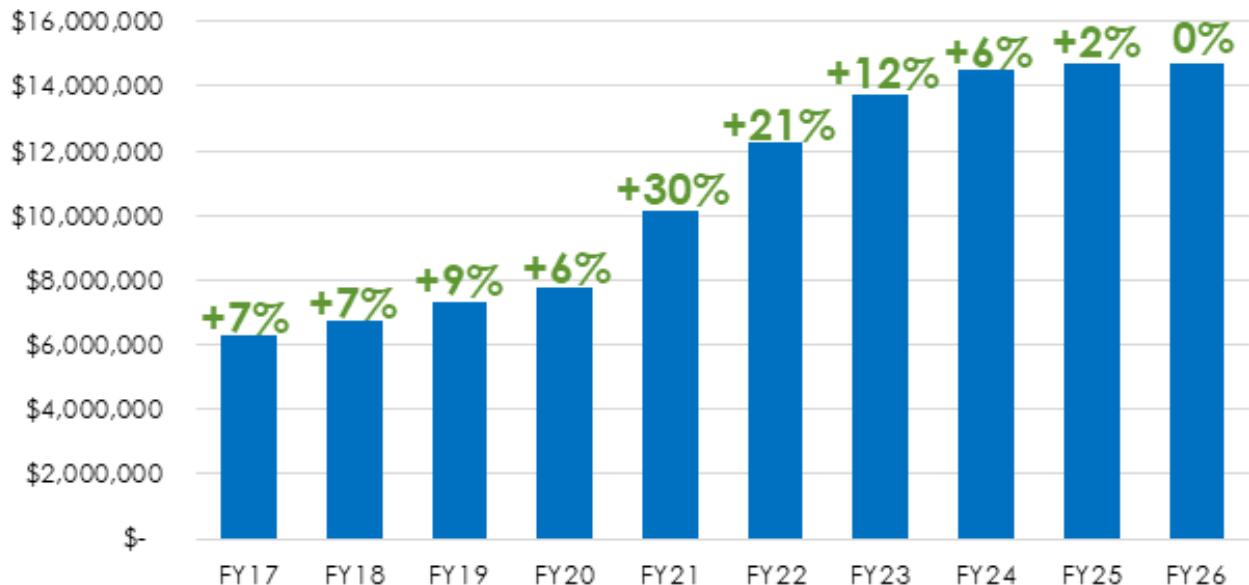


Figure 2 - Shows actual sales tax revenue for Holly Springs from FY17 to FY24; FY25 and FY26 are projected amounts.

Budget Message

Fiscal Year 2025-2026



Budget Highlights

Below includes some of the top items funded in this Recommended Budget:

Investing in Transportation Infrastructure – In 2025 significant improvements are underway to widen Holly Springs Road as well as improve walkability and safety. In 2026, Staff anticipate the beginning of construction on Holly Springs Road “Central” phase from Flint Point Lane to Main Street as well as advancing design of the “West” phase from Main Street to the NC-55 Bypass. Additionally, staff are coordinating with NCDOT on signal improvements and automation to improve congestion across town as well as a plan for the Town to leverage NCDOT funding to begin design for the widening of Avent Ferry Road “Phase 2” from Ralph Stephens Road to Cass Holt Road.

Downtown / Festival Street – Investing in the Downtown area is a top priority in the Strategic Plan, and the FY26 Recommended Budget includes funding for designing a pedestrian friendly Festival Street on Avent Ferry Road from W. Ballentine Street to W. Center Street.

Microtransit Mobility – For FY26, Town Council provided direction to develop a microtransit program as an option to help our residents get around town. Microtransit is designed to provide flexible and responsive public transit that is more tailored to the transit needs of our community. Residents will be able to request a ride (Monday-Friday; 7 a.m. to 8 p.m.) through a mobile device or phone call. Final design of the Town’s microtransit service along with a rider fee cost structure will occur during the summer of 2025. The Town has been recommended for an operating grant from the Capital Area Metropolitan Planning Organization (CAMPO) to cover half of the ongoing operating costs with the Town covering the remaining half through the Town’s General Fund (pending final approval from the CAMPO Executive Board). Following a bidding process for a third-party microtransit turn-key vendor, service is expected to start in January 2026.

Sesquicentennial Celebration – In 2026, the Town is planning a year-long celebration commemorating the 150th anniversary of the incorporation of Holly Springs. The FY26 budget includes funding to begin planning the *Sesquicentennial* celebration along with development of a dedicated celebration webpage on Town history, events, and activities.

2023 Parks Bond – In early May 2025, the Mayor & Council and staff held a ground-breaking for the construction of Eagles Landing Park. This 56-acre park and recreation facility, the first Holly Springs Town Park west of NC-55, is slated to open in 2027. Eagles Landing Park will offer a wide range of activities and programming for everyone from preschoolers to our senior community, including a splashpad, an e-sports and technology lounge, four multi-use indoor courts, pickleball courts, two turf fields, fitness areas, and much more. Additionally, this summer new seating will be installed in the Cultural Center Theater and the baseball/softball dugouts will be renovated at Womble Park.



Figure 3 - Rendering of Eagles Landing Park Recreation Center.

Community Safety – Holly Springs remains one of the safest communities in North Carolina with approximately 38.1% of the General Fund operating budget supporting Public Safety operations (Police and Fire). This year's recommendation includes increased funding for personal protective equipment (PPE) for fire fighters, training for swift water rescue, and a replacement Fire apparatus.

Asset Management / Facilities Maintenance – In last year's budget, Council funded a condition assessment of the Town's government facilities. This study identified the need for increased facility maintenance to address the aging conditions of facilities used every day by our residents and staff. The recommended budget includes a Public Works position and Parks and Recreation position to address additional maintenance capacity needs as well as additional funding for increased preventative / corrective facility maintenance, replacement of key building systems, and additional supplies to keep Town facilities operating in a safe condition and at a level consistent with resident expectations.

Staff Investments – This budget recommends seven (7) new positions and a reduction of four (4) vacant positions for a net increase of only three (3) new full-time positions:

- **Seven (7) New Full-Time Positions:**

- o Facilities Maintenance Technician
- o Park Maintenance Technician
- o Project Accountant
- o IT Technician – Infrastructure
- o Communications Specialist – Website
- o Development Engineering & Construction Division Manager
- o Utility Technician

- **Four (4) Vacant Full-Time Positions Repurposed:**

- o Grant Writer (a part-time Grant Writer position will be utilized)
- o Building Inspector
- o Development Plans Reviewer
- o Development Inspector

Additionally, this budget recommends the following to maintain Holly Springs as an employer of choice in local government:

- **Pay for Performance** – A merit-based pay program is included with employee adjustments between 0 – 6%, based on performance

- **Implementation of Market Based Compensation Adjustments (Phase 2)** – Funding is included for data-driven market-based salary adjustments to recruit and retain talented staff. Last year's Phase I implementation focused on public safety positions while this Phase 2 addresses general employees in non-sworn positions.

- **Health Insurance** – The Town's membership in the NC Health Insurance Pool (NCHIP) continues to reduce the Town's risk to health insurance increases. Health insurance premiums are set to increase by only 3.7% in FY26 and are proposed to be covered by the Town. Also, this year a new health insurance option is being offered to employees with a Health Savings Plan (HSA) to provide a lower premium cost share option for employees and families.

- **North Carolina Local Government Employee Retirement System (LGERS) Contributions** – All NC local governments are required to participate in the LGERS retirement system for local government employees. The Non-Law Enforcement Officers employer contribution rate is projected to increase from 13.63% to 14.38% and the Law Enforcement Officer rate from 15.04% to 15.94%.

- **Other Proposed Adjustment** – Consistent with historical practice using CPI data, I am recommending a small adjustment of 3% to Mayor & Council compensation.

Budget Message

Fiscal Year 2025-2026



Water and Wastewater Regionalization/Partnerships – Utility investments underway, and planned, over the next five years total over \$500 million. These investments include the Town's partnership to expand the Tri-River Water Treatment facility in Sanford, a partnership with Fuquay-Varina to convey treated water from Sanford to Holly Springs, increase existing water supply connections with Harnett County, and increase of the Town's Utley Creek Water Reclamation Facility (UCWRF) wastewater treatment capacity. These investments are necessary and critical to securing the Town's future water supply and wastewater treatment needs. These utility infrastructure efforts are large and require a significant investment by our rate payers. For the typical homeowner, total monthly water and sewer rates are projected to increase approximately \$12.98/month for a typical residential utility customer for a total projected bill of \$99.43/month. Despite these rate increases, the Town's utility rates remain competitive in the state.

Other User Fees – the Town's garbage and recycling contracted service provider is increasing collection fees by 4% (direct pass-through cost to residents) resulting in a \$0.59/month increase for residential collection. The Town's Stormwater Fee is recommended to remain the same in FY26.

Looking to the Future

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

1. Economic Outlook – At the time of development for the FY26 Recommended Budget, we are faced with uncertainty in the global economy as well as local revenue sources such as sales tax. Decisions at the federal level on tariffs and interest rates may impact current and future construction costs. Staff will continue to closely monitor these evolving conditions and will inform the Mayor & Council if any impacts will threaten the balanced budget that Council adopts.

2. Downtown Vitality & Partnerships – The Downtown Area Plan (DAP) outlines an exciting vision for the downtown focused on elevating vitality and investment in public spaces. Public/private partnerships may also be key to delivering the DAP's vision. Major Town investments begin with design of the Avent Ferry Road Festival Street. Other potential partnership opportunities include development of Mims Park elements and an additional downtown parking deck.

3. Partnership / Development Opportunities at Ting Park – Ting Park, also known as the North Main Athletic Complex (NMAC), is a signature facility for the Town and region. Recent Council visioning for this area includes a sports themed entertainment area with greater amenities, dining, mixed commercial and residential uses, and welcoming public spaces. Private interest through an upcoming Request for Proposal (RFP) process is designed to help deliver Council's vision, which may also act as a catalyst for other, adjacent development to the park.

4. Investment in Holly Springs Road Corridor and Avent Ferry Road Corridor – Over the next seven years the Holly Springs Rd. corridor will transform into a two-lane divided road connecting the NC-55 Bypass to NC-540 while also providing enhanced safety and pedestrian features. Additionally, recent developments with the NCDOT's State Transportation Improvement Program (STIP) have identified \$20.2 million to design and construct Avent Ferry Road Phase 2 improvements. These two projects are transformational in how motorists will experience these two roads and will significantly improve congestion in the two corridors.

5. New Town Facilities Coming Online – Over the next two years, new staffing and operational resources will be necessary as the Town's new Operations Campus and Eagles Landing Park both open. These projects present a substantial growth in the footprint of Town-managed facilities and new capabilities to serve our residents. Investments over the next two years will need to include staffing, utility expenses, daily operating supplies, and maintenance for the new facilities.

Budget Message

Fiscal Year 2025-2026

6. Stormwater Management – In 2020, Town Council adopted a new Stormwater Fee to increase service levels for basic repairs and maintenance of the Town's Stormwater System. Since FY21, this fee has remained unchanged at \$5.20/month for residential units. Inflationary pressure, especially to maintenance and infrastructure projects, has increased expenses to the point that future projected revenues at the existing fee structure will be unable to meet expenses at the current level of service. Council has previously expressed interest in reviewing / revisiting the Stormwater Fee structure, and I am recommending a future review by your 2026 Annual Retreat.

7. UCWRF Beyond 8MGD – While design for upgrading the Utley Creek Water Reclamation Facility (UCWRF) to a treatment capacity of 8 MGD (Millions of Gallons a Day) is currently underway, we must also advance planning and decision-making for Phase 2 investments beyond 8 MGD to meet the demand from continued population, commercial, and industrial growth. Preliminary options include further expansion at the Town's treatment plant and/or partnerships with nearby municipalities. This is anticipated to be a multi-year effort and one that requires significant engagement with our other local, state, and federal funding partners.

Conclusion

Thank you for the opportunity to recommend to you the FY26 budget. I believe this budget reflects and represents the vision and goals of the Mayor and Town Council endorsed in the Strategic Plan. Furthermore, this is a budget specifically crafted to fit within reasonable means and with prudence for potential economic uncertainty.

I very much appreciate and value your leadership, discussion, and direction throughout the entire budget development process. Building a budget is a large and complex annual organization-wide effort and many team members have also contributed to this year's effort. In particular, I would like to recognize our department directors and staff from Budget, Innovation, and Strategy; Finance; and Human Resources along with our two Assistant Town Managers.

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 2025-2026



Recommended Budget Presentation Video

For more information and a video detailing the Manager's Recommended Budget for FY2025-26:
hollyspringsnc.gov/budget

Budget Approval Update

The FY2025-2026 Budget was adopted on June 3, 2025, with no changes from the Town Manager's Recommended Budget.



Budget Ordinance



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Budget Ordinance

Fiscal Year 2025-2026



Ordinance No. 25-16

Date Submitted: June 3, 2025

Date Adopted: June 3, 2025

**FISCAL YEAR 2025-26 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, 2025 and ending June 30, 2026; the same being adopted by fund and activity within each fund as listed.

SECTION 1:

General Fund	
Revenues:	
Ad Valorem Taxes	30,071,189
Sales Tax	14,712,051
Environmental Revenues	4,350,034
Other Taxes and Licenses	4,388,850
Parks & Recreation Revenues	2,550,800
Transfers In / Other Financing Sources	2,467,423
Permits & Fees	2,388,500
Public Safety Revenue	1,950,144
Appropriated Fund Balance	1,190,000
Miscellaneous Revenues	1,038,290
Intergovernmental / Grants	23,800
TOTAL	65,131,081
Expenditures:	
Public Safety	24,814,251
Public Works	10,471,251
General Government	8,905,689
Parks & Recreation	7,469,942
Permitting, Planning, Inspections, & Development	6,985,971
Non-Departmental / Transfers Out	6,483,977
TOTAL	65,131,081

Budget Ordinance

Fiscal Year 2024-2025



Utility Fund	
Revenues:	
Water Sales	15,688,023
Waste Water Charges	13,767,962
Other Operating Revenues	797,500
Miscellaneous Revenues	271,000
Development Fees	31,000
Other Financing Sources	580,500
TOTAL	31,135,985
Expenditures:	
Utility System Management & Development	15,785,467
Non-Departmental	8,352,553
Central Services	3,719,037
Finance	2,000,279
Information Technology	806,883
Administration	324,166
Public Works	147,600
TOTAL	31,135,985
Stormwater Management Program Fund	
Revenues	1,931,737
Expenditures	1,931,737
Powell Bill Fund	
Revenues	1,529,896
Expenditures	1,529,896
Emergency Telephone System Fund	
Revenues	246,216
Expenditures	246,216
General Fund – Debt Service Fund	
Revenues	17,713,816
Expenditures	17,713,816
Utility Fund – Debt Service Fund	
Revenues	4,977,892
Expenditures	4,977,892

SECTION 2.

Levy of Taxes: There is hereby levied, for Fiscal Year 2025-2026, an Ad Valorem tax rate of 34.35 cents per \$100 valuation of taxable property as listed for taxes as of January 1, 2025. This rate shall be levied with 21.69 cents to the General Fund and 12.66 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 \$13,970,124,994 and an estimated collection rate of 99%.

SECTION 3.

Fees and Charges: There is hereby established, for Fiscal Year 2025-2026 various fees and charges as contained in the Town Manager's Recommended Fiscal Year 2025-2026 Budget.

SECTION 4.

There is hereby confirmed, for Fiscal Year 2025-2026 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 \$21.88 per household per month. This includes one trash bin, one recycling bin and one yard waste bin.

SECTION 6.

Salaries & Salary Grades: The following shall govern salary and wage compensation for Fiscal Year 2025-2026:

- 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.
- B. Salary Grade Adjustments. An adjustment to the general salary grade schedule as detailed in the Town Manager's Recommended Budget. All general government, positions reflect the implementation of a new compensation and classification study. In the event any job title / grade 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 compensation study. Mayor and Town Council base salaries are adjusted 3%.
- 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 2025-26 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 or next available business meeting.
- 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 consistent with the Town Purchasing Policy for construction, repair, or design up to \$100,000.
- B. 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.
- C. 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.

Budget Ordinance

Fiscal Year 2024-2025



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, 2025, 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, 2025, are hereby re-appropriated to fiscal year 2025-2026.

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

Fiscal Year 2024-2025

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, 2025 in accordance with the laws of the State of North Carolina.

Adopted this, the 3rd day of June 2025.

Town of Holly Springs by

Sean Mayefskie, Mayor

ATTEST:

Linda McKinney, Town Clerk





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Strategic Plan



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Creating the Town's Strategic Plan

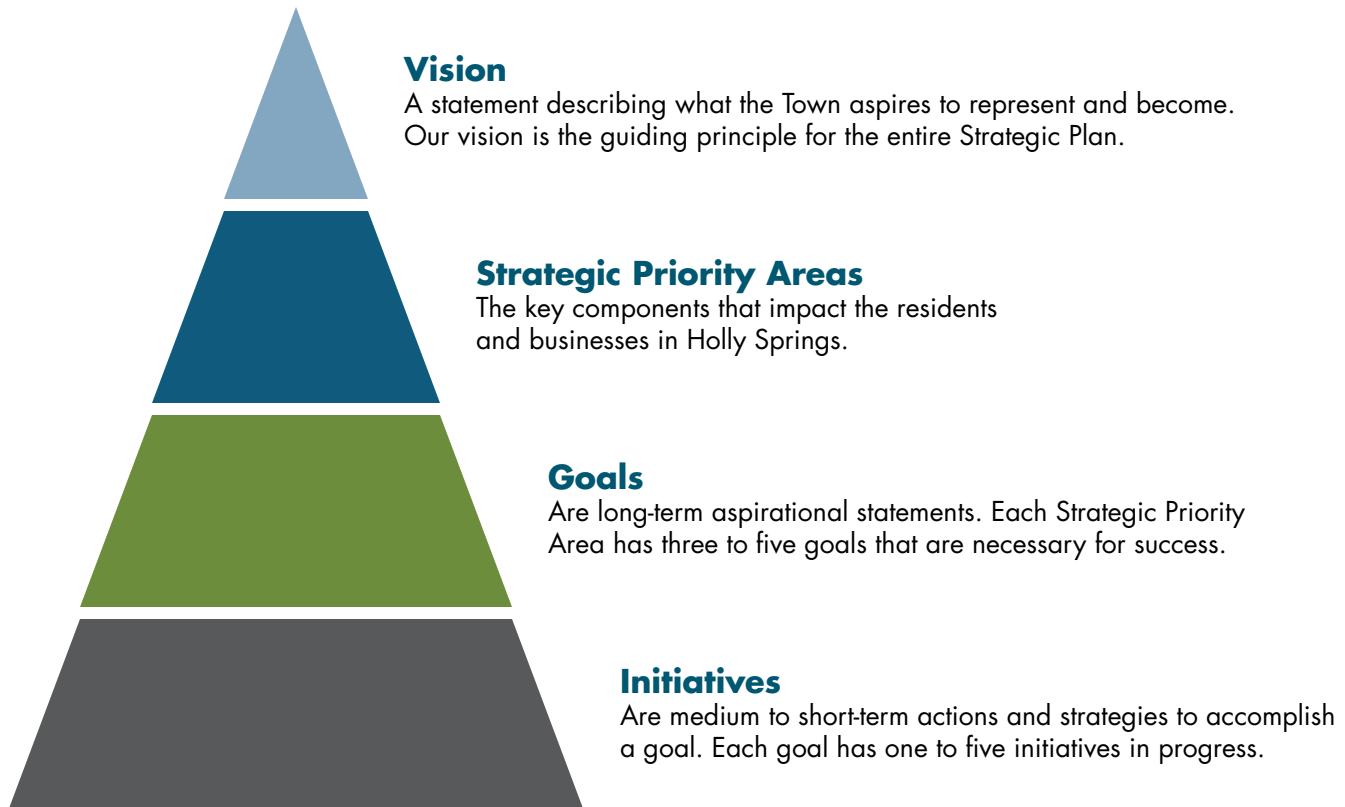
The Mayor and Town Council annually adopt a Strategic Plan for the Town of Holly Springs. The governing body establishes a vision and strategic priority areas that reflect the chief components of the Town's vision for success. The governing body determines goals for each strategic priority area and staff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

What is a Strategic Plan?

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

What are the components of a Strategic Plan?

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



Strategic Plan

Strategic Priority Areas



Vision

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

Strategic Priority Areas



Community Safety - Holly Springs is one of the safest communities in North Carolina built on a foundation of trust, respect, and community partnerships.



Growth Management & Economic Vitality - Holly Springs preserves its small-town charm, characteristics, and history through strategic transportation & land-use planning, economic development, and infrastructure management.



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



Vibrant Community - Holly Springs provides a high quality of life with abundant amenities, exceptional customer service, and superior public services.

Community Safety

Holly Springs is one of the safest communities in North Carolina built on a foundation of trust, respect, and community partnerships.

1. Maintain the Town's high level of public safety by applying professional best practices and policies.

- **Initiative 1.1:** Obtain Police Department CALEA (Commission on Accreditation for Law Enforcement Agencies) accreditation, recognizing commitment to professional policing and national best practices and standards.
- **Initiative 1.2:** 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:** Design and construct Fire Station 4.

3. Invest in innovative approaches to ensure a safe and welcoming community.

- **Initiative 3.1:** Promote a community-policing philosophy with an emphasis on purposeful policing building on "organic" partnerships, resident and business visibility and engagement, and unique approaches to address community needs and cultivate strong relationships.
- **Initiative 3.2:** Invest in data-driven, geo-based and analytical policing strategies to develop a more technologically advanced approach to crime prevention and investigations.
- **Initiative 3.3:** 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.

Strategic Plan

Growth Management & Economic Vitality



Growth Management & Economic Vitality

Holly Springs preserves its small-town charm, characteristics, and history through strategic transportation & land-use planning, economic development, and infrastructure management.

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

- **Initiative 1.1:** Concentrate business recruitment efforts and site-readiness programs 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:** 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 the public spaces and character of the downtown area through investments in signage, streetscapes, branding, and civic spaces as outlined in the Downtown Area Plan.
- **Initiative 2.3:** Explore partnerships and funding opportunities to advance investments in the downtown such as a public market, additional downtown parking, creating a festival street, and further development of Mims Park.
- **Initiative 2.4:** Advance feasibility analysis and design for a festival street investment on Avent Ferry Rd.

3. Plan, maintain, and invest in sustainable and resilient water, sewer, and stormwater infrastructure.

- **Initiative 3.1:** Develop a coordinated long-range master plan for water, wastewater, reclaimed, and stormwater systems.
- **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.

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

- **Initiative 4.1:** Pursue a residential/non-residential tax base ratio of 70%/30%.
- **Initiative 4.2:** 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 4.3:** 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 4.4:** 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 4.5:** Develop policies, procedures, and/or mitigation strategies for management of property nuisance abatement.

5. Partner with neighbors to promote smart regional transportation infrastructure investments.

- **Initiative 5.1:** Complete the Main St. right turn lane, NC-55 Bypass right turn lane, Avent Ferry Rd pedestrian improvements, and Holly Springs Rd. Phase II bond projects.
- **Initiative 5.2:** Support an efficient and connected local and regional multi-modal transportation system through engagement on projects including the NC-540 Southeast Extension and Wake Transit Plan.
- **Initiative 5.3:** Deploy pedestrian safety devices and traffic control measures to enhance pedestrian and bicycle safety.
- **Initiative 5.4:** Develop a network for an innovative and intelligent transportation system with NCDOT to assist in managing traffic congestion.
- **Initiative 5.5:** Complete construction of Holly Springs Rd “Central” widening (Flint Point Lane to Main St).
- **Initiative 5.6:** Complete design of Holly Springs Rd “West” widening (NC-55 Bypass to Main St).
- **Initiative 5.7:** Explore roadway priority investments to include Cass Holt Rd, Sunset Lake Rd, and Main St “diet” streetscape (on-street parking / pedestrian improvements).
- **Initiative 5.8:** Seek financial and implementation partnerships for the creation of a micro-transit transportation mobility option.

Strategic Plan

Organizational Excellence



Organizational Excellence

Holly Springs is a leader in responsible and responsive 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 skills training and leadership development at all levels in the organization.
- **Initiative 1.2:** Provide competitive pay and benefits and fulfilling workplace experiences that attracts and retains top talent.
- **Initiative 1.3:** Expand employee diversity and inclusion.

2. Leverage technology and innovative business approaches to improve business efficiencies.

- **Initiative 2.1:** Create and apply data-driven decision-making tools, including performance management and benchmarking, to enhance strategic and daily service delivery management.
- **Initiative 2.2:** Research and pilot Smart Cities initiatives that leverage data and technology to improve operational efficiencies and information sharing with residents.
- **Initiative 2.3:** Pursue professional accreditation of departments (Utilities and Infrastructure, Parks and Recreation, and Public Works).

3. Leverage community engagement opportunities to expand resident connections with their town government and community.

- **Initiative 3.1:** Plan and create a town-wide celebration of the sesquicentennial (150th) anniversary (In 2026).
- **Initiative 3.2:** Expand sense of place and belonging through celebrations, branding, and unique engagement experiences.

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:** Develop new Town-wide risk management program and reduce the Town's risk exposure and actual risk liability experiences.

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

- **Initiative 5.1:** Engage staff and community partners to increase awareness and understanding of sustainability opportunities and practices.
- **Initiative 5.2:** Identify opportunities to transition Town light duty non-public safety vehicles to hybrid or electric, as appropriate.
- **Initiative 5.3:** Reduce Town facility energy consumption by 10% over the next 5 years (by 2028).

Vibrant Community

Holly Springs provides a high quality of life with abundant amenities, exceptional customer service, and superior public services.

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 concept plan and pursue amenity construction..
- **Initiative 1.2:** Advance design and construction of Eagles Landing Park to build the first park in Holly Springs west of Hwy 55.
- **Initiative 1.3:** Construct Utley Creek Phase 2 greenway.
- **Initiative 1.4:** Begin design and construction planning to complete Ting Park Connector and Middle Creek to Camp Branch Greenway segments to enhance connectivity of the greenway network.
- **Initiative 1.5:** Establish a funding strategy to advance priority park and greenway investments, including opportunities to leverage public-private and regional partnerships.
- **Initiative 1.6:** Conduct a Request for Proposal process to match desired uses for available Town-owned land at Ting Park with suitable private development that will further enhance the Ting Park area as a top destination area.
- **Initiative 1.7:** Enhance development community awareness of Ting Park area vision plan and identify opportunities to advance other private investment surrounding the athletic complex.

2. Provide a broad offering of cultural and recreational events and programming.

- **Initiative 2.1:** Install informational signage to bring community awareness to the unique natural resource areas throughout town.
- **Initiative 2.2:** Leverage mutually-beneficial partnerships to provide additional events and offerings to complement existing offerings by the Town.
- **Initiative 2.3:** Assess the Town's cultural and recreational offerings to ensure programming and resources align to meet the needs of a growing and changing population.

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

- **Initiative 3.1:** Identify innovative and receptive approaches to engage communities that are traditionally underserved.

4. Provide high quality public services and exceptional customer service.

- **Initiative 4.1:** Enhance resident notification capabilities for emergency situations and/or isolated customer service disruptions (e.g. watermain breaks, solid waste collection delays, etc.)
- **Initiative 4.2:** Implement final phase of 311 Customer Care Center technology capabilities through the implementation of AI generated “bot” interaction option for customer questions.
- **Initiative 4.3:** Establish facility management practices and procedures to maximize the life and return on investment for town owned facilities and assets.

Strategic Plan

Performance Management



Performance Management

The Town of Holly Springs embraces best practices in the management of public services and believes in being good stewards of the taxpayer's resources through performance management. Staff define performance management as a continuous process of using performance data for making management and policy decisions. A few examples of utilizing performance management includes:

- Directing operations
- Planning and budgeting
- Performance reporting
- Program evaluation
- Contract monitoring
- Testing new procedures/equipment
- Benchmarking with peer governments/services

The Town uses different types of performance measures and data throughout the organization to inform decision-making and improve operations. The Town uses business plans with performance measures for core services at the Department and below level to provide program managers the data for day-to-day organizational management, planning, and budgeting.

North Carolina Benchmarking Project & Department Performance Measures

Established in 1995, the North Carolina Benchmarking Project allows municipalities to compare their service and performance trends with other participating units. Benchmarking 2.0, launched in 2022, streamlines data collection and offers opportunities for robust analysis, peer conversations, and best-practice development. The Town of Holly Springs joined the UNC School of Government's North Carolina Benchmarking Project in 2023. For more information on the NC Benchmarking Project see here - <https://benchmarking.sog.unc.edu/about/>

Town departments submit their performance measures for inclusion in the [NC Benchmarking dashboard](#). The dashboard can be used for viewing and comparing Holly Springs performance data with other municipal partners in the program. Holly Springs submits performance measures for the following departments and services:

- Development Services (building inspections)
- Finance / Budget
- Fire
- Human Resources
- Parks and Recreation
- Police / E911
- Public Works (fleet, asphalt maintenance, and solid waste services)
- Utilities & Infrastructure (water and wastewater)

Strategic Measures

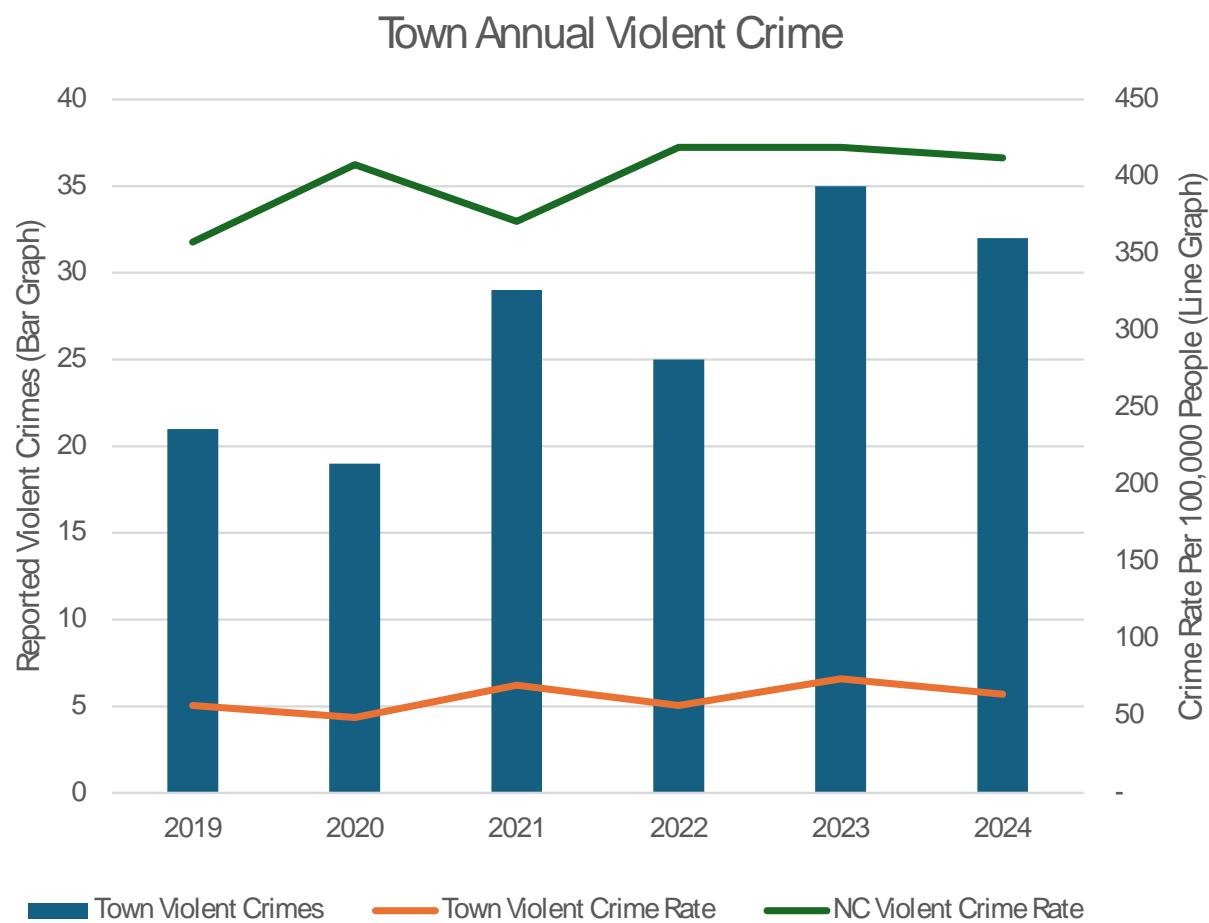
The Town's Strategic Plan is divided into four strategic areas of focus:

- Community Safety,
- Growth Management & Economic Vitality,
- Organizational Excellence, and
- Vibrant Community.

Each area includes goals and initiatives whose accomplishment seeks to positively affect the strategic area's outcome. To measure accomplishment towards achieving these outcomes, each focus area has strategic level performance measures. These strategic performance measures are meant to provide a long-term view of the Town's ability to achieve the vision of the Mayor and Town Council.

Community Safety

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.



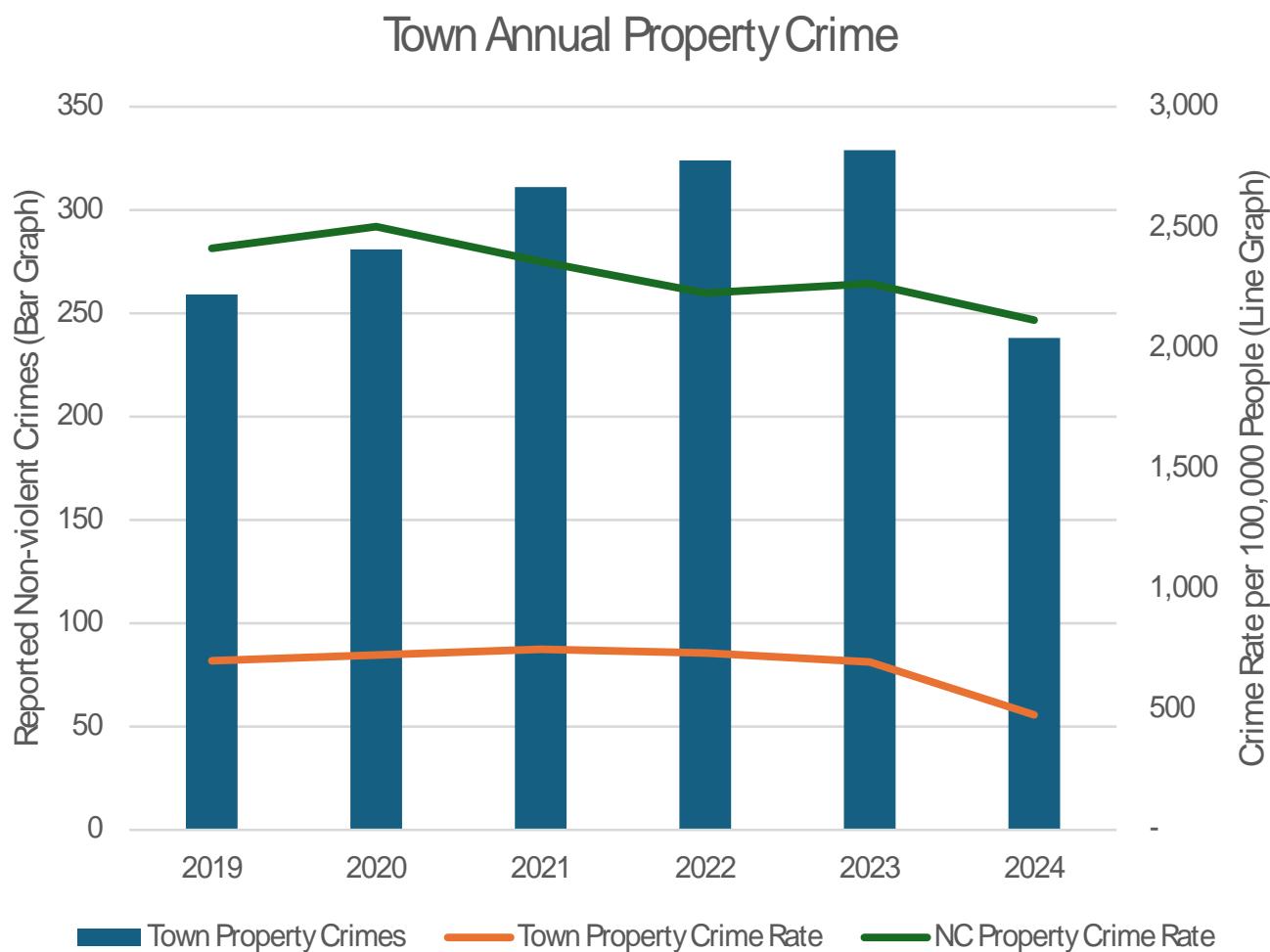
Strategic Plan

Strategic Performance Measures



Community Safety

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.



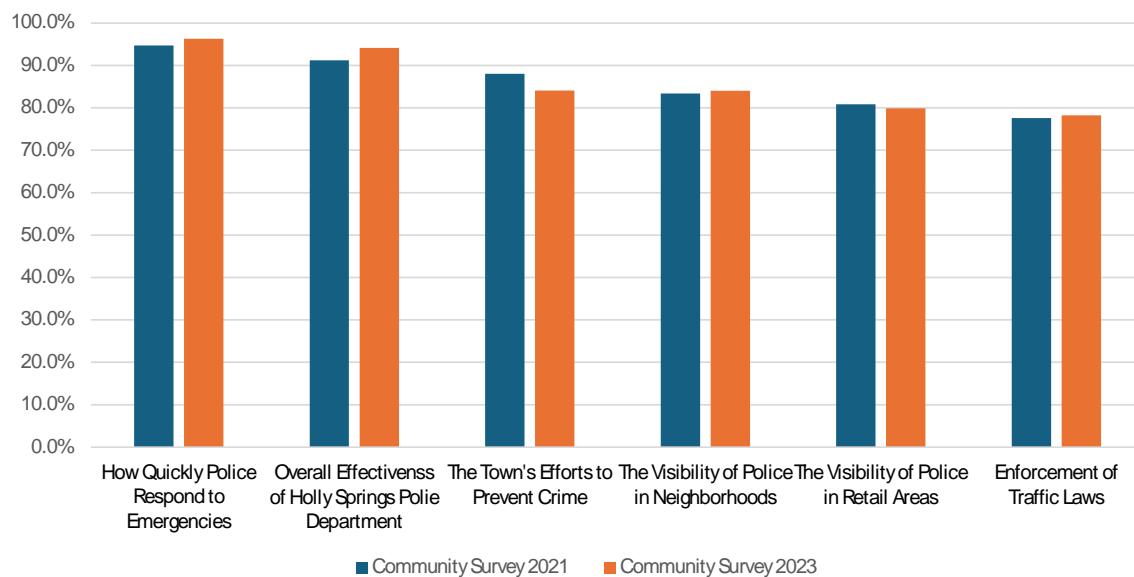
Strategic Plan

Strategic Performance Measures

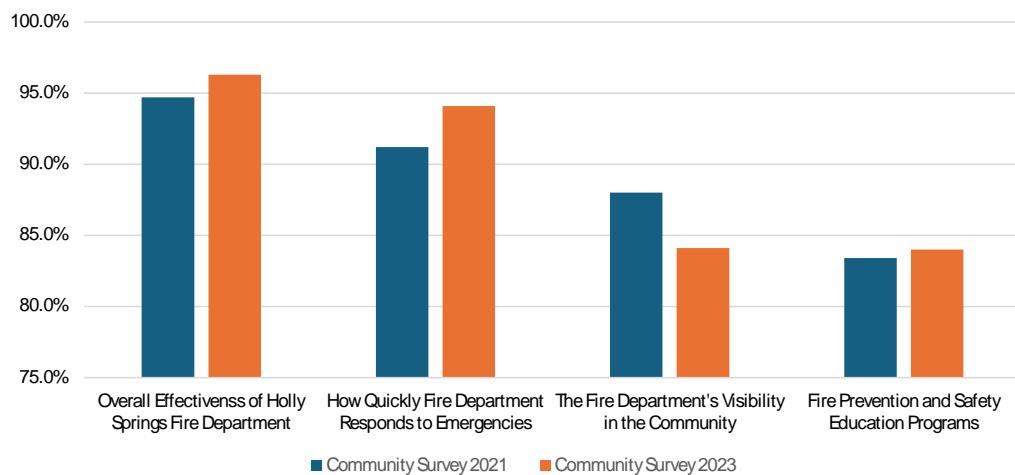
Community Safety

Goal 1 - Maintain the Town's high level of public safety.	
Performance Measure	Satisfaction with police and fire services
Department Lead	Various Town Departments
Target Goal	Greater than 90% of respondents rate as a 4 or 5 on a 5-point scale

Satisfaction with Police Services
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Satisfaction with Fire Services
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



Strategic Plan

Strategic Performance Measures

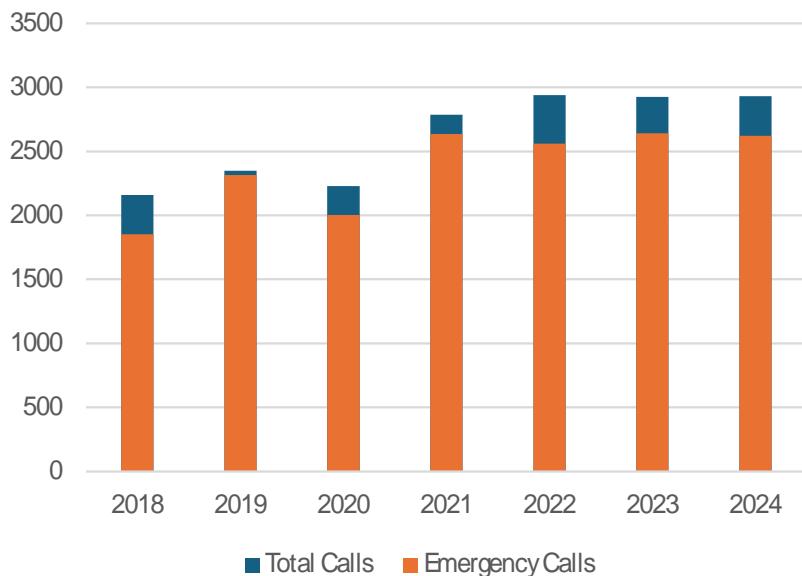


Community Safety

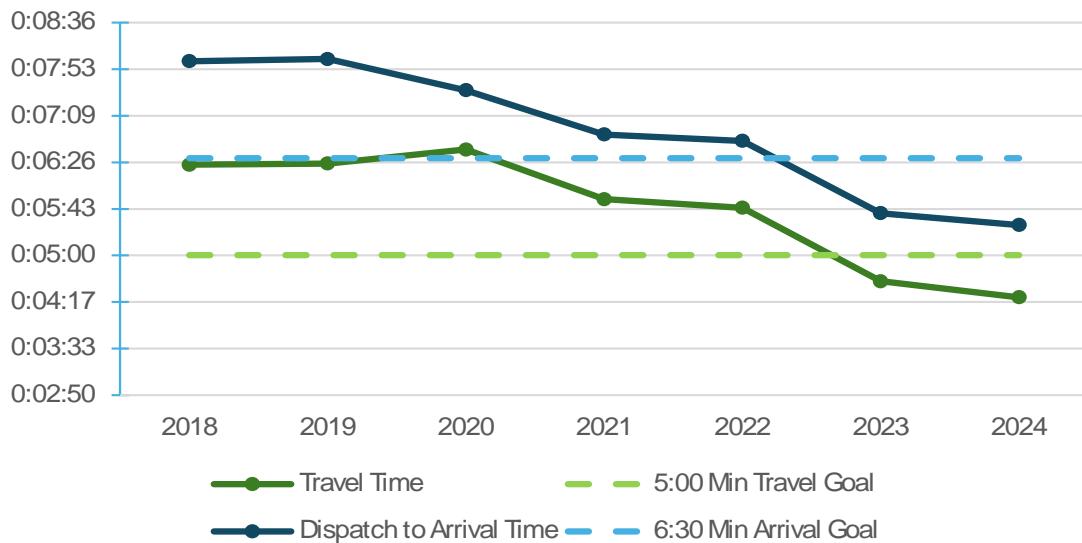
Goal 2 - Plan for adequate public infrastructure that promotes a safe community.

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

Fire Department Calls



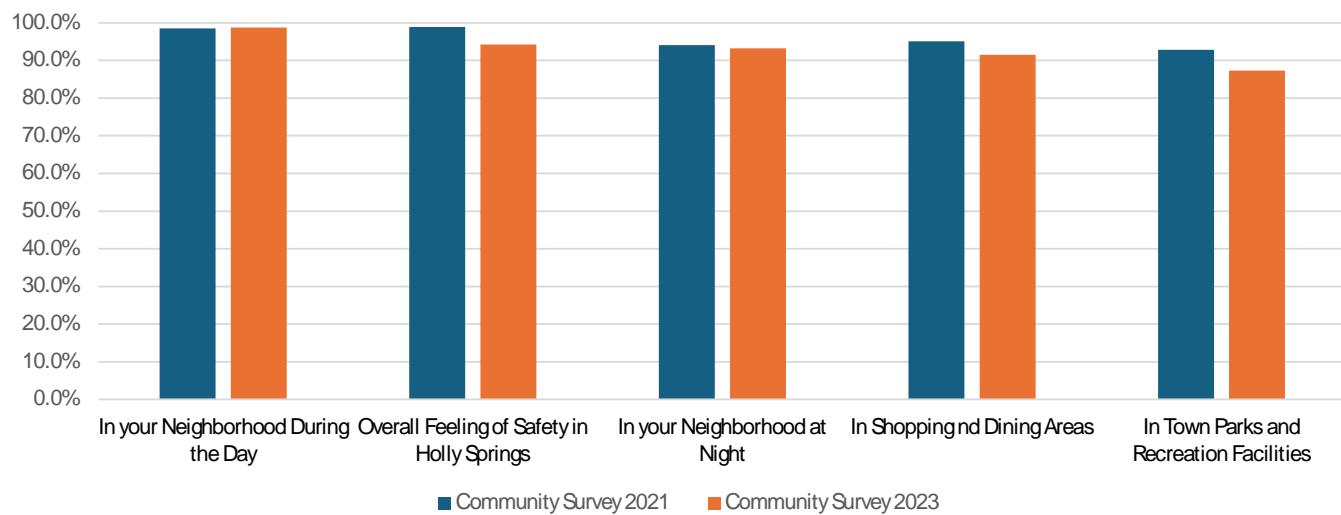
Fire Response Times to the 90th Percentile



Community Safety

Goal 3 - Invest in innovative approaches to ensure a safe and welcoming community.	
Performance Measure	Perceptions of safety
Department Lead	Police
Target Goal	Comparative benchmark to North Carolina state data.

Perceptions of Safety
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale
(excluding don't knows)



Strategic Plan

Strategic Performance Measures

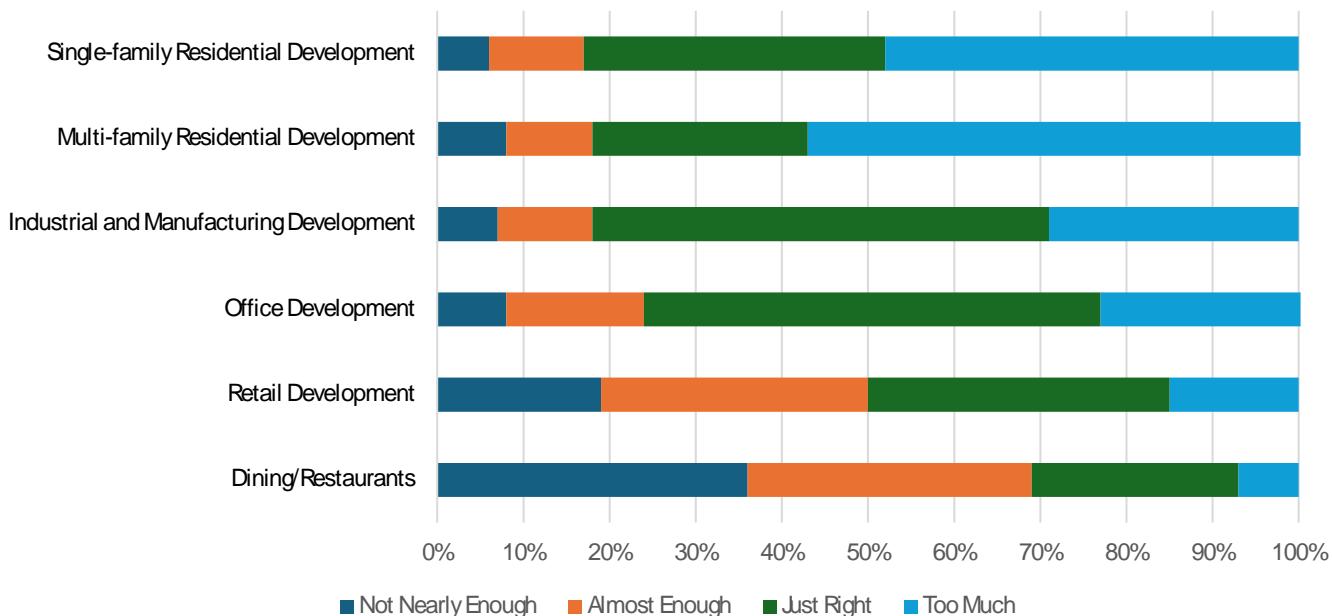


Growth Management & Economic Vitality

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

Performance Measure	Residents rating of development areas in community survey.
Department Lead	Economic Development
Target Goal	New measure - establishing benchmark.

How Residents Rate the Current Pace of Development in Each of the Following Areas by percentage of respondents
(excluding don't knows)



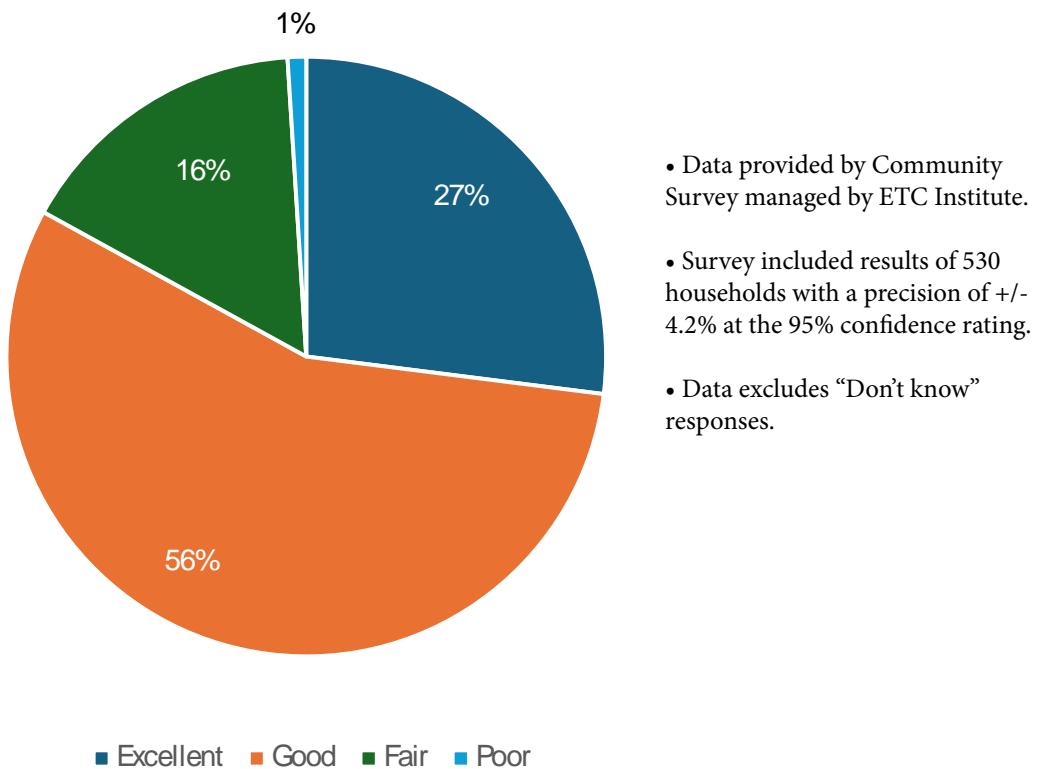
Strategic Plan

Strategic Performance Measures

Growth Management & Economic Vitality

Goal 2 - Create a vibrant downtown center.	
Performance Measure	Satisfaction with downtown atmosphere
Department Lead	Economic Development / Communications
Target Goal	New measure - establishing benchmark.

How Would You Rate the Overall Quality of the Downtown Atmosphere?
 (by percentage of respondents excluding don't knows)



Strategic Plan

Strategic Performance Measures

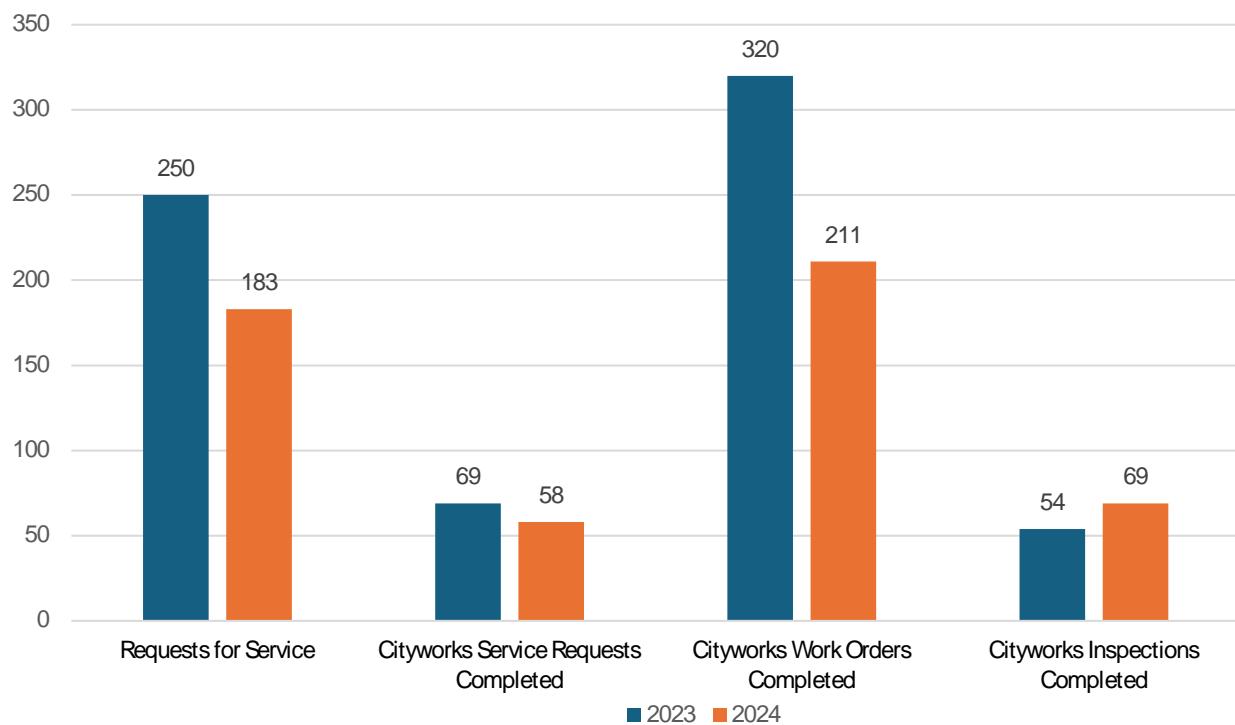


Growth Management & Economic Vitality

Goal 3 - Plan, maintain, and invest in sustainable and resilient water, sewer, and stormwater infrastructure.

Performance Measure	Requests for service, work orders, and inspections completed.
Department Lead	Utilities and Infrastructure
Target Goal	Establishing benchmark data for an operation stormwater crew output

Stormwater Level of Service Baseline



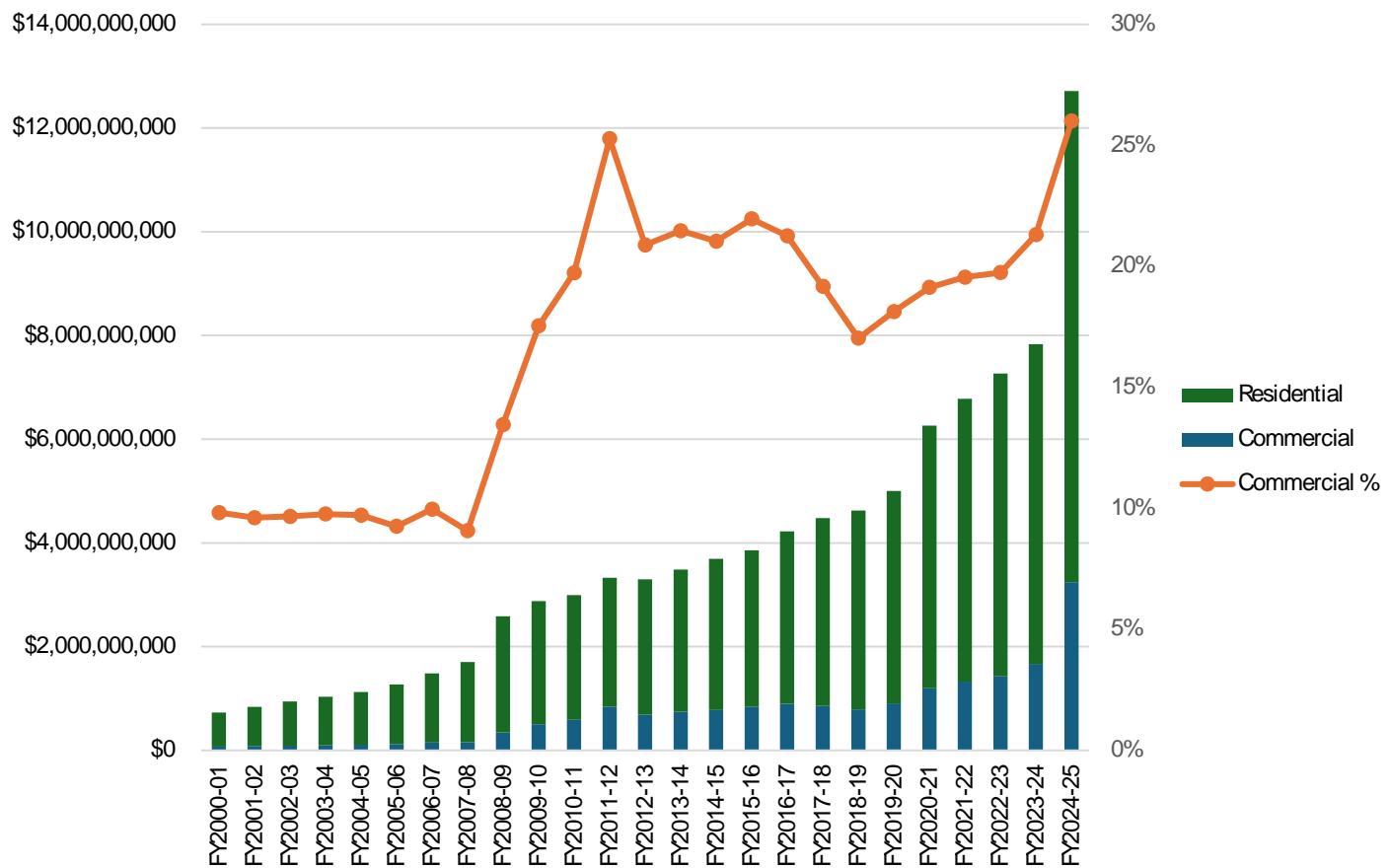
Strategic Plan

Strategic Performance Measures

Growth Management & Economic Vitality

Goal 4 - Support land use planning, policies, and partnerships that provide for sustainable and economic growth while balancing small town characteristics.	
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.

Residential and Commercial Tax Base



Strategic Plan

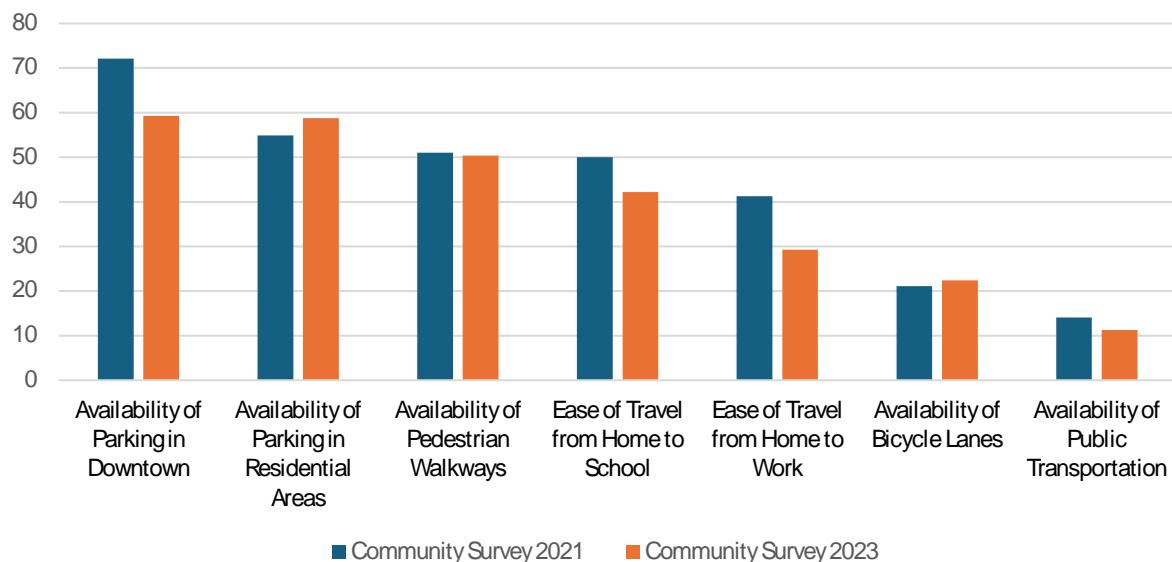
Strategic Performance Measures



Growth Management & Economic Vitality

Goal 5 - Partner with neighbors to promote smart regional transportation infrastructure investments.	
Performance Measure	Community survey satisfaction with transportation.
Department Lead	Utilities and Infrastructure
Target Goal	Continued improvements.

Satisfaction with Transportation
by percentage of respondents who rated the item as a 4 or 5 on a
5-point scale (excluding don't knows)



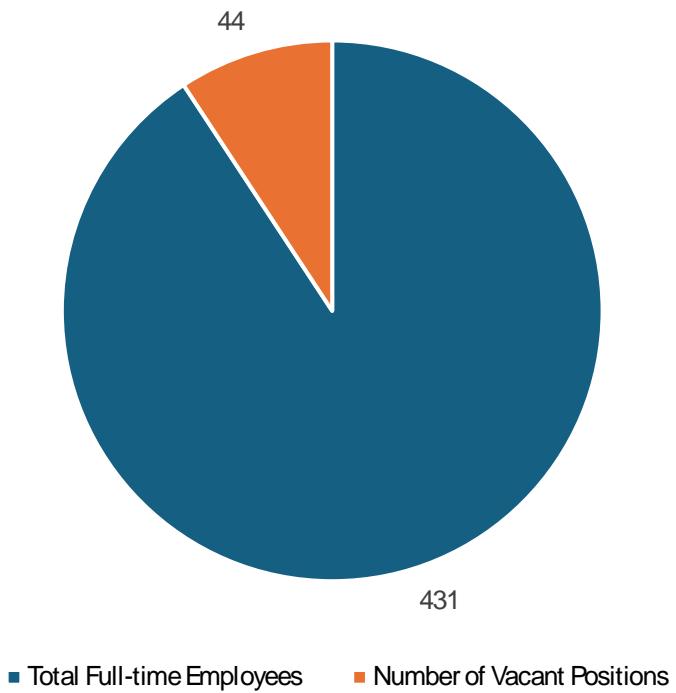
Strategic Plan

Strategic Performance Measures

Organizational Excellence

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

FY25 FTE Vacancy Rate - 10.2%



Strategic Plan

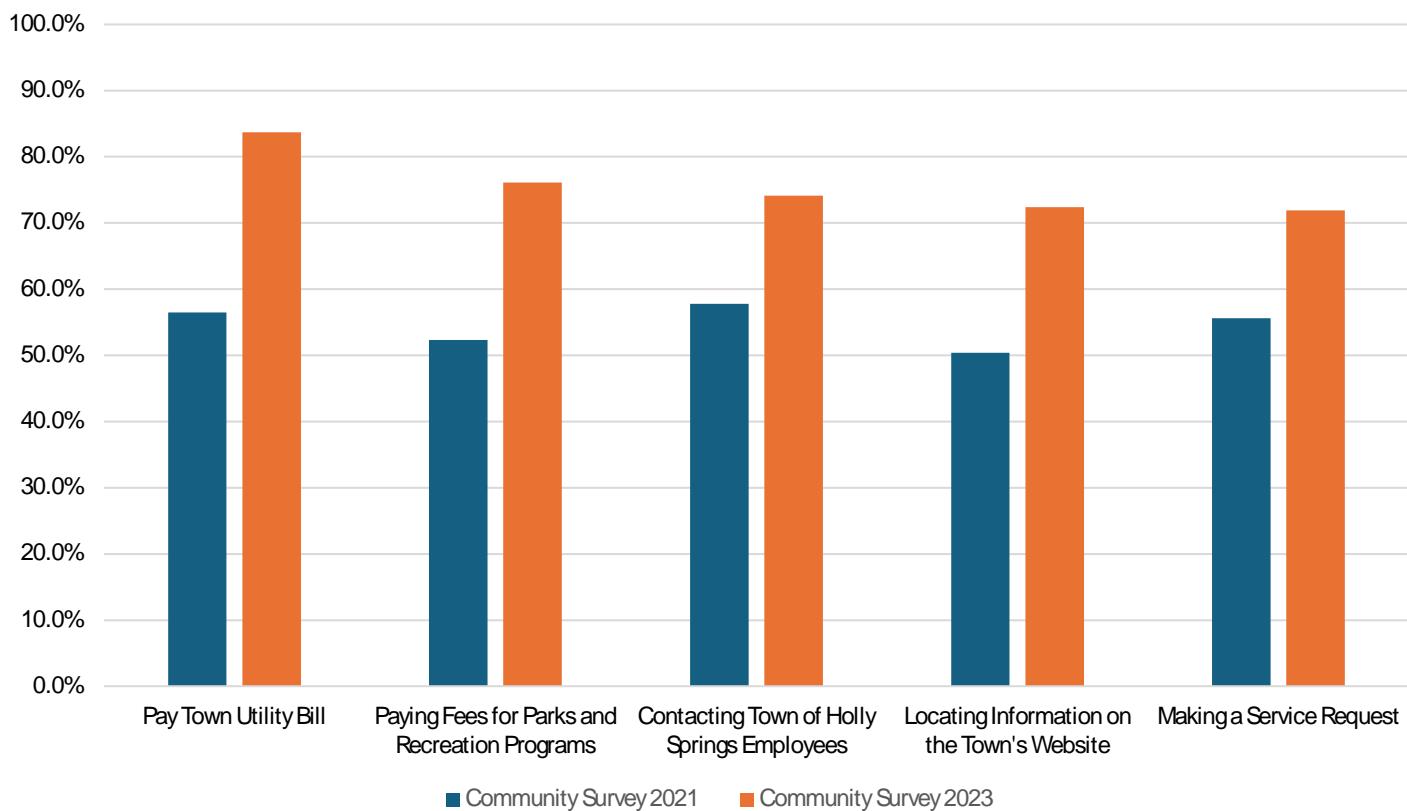
Strategic Performance Measures



Organizational Excellence

Goal 2 - Leverage technology and innovative business approaches to 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	Continued improvement.

Satisfaction with Ease of Doing the Following Town Processes
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



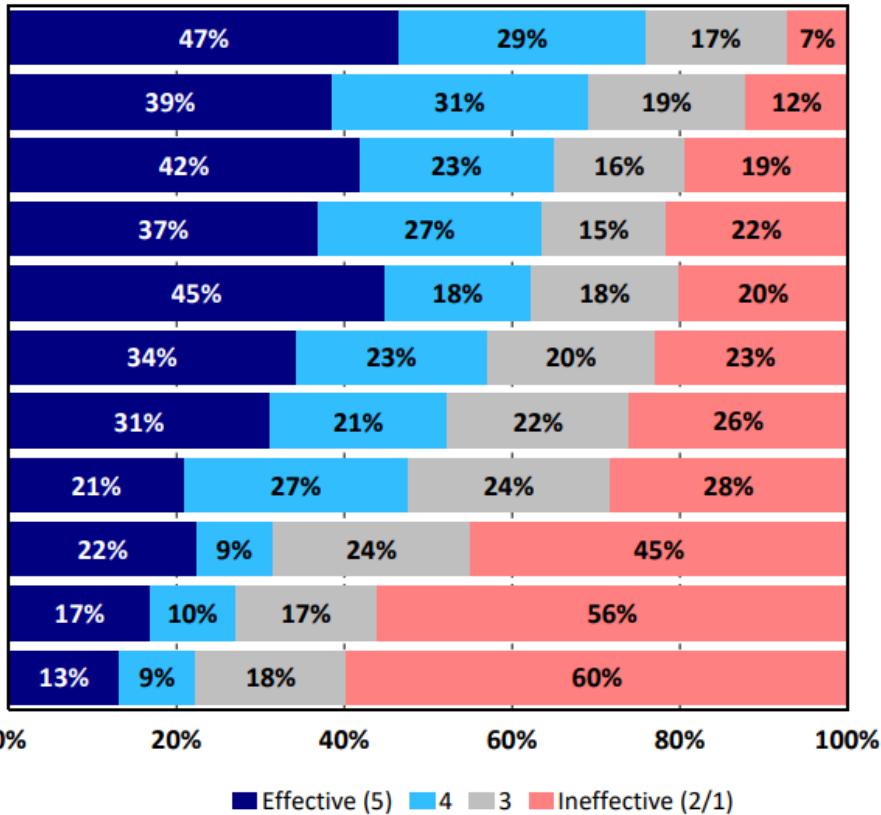
Strategic Plan

Strategic Performance Measures

Organizational Excellence

Goal 3 - Leverage community engagement opportunities to expand resident connections with their town government and community.	
Performance Measure	Effectiveness of each of the following items in informing about Town services, programs, and projects
Department Lead	Communications & Marketing
Target Goal	New measure - establishing benchmark.

The town's website, www.hollyspringsnc.gov



- 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



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	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Moody's	A1	Aa2	Aa1	AA1	Aa2	AAA								
Standard & Poor	AA	AA	AA	AA+	AAA	AAA	AAA	AAA						

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

Award	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Financial Reporting	Yes													
Budget Presentation	n/a	No	Yes	Yes	Yes	Yes	Yes	Yes						

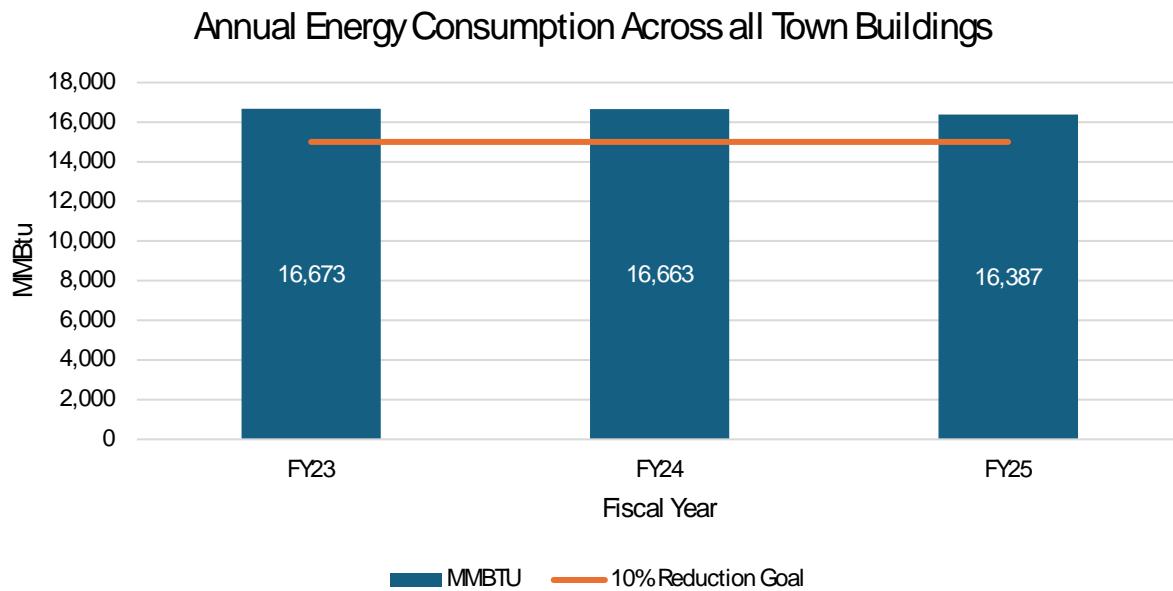
Strategic Plan

Strategic Performance Measures

Organizational Excellence

Goal 5 - Establish sustainability and resiliency practices that balance the protection and preservation of historical and environmental assets with fiscal and operational efficiency.

Performance Measure	Annual energy consumption across all town buildings
Department Lead	Budget, Innovation, and Strategy
Target Goal	10% reduction from FY23 measure



One million British thermal units, or MMBtu, is a unit of measurement for the heating value of an energy source. A British thermal unit is a common way to convert various energy sources and includes electricity and natural gas.

This total consumption amount excludes the wastewater treatment plant, street lighting, the temporary Fire Station 3 facilities, facilities impacted by growth including residential and commercial development, and new facilities that have come online since the initiative was created.

Strategic Plan

Strategic Performance Measures

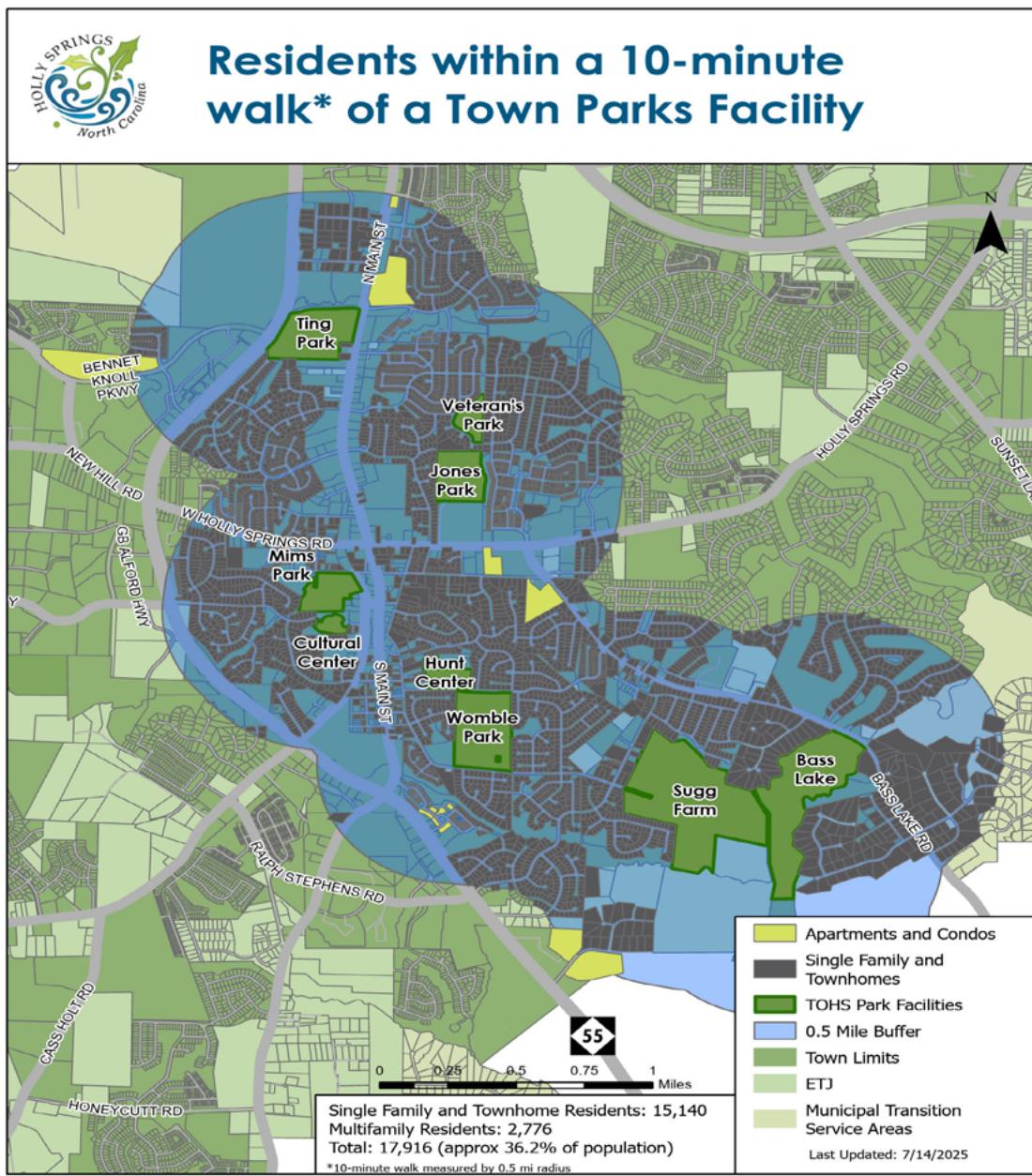


Vibrant Community

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	2024	2025
Within 10-minute Walk	15,680	16,668	17,386	17,395	19,740	17,916
% Within 10-minute Walk	40.5%	39.5%	36.8%	34.6%	38%	36.2%



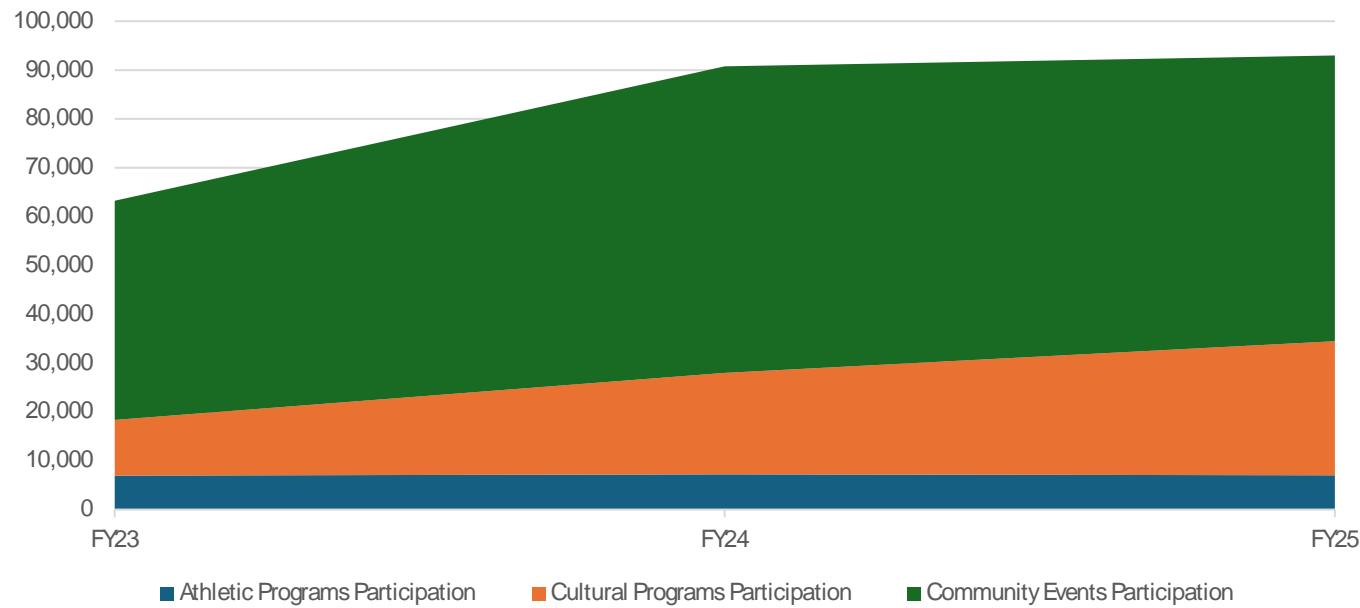
Strategic Plan

Strategic Performance Measures

Vibrant Community

Goal 2 - Provide a broad offering of cultural and recreational events and programming.	
Performance Measure	Participation in athletic programs, non-athletic programs, and community events
Department Lead	Parks and Recreation
Target Goal	Continued growth

Parks and Recreation Participation



	FY23	FY24	FY25
Athletic Programs Participation	6,999	7,211	7,069
Cultural Programs Participation	11,353	20,764	27,421
Community Events Participation	44,910	62,812	58,492

Strategic Plan

Strategic Performance Measures



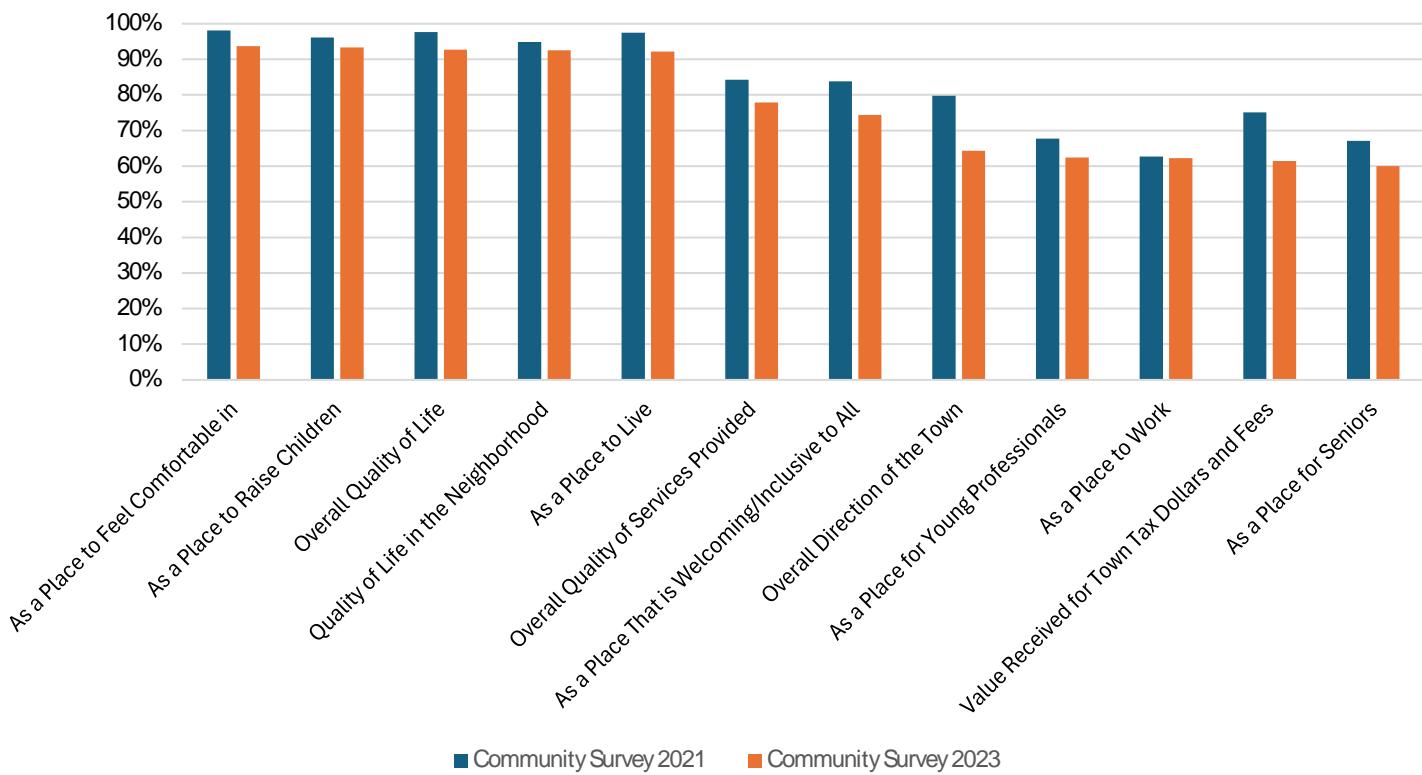
Vibrant Community

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

Performance Measure	Overall ratings of the Town of Holly Springs
Department Lead	Parks and Recreation
Target Goal	Continued growth.

Overall Ratings of the Town

by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)



■ Community Survey 2021

■ Community Survey 2023

- 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.

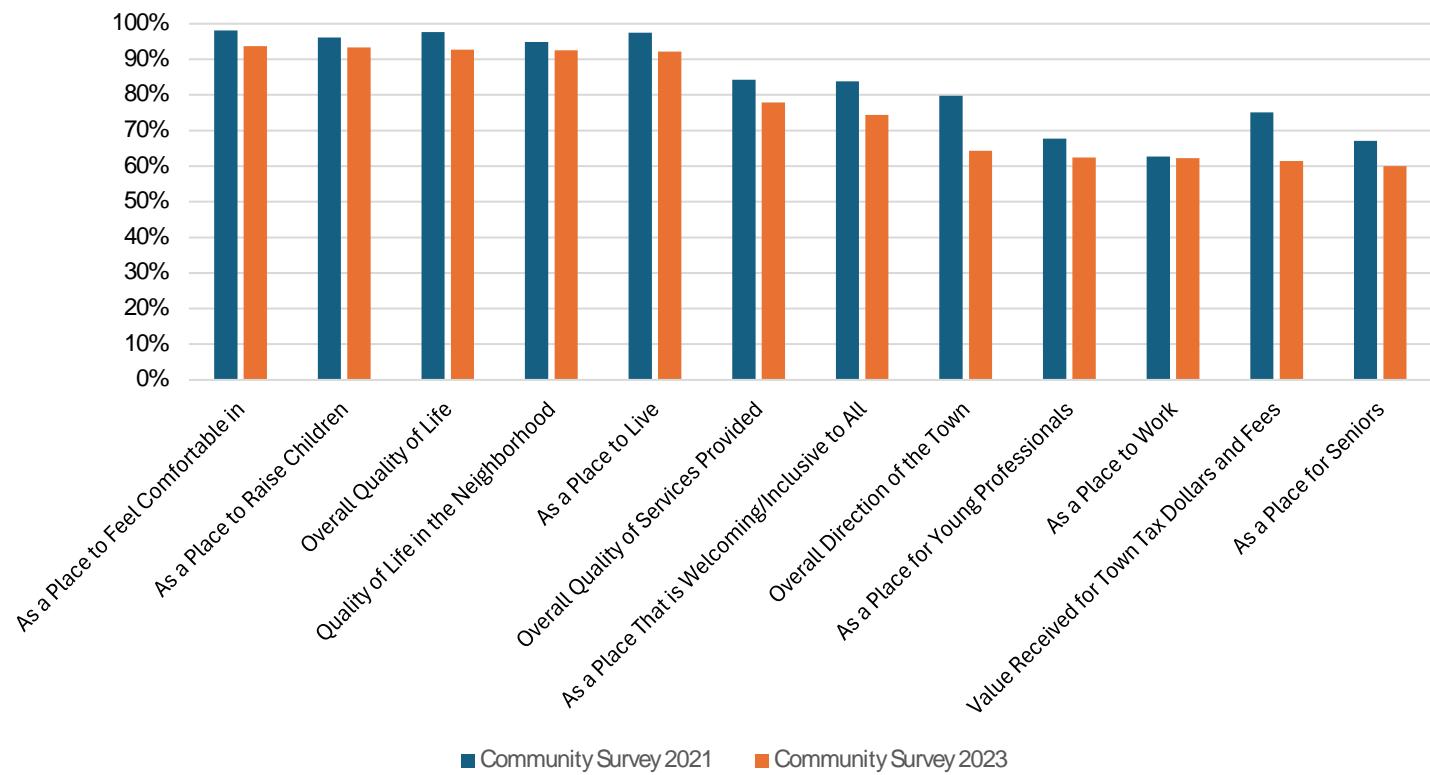
Strategic Plan

Strategic Performance Measures

Vibrant Community

Goal 4 - Provide high quality public services and exceptional customer service.	
Performance Measure	Satisfaction with major categories of Town services
Department Lead	All
Target Goal	Continued improvement

Overall Ratings of the Town
by percentage of respondents who rated the item as a 4 or 5 on a 5-point scale (excluding don't knows)





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Budget Summary

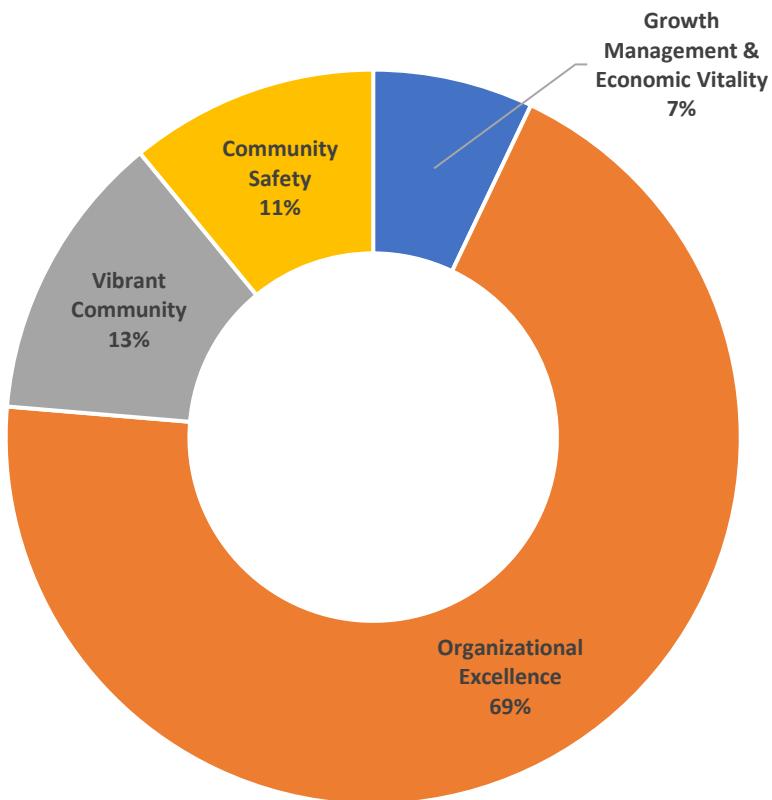


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Budget Summary

General Fund Changes by Strategic Priority Area

General Fund Changes by Strategic Priority Area



Operating Budget Changes by Strategic Area	
Community Safety	\$442,750
Growth Management & Economic Vitality	\$285,831
Organizational Excellence	\$2,803,215
Vibrant Community	\$515,243
TOTAL EXPENSE CHANGES	\$4,047,039

Budget Summary

General Fund Changes by Strategic Priority Area



Community Safety	
Police Records Management System	\$212,750
Fire Personal Protective Equipment Lifecycle Replacement	\$115,000
Police Software Services Contract Increases	\$38,000
Wake County Emergency Operations Center Cost Share	\$19,148
Fire Water Rescue Training	\$15,000
Wake County Dispatch Fees	\$15,000
Police Radio System Fees	\$10,106
Police Mental Health Services	\$10,000
Division of Criminal Information Access Fees	\$3,786
Contract Police Attorney Fee Increase	\$3,960
TOTAL EXPENSE CHANGES	\$442,750

Growth Management & Economic Vitality	
Town Utilities Increase	\$140,000
Microtransit Town Cost Share	\$128,500
Municipal Election Expenses	\$69,535
Development Services Development Engineer and Construction Division Manager Position	\$50,327
Parks and Recreation Credit Card Use Fees	\$30,000
Utilities and Infrastructure Reclass of Capital Project Administrator to Assistant Project Manager Position	\$4,034
Holly Springs Chamber Membership Fee Increase	\$1,465
Development Services Development Plans Reviewer Position Elimination	(49,046)
Development Services Building Code Inspector Position Elimination	(\$88,984)
TOTAL EXPENSE CHANGES	\$285,831

Budget Summary

General Fund Changes by Strategic Priority Area

Organizational Excellence	
General Employee Recruitment and Retention Market Based Adjustments (General Fund Portion)	\$1,012,148
Employee Pay for Performance Merit Increases (General Fund Portion)	\$981,291
Mandatory Town Contribution to LGERS (Local Government Employees Retirement System)	\$235,026
Employee Health Insurance Premium	\$144,885
Parks and Recreation Maintenance Technician Position	\$79,823
Finance Project Accountant Position	\$77,312
Annual Lease Contract for Town Hall Commons Space	\$70,680
Communications and Marketing Website Specialist Position	\$62,532
Fleet Management Equipment and Maintenance Software	\$56,000
Information Technology Technician II - Infrastructure Position	\$53,175
Cyber Security Equipment	\$40,600
Utilities and Infrastructure Life Cycle Asset Management Modeling	\$30,000
Human Resources Information System - Policy Management and E-Forms	\$20,322
Finance Audit and Annual Comprehensive Financial Report Fee Increases	\$19,000
Finance Professional Service Contract Increases	\$18,500
Printed Newsletter and Other Communications Products Contract Increases	\$15,000
CivicPlus Website ADA Compliance Software	\$6,500
Increase to Dental Insurance Premium	\$4,055
Financial Accounting Arbitrage Report	\$3,000
Adjustments to Governing Body Compensation	\$2,158
CivicClerk and Municode Contract Increases	\$1,000
Budget, Innovation, and Strategy Grants Coordinator Reclass to Part-Time Position	(\$129,792)
TOTAL EXPENSE CHANGES	\$ 2,803,215

Vibrant Community	
Public Works Facilities, Maintenance and Repair Technician	\$117,558
Facilities Preventative Maintenance and Corrective Actions	\$100,000
Public Works Landscape Maintenance	\$70,000
Preparations for Town's Sesquicentennial (150th) Anniversary	\$50,000
Facilities Maintenance Janitorial Services	\$50,000
Park and Recreation Maintenance Part-Time Staff Increase	\$33,595
Public Works Solid Waste Landfill Fees and Fines	\$23,000
Parks and Recreation Part-Time Employee Retention Pay Adjustments	\$20,669
Facilities Consumable Products	\$20,000
Pedestrian Crosswalk Rectangular Rapid Flashing Beacon Repairs	\$12,000
Bass Lake Grounds Maintenance	\$7,500
Fleet Maintenance Supplies	\$6,200
Public Works Solid Waste Technician Reclass to Solid Waste Crew Lead Position	\$4,721
TOTAL EXPENSE CHANGES	\$ 515,243

Budget Summary

Enterprise Fund Changes



Utility Fund Changes	
General Employee Recruitment and Retention Market Based Adjustments (Utility Fund Portion)	\$236,200
Employee Pay for Performance Merit Increases (Utility Fund Portion)	\$173,726
Growth Generated Utility Increases	\$157,500
Meter Cost and Install Increases	\$139,177
Pump Station Asset Protection & Repair	\$115,000
Bulk Water Purchase From Harnett County	\$100,000
Utility System Improvements and Equipment	\$100,000
Annual Lease Contract for Town Hall Commons Space	\$70,680
Utility System Control Sampling	\$53,450
Utility Technicians I/II/III-Collections Position	\$52,888
Development Services Development Engineer and Construction Division Manager Position	\$50,327
Mandatory Town Contribution to LGERS (Local Government Employees Retirement System)	\$45,211
Employee Health Insurance Premium	\$31,002
Position Reclass to Utility Crew Lead	\$18,954
Utility Fund Staff Technology and Equipment	\$18,600
Lab Testing Equipment for Environmental Compliance	\$15,500
Payment Portal Contract Increases	\$10,750
Monthly Utility Bill Printing	\$9,000
Land Development Travel and Training for Professional Certifications	\$8,500
Position Reclass to Utility Crew Lead-Pump Stations	\$3,730
Storage Rental Increases	\$2,025
Increase to Dental Insurance Premium	\$891
Development Services Development Plans Reviewer Position Elimination	\$(49,046)
Development Services Development Inspector Position Elimination	\$(98,833)
TOTAL EXPENSE CHANGES	\$1,265,232

Stormwater Fund Changes	
General Employee Recruitment and Retention Market Based Adjustments (Stormwater Fund Portion)	\$50,146
Employee Pay for Performance Merit Increases (Stormwater Fund Portion)	\$30,519
Mandatory Town Contribution to LGERS (Local Government Employees Retirement System)	\$7,898
Employee Health Insurance Premium	\$5,406
Increase to Dental Insurance Premium	\$136
Operational Cost-Savings	\$(40,500)
TOTAL EXPENSE CHANGES	\$53,605

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) 2025-26. 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).

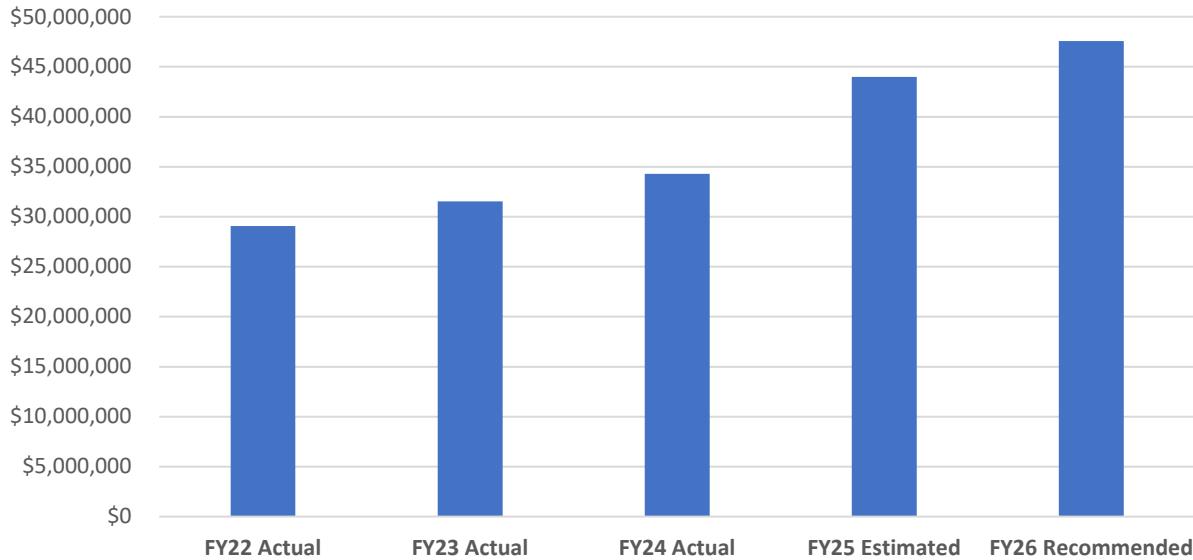
General Fund Summary

The General Fund Operating Budget for FY2025-26 totals \$65,131,081 compared to the FY2024-25 Amended Budget of \$64,127,587. There is a revenue increase of \$1,003,494 (1.6%) when compared to the FY2024-25 Amended Budget. Despite a conservative approach as a result of lingering uncertainty following COVID-19, rising interest rates, 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.

Ad Valorem Taxes: The budget is balanced with a property tax rate of 34.35 cents per \$100 valuation. In FY2025-26 the estimated total tax base for Holly Springs is just over \$14 billion. With a conservative 99.0% budgeted collection rate, the Town anticipates \$47.6 million in property tax revenue.

Ad Valorem represents 46.2% of the General Fund operating budget revenue. Holly Springs allocates approximately 63.14% (21.69 cents per \$100 valuation) of Ad Valorem to the General Fund and approximately 36.86% (12.66 cents per \$100 valuation) is dedicated to debt service. This distribution results in \$30.1 million in current year Ad Valorem for the General Fund and \$17.5 million for General Fund Debt Service. One cent on the Town's tax rate produces approximately \$1.4 million in revenue.

Ad Valorem Taxes



Budget Summary

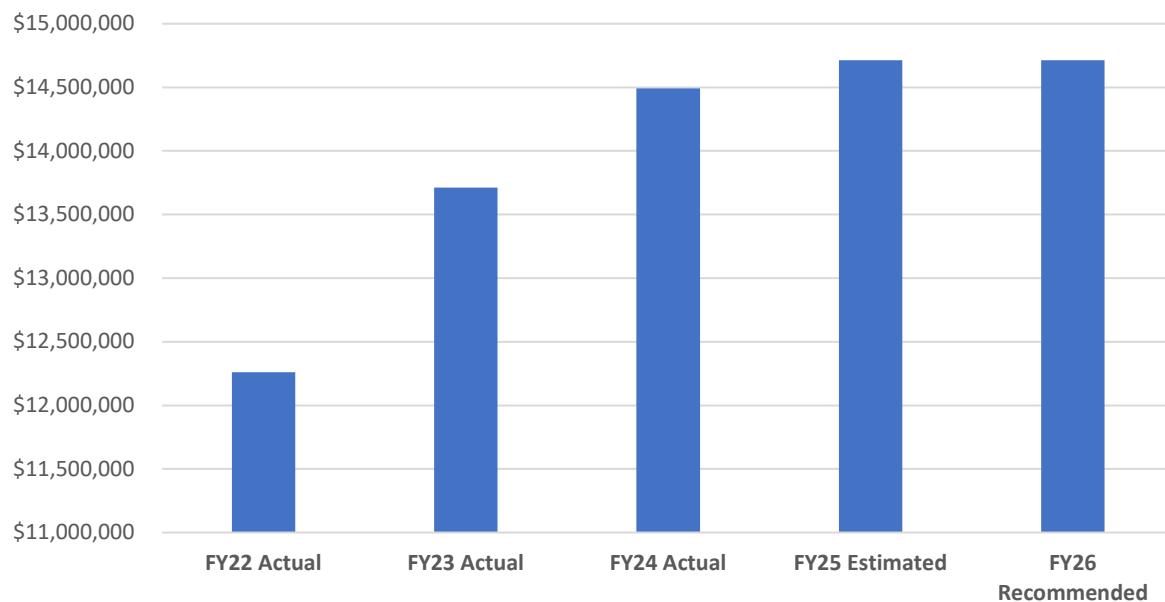
Major Revenue Sources



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 are the second largest General Fund revenue source and represent \$14.7 million or approximately 22.6% of General Fund revenues for FY2025-26. There is no change from the FY2024-25 Amended Budget. 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 FY2025-26.

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 FY2025-26 budget anticipates \$2,900,000 in revenue, which is a small increase to the FY2024-25 projection of \$2.55 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 FY2025-26, \$2,388,500 is anticipated in permits and fees revenues or approximately 3.7% 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 FY2025-26 budget anticipates \$2,550,800 in Parks & Recreation revenues, which is 3.9% of General Fund revenue.

Environmental Fees: The Town collects a monthly fee associated with refuse collection, recycling, and yard waste per user. In the FY2025-26 budget the cumulative per user fee is \$21.88 per month, a \$0.59 increase from last year. The FY2025-26 budget includes \$4,350,034 in anticipated environmental fees, which is approximately 6.7% of General Fund revenue.

Budget Summary

Major Revenue Sources

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.

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 FY2025-26 the Town anticipates receiving \$1,529,896 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 \$31,135,985 in operating revenue related to water & sewer bills, fees, and other revenue sources. The FY2025-26 Recommended Budget implements adjusted water and sewer rates and invest in necessary infrastructure improvements to supply a growing town. The typical residential customer (estimated at 4,000 gal/month) will have a water and sewer bill increase of \$12.98 per month.

Stormwater Management Program Fund: The Stormwater Fund is comprised of \$1,931,737 in operating revenue related to user, and development fees. The FY2025-26 budget maintains the \$5.20 per equivalent residential unit (ERU) that was implemented as of January 2021.

Budget Summary

Nonprofit Grant Programs



Community Nonprofit Grant Program

The Town of Holly Springs sets aside \$20,000 each budget year to assist local non-profit groups through a grant program. Eligible organizations may apply for up to \$2,500 once a year. Applicants may receive all, partial, or no funding. Grants must be used for a public purpose and serve the residents of Holly Springs.

Applications for the grants open in January of each year and close in March. The applications are reviewed and scored by the Town staff Grants Committee. Then applications are forwarded to the Council Grants Committee. The Council Grants Committee meets to evaluate applications and makes a recommendation to the full Council, who votes on appropriations. Below is a list of the grants awarded during FY24-25.

Community Nonprofit Grant Program FY 2024-2025	
Annual Recipient Organizations	Grant Amount Awarded
Christian Community in Action	\$2,500
Holly Springs Community Band	\$2,500
YMCA Camp GRACE	\$2,500
InterAct	\$2,000
Holly Grove Middle PTSA	\$1,500
Center for Volunteer Caregiving	\$1,000
For Girls Like Quaneisha	\$1,000
Hawktimus Prime	\$1,000
Holly Springs High School PTSA	\$1,000
Holly Springs Youth Orchestra	\$1,000
Military Missions in Action	\$1,000
Nepal Center of North Carolina	\$1,000
BeShe Inc.	\$500
Holly Springs Civitan	\$500
Holly Springs High School Band Boosters	\$500
Holly Springs Interfaith Alliance	\$500
TOTAL	\$20,000

Budget Summary

Nonprofit Grant Programs

Strategic Partners Nonprofit Grant Program

Town Council identifies long-standing grant recipients that demonstrate significant contributions to the Holly Springs community as strategic partners. Strategic partners receive non-profit grants directly through the Town's annual budget process and are not required to apply through the community grant process. In FY25-26 the following strategic partners are appropriated funds:

Strategic Partners Nonprofit Grant Program FY 2025-2026	
Strategic Partners	Grant Amount Awarded
Holly Springs Food Cupboard	\$5,000
Launch Holly Springs	\$5,000*
TOTAL	\$10,000

*Requires a 1:1 match, up to \$5,000



Budget Summary

Operating Financial Forecast



Holly Springs Financial Forecasting Summary

The Town of Holly Springs recognizes the importance of long-range planning throughout the organization. The purpose of financial forecasting is to evaluate current and future fiscal conditions that will enable the governing body to make policy and strategic decisions. A financial forecast is a fiscal management tool that presents estimated information based on past, present, and projected financial conditions.

Holly Springs utilizes multiple financial forecast tools to assist in long-range planning efforts to include:

- Operating Financial Forecast Projections
- Five-Year Community Investment Plan (CIP)
- General Fund Debt Service Models
- Utility Fund Rate Model and Debt Service Models

Operating Financial Forecast

The operating financial forecast included in this document encompasses the Town's major operating funds: General Fund, Utility Fund, and Stormwater Fund. The operating forecast does not include debt service funds or capital funds as the Town's Financial Advisers incorporate capital/debt service needs in the Town's financial planning and debt service models. The Town employs a strategy of directly appropriating a portion of dedicated property tax to meet community investment needs and debt service obligations.

Forecasting Assumptions

The Town has embraced a conservative philosophy in revenue and expenditure estimations that aligns with the Strategic Plan goals of organizational excellence. These forecasts, based on current economic realities and historical data, provide a framework for anticipating budgetary challenges and opportunities while adjusting expenditure growth to economic conditions. Note, that this forecast is a projection of known conditions at a single point of time and provides a general snapshot of trends looking forward for three years. Holly Springs is a rapidly growing and changing municipality which can create volatility in the forecast model. Each operating fund included in the operating financial forecast comes with different assumptions based on projected growth, revenue/expense requirements, and economic trends.

Budget Summary

Operating Financial Forecast - General Fund

General Fund Forecast

Revenue Categories	FY22 - Actual	FY23 - Actual	FY24 - Actual	FY25 - Amended	FY26 - Recommended	FY27 - Recommended	FY28 - Projected	FY29 - Projected
Ad valorem Taxes	\$20,644,471	\$22,410,442	\$24,017,666	\$27,459,547	\$30,071,189	\$31,574,748	\$33,153,486	\$34,811,160
Sales Tax	\$12,261,390	\$13,711,816	\$14,491,894	\$14,712,051	\$14,712,051	\$15,153,413	\$15,608,015	\$16,076,255
Other Taxes and Licenses	\$3,423,404	\$3,667,641	\$4,000,100	\$3,957,485	\$4,388,850	\$4,476,627	\$4,566,160	\$4,657,483
Environmental Fees	\$3,306,669	\$3,589,222	\$4,360,310	\$4,258,912	\$4,350,034	\$4,658,886	\$4,989,667	\$5,343,934
Parks & Recreation Revenues	\$1,969,446	\$2,587,558	\$2,604,616	\$2,361,700	\$2,550,800	\$2,678,340	\$2,812,257	\$2,952,870
Other Financing Sources	\$2,736,750	\$4,113,201	\$5,653,181	\$1,666,799	\$2,467,423	\$2,000,000	\$2,000,000	\$2,000,000
Permits and Fees	\$2,601,694	\$2,723,138	\$2,326,132	\$2,724,500	\$2,388,500	\$2,552,793	\$2,552,793	\$2,552,793
Public Safety Revenues	\$993,170	\$1,142,339	\$1,582,781	\$1,738,588	\$1,950,144	\$1,950,144	\$1,950,144	\$1,950,144
Appropriated Fund Balance	\$0	\$0	\$0	\$4,209,279	\$1,190,000	\$1,000,000	\$1,000,000	\$1,000,000
Miscellaneous Revenues	\$629,159	\$1,430,492	\$1,973,192	\$1,015,726	\$1,038,290	\$1,217,372	\$1,217,372	\$1,217,372
Intergovernmental	\$23,510	\$24,299	\$22,517	\$23,000	\$23,800	\$23,800	\$23,800	\$23,800
Total Revenues	\$ 48,589,662	\$ 55,400,149	\$ 61,012,389	\$ 64,127,587	\$ 65,131,081	\$ 67,286,123	\$ 69,873,693	\$ 72,585,810

Expense Categories	FY22 - Actual	FY23 - Actual	FY24 - Actual	FY25 - Amended	FY26 - Recommended	FY27 - Recommended	FY28 - Projected	FY29 - Projected
Salaries and Benefits	\$24,078,262	\$30,296,000	\$33,313,193	\$40,232,388	\$43,889,437	\$43,527,975	\$45,201,896	\$46,966,388
Operating Expenditures	\$11,967,293	\$21,019,797	\$14,719,972	\$16,800,340	\$16,974,934	\$16,835,133	\$17,482,548	\$18,161,126
Transfers Out	\$7,441,788	\$3,665,744	\$3,908,941	\$4,671,110	\$2,140,210	\$2,122,584	\$2,204,210	\$2,289,766
Capital Outlay	\$2,806,741	\$1,872,986	\$2,442,828	\$2,423,749	\$2,126,500	\$2,108,987	\$2,190,090	\$2,275,098
Total Expenditures	\$ 46,294,084	\$ 56,854,527	\$ 54,384,935	\$ 64,127,587	\$ 65,131,081	\$ 64,594,678	\$ 67,078,745	\$ 69,682,378

Fund Balance / Net	\$ 2,295,578	\$ (1,454,378)	\$ 6,627,454	\$ -	\$ -	\$ 2,691,445	\$ 2,794,948	\$ 2,903,432
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Assumptions

- (1) Holly Springs is experiencing approximately 5-7% annual growth.
- (2) Ad valorem growth has typically mirrored expected population increases.
- (3) Sales tax has grown significantly during the early 2020s but in recent years slowed; future years project 3% annual growth.
- (4) Environmental fee growth based on population and inflation.
- (5) Other growth based on expected population increase.

Budget Summary

Operating Financial Forecast - Utility Fund



Utility Fund Forecast

Revenue Categories	FY22 - Actual	FY23 - Actual	FY24 - Actual	FY25 - Amended	FY26 - Recommended	FY27 - Projected	FY28 - Projected	FY29 - Projected
Water Sales	\$9,416,194	\$10,478,472	\$13,124,304	\$13,558,734	\$15,688,023	\$17,256,825	\$18,982,508	\$20,880,759
Wastewater Charges	\$7,882,984	\$8,034,104	\$9,713,680	\$11,557,461	\$13,767,962	\$15,144,758	\$16,659,234	\$18,325,157
Other Operating Revenues	\$1,064,052	\$909,675	\$874,322	\$898,500	\$797,500	\$877,250	\$964,975	\$1,061,473
Other Financing Sources	\$6,215,618	\$3,049,848	\$1,325,000	\$568,441	\$580,500	\$500,000	\$500,000	\$500,000
Miscellaneous Revenues	\$88,062	\$461,006	\$298,038	\$201,000	\$271,000	\$263,000	\$263,000	\$263,000
Development Fees	\$119,942	\$81,071	\$67,101	\$50,000	\$31,000	\$70,000	\$70,000	\$70,000
Appropriated Fund Balance	\$0	\$0	\$0	\$455,753	\$0	\$0	\$0	\$0
Total Revenues	\$ 24,786,851	\$ 23,014,176	\$ 25,402,445	\$ 27,289,889	\$ 31,135,985	\$ 34,111,834	\$ 37,439,717	\$ 41,100,389

Expense Categories	FY22 - Actual	FY23 - Actual	FY24 - Actual	FY25 - Amended	FY26 - Recommended	FY27 - Projected	FY28 - Projected	FY29 - Projected
Operating Expenditures	\$ 7,926,189	\$ 7,875,093	\$ 10,334,664	\$ 12,066,389	\$ 12,134,952	\$ 11,965,284	\$ 13,132,594	\$ 14,416,635
Salaries and Benefits	\$ 5,489,692	\$ 6,888,116	\$ 7,603,321	\$ 9,221,550	\$ 9,967,980	\$ 9,828,610	\$ 10,787,470	\$ 11,842,216
Transfers Out	\$ 9,590,618	\$ 15,384,259	\$ 3,078,279	\$ 5,233,485	\$ 8,352,553	\$ 8,235,770	\$ 9,039,235	\$ 9,923,047
Capital Outlay	\$ 1,164,360	\$ 445,679	\$ 957,701	\$ 768,465	\$ 680,500	\$ 670,985	\$ 736,445	\$ 808,451
Total Expenditures	\$ 24,170,859	\$ 30,593,147	\$ 21,973,966	\$ 27,289,889	\$ 31,135,985	\$ 30,700,650	\$ 33,695,745	\$ 36,990,350

Net Position	\$ 615,993	\$ (7,578,971)	\$ 3,428,480	\$ -	\$ -	\$ 3,411,183	\$ 3,743,972	\$ 4,110,039
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Assumptions

- (1) Projected increases to water and sewer fees to match the Town's rate model.
- (2) Projected growth in reclaimed water sales to match development of the West side of Town.
- (3) Projected growth in permit fees to match anticipated development.

Budget Summary

Operating Financial Forecast - Stormwater Fund

Stormwater Fund Forecast

Revenue	FY22 - Actual	FY23 - Actual	FY24 - Actual	FY25 - Amended	FY26 - Recommended	FY27 - Projected	FY28 - Projected	FY29 - Projected
Revenue Categories								
Environmental Fees	\$ 1,327,964	\$ 1,406,858	\$ 1,480,938	\$ 1,568,942	\$ 1,661,737	\$ 1,744,824	\$ 1,832,065	\$ 1,923,668
Permits and Fees	\$ 227,396	\$ 164,986	\$ 191,644	\$ 180,000	\$ 200,000	\$ 193,000	\$ 193,000	\$ 193,000
Miscellaneous Revenues	\$ 7,224	\$ 85,997	\$ 129,373	\$ 44,920	\$ 70,000	\$ 68,000	\$ 68,000	\$ 68,000
Appropriated Fund Balance	\$ -	\$ -	\$ -	\$ 238,513	\$ -	\$ -	\$ -	\$ -
Other Financing Sources	\$ 587,100	\$ 481,176	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total I Revenues	\$ 2,149,684	\$ 2,139,016	\$ 1,801,954	\$ 2,032,375	\$ 1,931,737	\$ 2,005,824	\$ 2,093,065	\$ 2,184,668

Expenses	FY22 - Actual	FY23 - Actual	FY24 - Actual	FY25 - Amended	FY26 - Recommended	FY27 - Projected	FY28 - Projected	FY29 - Projected
Revenue Categories								
Salaries and Benefits	\$ 563,621	\$ 880,403	\$ 1,303,591	\$ 1,544,084	\$ 1,630,187	\$ 1,608,073	\$ 1,678,015	\$ 1,751,453
Operating Expenditures	\$ 226,570	\$ 134,676	\$ 278,708	\$ 421,560	\$ 301,550	\$ 297,459	\$ 310,397	\$ 323,982
Transfers Out	\$ 1,126,622	\$ 481,176	\$ -	\$ 4,000	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 35,642	\$ 66,373	\$ 556,269	\$ 62,731	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 1,952,456	\$ 1,562,628	\$ 2,138,568	\$ 2,032,375	\$ 1,931,737	\$ 1,905,533	\$ 1,988,412	\$ 2,075,435
Net Position	\$ 197,228	\$ 576,388	\$ (336,614)	\$ -	\$ -	\$ 100,291	\$ 104,653	\$ 109,233

Assumptions

- (1) Moderate projected increases to stormwater fees to match anticipated development activity.
- (2) Projected growth in permit fees to match development activity.

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 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 few years, the Mayor and Council have made strategic decisions to guide the Town's growth to obtaining a 30% commercial tax base. 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

Economic Development - BIG / STIG Agreements

Fujifilm Diosynth Biotechnologies - BIG Agreement Phase I

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.				
	FY26	FY27	FY28	FY29	FY30
Estimated Property Tax Revenue	\$3,606,750	\$5,152,500	\$6,183,000	\$6,183,000	\$6,183,000
Estimated BIG Reimbursement	-	-	\$721,350	\$721,350	\$721,350
Net Town Revenue*	\$3,606,750	\$5,152,500	\$5,461,650	\$5,461,650	\$5,461,650

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

Fujifilm Diosynth Biotechnologies - BIG Agreement Phase II

DESCRIPTION OF THE AGREEMENT	Reimbursement of 50% of property tax associated with phase 2, commencing after the collection of \$20M in property tax by the Town. Reimbursement takes places over 6 years with a max amount of \$20,236,800.				
	FY26	FY27	FY28	FY29	FY30
Estimated Property Tax Revenue	-	-	\$4,122,000	\$4,122,000	\$4,122,000
Estimated BIG Reimbursement	-	-	-	-	-
Net Town Revenue*	-	-	\$4,122,000	\$4,122,000	\$4,122,000

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

Amgen - BIG Agreement Phase I

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.				
	FY26	FY27	FY28	FY29	FY30
Estimated Property Tax Revenue	\$1,866,923	\$1,901,273	\$1,901,273	\$1,901,273	\$1,901,273
Estimated BIG Reimbursement	\$924,970	\$942,145	\$942,145	\$942,145	\$942,145
Net Town Revenue	\$941,953	\$959,128	\$959,128	\$959,128	\$959,128

Amgen - BIG Agreement Phase II

DESCRIPTION OF THE AGREEMENT	Reimbursement of 50% of property tax associated with phase 2. Reimbursement takes places over 6 years with a max amount of \$11,490,490.				
	FY26	FY27	FY28	FY29	FY30
Estimated Property Tax Revenue	-	\$690,435	\$1,779,330	\$2,919,750	\$3,465,915
Estimated BIG Reimbursement	-	\$345,218	\$889,665	\$1,459,875	\$1,732,958
Net Town Revenue	-	\$345,218	\$889,665	\$1,459,875	\$1,732,958

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 and other required infrastructure. Reimbursements will be capped at \$585,349.				
	FY26	FY27	FY28	FY29	FY30
Estimated Property Tax Revenue	\$135,897	\$135,897	\$135,897	\$135,897	\$135,897
Estimated BIG Reimbursement	\$100,795	\$100,795	\$50,398	\$50,398	\$50,398
Net Town Revenue	\$35,102	\$35,102	\$85,499	\$85,499	\$85,499

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:	6/30/2022	6/30/2023	6/30/2024	6/30/2025*	6/30/2026**
General Fund Balance	\$30,328,196	\$30,024,557	\$35,956,667	\$37,345,858	\$39,345,858
Unassigned Fund Balance	\$11,357,473	\$10,316,667	\$22,542,835	\$23,932,026	\$25,932,026
Fund Balance % Change	24%	-1%	20%	4%	5%
UNASSIGNED BALANCE % OF FUND EXPENDITURES	29%	18%	39%	39%	40%

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:	6/30/2022	6/30/2023	6/30/2024*	6/30/2025*	6/30/2026**
Utility Fund Net Position	\$155,055,314	\$167,895,571	\$181,159,716	\$182,186,205	\$191,295,515
Utility Fund Net Position Increase/Decrease	\$24,677,409	\$12,840,257	\$13,264,145	\$1,026,489	\$9,109,310
Net Position % Change	19%	8%	8%	1%	5%
Stormwater Fund Net Position	\$3,977,318	\$4,099,406	\$3,962,791	\$4,119,848	\$4,161,046
Stormwater Fund Net Position Increase/Decrease	\$716,601	\$122,088	\$(136,615)	\$157,057	\$41,198
Net Position % Change	22%	3%	-3%	4%	1%
Utility Debt Service Fund Net Position	\$3,926,129	\$6,685,829	\$6,785,779	\$9,853,583	\$10,050,655
Utility Debt Service Fund Net Position Increase/Decrease	\$63,987	\$2,759,700	\$99,950	\$3,067,804	\$197,072
Net Position % Change	2%	70%	1%	45%	2%

*Unaudited and Estimated

**Projected

Budget Summary

Budget Overview - All Funds Revenues

Revenues & Sources	FY23 Actual	FY 24 Actual	FY25 Amended	FY26 Approved
General Fund				
Ad valorem Taxes	\$22,410,442	\$24,017,666	\$27,459,547	\$30,071,189
Sales Tax	\$13,711,816	\$14,491,894	\$14,712,051	\$14,712,051
Other Taxes and Licenses	\$3,667,641	\$4,000,100	\$3,957,485	\$4,388,850
Environmental Fees	\$3,589,222	\$4,360,310	\$4,258,912	\$4,350,034
Parks & Recreation Revenues	\$2,587,558	\$2,604,616	\$2,361,700	\$2,550,800
Other Financing Sources	\$4,113,201	\$5,633,181	\$1,666,799	\$2,467,423
Permits and Fees	\$2,723,138	\$2,326,132	\$2,724,500	\$2,388,500
Public Safety Revenues	\$1,142,339	\$1,582,781	\$1,738,588	\$1,950,144
Appropriated Fund Balance	-	-	\$4,209,279	\$1,190,000
Miscellaneous Revenues	\$1,430,492	\$1,973,192	\$1,015,726	\$1,038,290
Intergovernmental	\$24,299	\$22,517	\$23,000	\$23,800
GENERAL FUND SUB-TOTAL	\$55,400,149	\$61,012,389	\$64,127,587	\$65,131,081
Utility Fund				
Water Sales	\$10,478,472	\$13,124,304	\$13,558,734	\$15,688,023
Sewer Charges	\$8,034,104	\$9,713,680	\$11,557,461	\$13,767,962
Other Operating Revenues	\$909,675	\$874,322	\$898,500	\$797,500
Other Financing Sources	\$3,049,848	\$1,325,000	\$568,441	\$580,500
Miscellaneous Revenues	\$461,006	\$298,038	\$201,000	\$271,000
Development Fees	\$81,071	\$67,101	\$50,000	\$31,000
Appropriated Fund Balance	-	-	\$455,753	-
UTILITY FUND SUB-TOTAL	\$23,014,176	\$25,402,445	\$27,289,889	\$31,135,985
Stormwater Fund				
Environmental Fees	\$1,406,858	\$1,480,938	\$1,568,942	\$1,661,737
Permits and Fees	\$164,986	\$191,644	\$180,000	\$200,000
Miscellaneous Revenues	\$85,997	\$129,373	\$44,920	\$70,000
Appropriated Fund Balance	-	-	\$238,513	-
Other Financing Sources	\$481,176	-	-	-
STORMWATER FUND SUB-TOTAL	\$2,139,016	\$1,801,954	\$2,032,375	\$1,931,737
Other Funds				
Powell Bill Revenue	\$1,243,335	\$1,424,125	\$1,488,284	\$1,529,896
Emergency Telephone System Fund	\$111,704	\$10,110	\$246,216	\$246,216
OTHER MINOR FUNDS SUB-TOTAL	\$1,355,039	\$1,434,235	\$1,734,500	\$1,776,112
Debt Service Funds				
General Debt Service Revenues	\$9,620,297	\$11,209,998	\$10,147,122	\$17,713,816
Utility Debt Service Revenues	\$6,961,826	\$4,063,495	\$4,618,802	\$4,977,892
DEBT SERVICE FUNDS SUB-TOTAL	\$16,582,123	\$15,273,493	\$14,765,924	\$22,691,708
TOTAL REVENUES & SOURCES	\$98,490,503	\$104,924,517	\$109,950,275	\$122,666,623

2023 Population is Projected

Budget Summary

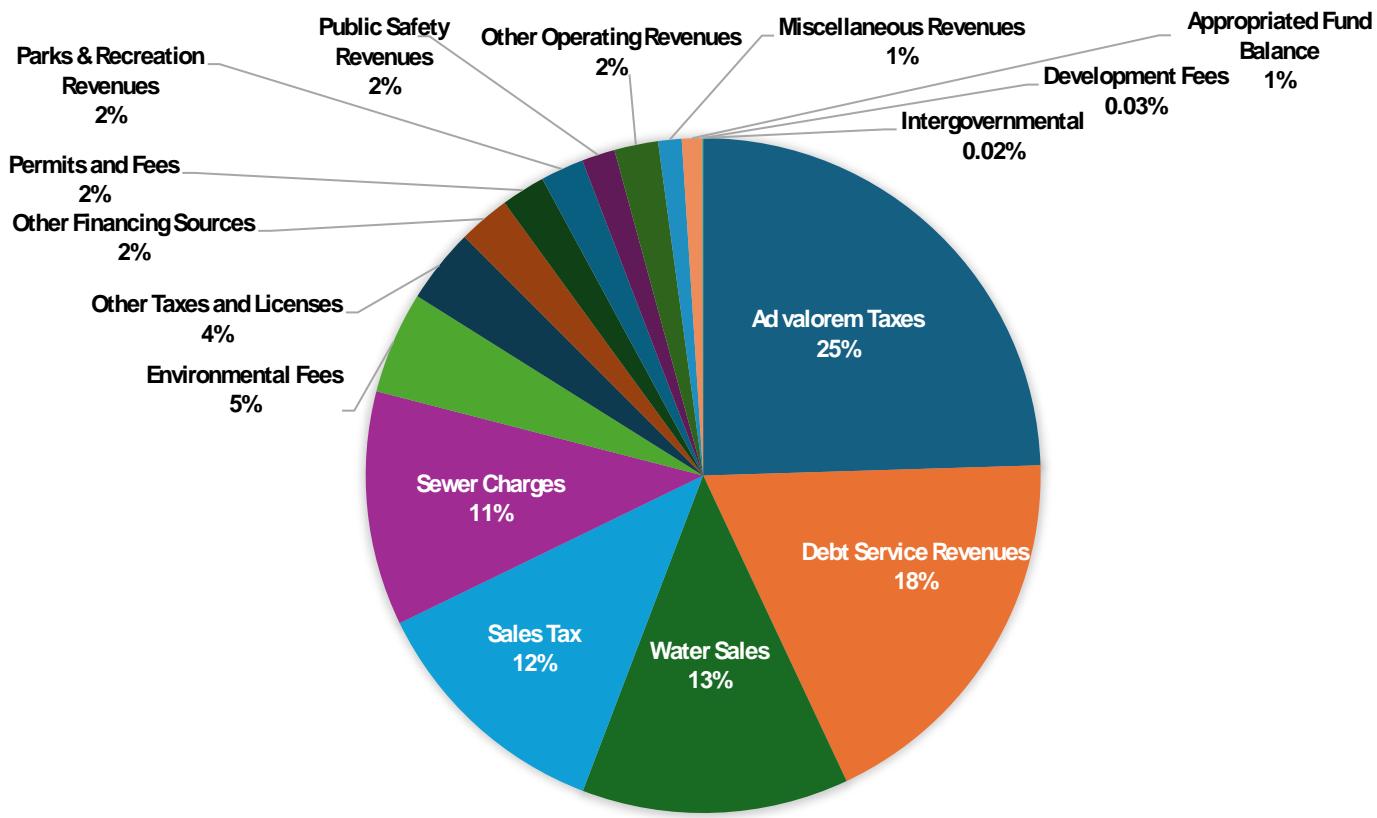
Budget Overview - All Funds Expenditures & Uses



Expenditures & Uses	FY23 Actual	FY 24 Actual	FY25 Amended	FY26 Approved
General Fund				
Salaries and Benefits	\$30,296,000	\$33,313,193	\$40,232,388	\$43,889,437
Operating Expenditures	\$21,019,797	\$14,719,972	\$16,800,340	\$16,974,934
Capital Outlay	\$1,872,986	\$2,442,828	\$2,423,749	\$2,126,500
Transfers Out	\$3,665,744	\$3,908,941	\$4,671,110	\$2,140,210
EXPENSES TOTAL	\$56,854,527	\$54,384,935	\$64,127,587	\$65,131,081
Utility Fund				
Salaries and Benefits	\$6,888,116	\$7,603,321	\$9,221,550	\$9,967,980
Operating Expenditures	\$7,875,093	\$10,334,664	\$12,066,389	\$12,134,952
Capital Outlay	\$445,679	\$957,701	\$768,465	\$680,500
Transfers Out	\$15,384,259	\$3,078,279	\$5,233,485	\$8,352,553
UTILITY FUND SUB-TOTAL	\$30,593,147	\$21,973,966	\$27,289,889	\$31,135,985
Stormwater Fund				
Salaries and Benefits	\$880,403	\$1,303,591	\$1,544,084	\$1,630,187
Operating Expenditures	\$134,676	\$278,708	\$421,560	\$301,550
Capital Outlay	\$66,373	\$556,269	\$62,731	-
Transfers Out	\$481,176	-	\$4,000	-
STORMWATER FUND SUB-TOTAL	\$1,562,628	\$2,138,568	\$2,032,375	\$1,931,737
Other Minor Funds				
Powell Bill Fund	\$197,002	\$1,464,735	\$1,488,284	\$1,529,896
Emergency Telephone System (911) Fund	\$99,316	\$580,552	\$246,216	\$246,216
OTHER MINOR FUNDS SUB-TOTAL	\$296,318	\$2,045,287	\$1,734,500	\$1,776,112
Debt Service Funds				
General Fund Debt Service	\$7,292,736	\$9,537,045	\$10,147,122	\$17,713,816
Utility Fund Debt Service	\$4,202,127	\$3,963,544	\$4,618,802	\$4,977,892
DEBT SERVICE FUNDS SUB-TOTAL	\$11,494,863	\$13,500,589	\$14,765,924	\$22,691,708
TOTAL EXPENSES & USES	\$100,801,482	\$94,043,344	\$109,950,275	\$122,666,623

Budget Summary

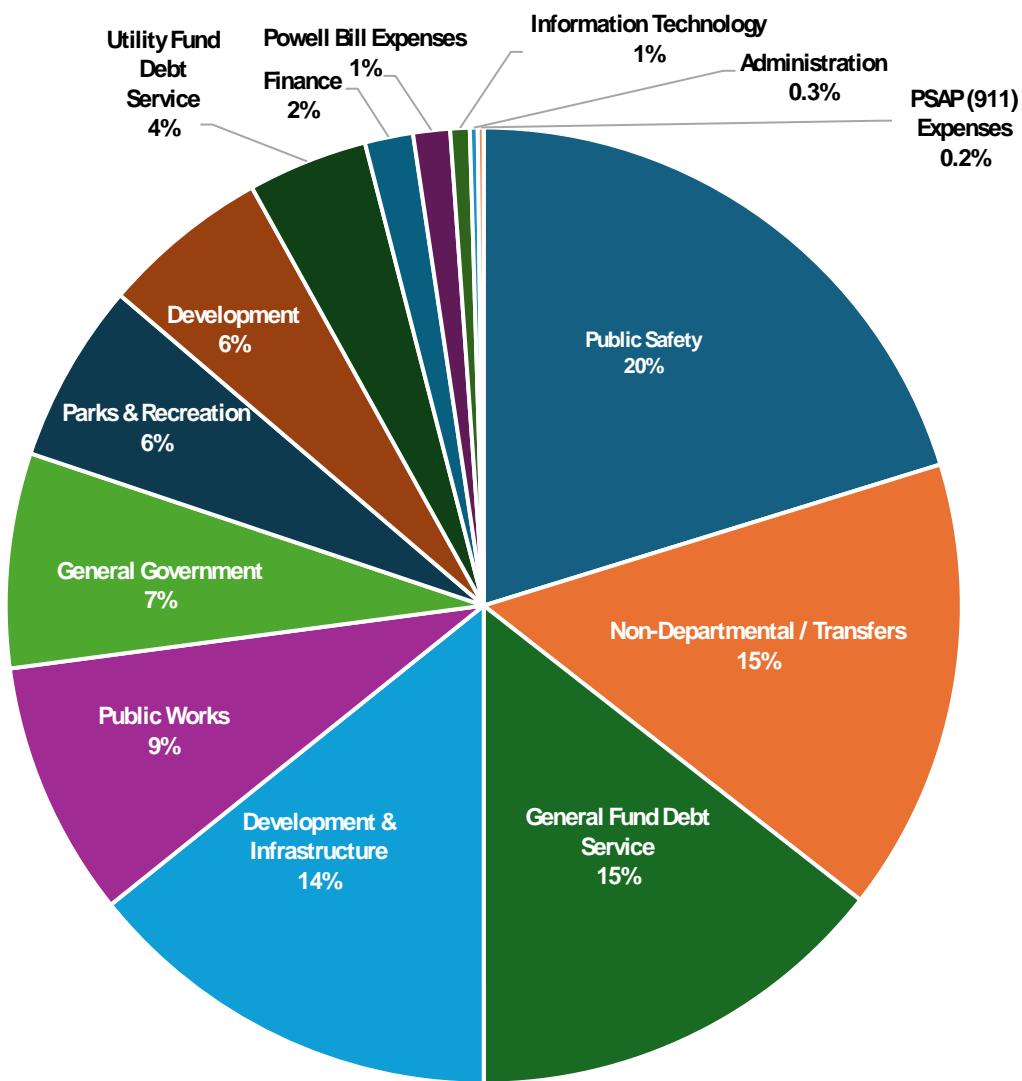
Revenues & Sources - All Operating Funds



Revenues & Sources - All Funds	FY26 Approved
Ad valorem Taxes	\$30,071,189
Debt Service Revenues	\$22,691,708
Water Sales	\$15,688,023
Sales Tax	\$14,712,051
Sewer Charges	\$13,767,962
Environmental Fees	\$6,011,771
Other Taxes and Licenses	\$4,388,850
Other Financing Sources	\$3,047,923
Permits and Fees	\$2,588,500
Parks & Recreation Revenues	\$2,550,800
Public Safety Revenues	\$1,950,144
Other Operating Revenues	\$2,573,612
Miscellaneous Revenues	\$1,379,290
Appropriated Fund Balance	\$1,190,000
Development Fees	\$31,000
Intergovernmental	\$23,800
TOTAL REVENUES & SOURCES	\$122,666,623

Budget Summary

Expenditures & Uses - All Operating Funds

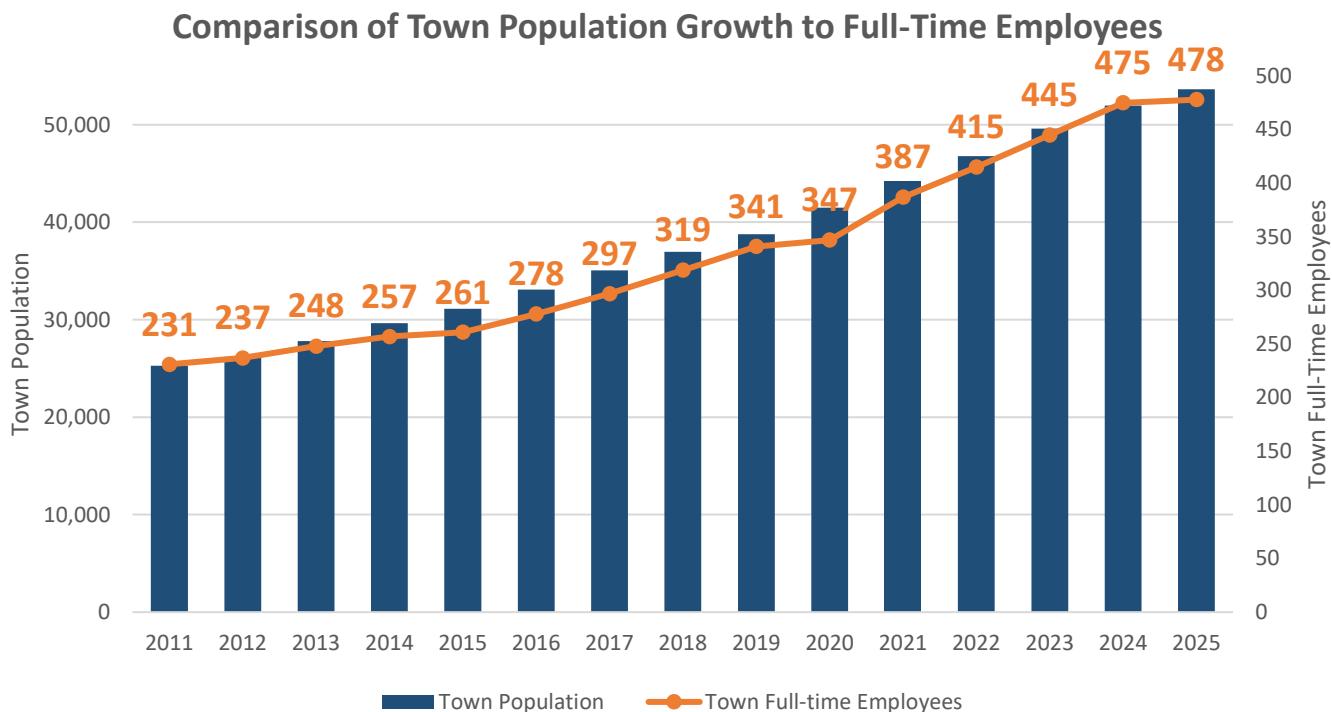


Expenditures & Uses - All Funds	FY26 Approved
Public Safety	\$24,814,251
Non-Departmental / Transfers	\$18,804,436
General Fund Debt Service	\$17,713,816
Development & Infrastructure	\$17,468,335
Public Works	\$10,618,851
General Government	\$8,905,689
Parks and Recreation	\$7,469,942
Development	\$6,985,971
Utility Fund Debt Service	\$4,977,892
Finance	\$2,000,279
Powell Bill Expenses	\$1,529,896
Information Technology	\$806,883
Administration	\$324,166
PSAP (911) Expenses	\$246,216
TOTAL EXPENDITURES & USES	\$122,666,623

Budget Summary

Position Summary

	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Actual	FY26 Approved
Authorized Full-Time Positions By Department/Office					
Police	91	93	99	107	107
Fire & Rescue	71	71	73	85	85
Utilities & Infrastructure	58	66	72	75	76
Development Services	46	49	55	56	54
Public Works	39	41	46	48	49
Parks & Recreation	37	39	42	43	44
Finance	19	19	19	19	20
Information Technology	9	10	11	13	14
Human Resources	3	4	4	6	6
Town Manager's Office	5	4	4	3	3
Budget, Strategy, and Innovation	n/a	4	4	4	3
Office of Customer Care	n/a	4	4	4	4
Communications & Marketing	3	4	4	4	5
Town Attorney	2	3	3	3	3
Economic Development	2	2	3	3	3
Town Clerk	2	2	2	2	2
TOTAL AUTHORIZED POSITIONS	387	415	445	475	478



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
 - Transportation - 011
- 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

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*

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
 - Business Asset Management - 005
 - Water Resource Administration – 030
 - Waste Water Treatment Plant – 035
 - Compliance/Lab – 040
 - Distributions & Water Storage – 045
 - Collections – 050
 - Pump Stations – 055
 - Utility Engineering - 060
- 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
 - Stormwater Environmental - 065
 - Stormwater Utility Operations - 070
- Development Services - 460

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



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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

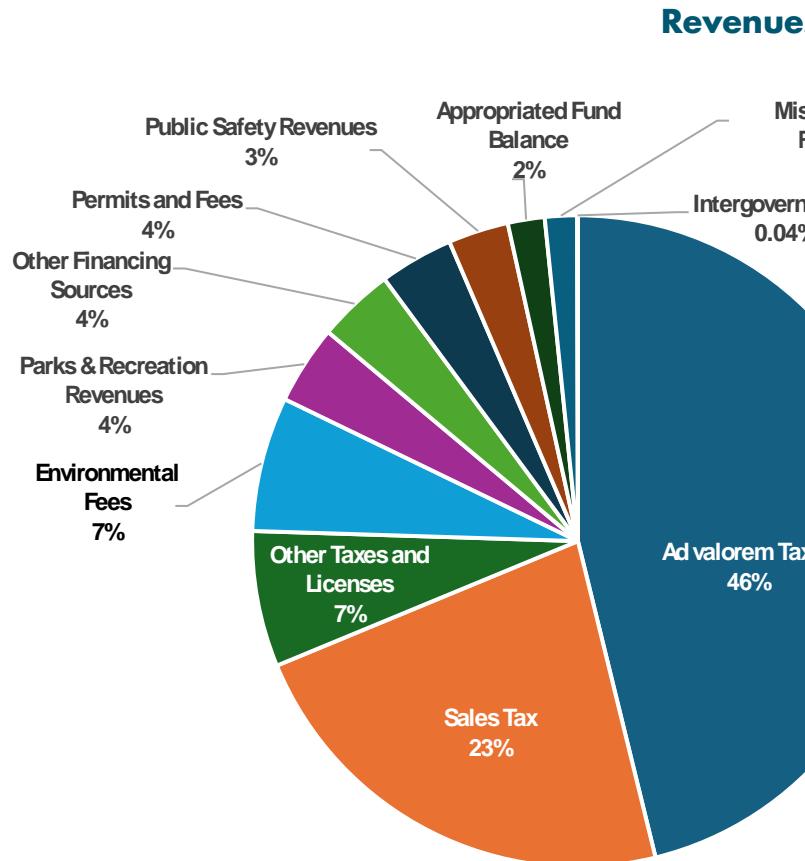
REVENUES	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Ad valorem Taxes	\$19,088,514	\$20,644,471	\$22,410,442	\$24,017,666	\$27,459,547	\$30,071,189
Sales Tax	\$10,162,152	\$12,261,390	\$13,711,816	\$14,491,894	\$14,712,051	\$14,712,051
Other Taxes and Licenses	\$3,094,605	\$3,423,404	\$3,667,641	\$4,000,100	\$3,957,485	\$4,388,850
Environmental Fees	\$3,311,437	\$3,306,669	\$3,589,222	\$4,360,310	\$4,258,912	\$4,350,034
Parks & Recreation Revenues	\$1,718,936	\$1,969,446	\$2,587,558	\$2,604,616	\$2,361,700	\$2,550,800
Other Financing Sources	(\$1,594,162)	\$2,736,750	\$4,113,201	\$5,633,181	\$1,666,799	\$2,467,423
Permits and Fees	\$3,910,672	\$2,601,694	\$2,723,138	\$2,326,132	\$2,724,500	\$2,388,500
Public Safety Revenues	\$900,542	\$993,170	\$1,142,339	\$1,582,781	\$1,738,588	\$1,950,144
Appropriated Fund Balance	-	-	-	-	\$4,209,279	\$1,190,000
Miscellaneous Revenues	(\$2,047,770)	\$629,159	\$1,430,492	\$1,973,192	\$1,015,726	\$1,038,290
Intergovernmental	\$867,826	\$23,510	\$24,299	\$22,517	\$23,000	\$23,800
TOTAL REVENUES	\$39,412,753	\$48,589,662	\$55,400,149	\$61,012,389	\$64,127,587	\$65,131,081

EXPENDITURES	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Public Safety	\$13,503,386	\$15,444,872	\$17,009,019	\$17,820,221	\$23,611,798	\$24,814,251
Public Works	\$5,697,146	\$7,362,056	\$8,523,280	\$9,676,492	\$10,172,434	\$10,471,251
General Government	\$3,763,899	\$5,000,674	\$14,440,174	\$7,732,894	\$7,849,822	\$8,905,689
Parks and Recreation	\$5,122,978	\$5,101,948	\$6,224,916	\$6,264,703	\$7,183,969	\$7,469,942
Development	\$3,680,055	\$3,757,346	\$4,378,309	\$5,314,606	\$6,562,459	\$6,985,971
Non-Departmental / Transfers	\$6,072,985	\$9,627,187	\$6,278,829	\$7,576,018	\$8,747,105	\$6,483,977
TOTAL EXPENDITURES	\$37,840,450	\$46,294,084	\$56,854,527	\$54,384,935	\$64,127,587	\$65,131,081

TOTAL REVENUES	\$39,412,753	\$48,589,662	\$55,400,149	\$61,012,389	\$64,127,587	\$65,131,081
TOTAL EXPENDITURES	\$37,840,450	\$46,294,084	\$56,854,527	\$54,384,935	\$64,127,587	\$65,131,081
NET FUND SAVINGS/(DEFICIT)	\$1,572,304	\$2,295,578	(\$1,454,378)	\$6,627,454	-	-

General Fund

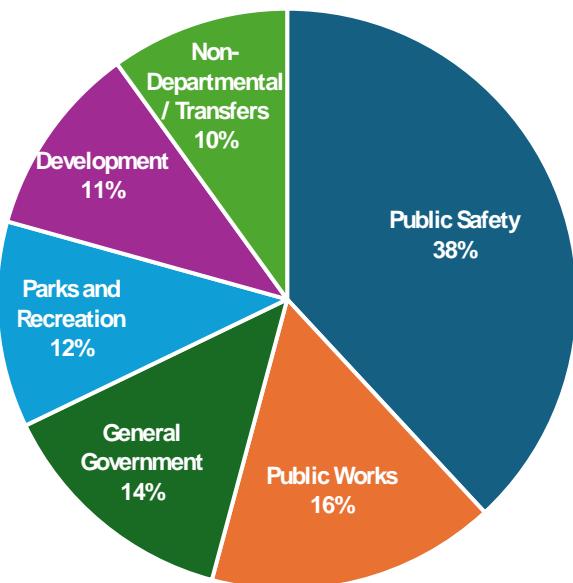
FY2025-26 Summary by Function



REVENUES:	%	FY26
Ad valorem Taxes	46.2%	\$30,071,189
Sales Tax	22.6%	\$14,712,051
Other Taxes and Licenses	6.7%	\$4,388,850
Environmental Fees	6.7%	\$4,350,034
Parks & Recreation Revenues	3.9%	\$2,550,800
Other Financing Sources	3.8%	\$2,467,423
Permits and Fees	3.7%	\$2,388,500
Public Safety Revenues	3.0%	\$1,950,144
Appropriated Fund Balance	1.8%	\$1,190,000
Miscellaneous Revenues	1.6%	\$1,038,290
Intergovernmental	0.04%	\$23,800
TOTAL REVENUES	100.0%	\$65,131,081

Expenditures

EXPENDITURES:	%	FY26
Public Safety	38.1%	\$24,814,251
Public Works	16.1%	\$10,471,251
General Government	13.7%	\$8,905,689
Parks and Recreation	11.5%	\$7,469,942
Development	10.7%	\$6,985,971
Non-Departmental / Transfers	10.0%	\$6,483,977
TOTAL EXPENDITURES	100.0%	\$65,131,081



Mission Statement

The Communications & Marketing Department acts as an information superhighway that connects the Town of Holly Springs with residents, businesses, and the media. The department acts as an internal marketing agency and communications engine for all Town departments to best inform and educate the public about their local government.

Major Services Provided

- Conducts extensive strategic planning to ensure that Town Council approved projects and initiatives are rolled out to the public in easy to understand and compelling formats
- Disseminates information accurately and effectively to the public and media during crisis situations
- Creates impactful marketing materials and ensures the Holly Springs brand is used effectively
- Manages the Town website, which receives more than 4 million page views per year
- Utilizes multiple communications tools to give the public a variety of ways to get information, including monthly print newsletter, bimonthly digital newsletter, e-mail and text message communications, and more
- Develops engaging videos and social media content to tell the story of how Town services impact the community and why they are important

Communications and Marketing Department Budget Summary					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$275,558	\$380,045	\$436,544	\$456,576	\$569,012
Operating Expenditures	\$105,969	\$110,469	\$124,489	\$101,268	\$171,468
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$381,527	\$490,514	\$561,032	\$557,844	\$740,480

Budget Changes

- Communications and Marketing Website Specialist Position (\$62,532)
- Printed Newsletter and Other Communications Products Contract Increases (\$15,000)
- Preparations for Town's Sesquicentennial (150th) Anniversary (\$50,000)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$609,991	\$606,544	\$710,110	\$713,036	\$687,356
Operating Expenditures	\$157,834	\$76,002	\$59,990	\$246,340	\$271,172
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$767,825	\$682,547	\$770,100	\$959,376	\$958,528

Budget Changes

- 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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	-	\$125,550	\$171,772	\$182,946	\$182,561
Operating Expenditures	-	\$8,206	\$7,797	\$10,600	\$10,600
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	-	\$133,756	\$179,569	\$193,546	\$193,161

Budget Changes

- None

General Fund

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

Budget, Innovation, and Strategy Budget Summary					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	-	\$426,952	\$513,901	\$456,263	\$397,460
Operating Expenditures	-	\$38,533	\$29,585	\$13,664	\$13,664
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	-	\$465,485	\$543,486	\$469,927	\$411,124

Budget Changes

- Budget, Innovation, and Strategy Grants Coordinator Reclass to Part-Time Position (-\$129,792)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$285,953	\$346,027	\$458,338	\$496,102	\$859,279
Operating Expenditures	\$105,610	\$158,628	\$80,642	\$344,698	\$284,092
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$391,563	\$504,655	\$538,980	\$840,800	\$1,143,371

Budget Changes

- Human Resources Information System - Policy Management and E-Forms (\$20,322)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$223,420	\$308,369	\$440,262	\$427,608	\$460,214
Operating Expenditures	\$121,706	\$8,021,930	\$8,696	(\$2,450)	(\$2,450)
Capital Outlay	\$12,280	-	-	-	-
EXPENSE TOTALS	\$357,406	\$8,330,298	\$448,958	\$425,158	\$457,764

Budget Changes

- None

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$185,857	\$213,449	\$231,880	\$223,886	\$242,254
Operating Expenditures	\$140,184	\$134,119	\$213,834	\$137,134	\$213,534
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$326,041	\$347,568	\$445,714	\$361,020	\$455,788

Budget Changes

- Municipal Election Costs (\$69,535)
- Adjustments to Governing Body Compensation (\$2,158)
- Holly Springs Chamber Membership Fee Increase (\$1,465)
- CivicClerk and Municode Contract Increases (\$1,000)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$619,895	\$924,490	\$898,374	\$917,434	\$1,112,514
Operating Expenditures	\$79,574	\$109,125	\$140,885	\$137,416	\$157,246
Capital Outlay	\$6,050	-	\$23,215	-	-
EXPENSE TOTALS	\$705,520	\$1,033,615	\$1,062,475	\$1,054,850	\$1,269,760

Budget Changes

- Finance Project Accountant Position (\$77,312)
- Finance Audit and Annual Comprehensive Financial Report Fee Increases (\$19,000)
- Finance Professional Services Contract Increases (\$18,500)
- Finance Accounting Arbitrage Report (\$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 and cyber security
- IT procurement services
- Network support (internal and fiber networks)
- Consulting on IT services

Information Technology Department Budget Summary					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$621,509	\$783,113	\$837,050	\$1,035,880	\$1,197,801
Operating Expenditures	\$1,161,117	\$1,323,009	\$1,393,395	\$1,451,054	\$1,506,649
Capital Outlay	\$0	\$0	\$540,572	\$0	\$0
EXPENSE TOTALS	\$1,782,626	\$2,106,122	\$2,771,017	\$2,486,934	\$2,704,450

Budget Changes

- Information Technology Technician II - Infrastructure Position (\$53,175)
- Cyber Security Equipment (\$40,600)
- CivicPlus Website ADA Compliance Software (\$6,500)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$228,658	\$277,739	\$352,402	\$415,817	\$496,713
Operating Expenditures	\$59,508	\$67,876	\$59,162	\$84,550	\$74,550
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$288,166	\$345,615	\$411,564	\$500,367	\$571,263

Budget Changes

- None

Mission Statement

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

Major Services Provided

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

Police Department Budget Summary					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$7,501,189	\$8,589,226	\$9,094,091	\$11,667,504	\$12,646,437
Operating Expenditures	\$598,723	\$821,532	\$935,789	\$1,223,712	\$1,121,330
Capital Outlay	\$1,060,365	\$482,910	\$295,980	\$890,502	\$1,227,000
EXPENSE TOTALS	\$9,160,278	\$9,893,667	\$10,325,860	\$13,781,718	\$14,994,767

Budget Changes

- Police Records Management System (\$212,750)
- Police Software Services Contract Increases (\$8,000)
- Wake County Emergency Operations Center Cost Share (\$9,148)
- Wake County Dispatch Fees (\$5,000)
- Police Radio System Fees (\$10,106)
- Police Mental Health Services (\$10,000)
- Contract Police Attorney Fee Increase (\$3,960)
- Division of Criminal Information Access Fees (\$3,786)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$5,247,976	\$6,564,497	\$6,860,083	\$8,502,145	\$9,061,634
Operating Expenditures	\$521,548	\$500,202	\$616,827	\$1,156,145	\$757,850
Capital Outlay	\$515,071	\$50,653	\$17,450	\$171,790	-
EXPENSE TOTALS	\$6,284,595	\$7,115,351	\$7,494,361	\$9,830,080	\$9,819,484

Budget Changes

- Fire Personal Protective Equipment Lifecycle Replacement (\$115,000)
- Fire Water Rescue Training (\$15,000)

Mission Statement

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

Major Services Provided

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

Public Works Department Budget Summary					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$2,275,490	\$2,903,565	\$3,439,248	\$4,044,115	\$4,443,218
Operating Expenditures	\$4,279,031	\$4,534,776	\$4,927,203	\$5,080,057	\$5,279,533
Capital Outlay	\$807,535	\$1,084,939	\$1,310,041	\$1,048,262	\$748,500
EXPENSE TOTALS	\$7,362,056	\$8,523,280	\$9,676,492	\$10,172,434	\$10,471,251

Budget Changes

- Public Works Facilities, Maintenance and Repair Technician (\$117,558)
- Facilities Preventative Maintenance and Corrective Actions (\$100,000)
- Annual Lease Contract for Town Hall Commons Space (\$70,680)
- Public Works Landscape Maintenance (\$70,000)
- Fleet Management Equipment and Maintenance Software (\$56,000)
- Facilities Maintenance Janitorial Services (\$50,000)
- Public Works Solid Waste Landfill Fees and Fines (\$23,000)
- Facilities Consumable Products (\$20,000)
- Pedestrian Crosswalk Rectangular Rapid Flashing Beacon Repairs (\$12,000)
- Fleet Maintenance Supplies (\$6,200)
- Public Works Solid Waste Technician Reclass to Solid Waste Crew Lead Position (\$4,721)

General Fund

Parks and Recreation Department



Mission Statement

To facilitate healthy and active lifestyles for Holly Springs residents and visitors by offering exceptional experiences, accessible recreation & cultural activities, and quality parks, facilities, and greenways.

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, after school 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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$3,237,989	\$3,973,265	\$4,304,940	\$4,833,384	\$5,239,334
Operating Expenditures	\$1,826,109	\$2,037,203	\$1,909,888	\$2,098,026	\$2,079,608
Capital Outlay	\$37,851	\$214,448	\$49,875	\$252,559	\$151,000
EXPENSE TOTALS	\$5,101,948	\$6,224,916	\$6,264,703	\$7,183,969	\$7,469,942

Budget Changes

- Parks and Recreation Maintenance Technician Position (\$79,823)
- Park and Recreation Maintenance Part-Time Staff Increase (\$33,595)
- Parks and Recreation Credit Card Use Fees Increase (\$30,000)
- Parks and Recreation Part-Time Employee Retention Pay Adjustments (\$20,669)
- Bass Lake Grounds Maintenance (\$7,500)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$699,714	\$1,152,624	\$1,278,658	\$1,878,815	\$2,085,522
Operating Expenditures	\$116,180	\$90,157	\$138,851	\$206,235	\$282,325
Capital Outlay	\$15,000	-	\$56,920	\$2,636	-
EXPENSE TOTALS	\$830,893	\$1,242,781	\$1,474,429	\$2,087,686	\$2,367,847

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

Budget Changes

- Utilities and Infrastructure Life Cycle Asset Management Modeling Maintenance (\$30,000)
- Utilities and Infrastructure Reclass of Capital Project Administrator to Assistant Project Manager Position (\$4,034)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$2,033,660	\$2,660,619	\$3,222,353	\$3,910,877	\$4,128,128
Operating Expenditures	\$540,204	\$434,873	\$469,433	\$505,896	\$489,996
Capital Outlay	\$352,589	\$40,036	\$148,774	\$58,000	-
EXPENSE TOTALS	\$2,926,453	\$3,135,528	\$3,840,560	\$4,474,773	\$4,618,124

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

Budget Changes

- Microtransit Town Cost Share (\$128,500)
- Development Services Development Engineer and Construction Division Manager Position (\$50,327)
- Development Services Development Plans Reviewer Position Elimination (-\$49,046)
- Development Services Building Code Inspector Position Elimination (-\$88,984)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Operating Expenditures	\$2,185,399	\$2,613,085	\$3,667,076	\$4,075,995	\$4,343,767
EXPENSE TOTALS	\$2,185,399	\$2,613,085	\$3,667,076	\$4,075,995	\$4,343,767

Budget Changes

- Town Utilities Increase (\$140,000)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Transfers / Other Financing Uses	\$7,441,788	\$3,665,744	\$3,908,941	\$4,671,110	\$2,140,210
EXPENSE TOTALS	\$7,441,788	\$3,665,744	\$3,908,941	\$4,671,110	\$2,140,210



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Utility Fund



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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

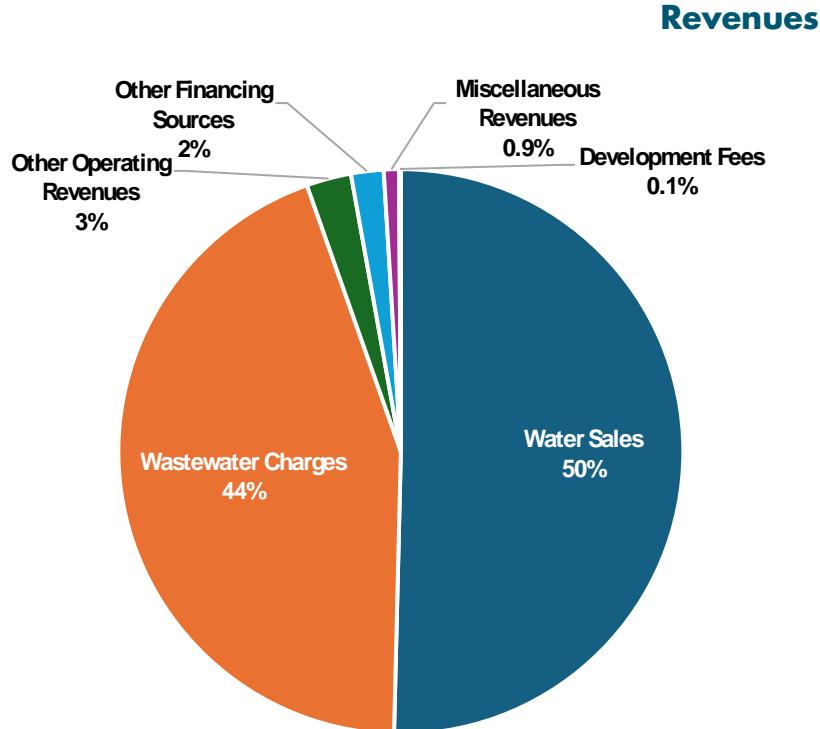
REVENUES	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Water Sales	\$9,416,194	\$8,310,591	\$10,478,472	\$13,124,304	\$13,558,734	\$15,688,023
Wastewater Charges	\$7,882,984	\$6,851,004	\$8,034,104	\$9,713,680	\$11,557,461	\$13,767,962
Other Operating Revenues	\$1,064,052	\$1,171,819	\$909,675	\$874,322	\$898,500	\$797,500
Other Financing Sources	\$6,215,618	\$500,000	\$3,049,848	\$1,325,000	\$568,441	\$580,500
Miscellaneous Revenues	\$88,062	\$123,853	\$461,006	\$298,038	\$201,000	\$271,000
Development Fees	\$119,942	\$2,912,564	\$81,071	\$67,101	\$50,000	\$31,000
Appropriated Fund Balance	-	-	-	-	\$455,753	-
TOTAL REVENUES	\$24,786,851	\$19,869,830	\$23,014,176	\$25,402,445	\$27,289,889	\$31,135,985

EXPENSES	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Development & Infrastructure	\$8,695,186	\$10,785,734	\$10,818,170	\$13,140,937	\$15,509,566	\$15,785,467
Non-Departmental / Transfers	\$6,843,360	\$4,091,000	\$12,361,566	\$3,078,279	\$5,233,485	\$8,352,553
Central Services	\$1,667,506	\$7,670,101	\$5,423,324	\$3,506,532	\$3,528,357	\$3,719,037
Finance	\$1,193,011	\$985,682	\$1,180,682	\$1,316,052	\$1,721,931	\$2,000,279
Information Technology	\$196,553	\$370,386	\$466,102	\$532,315	\$839,850	\$806,883
Administration	\$166,092	\$100,334	\$239,037	\$291,427	\$309,100	\$324,166
Public Works	\$95,338	\$167,621	\$104,266	\$108,423	\$147,600	\$147,600
TOTAL EXPENSES	\$18,857,045.12	\$24,170,858.64	\$30,593,146.77	\$21,973,965.56	\$27,289,889.00	\$31,135,985.00

TOTAL REVENUES	\$24,786,851	\$19,869,830	\$23,014,176	\$25,402,445	\$27,289,889	\$31,135,985
TOTAL EXPENSES	\$18,857,045	\$24,170,859	\$30,593,147	\$21,973,966	\$27,289,889	\$31,135,985
NET FUND SAVINGS/(DEFICIT)	\$5,929,806	(\$4,301,029)	(\$7,578,971)	\$3,428,480	-	-

Utility Fund

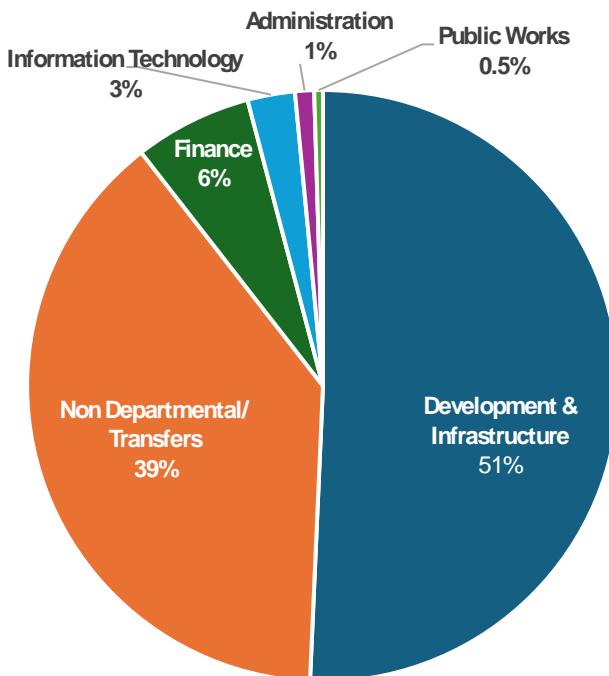
FY2025-26 Summary by Function



REVENUES:	%	FY26
Water Sales	50.4	\$15,688,023
Sewer Charges	44.2	\$13,767,962
Other Operating Revenues	2.6	\$797,500
Other Financing Sources	1.9	\$580,500
Miscellaneous Revenues	<1	\$271,000
Development Fees	<1	\$31,000
TOTAL REVENUES	100	\$31,135,985

Expenditures

EXPENDITURES:	%	FY26
Development & Infrastructure	50.7	\$15,785,467
Non-Departmental / Transfers	38.8	\$12,071,590
Finance	6.4	\$2,000,279
Information Technology	2.6	\$806,883
Administration	1.0	\$324,166
Public Works	<1	\$147,600
TOTAL REVENUES	100	\$31,135,985



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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$90,259	\$112,364	\$119,148	\$124,654	\$140,105
Operating Expenditures	\$10,075	\$1,126	\$509	\$1,500	\$1,500
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$100,334	\$113,491	\$119,656	\$126,154	\$141,605

Budget Changes

- Annual Lease Contract for Town Hall Commons Space (\$70,680)

Office of Customer Care Budget Summary					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	-	\$125,546	\$171,771	\$182,946	\$182,561
Operating Expenditures	-	-	-	-	-
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	-	\$125,546	\$171,771	\$182,946	\$182,561

Budget Changes

- 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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$551,410	\$650,840	\$668,225	\$757,712	\$865,883
Operating Expenditures	\$422,161	\$484,582	\$647,827	\$936,989	\$1,094,396
Capital Outlay	\$12,111	\$45,260	-	\$27,230	\$40,000
EXPENSE TOTALS	\$985,682	\$1,180,682	\$1,316,052	\$1,721,931	\$2,000,279

Budget Changes

- Meter Cost and Install Increases (\$139,177)
- Payment Portal Contract Increases (\$10,750)
- Monthly Utility Bill Printing (\$9,000)
- Storage Rental Increases (\$2,025)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$230,387	\$279,067	\$343,199	\$451,827	\$490,874
Operating Expenditures	\$139,999	\$187,035	\$189,116	\$388,023	\$316,009
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$370,386	\$466,102	\$532,315	\$839,850	\$806,883

Budget Changes

- Utility Fund Staff Technology and Equipment (\$18,600)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$2,946,072	\$3,865,135	\$4,206,690	\$4,786,835	\$5,231,212
Operating Expenditures	\$5,368,867	\$5,034,634	\$6,315,938	\$7,899,140	\$7,681,130
Capital Outlay	\$1,074,526	\$319,748	\$748,482	\$741,235	\$592,000
EXPENSE TOTALS	\$9,389,465	\$9,219,516	\$11,271,110	\$13,427,210	\$13,504,342

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

Budget Changes

- Growth Generated Utility Increases (\$157,500)
- Pump Station Asset Protection & Repair (\$115,000)
- Bulk Water Purchase From Harnett County (\$100,000)
- Utility System Improvements and Equipment (\$100,000)
- Utility System Control Sampling (\$53,450)
- Utility Technicians I/II/III-Collections Position (\$52,888)
- Position Reclass to Utility Crew Lead (\$18,954)
- Lab Testing Equipment for Environmental Compliance (\$15,500)
- Position Reclass to Utility Crew Lead-Pump Stations (\$3,730)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$1,210,475	\$1,437,071	\$1,561,212	\$1,945,456	\$2,085,225
Operating Expenditures	\$108,072	\$80,912	\$99,397	\$136,900	\$147,400
Capital Outlay	\$77,722	\$80,671	\$209,219	-	\$48,500
EXPENSE TOTALS	\$1,396,269	\$1,598,654	\$1,869,827	\$2,082,356	\$2,281,125

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

Budget Changes

- Development Services Development Engineer and Construction Division Manager Position (\$50,327)
- Land Development Travel and Training for Professional Certifications (\$8,500)
- Development Services Development Plans Reviewer Position Elimination (-\$49,046)
- Development Services Development Inspector Position Elimination (-\$98,833)

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	-	-	-	-	-
Operating Expenditures	\$167,621	\$104,266	\$108,423	\$147,600	\$147,600
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$167,621	\$104,266	\$108,423	\$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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Operating Expenditures	\$2,170,483	\$2,400,630	\$3,506,532	\$3,528,357	\$3,719,037
Transfers	\$5,499,618	\$3,022,693	-	-	-
EXPENSE TOTALS	\$7,670,101	\$5,423,324	\$3,506,532	\$3,528,357	\$3,719,037

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Transfers / Other Financing Uses	\$4,091,000	\$12,361,566	\$3,078,279	\$5,233,485	\$8,352,553
EXPENSE TOTALS	\$4,091,000	\$12,361,566	\$3,078,279	\$5,233,485	\$8,352,553



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Stormwater Fund



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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

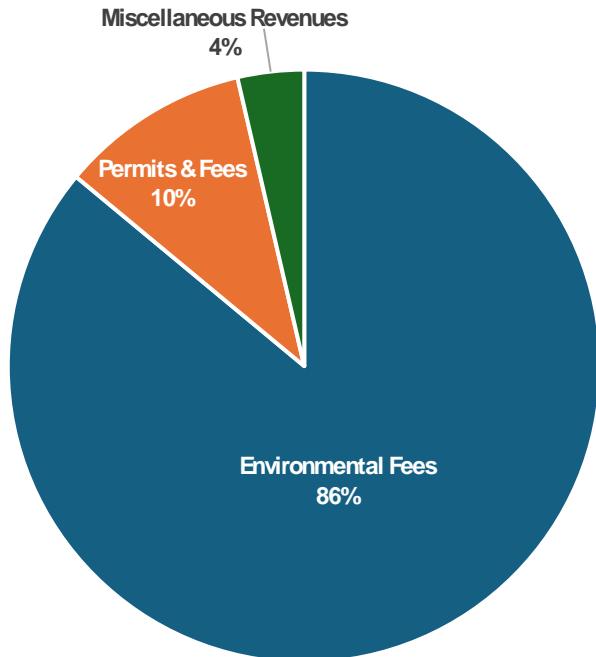
REVENUES	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Environmental Fees	\$1,006,512	\$1,327,964	\$1,406,858	\$1,480,938	\$1,568,942	\$1,661,737
Permits and Fees	\$252,895	\$227,396	\$164,986	\$191,644	\$180,000	\$200,000
Miscellaneous Revenues	\$4,630	\$7,224	\$85,997	\$129,373	\$44,920	\$70,000
Appropriated Fund Balance	-	-	-	-	\$238,513	-
Other Financing Sources	\$100,000	\$587,100	\$481,176	-	-	-
TOTAL REVENUES	\$1,364,038	\$2,149,684	\$2,139,016	\$1,801,954	\$2,032,375	\$1,931,737
EXPENDITURES	FY21 Actual	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Development & Infrastructure	\$819,989	\$721,664	\$953,448	\$1,990,211	\$1,723,178	\$1,682,868
Non-Departmental / Transfers	\$91,701	\$1,230,792	\$581,525	\$109,944	\$268,869	\$248,869
Administration	-	-	\$27,655	\$38,413	\$40,328	-
TOTAL EXPENSES	\$911,690	\$1,952,456	\$1,562,628	\$2,138,568	\$2,032,375	\$1,931,737
TOTAL REVENUES	\$1,364,038	\$2,149,684	\$2,139,016	\$1,801,954	\$2,032,375	\$1,931,737
TOTAL EXPENSES	\$911,690	\$1,952,456	\$1,562,628	\$2,138,568	\$2,032,375	\$1,931,737
SAVINGS/(DEFICITS)	\$452,348	\$197,228	\$576,388	(\$336,614)	-	-

Stormwater Fund

FY2025-26 Summary by Function

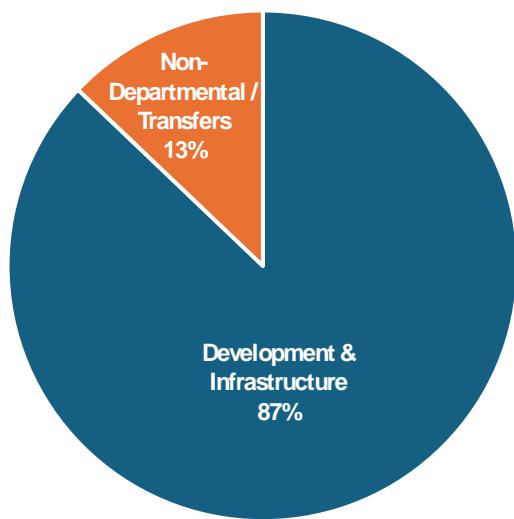


Revenues



REVENUES:	%	FY26
Environmental Fees	86	\$1,661,737
Permits and Fees	10	\$200,000
Miscellaneous Revenues	4	\$70,000
TOTAL REVENUES	100	\$1,931,737

Expenditures



EXPENDITURES	%	FY26
Development	87	\$1,682,868
Administration	-	-
Non-Departmental	13	\$248,869
TOTAL EXPENDITURES	100.0	\$1,931,737

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$522,570	\$680,866	\$988,636	\$1,090,851	\$1,188,714
Operating Expenditures	\$159,999	\$64,194	\$190,521	\$257,184	\$154,174
Capital Outlay	\$35,642	\$66,373	\$556,269	\$62,731	\$0
EXPENSE TOTALS	\$718,211	\$811,433	\$1,735,426	\$1,410,766	\$1,342,888

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

Budget Changes

- None

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Salaries & Benefits	\$2,771	\$138,973	\$250,423	\$298,812	\$328,380
Operating Expenditures	\$690	\$3,041	\$4,363	\$13,600	\$11,600
Capital Outlay	-	-	-	-	-
EXPENSE TOTALS	\$3,461	\$142,015	\$254,786	\$312,412	\$339,980

Budget Changes

- 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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Operating Expenditures	\$104,170	\$100,349	\$109,944	\$264,869	\$248,869
Transfers Out	\$587,100	\$481,176	-	-	-
EXPENSE TOTALS	\$691,270	\$581,525	\$109,944	\$264,869	\$248,869

Budget Changes

- None

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					
	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Other Financing Uses	\$539,522	-	-	\$4,000	-
EXPENSE TOTALS	\$539,522	-	-	\$4,000	-

Budget Changes

- None



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Special Revenue & Debt Service Funds



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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

	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Powell Bill Street Maintenance Fund Budget Summary					
Revenue	\$1,208,297.74	\$1,243,335.30	\$1,424,124.98	\$1,488,284.00	\$1,529,896.00
Expense	\$1,120,526.76	\$197,001.58	\$1,464,734.88	\$1,488,284.00	\$1,529,896.00
SAVINGS / (DEFICITS)	\$87,770.98	\$1,046,333.72	(\$40,609.90)	-	-

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)

	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
Emergency Telephone System (911) Fund Budget Summary					
Revenue	\$249,939.70	\$111,703.99	\$10,110.43	\$246,216.00	\$246,216.00
Expense	\$3,867.72	\$99,315.96	\$580,551.70	\$246,216.00	\$246,216.00
SAVINGS / (DEFICITS)	\$246,072	\$12,388	(\$570,441)	-	-

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

	FY22 Actual	FY23 Actual	FY24 Actual	FY25 Amended	FY26 Approved
General Fund Debt Service Budget Summary					
Revenue	\$8,688,889	\$9,620,297	\$11,209,998	\$10,147,122	\$17,713,816
Expense	\$15,821,683	\$7,292,736	\$9,537,045	\$10,147,122	\$17,713,816
SAVINGS / (DEFICITS)	(\$7,132,793)	\$2,327,561	\$1,672,953	-	-
Utility Fund Debt Service Budget Summary					
Revenue	\$4,091,709	\$6,961,826	\$4,063,495	\$4,618,802	\$4,977,892
Expense	\$12,332,109	\$4,202,127	\$3,963,544	\$4,618,802	\$4,977,892
SAVINGS / (DEFICITS)	(\$8,240,400)	\$2,759,699	\$99,950	-	-

Debt Service Funds - Principal and Interest

General Fund Debt Service Principal and Interest							
DEBT TYPE	FY26	FY27	FY28	FY29	FY30	Future Years	Totals
Principal	\$9,922,876	\$10,400,153	\$9,977,875	\$9,474,952	\$9,489,357	\$109,238,001	\$158,503,214
Interest	\$6,372,331	\$6,343,731	\$5,861,585	\$5,385,234	\$4,939,091	\$31,112,686	\$60,014,658
GEN. FUND TOTAL	\$16,295,207	\$16,743,884	\$15,839,460	\$14,860,186	\$14,428,448	\$140,350,687	\$218,517,872
Utility Fund Debt Service Principal and Interest							
DEBT TYPE	FY26	FY27	FY28	FY29	FY30	Future Years	Totals
Principal	\$3,584,450	\$5,745,186	\$5,887,177	\$5,916,481	\$4,111,811	\$81,476,870	\$106,721,975
Interest	\$4,466,392	\$4,336,329	\$4,148,650	\$3,955,063	\$3,765,071	\$43,323,622	\$63,995,127
UTILITY FUND TOTAL	\$8,050,842	\$10,081,515	\$10,035,827	\$9,871,544	\$7,876,882	\$124,800,492	\$170,717,102
TOTALS (ALL FUNDS)	\$13,234,664	\$12,519,876	\$12,843,288	\$12,024,847	\$11,341,985	\$75,784,288	\$137,748,948

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 "AAA" 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, 2025
General Obligation Bonds	\$136,495,229
Limited Obligation Bonds	\$77,515,475
Installment Purchase Agreement	\$3,738,614
Other Financing Arrangements	\$768,555
TOTAL GENERAL FUND DEBT PAYMENT	\$218,517,873
Utility Fund	As of June 30, 2025
General Obligation Bonds	\$126,015,785
Limited Obligation Bonds	\$6,744,905
Installment Purchase Agreements	\$30,258,925
Other Financing Arrangements	\$645,408
Revenue Bonds	\$7,052,079
TOTAL UTILITY FUND DEBT PAYMENT	\$170,717,102
TOTAL OUTSTANDING DEBT – ALL FUNDS	\$389,234,975

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 FY26 is forecasted at \$268,517,873. The projected statutory limit for bonded debt in FY26 is forecasted at \$1,117,610,000 providing a debt margin of approximately \$849,092,127.

Outstanding General Obligations Debt Authorizations

The Town has been authorized to issue \$100 million in Parks and Recreation improvements. To date the Town has issued \$50 million leaving an available authorization of \$50 million.

Budget Summary

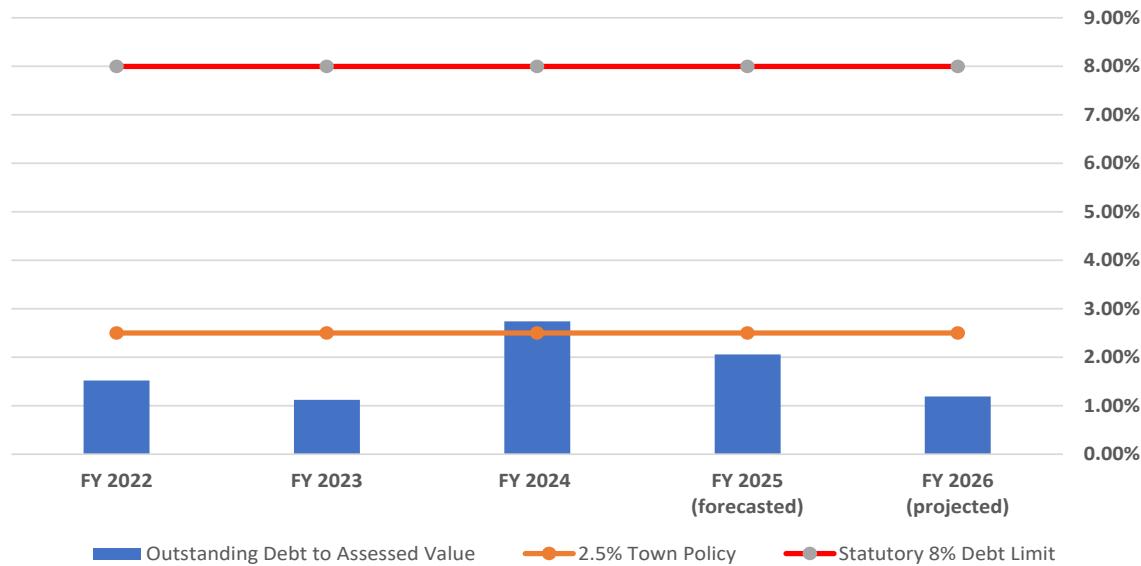
Debt Management



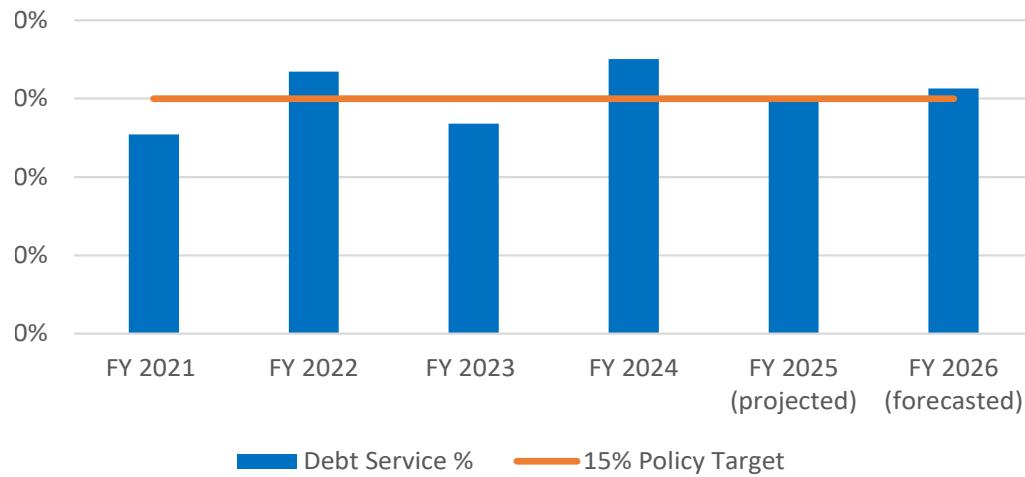
Town Policy

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

Net Debt to Total Assessed Value



Debt Service Expenditures as percent of Total Governmental Fund Expenditures



Outstanding General Obligations Debt Authorizations

The town has been authorized to issue \$40 million for transportation improvements and \$100 million for parks and recreation improvements. To date the Town has issued \$22 million leaving an available authorization of \$18 million for transportation and \$100 million for parks and recreation.

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) also referred to as “project development financing” 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.

Special Revenue and Debt Service Funds

General Debt Schedule Summary



General Fund Debt by Purpose as of 6/30/2025					
SERIES	Purpose	Type	Final Maturity	Original Par	Outstanding Par
2008A	Green Oaks Parkway	Installment Purchase Agreement	06/17/2026	\$6,366,000	\$353,667
2014	Law Enforcement Center, Athletic Complex, Transportation Improvements	Limited Obligation Bond	10/01/2032	\$17,105,000	\$8,080,000
2020A	Vehicles and Equipment	Installment Purchase Agreement	10/16/2025	\$550,000	\$113,630
2020C	Fire Truck	Installment Purchase Agreement	08/01/2030	\$1,200,000	\$738,918
2020D	Hunt Center Refunding 2009	Installment Purchase Agreement	10/22/2027	\$3,070,118	\$1,027,402
2021	Vehicles and Equipment	Installment Purchase Agreement	10/29/2025	\$695,182	\$87,956
2021	Town Hall, Land Purchase	Limited Obligation Bond	04/01/2041	\$18,270,000	\$17,195,000
2021	Transportation Improvements, Parks and Recreation Projects	General Obligation Bond	06/01/2041	\$30,000,000	\$24,000,000
2022	Vehicles and Equipment	Installment Purchase Agreement	06/25/2027	\$1,581,000	\$632,400
2022	Refunding 2012	General Obligation Bond	02/01/2037	\$7,381,542	\$5,769,918
2023	Fire Station 3, Replacement Fire Truck, PW/ Operation Center Complex Ph 1	Limited Obligation Bond	10/01/2043	\$12,565,000	\$12,565,000
2023 IF	Vehicles and Equipment	Installment Purchase Agreement	06/26/2027	\$460,000	\$239,037
2024	Vehicles and Equipment	Installment Purchase Agreement	10/22/2029	\$1,241,874	\$1,110,288
2024	Operations Center Complex	Limited Obligation Bond	10/01/2044	\$18,590,000	\$18,590,000
2025	Parks and Recreation / Transportation	General Obligation Bond	02/01/2045	\$68,000,000	\$68,000,000
Totals:				\$187,075,715	\$158,503,214



Special Revenue and Debt Service Funds

Utility Debt Schedule Summary

Utility Fund Debt by Purpose as of 6/30/2025					
Series	Purpose	Type	Final Maturity	Original Par	Outstanding Par
2010	Utley Creek Wastewater Treatment Plant	Other Debt Financing Arrangements	05/01/2030	\$17,500,000	\$4,375,000
2011	Water System	Other Debt Financing Arrangements	05/01/2030	\$33,534	\$8,338
2020	Water and Sewer Re-funding 2010	Revenue Bond	07/14/2028	\$5,242,436	\$2,700,687
2020A	Refunding 2008	Revenue Bond	08/12/2028	\$9,040,907	\$4,473,454
2020B	Avery Ferry Force Main	Installment Purchase Agreement	09/01/2035	\$3,045,650	\$2,170,608
2021	Vehicles and Equipment	Installment Purchase Agreement	10/29/2025	\$716,068	\$90,598
2022	Refunding 2012B, Re-funding 2006, Refunding 2012A	General Obligation Bond	02/01/2037	\$7,183,458	\$5,615,082
2023	PW/Operation Center Complex Ph 1	Limited Obligation Bond	10/01/2043	\$1,325,000	\$1,325,000
2024	Vehicles and Equipment	Installment Purchase Agreement	10/22/2029	\$568,438	\$508,207
2024	Sanford Water Capacity and Linework	Revenue Bond	11/01/2053	\$66,865,000	\$66,865,000
2024	Operations Center Complex	Limited Obligation Bond	10/01/2044	\$18,590,000	\$18,590,000
Utility Fund Total				\$130,110,490	\$106,721,975



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Community Investment Plan (CIP)



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Introduction

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

CIP Planning Process



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

Functions of the CIP

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

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

continued next page

Community Investment Plan (CIP)

Introduction



Fiscal Policy Excerpt – Capital Improvement Budget Policy

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

Prioritization System

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

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

The table is divided into three tiers:

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

Community Investment Plan (CIP)

Introduction

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

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

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

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

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

PAYGO

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

Community Investment Plan (CIP)

Projects by Strategic Priority Area



FY2025-2026 CIP Projects by Strategic Priority Area

Note - All projects listed below are only showing budgeted amounts for anticipated expenses occurring during the FY2025-26 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	FY26
Community Safety	\$4,320,000
Growth Management & Economic Vitality	\$144,246,182
Organizational Excellence	\$650,000
Vibrant Community	\$18,593,000
TOTAL	\$167,809,182

Community Safety	FY26
Fire Station 4 (Design)	\$1,550,000
Replacement Fire Apparatus (#245)	\$1,300,000
Public Safety Vehicle Replacements	\$1,227,000
Sidewalk, Pedestrian & Bike Safety Improvements	\$225,000
Neighborhood Traffic Safety/Calming	\$18,000
TOTAL	\$4,320,000

Community Investment Plan (CIP)

Projects by Strategic Priority Area

Growth Management & Economic Vitality	FY26
UCWRF Upgrade to 8 MGD (Millions of Gallons a Day)	\$98,483,200
Sanford Water Capacity Partnership	\$16,397,000
Harnett County Booster Station Upgrade	\$8,550,000
Holly Springs - Fuquay-Varina Water Line and Storage Facilities	\$5,866,982
Holly Springs Road Widening (Central)	\$4,500,000
Holly Springs Road Widening (West)	\$3,000,000
Avent Ferry Road Widening - Phase 2	\$3,000,000
Elevated Water Tank on New Hill Road	\$1,000,000
Utility System Vehicle Replacements	\$580,500
Utility System Maintenance and Repair	\$500,000
Middle Creek Manhole and Outfall Restoration	\$500,000
UCWRF and Pump Station Supervisory Control and Data Acquisition (SCADA) System Upgrades	\$500,000
Holly Springs Business Park Wastewater Pump Station Upgrade	\$300,000
New Hill Holleman Road / US-1 Bridge Replacement Partnership	\$250,000
Utility System Risk and Resiliency Implementation Plan	\$250,000
Wastewater Utility System Regionalization Study	\$250,000
ESRI Utility Network	\$193,500
Utility System - Strategic Asset Management Plan (SAMP)	\$100,000
Downtown Investment Grant Program (DIG)	\$25,000
TOTAL	\$144,246,182

Organizational Excellence	FY26
Enterprise Resource Planning (ERP) Software Replacement	\$500,000
Town Hall Renovations / Improvements	\$150,000
TOTAL	\$650,000

Vibrant Community	FY26
Eagles Landing Park	\$13,312,000
Sugg Farm Program Pavilion & Restroom	\$1,650,000
Priority Greenways	\$900,000
Basketball Courts at Womble Park	\$900,000
Public Works Equipment and Vehicle Replacements	\$685,000
Avent Ferry - Festival Street (Design)	\$500,000
General Government Facility Maintenance and Repair	\$400,000
Parks and Recreation Equipment and Vehicle Replacements	\$131,000
Playground Rehabilitation, Sunshades, and Amenities	\$115,000
TOTAL	\$18,593,000

Community Investment Plan (CIP)

5-Year CIP Funding Summary



GENERAL PROJECTS								
DESCRIPTION	PRIOR FYs	FY26	FY27	FY28	FY29	FY30	TOTALS	Future FYs
USES								
General Government	-	-	-	-	-	-	-	-
Public Safety	\$500,000	\$2,850,000	\$2,650,000	\$12,870,000	-	\$13,450,000	\$32,320,000	-
Parks and Recreation	\$97,380,000	\$16,762,000	\$850,000	\$6,025,000	\$5,000,000	-	\$126,017,000	-
Public Works	-	-	-	-	-	-	-	-
PAYGO	\$2,909,587	\$1,058,000	\$893,000	\$993,000	\$1,043,000	\$1,093,000	\$7,989,587	-
Streets / Transportation	\$15,826,750	\$11,250,000	\$3,900,000	\$10,500,000	\$44,385,000	-	\$85,861,750	-
Fleet Replacement	-	\$2,043,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,043,000	-
TOTAL USES:	\$116,616,337	\$33,963,000	\$10,293,000	\$32,388,000	\$52,428,000	\$16,543,000	\$262,231,337	-
SOURCES								
Operating Revenues	\$3,909,587	\$1,558,000	\$993,000	\$993,000	\$1,043,000	\$1,093,000	\$9,589,587	-
Future Financing Sources	-	\$4,893,000	\$4,650,000	\$18,145,000	\$7,000,000	\$15,450,000	\$50,138,000	-
General Obligation Bond Proceeds	\$103,773,957	\$15,910,000	\$750,000	\$2,750,000	-	-	\$123,183,957	-
Parks and Recreation Reserves	\$800,000	\$900,000	-	-	-	-	\$1,700,000	-
Streets Reserves	\$3,818,297	\$2,350,000	-	-	-	-	\$6,168,297	-
Intergovernmental / Grants	\$4,314,496	\$8,200,000	\$1,900,000	\$10,500,000	\$42,385,000	-	\$67,299,496	-
Powell Bill	-	-	\$2,000,000	-	\$2,000,000	-	\$4,000,000	-
Other Governmental Sources	-	\$152,000	-	-	-	-	\$152,000	-
TOTAL SOURCES:	\$116,616,337	\$33,963,000	\$10,293,000	\$32,388,000	\$52,428,000	\$16,543,000	\$262,231,337	-

Community Investment Plan (CIP)

5-Year CIP Funding Summary

UTILITY PROJECTS								
DESCRIPTION	PRIOR FYs	FY26	FY27	FY28	FY29	FY30	TOTALS	Future FYs
USES								
PAYGO	\$3,450,475	\$2,668,500	\$1,250,000	\$850,000	\$850,000	\$850,000	\$9,918,975	-
Water and Sewer	\$333,994,000	\$130,597,182	\$20,750,000	-	-	\$8,400,000	\$493,741,182	\$7,000,000
Utility Fleet Replacement	-	\$580,500	\$500,000	\$500,000	\$500,000	\$500,000	\$2,580,500	-
TOTAL USES:	\$337,444,475	\$133,846,182	\$22,500,000	\$1,350,000	\$1,350,000	\$9,750,000	\$506,240,657	\$7,000,000
SOURCES								
Operating Rev /Reserves	\$18,544,475	\$4,841,521	\$1,250,000	\$850,000	\$850,000	\$850,000	\$27,185,996	\$7,000,000
Financing Sources	\$285,000,000	\$121,982,735	\$21,250,000	\$500,000	\$500,000	\$8,900,000	\$438,132,735	-
Intergovernmental / Grants	\$33,900,000	\$7,021,926	-	-	-	-	\$40,921,926	-
TOTAL SOURCES:	\$337,444,475	\$133,846,182	\$22,500,000	\$1,350,000	\$1,350,000	\$9,750,000	\$506,240,657	\$7,000,000

STORMWATER PROJECTS								
DESCRIPTION	PRIOR FYs	FY26	FY27	FY28	FY29	FY30	TOTALS	Future FYs
USES								
Stormwater Projects	-	-	-	-	-	-	-	-
TOTAL USES:	-	-	-	-	-	-	-	-
SOURCES								
Transfers In / Reserves	-	-	-	-	-	-	-	-
TOTAL SOURCES:								

TOTAL CIP (ALL FUNDS)								
DESCRIPTION	PRIOR FYs	FY26	FY27	FY28	FY29	FY30	TOTALS	Future FYs
TOTAL USES:	\$454,060,812	\$167,809,182	\$32,793,000	\$33,738,000	\$53,778,000	\$26,293,000	\$768,471,994	\$7,000,000
TOTAL SOURCES:	\$454,060,812	\$167,809,182	\$32,793,000	\$33,738,000	\$53,778,000	\$26,293,000	\$768,471,994	\$7,000,000

Community Investment Plan (CIP)

Project Descriptions



FY2025-26 Community Investment Plan Projects (Current Year Expenses Only)

Note - All projects listed below are only showing budgeted amounts for anticipated expenses occurring during the current budget 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)

Utley Creek Water Reclamation Facility (UCWRF) Upgrade to 8 MGD (Millions of Gallons a Day) (\$98,483,200) – Upgrading the facility from a treatment capacity of 6 millions of gallons a day (MGD) of wastewater to 8 MGD.

Sanford Water Capacity Partnership (\$16,397,000) – 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.

Eagles Landing Park (\$13,312,000) – Construction funding for the new park and recreational amenities off Cass Holt Road as part of the 2023 voter-approved Park Bond.

Harnett County Booster Station Upgrade (\$8,550,000) – Upgrading the existing water supply line from Harnett County from a capacity of 5 MGD to 10 MGD.

Holly Springs-Fuquay Varina Water Line and Storage Facilities (\$5,866,982) – Holly Springs portion of the construction cost for the water conveyance line from the new water treatment plant in Sanford.

Holly Springs Road Widening (Central) (\$4,500,000) – Construction funding to widen Holly Springs Road to a 4-lane median section with sidewalk from Flint Point Lane to Main St. This project will use part of the 2018 Transportation Bond.

Holly Springs Road Widening (West) (\$3,000,000) – Funding for design to widen Holly Springs Road to a 4-lane median section with sidewalk from Main St. to NC-55 Bypass.

Avent Ferry Road Widening - Phase 2 (\$3,000,000) – Funding for design to widen Avent Ferry Road and provide intersection improvements from Cass Holt Road to NC-55 Bypass. This is a NCDOT funded project to be administered by Town staff.

Fire Station 4 (Design) (\$1,550,000) – Funding for design of Fire Station #4 to serve the Northeast portion of Holly Springs and the surrounding Wake County area.

Elevated Water Tank on New Hill Road (\$1,000,000) – providing a drinking water storage facility with a 1 MGD capacity to serve the west side of Holly Springs.

Holly Springs Business Park Wastewater Pump Station Upgraded (\$300,000) – Additional funding for upgrading the wastewater pump station serving the Holly Springs Business Park.

New Hill Holleman Road / US-1 Bridge Replacement Partnership (\$250,000) – Holly Springs portion of funding for a partnership with the Town of Apex to construct a bridge replacement at New Hill Holleman Road / US-1.

LEVEL-B (Moderate Consideration for Funding)

Sugg Farm Program Pavilion & Restroom (\$1,650,000) – Construct a shelter / event pavilion and restroom facilities at Sugg Farm as part of the 2023 voter-approved Park Bond.

Priority Greenways (\$900,000) – Construction of the priority greenway segment connecting the Oak Hall neighborhood to Ting Park (this project previously funded the Jones Park to Holly Springs Road connector greenway segment).

Basketball Courts at Womble Park (\$900,000) – Construct outdoor basketball courts at Womble Park as part of the 2023 voter-approved Park Bond.

Avent Ferry - Festival Street (Design) (\$500,000) – Funding for design to convert a portion of Avent Ferry Road in the downtown area to a pedestrian friendly Festival Street.

LEVEL-C (Lower Consideration for Funding)

No proposed FY2025-26 Level - C projects.

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

- General Government Facility Maintenance and Repair (\$400,000)
- Enterprise Resource Planning (ERP) Software Replacement (Cost-share with Utility Fund) (\$250,000)
- Sidewalk, Pedestrian, and Bike Safety Improvements (\$225,000)
- Playground Rehabilitation, Sunshades, and Amenities (\$115,000)
- Town Hall Renovations / Space Enhancements (Cost-share with Utility Fund) (\$25,000)
- Downtown Investment Grant Program (\$25,000)
- Neighborhood Traffic Safety/Calming (\$18,000)

Utility Fund PAYGO

- Utility System Maintenance and Repair (\$500,000)
- Middle Creek Manhole and Outfall Restoration (\$500,000)
- UCWRF and Pump Station Supervisory Control and Data Acquisition (SCADA) System Upgrades (\$500,000)
- Enterprise Resource Planning (ERP) Software Replacement (Cost-share with General Fund) (\$250,000)
- Utility System Risk and Resiliency Implementation Plan (\$250,000)
- Wastewater Utility System Regionalization Study (\$250,000)
- ESRI Utility Network (\$193,500)
- Town Hall Renovations / Space Enhancements (Cost-share with General Fund) (\$125,000)
- Utility System - Strategic Asset Management Plan (SAMP) (\$100,000)

Fleet Replacement

- Replacement Fire Apparatus (#245) (\$1,300,000)
- Public Safety Vehicle Replacements (\$1,227,000)
- Public Works Equipment and Vehicle Replacements (\$685,000)
- Utility System Vehicle Replacements (\$580,500)
- Parks and Recreation Equipment and Vehicle Replacements (\$131,000)

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.

Operations Campus (\$48,547,480) - Construction is underway for a new public services Operations Campus. The initial phase of construction will include a 42,200 sqft Administration Building and a 26,000 sqft Operations Building with anticipated completion in 2026.

Holly Springs Road Widening - East (\$35,349,413) - 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.

NC 55 Bypass Right Turn Lane (\$3,000,000) - Construction is underway to add 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.

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.

Main Street Right Turn Lane (\$2,115,000) - Construction is underway to add a northbound right turn lane on Main Street at Holly Springs Road. This project will use part of the 2018 Transportation Bond.

Avent Ferry Road Sidewalk (\$642,964) - Construction is underway to add a sidewalk connection along Avent Ferry Road to provide connectivity from GB Alford Hwy to downtown Holly Springs.

Community Investment Plan (CIP)

Funding Level Summary FY2025-2026

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	FY2025-2026 Capital Cost
LEVEL A			
Water and Wastewater	UCWRF Upgrade to 8 MGD (Millions of Gallons a Day)	H-1	\$98,483,200
Water and Wastewater	Sanford Water Capacity Partnership	H-1	\$16,397,000
Parks and Recreation	Eagles Landing Park	H-1	\$13,312,000
Water and Wastewater	Harnett County Booster Station Upgrade	H-1	\$8,550,000
Water and Wastewater	Holly Springs - Fuquay-Varina Water Line and Storage Facilities	H-1	\$5,866,982
Public Safety	Fire Station 4 (Design)	H-1	\$1,550,000
Water and Wastewater	Elevated Water Tank on New Hill Road	H-1	\$1,000,000
Streets	Holly Springs Road Widening (Central)	H-2	\$4,500,000
Streets	Holly Springs Road Widening (West)	H-2	\$3,000,000
Streets	Avent Ferry Road Widening - Phase 2	H-2	\$3,000,000
Water and Wastewater	Holly Springs Business Park Wastewater Pump Station Upgrade	H-2	\$300,000
Streets	New Hill Holleman Road / US-1 Bridge Replacement Partnership	H-2	\$250,000
LEVEL B			
Parks and Recreation	Sugg Farm Program Pavilion & Restroom	H-3	\$1,650,000
Parks and Recreation	Basketball Courts at Womble Park	H-3	\$900,000
Streets	Avent Ferry - Festival Street (Design)	H-4	\$500,000
Parks and Recreation	Priority Greenways	H-4	\$900,000
LEVEL C			
n/a	n/a	n/a	n/a

Community Investment Plan (CIP)

Funding Level Summary FY2025-2026



Functional Area	Project Name	Priority Type	FY2025-2026 Capital Cost
Fleet Replacement			
Fleet Replacement	Replacement Fire Apparatus (#245)	Fleet Replacement	\$1,300,000
Fleet Replacement	Public Safety Vehicle Replacements	Fleet Replacement	\$1,227,000
Fleet Replacement	Public Works Equipment and Vehicle Replacements	Fleet Replacement	\$685,000
Fleet Replacement	Utility System Vehicle Replacements	Fleet Replacement	\$580,500
Fleet Replacement	Parks and Recreation Equipment and Vehicle Replacements	Fleet Replacement	\$131,000
General PAYGO			
General	General Government Facility Maintenance and Repair	PAYGO	\$400,000
General	Enterprise Resource Planning (ERP) Software Replacement (Cost-share with Utility Fund)	PAYGO	\$250,000
General	Sidewalk, Pedestrian & Bike Safety Improvements	PAYGO	\$225,000
General	Playground Rehabilitation, Sunshades, and Amenities	PAYGO	\$115,000
General	Town Hall Renovations / Space Enhancements (Cost-share with Utility Fund)	PAYGO	\$25,000
General	Downtown Investment Grant Program (DIG)	PAYGO	\$25,000
General	Neighborhood Traffic Safety/Calming	PAYGO	\$18,000
Utility PAYGO			
Utility	Utility System Maintenance and Repair	Utility PAYGO	\$500,000
Utility	Middle Creek Manhole and Outfall Restoration	Utility PAYGO	\$500,000
Utility	UCWRF and Pump Station Supervisory Control and Data Acquisition (SCADA) System Upgrades	Utility PAYGO	\$500,000
Utility	Enterprise Resource Planning (ERP) Software Replacement (Cost-share with General Fund)	Utility PAYGO	\$250,000
Utility	Utility System Risk and Resiliency Implementation Plan	Utility PAYGO	\$250,000
Utility	Wastewater Utility System Regionalization Study	Utility PAYGO	\$250,000
Utility	ESRI Utility Network	Utility PAYGO	\$193,500
Utility	Town Hall Renovations / Space Enhancements (Cost-share with General Fund)	Utility PAYGO	\$125,000
Utility	Utility System - Strategic Asset Management Plan (SAMP)	Utility PAYGO	\$100,000
TOTAL			\$167,809,182



Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
Eagles Landing Park	\$96,730,000	\$13,312,000	-	-	-	-	-	\$110,042,000
Sugg Farm Program Pavilion & Restroom	-	\$1,650,000	-	-	-	-	-	\$1,650,000
Priority Greenways	\$650,000	\$900,000	-	-	-	-	-	\$1,550,000
Basketball Courts at Womble Park	-	\$900,000	-	-	-	-	-	\$900,000
Future Carolina Springs Master Park Plan & Design	-	-	\$100,000	-	-	-	-	\$100,000
Greenway Connections (Bond Funded)	-	-	\$750,000	\$6,025,000	\$5,000,000	-	-	\$11,775,000
TOTALS	\$97,380,000	\$16,762,000	\$850,000	\$6,025,000	\$5,000,000	-	-	\$126,017,000

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030											
Section 1	Project Title	Eagles Landing Park		Type	Parks						
Requesting Department	Parks and Recreation		Priority	High							
Project Managing Department	Utilities and Infrastructure		Category	4. Exp of New Program							
Section 2	Description of Capital Project		Section 3	Maps / Charts / Tables / Pictures / Notes							
<p>The Town purchased 56 acres of land on Cass Holt Road to develop a park west of Route 55. In FY21, the Town retained a consultant to develop a master plan to develop the park based on community need and input. In FY25, the Town approved to move the project from concept, to design, to construction documents. The project includes site improvements including utilities and road improvements and the development of a new park with artificial turf fields, basketball courts, all wheels skatepark, pickleball courts, splashpad, playground and other amenities. In addition, a 100,000 sq ft recreation center will be constructed to include a 4 court gymnasium, fitness center, group exercise rooms, esports/tech lounge, meeting rooms, indoor playground, party room, cafe and offices.</p>				 							
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan										
<p>The request aligns with the strategic area of Vibrant Community. The 2021 Parks, Recreation and Greenways Master Plan recommended upgrades for this area.</p>											
Section 5	Method(s) of Financing										
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
GO Bond	94,280,000	11,360,000						105,640,000			
Reserve Funds	150,000	1,500,000						1,650,000			
Grants	2,300,000							2,300,000			
Other		452,000						452,000			
Total Source(s)	96,730,000	13,312,000	0	0	0	0	0	110,042,000			
Section 6	Capital Project Costs										
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Prelim Design / Plans	8,503,321							8,503,321			
Engineering Services								0			
Land / ROW	3,813,925							3,813,925			
Site Preperation								0			
Construction	84,412,754	11,012,000						95,424,754			
Heavy Equipment								0			
Furniture and Fixtures		2,300,000						2,300,000			
Other (specify)								0			
Section 7	New or Additional Impact on Annual Operating Budget										
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Number of New FTEs			1	3	4						
Salaries / Benefits		60,000	270,000	360,000				690,000			
Prof & Tech Service			75,000	150,000				225,000			
Supplies / Equipment		85,000	125,000					210,000			
Maintenance		25,000	50,000					75,000			
Utilities								0			
Operating Cost	0	0	60,000	455,000	685,000	0	0	1,200,000			
Capital Cost	96,730,000	13,312,000	0	0	0	0	0	110,042,000			
Total Uses	96,730,000	13,312,000	60,000	455,000	685,000	0	0	111,242,000			

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030												
Section 1	Project Title	Sugg Farm Program Pavilion & Restroom			Type	Parks						
Requesting Department	Parks and Recreation			Priority	High							
Project Managing Department				Category	3. Exp of Existing Program							
Section 2	Description of Capital Project				Section 3	Maps / Charts / Tables / Pictures / Notes						
Construct a large shelter with restroom facility and program storage to serve summer camps, archery programs, community garden and other town-hosted programs and events. The shelter would also be available for public rental for picnics and small events. The project includes development requirements such as accessible parking and walkways, landscaping, electric and water connections, grills and picnic tables.						Concept Image of new shelter/restroom						
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan											
The request aligns with the strategic area of Vibrant Community. This project was identified as a community need as part of the 2023 Parks Bond funding. The 2011 Master Plan for Sugg Farm includes a shelter to serve the outdoor program needs. The location is in alignment with the Triangle Land Conservancy (TLC) easement agreement for the property.												
Section 5	Method(s) of Financing											
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
GO Bond		1,650,000						1,650,000				
								0				
								0				
								0				
Total Source(s)	0	1,650,000	0	0	0	0	0	1,650,000				
Section 6	Capital Project Costs											
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Prelim Design / Plans								0				
Engineering Services		100,000						100,000				
Land / ROW								0				
Site Preparation		450,000						450,000				
Construction		1,000,000						1,000,000				
Heavy Equipment								0				
Furniture and Fixtures		100,000						100,000				
Other (specify)								0				
Section 7	New or Additional Impact on Annual Operating Budget											
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Number of New FTEs												
Salaries / Benefits								0				
Prof & Tech Service								0				
Supplies / Equipment			1,200	1,200	1,200	1,200	1,200	6,000				
Maintenance			500	500	500	500	500	2,500				
Utilities								0				
Operating Cost	0	0	1,700	1,700	1,700	1,700	1,700	8,500				
Capital Cost	0	1,650,000	0	0	0	0	0	1,650,000				
Total Uses	0	1,650,000	1,700	1,700	1,700	1,700	1,700	1,658,500				

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030															
Section 1	Project Title	Priority Greenways			Type	Parks									
Requesting Department	Parks and Recreation			Priority	High										
Project Managing Department				Category	3. Exp of Existing Program										
Section 2	Description of Capital Project				Section 3	Maps / Charts / Tables / Pictures / Notes									
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. The top priorities include the Jones Park connector (completed) and Ting Park to Oak Hall (in design).															
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; 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 Vibrant Community to provide places that people use and enjoy.															
Section 5	Method(s) of Financing														
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Reserve Funds	650,000	900,000						1,550,000							
								0							
								0							
								0							
Total Source(s)	650,000	900,000	0	0	0	0	0	1,550,000							
Section 6	Capital Project Costs														
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Prelim Design / Plans								0							
Engineering Services								0							
Land / ROW								0							
Site Preperation								0							
Construction	650,000	900,000						1,550,000							
Heavy Equipment								0							
Furniture and Fixtures								0							
Other (specify)								0							
Section 7	New or Additional Impact on Annual Operating Budget														
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Number of New FTEs															
Salaries / Benefits								0							
Prof & Tech Service								0							
Supplies / Equipment								0							
Maintenance		1,000	1,000	1,000	1,000	1,000	1,000	6,000							
Utilities								0							
Operating Cost	0	1,000	1,000	1,000	1,000	1,000	1,000	6,000							
Capital Cost	650,000	900,000	0	0	0	0	0	1,550,000							
Total Uses	650,000	901,000	1,000	1,000	1,000	1,000	1,000	1,556,000							

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030															
Section 1	Project Title	Basketball Courts at Womble Park			Type	Parks									
Requesting Department	Parks and Recreation			Priority	High										
Project Managing Department				Category	3. Exp of Existing Program										
Section 2	Description of Capital Project				Section 3	Maps / Charts / Tables / Pictures / Notes									
Construction a regulation, asphalt basketball court on the east side of Womble Park. Amenities include goals, fences, benches, court painting, Musco sports lighting, ADA parking, and ADA compliant walkways to the parking area.															
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan														
The request aligns with the strategic area of Vibrant Community. This project was identified as a community need as part of the 2023 Parks Bond funding. The lack of outdoor basketball courts was noted in the 2021 Parks and Recreation Master Plan. A recommendation was made to add several courts to the park system over the next 10 years.															
Section 5	Method(s) of Financing														
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
GO Bond		900,000						900,000							
								0							
								0							
								0							
Total Source(s)	0	900,000	0	0	0	0	0	900,000							
Section 6	Capital Project Costs														
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Prelim Design / Plans		50,000						50,000							
Engineering Services								0							
Land / ROW								0							
Site Preperation		150,000						150,000							
Construction		500,000						500,000							
Heavy Equipment								0							
Furniture and Fixtures		200,000						200,000							
Other (specify)								0							
Section 7	New or Additional Impact on Annual Operating Budget														
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Number of New FTEs															
Salaries / Benefits								0							
Prof & Tech Service								0							
Supplies / Equipment								0							
Maintenance				1,000	1,000	1,000	1,000	4,000							
Utilities				500	500	500	500	2,000							
Operating Cost	0	0	0	1,500	1,500	1,500	1,500	6,000							
Capital Cost	0	900,000	0	0	0	0	0	900,000							
Total Uses	0	900,000	0	1,500	1,500	1,500	1,500	906,000							

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030											
Section 1	Project Title	Future Carolina Springs Master Park Plan & Design		Type	Parks						
Requesting Department	Parks and Recreation		Priority	High							
Project Managing Department	Utilities and Infrastructure		Category	4. Exp of New Program							
Section 2	Description of Capital Project						Section 3				
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 and develop design documents.				Maps / Charts / Tables / Pictures / Notes							
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative: 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.											
Section 5	Method(s) of Financing										
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Reserve Funds			100,000					100,000			
								0			
								0			
								0			
Total Source(s)	0	0	100,000	0	0	0	0	100,000			
Section 6	Capital Project Costs										
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Prelim Design / Plans			100,000					100,000			
Engineering Services								0			
Land / ROW								0			
Site Preparation								0			
Construction								0			
Heavy Equipment								0			
Furniture and Fixtures								0			
Other (specify)								0			
Section 7	New or Additional Impact on Annual Operating Budget										
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Number of New FTEs											
Salaries / Benefits								0			
Prof & Tech Service								0			
Supplies / Equipment								0			
Maintenance								0			
Utilities								0			
Operating Cost	0	0	0	0	0	0	0	0			
Capital Cost	0	0	100,000	0	0	0	0	100,000			
Total Uses	0	0	100,000	0	0	0	0	100,000			

Community Investment Plan (CIP)

Parks and Recreation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030																
Section 1	Project Title	Greenway Connections (Bond Funded)			Type	Parks										
Requesting Department	Parks and Recreation			Priority	High											
Project Managing Department				Category	3. Exp of Existing Program											
Section 2	Description of Capital Project							Section 3								
Design and construction of two priority greenway sections. The Camp Branch greenway is in NE section of Town connecting the neighborhoods of Sunset Oaks and Creekside to the planned Cary Optimist Farm Greenway and to the Middle Creek park/school. This project would seek grant funding for construction in FY27-28. The other greenway connection will connect the stub at Ting Park along the existing ped tunnel under NC-55 to connect to Bennett Knoll and ultimately the Forest Springs neighborhood and retail shopping area.				Maps / Charts / Tables / Pictures / Notes												
																
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan															
The request aligns with the strategic area of Engaged, Healthy & Active Community. This project was identified as a community need as part of the 2023 Parks Bond funding. The 2021 Master Plan and Community Survey indicated that greenway connections are a top priority for Holly Springs residents. The two connections proposed are the next priorities as identified in the Council approved greenway priority ranking process and are listed on the Town's Greenway Master Plan.																
Section 5	Method(s) of Financing															
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total								
GO Bond			750,000	2,750,000				3,500,000								
Other				3,275,000	5,000,000			8,275,000								
								0								
								0								
Total Source(s)	0	0	750,000	6,025,000	5,000,000	0	0	11,775,000								
Section 6	Capital Project Costs															
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total								
Prelim Design / Plans			750,000					750,000								
Engineering Services								0								
Land / ROW				1,500,000				1,500,000								
Site Preparation								0								
Construction				4,525,000	5,000,000			9,525,000								
Heavy Equipment								0								
Furniture and Fixtures								0								
Other (specify)								0								
Section 7	New or Additional Impact on Annual Operating Budget															
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total								
Number of New FTEs																
Salaries / Benefits								0								
Prof & Tech Service								0								
Supplies / Equipment								0								
Maintenance					1,000	1,000	1,000	3,000								
Utilities								0								
Operating Cost	0	0	0	0	1,000	1,000	1,000	3,000								
Capital Cost	0	0	750,000	6,025,000	5,000,000	0	0	11,775,000								
Total Uses	0	0	750,000	6,025,000	5,001,000	1,000	1,000	11,778,000								

Community Investment Plan (CIP)

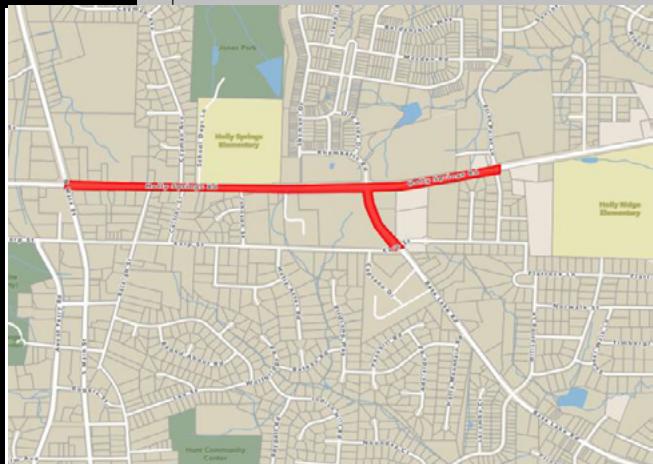
Streets / Transportation Summary - By Project



PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
Holly Springs Road Widening (Central)	\$15,826,750	\$4,500,000	-	-	-	-	-	\$20,326,750
Holly Springs Road Widening (West)	-	\$3,000,000	-	\$6,000,000	\$24,000,000	-	-	\$33,000,000
Avent Ferry Road Widening - Phase 2	-	\$3,000,000	\$1,900,000	-	\$18,385,000	-	-	\$23,285,000
Avent Ferry - Festival Street (Design)	-	\$500,000	-	\$4,500,000	-	-	-	\$5,000,000
New Hill Holloman Road / US-1 Bridge Replacement	-	\$250,000	-	-	-	-	-	\$250,000
Street Resurfacing (Powell Bill)	-	-	\$2,000,000	-	\$2,000,000	-	-	\$4,000,000
TOTALS	\$15,826,750	\$11,250,000	\$3,900,000	\$10,500,000	\$44,385,000	\$0	\$0	\$85,861,750

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030								
Section 1	Project Title	Holly Springs Road Widening (Central)	Type	Streets				
Requesting Department	Utilities and Infrastructure	Priority	High					
Project Managing Department	Utilities and Infrastructure	Category	3. Exp of Existing Program					
Section 2	Description of Capital Project						Section 3	
	<p>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 widening project construction underway on the east side of town. Currently finalizing construction bid package with NCDOT and beginning ROW acquisition.</p>						Maps / Charts / Tables / Pictures / Notes	
								
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan							
	<p>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 NC-55 to Sunset Lake Road. This project was split in three phases with the East section going under construction first, followed by Central, and the later West. This project supports the Growth Management & Economic Vitality to promote smart regional transportation infrastructure investments.</p>							
Section 5	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
GO Bond	9,493,957	1,700,000						11,193,957
Reserve Funds	3,818,297							3,818,297
Grants	2,014,496	2,800,000						4,814,496
Operating Funds	500,000							500,000
Total Source(s)	15,826,750	4,500,000	0	0	0	0	0	20,326,750
Section 6	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Prelim Design / Plans	726,750							726,750
Engineering Services	373,250							373,250
Land / ROW	4,000,000							4,000,000
Site Preperation								0
Construction	10,726,750	4,500,000						15,226,750
Heavy Equipment								0
Furniture and Fixtures								0
Other (specify)								0
Section 7	New or Additional Impact on Annual Operating Budget							
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Supplies / Equipment								0
Maintenance			1,000	1,000	1,000	1,000	1,000	5,000
Utilities								0
Operating Cost	0	0	1,000	1,000	1,000	1,000	1,000	5,000
Capital Cost	15,826,750	4,500,000	0	0	0	0	0	20,326,750
Total Uses	15,826,750	4,500,000	1,000	1,000	1,000	1,000	1,000	20,331,750

Community Investment Plan (CIP)

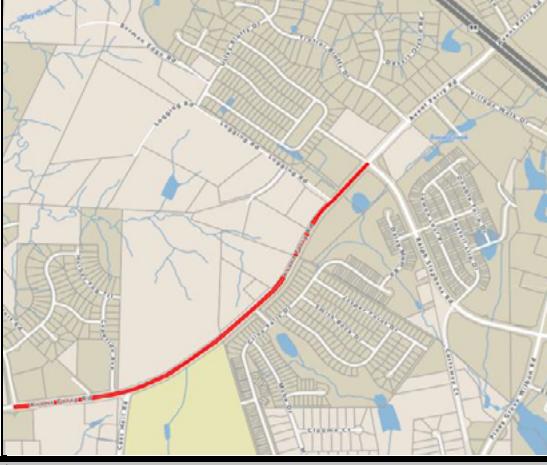
Streets / Transportation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030																			
Section 1		Project Title		Holly Springs Road Widening (West)		Type	Streets												
Requesting Department		Utilities and Infrastructure				Priority	High												
Project Managing Department		Utilities and Infrastructure				Category	3. Exp of Existing Program												
Section 2 Description of Capital Project		Section 3 Maps / Charts / Tables / Pictures / Notes																	
<p>The "west" phase of the Holly Springs Road Widening project is to provide a 4-lane median divided road from NC-55 to Main Street, which connects to the Holly Springs Road widening project "central" phase. A locally administered projects program (LAPP) grant application has been submitted for project design/engineering.</p>																			
Section 4 Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan																			
<p>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 NC-55 to Sunset Lake Road. This project was split in three phases with the East section going under construction first, followed by Central, and the later West. This project supports the Growth Management & Economic Vitality to promote smart regional transportation infrastructure investments.</p>																			
Section 5 Method(s) of Financing																			
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total											
Reserve Funds		600,000						600,000											
Other				6,000,000	24,000,000			30,000,000											
Grants		2,400,000						2,400,000											
GO Bond								0											
Total Source(s)	0	3,000,000	0	6,000,000	24,000,000	0	0	33,000,000											
Section 6 Capital Project Costs																			
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total											
Prelim Design / Plans								0											
Engineering Services		3,000,000						3,000,000											
Land / ROW				6,000,000				6,000,000											
Site Preparation								0											
Construction					24,000,000			24,000,000											
Heavy Equipment								0											
Furniture and Fixtures								0											
Other (specify)								0											
Section 7 New or Additional Impact on Annual Operating Budget																			
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total											
Number of New FTEs																			
Salaries / Benefits								0											
Prof & Tech Service								0											
Supplies / Equipment								0											
Maintenance						1,000		1,000											
Utilities								0											
Operating Cost	0	0	0	0	0	1,000	0	1,000											
Capital Cost	0	3,000,000	0	6,000,000	24,000,000	0	0	33,000,000											
Total Uses	0	3,000,000	0	6,000,000	24,000,000	1,000	0	33,001,000											

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030													
Section 1		Project Title		Type		Streets							
Requesting Department		Utilities and Infrastructure		Priority		High							
Project Managing Department		Utilities and Infrastructure		Category		3. Exp of Existing Program							
Section 2		Description of Capital Project		Section 3		Maps / Charts / Tables / Pictures / Notes							
Improve Avent Ferry Road to 4-lane median divided with sidewalks and traffic safety improvements from Ralph Stephens Road to Holly Meadow Drive. Based on May 2024 NCDOT Schedule and Construction & ROW cost estimate.													
Section 4 Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan													
Completion of this project will meet 2 of the 4 Strategic Plan Areas - Growth Management & Economic Vitality and Community Safety. This road section is also shown as part on the Town's Comprehensive Transportation Plan.													
Section 5 Method(s) of Financing													
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Reserve Funds		3,000,000		6,000,000	24,000,000			33,000,000					
								0					
								0					
								0					
Total Source(s)	0	3,000,000	0	6,000,000	24,000,000	0	0	33,000,000					
Section 6 Capital Project Costs													
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Prelim Design / Plans		3,000,000						3,000,000					
Engineering Services								0					
Land / ROW				3,000,000				3,000,000					
Site Preperation								0					
Construction				3,000,000	24,000,000			27,000,000					
Heavy Equipment								0					
Furniture and Fixtures								0					
Other (specify)								0					
Section 7 New or Additional Impact on Annual Operating Budget													
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Number of New FTEs													
Salaries / Benefits								0					
Prof & Tech Service								0					
Supplies / Equipment								0					
Maintenance								0					
Utilities								0					
Operating Cost	0	0	0	0	0	0	0	0					
Capital Cost	0	3,000,000	0	6,000,000	24,000,000	0	0	33,000,000					
Total Uses	0	3,000,000	0	6,000,000	24,000,000	0	0	33,000,000					

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030												
Section 1	Project Title	Avent Ferry Festival Street (Design)			Type	Streets						
Requesting Department	Development Services			Priority	Medium							
Project Managing Department	Utilities and Infrastructure			Category	4. Exp of New Program							
Section 2	Description of Capital Project				Section 3	Maps / Charts / Tables / Pictures / Notes						
<p>This item involves the retention of a consultant to create schematic designs to convert the block of Avent Ferry Road between Center Street and Ballentine Street into a festival street. A festival street is designed to prioritize the pedestrian experience and provide a location for events and festivals throughout the year. It would generally be open to traffic with a reduced street width, but could be closed to auto traffic during events. Elements of a festival street include a curbless street section, enhanced paving materials, a large tree canopy, overhead string lights, gathering spaces and seating, and public art.</p>												
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan											
<p>The 2023 Downtown Area Plan outlines to develop schematic design drawings for the festival street. This project supports the Strategic Priority Areas of Community Safety and Growth Management & Economic Vitality.</p>												
Section 5	Method(s) of Financing											
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Operating Funds		500,000		4,500,000				5,000,000				
								0				
								0				
								0				
Total Source(s)	0	500,000	0	4,500,000	0	0	0	5,000,000				
Section 6	Capital Project Costs											
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Prelim Design / Plans		500,000						500,000				
Engineering Services								0				
Land / ROW								0				
Site Preperation								0				
Construction				4,500,000				4,500,000				
Heavy Equipment								0				
Furniture and Fixtures								0				
Other (specify)								0				
Section 7	New or Additional Impact on Annual Operating Budget											
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Number of New FTEs												
Salaries / Benefits								0				
Prof & Tech Service								0				
Supplies / Equipment								0				
Maintenance					1,000	1,000	1,000	3,000				
Utilities								0				
Operating Cost	0	0	0	0	1,000	1,000	1,000	3,000				
Capital Cost	0	500,000	0	4,500,000	0	0	0	5,000,000				
Total Uses	0	500,000	0	4,500,000	1,000	1,000	1,000	5,003,000				

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030																	
Section 1			Project Title		Type	Streets											
Requesting Department			Development Services		Priority	High											
Project Managing Department			Utilities and Infrastructure		Category	2. Maintenance/Replace											
Section 2 Description of Capital Project			Section 3 Maps / Charts / Tables / Pictures / Notes														
<p>The Friendship Mixed-Use/CAMP Helix Project Traffic Study identified necessary improvements to the interchange at New Hill Holleman Road and US 1 and at New Hill Holleman Road and Friendship Road. NCDOT is designing a new bridge as part of the work on the interchange to accommodate the required turn lanes. The design by NCDOT includes the improvements for Amgen but not the future needs of the roadway and the Town's adopted Comprehensive Transportation Plan. NCDOT has estimated that the design to accommodate the Comprehensive Transportation Plan will require approx. \$1,250,000 in municipal betterment cost. The Town will split the betterment cost of \$1,250,000 with Apex contributing \$1,000,000 and Holly Springs contributing \$250,000.</p>																	
Section 4 Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan																	
<p>Strategic Plan: Growth Management & Economic Vitality - 1. Enhance, attract, and engage diverse economic development opportunities; 4. Support land use planning, policies, and partnerships that provide for sustainable and economic growth while balancing small town characteristics; 5. Partner with neighbors to promote smart regional transportation infrastructure investments.</p>																	
Section 5 Method(s) of Financing																	
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total									
Operating Funds		250,000						250,000									
								0									
								0									
								0									
Total Source(s)	0	250,000	0	0	0	0	0	250,000									
Section 6 Capital Project Costs																	
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total									
Prelim Design / Plans								0									
Engineering Services								0									
Land / ROW								0									
Site Preparation								0									
Construction		250,000						250,000									
Heavy Equipment								0									
Furniture and Fixtures								0									
Other (specify)								0									
Section 7 New or Additional Impact on Annual Operating Budget																	
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total									
Number of New FTEs																	
Salaries / Benefits								0									
Prof & Tech Service								0									
Supplies / Equipment								0									
Maintenance								0									
Utilities								0									
Operating Cost	0	0	0	0	0	0	0	0									
Capital Cost	0	250,000	0	0	0	0	0	250,000									
Total Uses	0	250,000	0	0	0	0	0	250,000									

Community Investment Plan (CIP)

Streets / Transportation Summary - By Project



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030								
Section 1	Project Title	Street Resurfacing (Powell Bill)		Type	Streets			
Requesting Department	Utilities and Infrastructure		Priority	Medium				
Project Managing Department	Utilities and Infrastructure		Category	2. Maintenance/Replace				
Section 2	Description of Capital Project		Section 3	Maps / Charts / Tables / Pictures / Notes				
Resurfacing and repair of town maintained roads.								
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; 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.								
Section 5	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Powell Bill		2,000,000		2,000,000				4,000,000
								0
								0
								0
Total Source(s)	0	2,000,000	0	2,000,000	0	0	0	4,000,000
Section 6	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Prelim Design / Plans								0
Engineering Services								0
Land / ROW								0
Site Preparation								0
Construction		2,000,000		2,000,000				4,000,000
Heavy Equipment								0
Furniture and Fixtures								0
Other (specify)								0
Section 7	New or Additional Impact on Annual Operating Budget							
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Supplies / Equipment								0
Maintenance								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	0	2,000,000	0	2,000,000	0	0	0	4,000,000
Total Uses	0	2,000,000	0	2,000,000	0	0	0	4,000,000



Community Investment Plan (CIP)

Public Safety Summary - By Projects

PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
Fire Station 4	\$500,000	\$1,550,000	-	\$10,400,000	-	-	-	\$12,450,000
Replacement Fire Apparatus (#245)	-	\$1,300,000	-	-	-	-	-	\$1,300,000
Replacement Fire Heavy Rescue (#1043)	-	-	\$2,000,000	-	-	-	-	\$2,000,000
Fire Station 5 and New Fire Apparatus	-	-	\$650,000	\$2,470,000	-	\$13,450,000	-	\$16,570,000
TOTALS	\$500,000	\$2,850,000	\$2,650,000	\$12,870,000	\$0	\$13,450,000	\$0	\$32,320,000

Community Investment Plan (CIP)

Public Safety Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030														
Section 1	Project Title	Fire Station 4		Type	Development / Planning									
Requesting Department	Fire and Rescue		Priority	High										
Project Managing Department	Utilities and Infrastructure		Category	4. Exp of New Program										
Section 2	Description of Capital Project													
<p>The capital project for the new fire station (4) involves designing, constructing, and commissioning a modern facility to meet the community's emergency service needs. The project includes site acquisition and preparation, architectural and engineering design, and fire station construction, incorporating specialized spaces such as apparatus bays, living quarters, training areas, and administrative offices. It also involves equipping the station with essential infrastructure, such as advanced communication systems, energy-efficient utilities, and safety features. This project aims to enhance operational efficiency, improve emergency response times, and support the growing needs of the community and its fire service personnel. (est 9,000 SF)</p>				Section 3	Maps / Charts / Tables / Pictures / Notes									
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan													
<p>Community Safety Initiative 2. Plan for adequate infrastructure that promotes a safe community Initiative 2.1: Assess fire station coverage needs and potential locations for future Fire Stations 4 and 5</p>														
Section 5	Method(s) of Financing													
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total						
Operating Funds	500,000	100,000						600,000						
LOB Bond		1,450,000		10,400,000				11,850,000						
								0						
								0						
Total Source(s)	500,000	1,550,000	0	10,400,000	0	0	0	12,450,000						
Section 6	Capital Project Costs													
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total						
Prelim Design / Plans		150,000						150,000						
Engineering Services		900,000						900,000						
Land / ROW	500,000							500,000						
Site Preparation		500,000						500,000						
Construction				10,000,000				10,000,000						
Heavy Equipment								0						
Furniture and Fixtures				400,000				400,000						
Other (specify)								0						
Section 7	New or Additional Impact on Annual Operating Budget													
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total						
Number of New FTEs				24										
Salaries / Benefits				1,800,000				1,800,000						
Prof & Tech Service								0						
Supplies / Equipment				900,000				900,000						
Maintenance								0						
Utilities				30,000	30,000	30,000	30,000	120,000						
Operating Cost	0	0	0	2,730,000	30,000	30,000	30,000	2,820,000						
Capital Cost	500,000	1,550,000	0	10,400,000	0	0	0	12,450,000						
Total Uses	500,000	1,550,000	0	13,130,000	30,000	30,000	30,000	15,270,000						

Community Investment Plan (CIP)

Public Safety Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030																	
Section 1	Project Title	Replacement Fire Apparatus (#245)			Type	Fleet											
Requesting Department	Fire and Rescue			Priority	Medium												
Project Managing Department	Public Works			Category	2. Maintenance/Replace												
Section 2	Description of Capital Project		Section 3		Maps / Charts / Tables / Pictures / Notes												
Purchase the replacement fire apparatus for vehicle number 245.																	
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan																
Necessary to maintain current life cycle replacements of fire apparatuses. This meets Strategic Priority, Community Safety.																	
Section 5	Method(s) of Financing																
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total									
LOB Bond		1,300,000						1,300,000									
								0									
								0									
								0									
Total Source(s)	0	1,300,000	0	0	0	0	0	1,300,000									
Section 6	Capital Project Costs																
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total									
Prelim Design / Plans								0									
Engineering Services								0									
Land / ROW								0									
Site Preparation								0									
Construction								0									
Heavy Equipment		1,300,000						1,300,000									
Furniture and Fixtures								0									
Other (specify)								0									
Section 7	New or Additional Impact on Annual Operating Budget																
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total									
Number of New FTEs																	
Salaries / Benefits								0									
Prof & Tech Service								0									
Supplies / Equipment								0									
Maintenance								0									
Utilities								0									
Operating Cost	0	0	0	0	0	0	0	0									
Capital Cost	0	1,300,000	0	0	0	0	0	1,300,000									
Total Uses	0	1,300,000	0	0	0	0	0	1,300,000									

Community Investment Plan (CIP)

Public Safety Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030									
Section 1	Project Title	Replacement Fire Heavy Rescue (#1043)			Type	Fleet			
Requesting Department	Fire and Rescue			Priority	Medium				
Project Managing Department	Public Works			Category	2. Maintenance/Replace				
Section 2	Description of Capital Project		Section 3 Maps / Charts / Tables / Pictures / Notes						
Purchase the replacement fire apparatus - heavy rescue vehicle number 1043.									
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan								
Necessary to maintain current life cycle replacements of fire apparatuses. This meets Strategic Priority, Community Safety.									
Section 5	Method(s) of Financing								
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total	
LOB Bond			2,000,000					2,000,000	
								0	
								0	
								0	
Total Source(s)	0	0	2,000,000	0	0	0	0	2,000,000	
Section 6	Capital Project Costs								
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total	
Prelim Design / Plans								0	
Engineering Services								0	
Land / ROW								0	
Site Preparation								0	
Construction								0	
Heavy Equipment			2,000,000					2,000,000	
Furniture and Fixtures								0	
Other (specify)								0	
Section 7	New or Additional Impact on Annual Operating Budget								
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total	
Number of New FTEs									
Salaries / Benefits								0	
Prof & Tech Service								0	
Supplies / Equipment								0	
Maintenance				10,000	10,000	10,000	10,000	40,000	
Utilities								0	
Operating Cost	0	0	0	10,000	10,000	10,000	10,000	40,000	
Capital Cost	0	0	2,000,000	0	0	0	0	2,000,000	
Total Uses	0	0	2,000,000	10,000	10,000	10,000	10,000	2,040,000	

Community Investment Plan (CIP)

Public Safety Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030																				
Section 1	Project Title	Fire Station 5 and New Fire Apparatus			Type	General/Other														
Requesting Department	Fire and Rescue			Priority	High															
Project Managing Department	Utilities and Infrastructure			Category	4. Exp of New Program															
Section 2	Description of Capital Project			Section 3	Maps / Charts / Tables / Pictures / Notes															
<p>The capital project for the new fire station (4) involves designing, constructing, and commissioning a modern facility to meet the community's emergency service needs. The project includes site acquisition and preparation, architectural and engineering design, and fire station construction, incorporating specialized spaces such as apparatus bays, living quarters, training areas, and administrative offices. It also involves equipping the station with essential infrastructure, such as advanced communication systems, energy-efficient utilities, and safety features. This project aims to enhance operational efficiency, improve emergency response times, and support the growing needs of the community and its fire service personnel (est 9,000 SF).</p>																				
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative: Department Objectives; or Master Plan																			
Community Safety Initiative 2. Plan for adequate infrastructure that promotes a safe community Initiative 2.1: Assess fire station coverage needs and potential locations for future Fire Stations 4 and 5																				
Section 5	Method(s) of Financing																			
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total												
LOB Bond			650,000	2,470,000	13,450,000			16,570,000												
								0												
								0												
								0												
Total Source(s)	0	0	650,000	2,470,000	13,450,000	0	0	16,570,000												
Section 6	Capital Project Costs																			
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total												
Prelim Design / Plans			150,000					150,000												
Engineering Services				1,170,000				1,170,000												
Land / ROW			500,000					500,000												
Site Preperation								0												
Construction					13,000,000			13,000,000												
Heavy Equipment				1,300,000				1,300,000												
Furniture and Fixtures					450,000			450,000												
Other (specify)								0												
Section 7	New or Additional Impact on Annual Operating Budget																			
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total												
Number of New FTEs					12		12													
Salaries / Benefits					900,000		1,000,000	1,900,000												
Prof & Tech Service								0												
Supplies / Equipment					400,000		500,000	900,000												
Maintenance								0												
Utilities					30,000	30,000	30,000	90,000												
Operating Cost	0	0	0	0	1,330,000	30,000	1,530,000	2,890,000												
Capital Cost	0	0	650,000	2,470,000	13,450,000	0	0	16,570,000												
Total Uses	0	0	650,000	2,470,000	14,780,000	30,000	1,530,000	19,460,000												

Community Investment Plan (CIP)

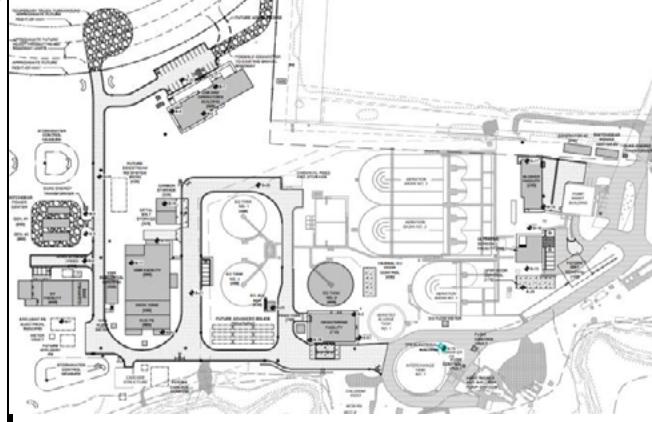
Water and Wastewater Summary - By Projects



PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
UCWRF Upgrade to 8 MGD (Millions of Gallons a Day)	\$195,700,000	\$98,483,200	-	-	-	-	-	\$294,183,200
Sanford Water Capacity Partnership	\$65,400,000	\$16,397,000	-	-	-	-	-	\$81,797,000
Harnett County Booster Station Upgrade	\$12,000,000	\$8,550,000	-	-	-	-	-	\$20,550,000
Holly Springs - Fuquay-Varina Water Line and Storage Facilities	\$51,300,000	\$5,866,982	-	-	-	-	-	\$57,166,982
Elevated Water Tank on New Hill Road	\$1,500,000	\$1,000,000	\$20,750,000	-	-	-	-	\$23,250,000
Holly Springs Business Park Wastewater Pump Station Upgrade	\$7,500,000	\$300,000	-	-	-	-	-	\$7,800,000
East Regional Wastewater Pump Station	-	-	-	-	-	\$8,400,000	-	\$8,400,000
Bass Lake Wastewater Pump Station - Phase 2 Upgrade	\$394,000	-	-	-	-	-	\$3,000,000	\$3,394,000
Elevated Reclaim Water Storage Tank	\$200,000	-	-	-	-	-	\$4,000,000	\$4,200,000
TOTALS	\$333,994,000	\$130,597,182	\$20,750,000	\$0	\$0	\$8,400,000	\$7,000,000	\$500,741,182

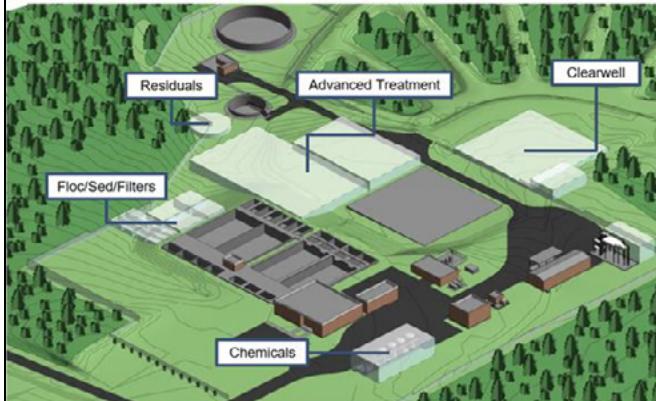
Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030															
Section 1	Project Title	UCWRF Upgrade to 8 MGD (Millions of Gallons a Day)			Type	Water / Waste Water									
Requesting Department	Utilities and Infrastructure			Priority	High										
Project Managing Department	Utilities and Infrastructure			Category	2. Maintenance/Replace										
Section 2	Description of Capital Project														
NCDEQ 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. The average wastewater flow plus the anticipated flow from projects that have been permitted but have not yet completed construction is 4.9 MGD (82% of the permitted 6 MGD). The Town is under design for the construction of upgrades to bring the capacity to 8 MGD. Upgrades will include modification and reuse of existing unit processes as well as addition of newer technology to allow the Town to treat an increased wastewater volume and meet stricter requirements for removal of nutrients and other harmful water quality parameters.					Section 3	Maps / Charts / Tables / Pictures / Notes									
															
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan														
The Town completed the UCWRF Master Plan, a study to define upgrades necessary to reach the full permitted capacity. Additionally, the UCWRF Preliminary Engineering Report was completed in November 2023 and recommended alternatives to increase treatment to 8 MGD. This project reflects Community Safety and Growth Management & Economic Vitality priority areas.															
Section 5	Method(s) of Financing														
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Reserve Funds	1,000,000							1,000,000							
Revenue Bond	191,700,000	98,483,200						290,183,200							
Grants	3,000,000							0							
								0							
Total Source(s)	195,700,000	98,483,200	0	0	0	0	0	294,183,200							
Section 6	Capital Project Costs														
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Prelim Design / Plans	1,000,000							1,000,000							
Engineering Services	29,500,000							29,500,000							
Land / ROW								0							
Site Preperation								0							
Construction	165,200,000	98,283,200						263,483,200							
Heavy Equipment								0							
Furniture and Fixtures		200,000						200,000							
Other (specify)								0							
Section 7	New or Additional Impact on Annual Operating Budget														
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total							
Number of New FTEs				2											
Salaries / Benefits								0							
Prof & Tech Service				25,000	25,000			50,000							
Supplies / Equipment				25,000	25,000			50,000							
Maintenance				10,000	10,000			20,000							
Utilities								0							
Operating Cost	0	0	0	60,000	60,000	0	0	120,000							
Capital Cost	195,700,000	98,483,200	0	0	0	0	0	294,183,200							
Total Uses	195,700,000	98,483,200	0	60,000	60,000	0	0	294,303,200							

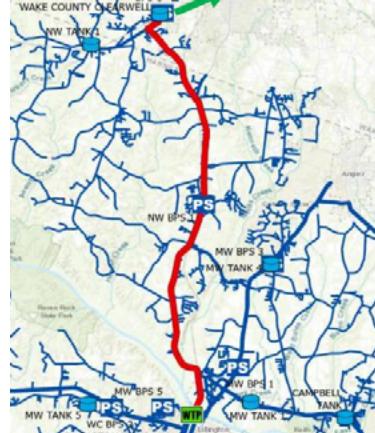
Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030								
Section 1	Project Title	Sanford Water Capacity Partnership	Type	Water / Waste Water				
	Requesting Department	Utilities and Infrastructure	Priority	High				
	Project Managing Department	Utilities and Infrastructure	Category	1. Health/Safety/Welfare				
Section 2	Description of Capital Project						Section 3	
	<p>The Sanford Water Capacity project will allow the Town to partner with the City of Sanford, the Town of Fuquay-Varina and the Town of Pittsboro for cost sharing associated with the design and construction of an 18 million gallon per day (MGD) expansion of the Sanford Regional Water Filtration Facility (WFF). At the completion of the project, TOHS will own a portion of the Sanford WFF representing 4 MGD of the total 30 MGD capacity. The project includes conventional and advanced treatment to address emerging contaminants in drinking water. The Granular Activated Carbon filters remove PFAS, a group of chemicals included as newly regulated contaminants under the EPA's April 2024 final National Primary Drinking Water Regulation.</p>						Maps / Charts / Tables / Pictures / Notes	
								
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan							
	<p>The Town is pursuing options for meeting the future water demands outlined in the 2019 Future Land Use Plan and resulting from a recent uptick in economic development projects. Partnering with Fuquay-Varina, Pittsboro and Sanford will reduce costs for Holly Springs because construction and operation costs for meeting water demands will be shared between municipalities. Project completion reflects Growth Management & Economic Vitality and Community Safety.</p>							
Section 5	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Revenue Bond	56,900,000	8,502,053						65,402,053
Grants	8,500,000	7,021,926						15,521,926
Other - State Loans								0
Other - Town Sources		873,021						873,021
Total Source(s)	65,400,000	16,397,000	0	0	0	0	0	81,797,000
Section 6	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Prelim Design / Plans	8,500,000							8,500,000
Engineering Services								0
Land / ROW								0
Site Preparation								0
Construction	56,900,000	16,397,000						73,297,000
Heavy Equipment								0
Furniture and Fixtures								0
Other (2% loan admin fee)								0
Section 7	New or Additional Impact on Annual Operating Budget							
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Supplies / Equipment								0
Maintenance								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	65,400,000	16,397,000	0	0	0	0	0	81,797,000
Total Uses	65,400,000	16,397,000	0	0	0	0	0	81,797,000

Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030												
Section 1	Project Title	Harnett County Booster Station Upgrade			Type	Water / Waste Water						
Requesting Department	Utilities and Infrastructure			Priority	High							
Project Managing Department	Utilities and Infrastructure			Category	1. Health/Safety/Welfare							
Section 2	Description of Capital Project											
<p>The Town currently receives water from Harnett County under a 2008 contract which allows 10 MGD; however, due to hydraulic limitations, the existing pumps and pipeline can only deliver up to 5 MGD. Holly Springs is partnering with Harnett County to obtain a site, design, and construct an intermediate booster pump station (BPS) and elevated storage tank. The Preliminary Engineering Report was completed in August 2023. The recommendation is to build an intermediate storage and BPS near Christian Light Road and NC 401 consisting of three 12 MGD pumps and 1.0 million gallon elevated storage tank. Improvements to the existing Wake County Pump Station at Fleming Road are also required for Harnett County to transfer 10 MGD into the Holly Springs Distribution System.</p>				Section 3	Maps / Charts / Tables / Pictures / Notes							
												
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan											
<p>In order to maintain adequate water pressure during warmer months and meet future water demands, an intermediate booster pump station and elevated storage are necessary. Without this upgrade, Holly Springs will be limited to 4.5 MGD of water on an average day (Fiscal year 23-24 average day demand 3.66 MGD). Completion of this project reflects Growth Management & Economic Vitality and Community Safety.</p>												
Section 5	Method(s) of Financing											
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Reserve Funds	8,200,000							8,200,000				
Revenue Bond	12,000,000	8,550,000						20,550,000				
								0				
								0				
Total Source(s)	20,200,000	8,550,000	0	0	0	0	0	28,750,000				
Section 6	Capital Project Costs											
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Prelim Design / Plans	2,000,000							2,000,000				
Engineering Services	2,000,000							2,000,000				
Land / ROW								0				
Site Preparation								0				
Construction	16,200,000	8,550,000						24,750,000				
Heavy Equipment								0				
Furniture and Fixtures								0				
Other (specify)								0				
Section 7	New or Additional Impact on Annual Operating Budget											
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total				
Number of New FTEs												
Salaries / Benefits								0				
Prof & Tech Service								0				
Supplies / Equipment								0				
Maintenance								0				
Utilities								0				
Operating Cost	0	0	0	0	0	0	0	0				
Capital Cost	20,200,000	8,550,000	0	0	0	0	0	28,750,000				
Total Uses	20,200,000	8,550,000	0	0	0	0	0	28,750,000				

Community Investment Plan (CIP)

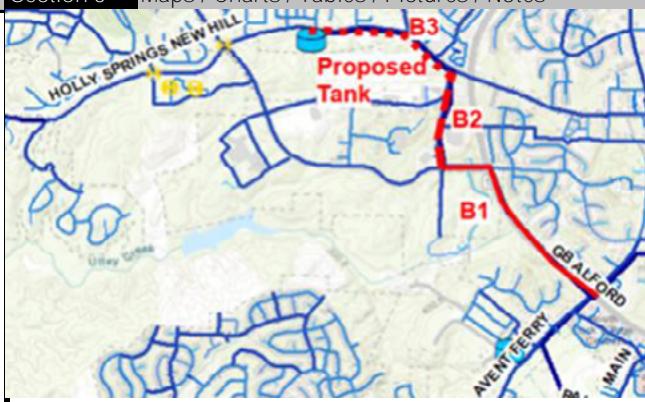
Water and Wastewater Summary - By Projects



Community Investment Plan (CIP) - Fiscal Year 2026 through 2030													
Section 1		Project Title		Type		Water / Waste Water							
Requesting Department		Finance		Priority		High							
Project Managing Department		Utilities and Infrastructure		Category		3. Exp of Existing Program							
Section 2 Description of Capital Project		Maps / Charts / Tables / Pictures / Notes											
<p>With the Sanford Water Filtration Facility expansion, approximately 13 miles of 36-inch ductile iron pipe; 2 booster pump stations; 2 ground storage tanks and associated pipes, fittings, valves and appurtenances are needed to transfer the water from Sanford to Wake County. This infrastructure is being designed, bid, constructed and operated in partnership with Fuquay-Varina and Sanford. Partnership on this regional approach saves money for Holly Springs, minimizes environmental impacts by installing 1 pipe versus 2 pipes and provides redundant infrastructure so that municipalities can support each other in the event of a water interruption. Additionally, water service can be maintained if and when assets are out of service for scheduled preventative maintenance.</p>		<p>Grants - FY23 Appropriation \$1.663M FY24 State Budget Appropriation - \$15.169M FY24 Appropriation \$0.959M</p>											
Section 4 Justification and Linkage to Strategic Area / Goal / Initiative: Department Objectives; or Master Plan													
<p>The 2019 Future Land Use and Character Plan determined that the Town's build out water demand to be 16 MGD. The Town currently has access to 12 MGD of water, leaving a 4 MGD deficit. Economic development efforts drive the need to move expeditiously to obtain increased water supply, and conveyance is necessary to bring water from the suppliers to the Town. This project reflects Community Safety and Growth Management & Economic Vitality.</p>													
Section 5 Method(s) of Financing													
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Reserve Funds	300,000							300,000					
Grants	2,622,952							2,622,952					
Grants	15,169,000							15,169,000					
Revenue Bond	33,208,048	5,866,982						39,075,030					
Total Source(s)	51,300,000	5,866,982	0	0	0	0	0	57,166,982					
Section 6 Capital Project Costs													
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Prelim Design / Plans	300,000							300,000					
Engineering Services	3,000,000							3,000,000					
Land / ROW	2,000,000							2,000,000					
Site Preparation								0					
Construction	46,000,000	5,866,982						51,866,982					
Heavy Equipment								0					
Furniture and Fixtures								0					
Other (specify)								0					
Section 7 New or Additional Impact on Annual Operating Budget													
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Number of New FTEs													
Salaries / Benefits								0					
Prof & Tech Service								0					
Supplies / Equipment								0					
Maintenance								0					
Utilities								0					
Operating Cost	0	0	0	0	0	0	0	0					
Capital Cost	51,300,000	5,866,982	0	0	0	0	0	57,166,982					
Total Uses	51,300,000	5,866,982	0	0	0	0	0	57,166,982					

Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030											
Section 1	Project Title	Elevated Water Tank on New Hill Road			Type	Water / Waste Water					
Requesting Department	Utilities and Infrastructure			Priority	High						
Project Managing Department	Utilities and Infrastructure			Category	3. Exp of Existing Program						
Section 2	Description of Capital Project						Section 3	Maps / Charts / Tables / Pictures / Notes			
<p>To meet long-term water demands, a new 1 MGD elevated drinking water storage tank is needed near New Hill Road and Irving Parkway to serve the west side of Town. The Town currently has 3 elevated drinking water storage tanks. As the Town's water system expands and demand increases, hydraulic modeling shows that there will be poor tank performance. Approximately 10,000 linear feet of 30-inch ductile iron pipe waterline will also need to be installed along GB Alford Highway, Green Oaks Parkway, and Irving Parkway. Additional storage alone will not provide optimal water system performance due to existing piping restrictions. Adding a fourth elevated storage tank and 30-inch connection allows for sufficient tank performance.</p>											
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan										
<p>Storage tanks make a water system more efficient by smoothing out peaks and valleys of water demand. With storage, water systems can be sized for average demand, decreasing size, cost and complexity. Findings of the Northwest Area Master Plan outlined that the 30-inch waterline will reinforce transfer to the west. This project reflects Community Safety and Growth Management & Economic Vitality.</p>											
Section 5	Method(s) of Financing										
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Reserve Funds	1,500,000	1,000,000						2,500,000			
Revenue Bond			20,750,000					20,750,000			
								0			
								0			
Total Source(s)	1,500,000	1,000,000	20,750,000	0	0	0	0	23,250,000			
Section 6	Capital Project Costs										
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Prelim Design / Plans	1,500,000	1,000,000						2,500,000			
Engineering Services								0			
Land / ROW								0			
Site Preperation								0			
Construction			20,000,000					20,000,000			
Heavy Equipment								0			
Furniture and Fixtures								0			
Other (specify)			750,000					750,000			
Section 7	New or Additional Impact on Annual Operating Budget										
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Number of New FTEs											
Salaries / Benefits								0			
Prof & Tech Service								0			
Supplies / Equipment								0			
Maintenance							200,000	200,000			
Utilities								0			
Operating Cost	0	0	0	0	0	0	200,000	200,000			
Capital Cost	1,500,000	1,000,000	20,750,000	0	0	0	0	23,250,000			
Total Uses	1,500,000	1,000,000	20,750,000	0	0	0	200,000	23,450,000			

Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030								
Section 1	Project Title	HS Business Park Wastewater Pump Station Upgrade	Type	Water / Waste Water				
Requesting Department	Utilities and Infrastructure		Priority	High				
Project Managing Department	Water Resources		Category	1. Health/Safety/Welfare				
Section 2	Description of Capital Project					Section 3	Maps / Charts / Tables / Pictures / Notes	
	<p>The Holly Springs Business Park Pump Station Upgrade will increase capacity from 1,740 gallons per minute (GPM) to 4,050 GPM. The Preliminary Engineering Report was completed and design of improvements to the pump station and force main are underway. The original 2008 pump station was designed with growth in mind. Two underground storage tanks and associated plumbing were constructed, but only one was placed into service. Growth and development in the Oakview Innovation Park necessitates the upgrade that was anticipated from the start. Failure to complete the project will result in the inability to meet expected growth and demand of Economic Development projects including Fujifilm Diosynth Biotechnologies and/or noncompliance with State permitting.</p>							
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan							
	<p>Upgrades to the pump station and force main are necessary to meet the future demands of Economic Development projects in the Oakview Innovation Park and is reflective of Growth Management & Economic Vitality and a Community Safety.</p>							
Section 5	Method(s) of Financing							
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Grants	4,000,000							4,000,000
Reserve Funds	3,500,000	300,000						3,800,000
								0
								0
Total Source(s)	7,500,000	300,000	0	0	0	0	0	7,800,000
Section 6	Capital Project Costs							
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Prelim Design / Plans	4,000,000							4,000,000
Engineering Services								0
Land / ROW								0
Site Preperation								0
Construction	3,500,000	300,000						3,800,000
Heavy Equipment								0
Furniture and Fixtures								0
Other (specify)								0
Section 7	New or Additional Impact on Annual Operating Budget							
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total
Number of New FTEs								
Salaries / Benefits								0
Prof & Tech Service								0
Supplies / Equipment								0
Maintenance								0
Utilities								0
Operating Cost	0	0	0	0	0	0	0	0
Capital Cost	7,500,000	300,000	0	0	0	0	0	7,800,000
Total Uses	7,500,000	300,000	0	0	0	0	0	7,800,000

Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030													
Section 1	Project Title	East Regional Wastewater Pump Station			Type	Water / Waste Water							
Requesting Department	Utilities and Infrastructure			Priority	High								
Project Managing Department	Utilities and Infrastructure			Category	4. Exp of New Program								
Section 2	Description of Capital Project				Section 3	Maps / Charts / Tables / Pictures / Notes							
<p>This project consists of the final design and construction of a regional pump station (PS) at the intersection of Sunset Fairways Dr and Holly Springs Rd. Addition of the regional PS will increase capacity of the sanitary sewer collection system, allowing for future growth east of Hwy 55.</p> <p>In 2010, the Town completed the study of the Water Collection Infrastructure - Eastern side. Findings indicated that the existing capacity of the three main pump stations (Sunset Ridge, Bass Lake, and Middle Creek) are not sufficient to meet the Town's future demands and that constraints at the Sunset Ridge PS site limit upgrades. Delay of the construction of the Eastern Regional PS will stall development on the east side of town and will delay development outlined in the Northeast Gateway Study.</p>				 <p>FIGURE 3 EASTERN REGIONAL PUMP STATION OVERALL SITE PLAN GRAPHIC SCALE 1 INCH = 100 FEET</p>									
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan												
<p>As growth occurs away from the water reclamation facility, pump stations are constructed further out into the system. Regional pump stations can be built at the furthest point to increase capacity and take the burden off of several closer and smaller pump stations. Completion of this project meets the Growth Management & Economic Vitality and Community Safety objectives.</p>													
Section 5	Method(s) of Financing												
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Installment Financing						8,400,000		8,400,000					
								0					
								0					
								0					
Total Source(s)	0	0	0	0	0	8,400,000	0	8,400,000					
Section 6	Capital Project Costs												
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Prelim Design / Plans						1,200,000		1,200,000					
Engineering Services								0					
Land / ROW								0					
Site Preparation								0					
Construction						7,200,000		7,200,000					
Heavy Equipment								0					
Furniture and Fixtures								0					
Other (specify)								0					
Section 7	New or Additional Impact on Annual Operating Budget												
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total					
Number of New FTEs													
Salaries / Benefits								0					
Prof & Tech Service								0					
Supplies / Equipment								0					
Maintenance								0					
Utilities							2,500	2,500					
Operating Cost	0	0	0	0	0	0	2,500	2,500					
Capital Cost	0	0	0	0	0	8,400,000	0	8,400,000					
Total Uses	0	0	0	0	0	8,400,000	2,500	8,402,500					

Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030										
Section 1	Project Title	Bass Lake Wastewater Pump Station - Ph 2 Upgrade	Type	Water / Waste Water						
Requesting Department	Utilities and Infrastructure		Priority	High						
Project Managing Department	Utilities and Infrastructure		Category	3. Exp of Existing Program						
Section 2	Description of Capital Project					Section 3	Maps / Charts / Tables / Pictures / Notes			
	<p>The Bass Lake Pump Station Phase 2 Upgrade will increase capacity from 1,200 gallons per minute (GPM) to 2,070 GPM. The Bass Lake Phase 2 Preliminary Engineering Report was completed in May 2023, and 100% Design of needed pump station upgrades is underway. Phased upgrades have been recommended in order to balance cost and timing of improvements against the current and projected flows in the drainage basin. A phased approach will allow the Town to increase the capacity of the station in the near term and delay the costly replacement of the 12-inch force main.</p>									
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative: Department Objectives; or Master Plan									
	<p>Growth and development in Holly Springs necessitates the upgrade that was anticipated in the East Regional Sewer Study. Failure to complete the project will result in the inability to meet expected growth and demand in the area northwest of Bass Lake and east of the NC-55 Bypass (including the downtown area) and/or noncompliance with State permitting requirements. Completion of this project meets the Growth Management & Economic Vitality and Community Safety strategic objectives.</p>									
Section 5	Method(s) of Financing									
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total		
Operating Funds	394,000							394,000		
Revenue Bond							3,000,000	3,000,000		
								0		
								0		
Total Source(s)	394,000	0	0	0	0	0	3,000,000	3,394,000		
Section 6	Capital Project Costs									
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total		
Prelim Design / Plans	394,000							394,000		
Engineering Services								0		
Land / ROW								0		
Site Preperation								0		
Construction							3,000,000	3,000,000		
Heavy Equipment								0		
Furniture and Fixtures								0		
Other (specify)								0		
Section 7	New or Additional Impact on Annual Operating Budget									
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total		
Number of New FTEs										
Salaries / Benefits								0		
Prof & Tech Service								0		
Supplies / Equipment								0		
Maintenance								0		
Utilities								0		
Operating Cost	0	0	0	0	0	0	0	0		
Capital Cost	394,000	0	0	0	0	0	3,000,000	3,394,000		
Total Uses	394,000	0	0	0	0	0	3,000,000	3,394,000		

Community Investment Plan (CIP)

Water and Wastewater Summary - By Projects

Community Investment Plan (CIP) - Fiscal Year 2026 through 2030											
Section 1	Project Title	Elevated Reclaim Water Storage Tank	Type	Utility / Other							
Requesting Department	Utilities and Infrastructure		Priority	High							
Project Managing Department	Utilities and Infrastructure		Category	3. Exp of Existing Program							
Section 2	Description of Capital Project		Section 3	Maps / Charts / Tables / Pictures / Notes							
	<p>A second reclaimed water storage tank is necessary to increase the pumping rate and meet future peak demands for the Town's residential, commercial and industrial reclaimed water customers. Currently, the reclaimed demand during hot weather causes the water level in the elevated tank to plummet in the early morning hours, when reclaimed flow is lowest. On those days, it can take several hours for the tank to recover. FujiFilm Biosynth and Amgen Economic Development Projects have proposed aggressive demands for utilization of reclaimed water in their industrial cooling processes and other needs for achieving sustainability goals. While this represent exciting opportunities, the Town must be able to meet these future needs while satisfying the demands of existing customers.</p>										
Section 4	Justification and Linkage to Strategic Area / Goal / Initiative; Department Objectives; or Master Plan										
	<p>A storage tank will help offset the supply challenges associated with daily and seasonal peak demand. This project is in support of the Town's Master Plan in order to supply reclaimed water for all needs and uses in the reclaimed water service area. This project reflects Growth Management & Economic Vitality and Community Safety.</p>										
Section 5	Method(s) of Financing										
Funding Source(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Reserve Funds	200,000						4,000,000	4,200,000			
								0			
								0			
								0			
Total Source(s)	200,000	0	0	0	0	0	4,000,000	4,200,000			
Section 6	Capital Project Costs										
Capital Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
Prelim Design / Plans	200,000						400,000	600,000			
Engineering Services								0			
Land / ROW								0			
Site Preparation								0			
Construction							3,600,000	3,600,000			
Heavy Equipment								0			
Furniture and Fixtures								0			
Other (specify)								0			
Section 7	New or Additional Impact on Annual Operating Budget										
Operating Use(s)	Prior FYs	FY 25-26	FY 26-27	FY 27-28	FY 28-29	FY 29-30	Future FYs	Total			
<i>Number of New FTEs</i>											
Salaries / Benefits								0			
Prof & Tech Service								0			
Supplies / Equipment								0			
Maintenance								0			
Utilities								0			
Operating Cost	0	0	0	0	0	0	0	0			
Capital Cost	200,000	0	0	0	0	0	4,000,000	4,200,000			
Total Uses	200,000	0	0	0	0	0	4,000,000	4,200,000			

Community Investment Plan (CIP)

Pay-As-You-Go (PAYGO)- General Fund



PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
General Government Facility Maintenance and Repair (Additional Supplement)	-	\$275,000	-	-	-	-	-	\$275,000
Enterprise Resource Planning (ERP) Software Replacement (General Fund Portion)	-	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	-	\$850,000
Sidewalk, Pedestrian & Bike Safety Improvements	\$990,000	\$225,000	\$225,000	\$225,000	\$225,000	\$225,000	-	\$2,115,000
General Government Facility Maintenance and Repair	\$519,893	\$125,000	\$200,000	\$300,000	\$350,000	\$400,000	-	\$1,894,893
Playground Rehabilitation, Sunshades, and Amenities	\$569,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	-	\$944,000
Playground Rehabilitation, Sunshades, and Amenities (Additional Supplement)	-	\$40,000	-	-	-	-	-	\$40,000
Downtown Investment Grant Program (DIG)	\$135,694	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	-	\$260,694
Town Hall Renovations / Space Enhancements (General Fund Portion)	\$100,000	\$25,000	-	-	-	-	-	\$125,000
Neighborhood Traffic Safety/Calming	\$140,000	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	-	\$230,000
ADA Improvements	\$455,000	-	\$200,000	\$200,000	\$200,000	\$200,000	-	\$1,255,000
TOTALS	\$2,909,587	\$1,058,000	\$893,000	\$993,000	\$1,043,000	\$1,093,000	\$0	\$7,989,587

Community Investment Plan (CIP)

Pay-As-You-Go (PAYGO)- Utility Fund

PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
Utility System Maintenance and Repair	\$1,163,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	-	\$3,663,000
Middle Creek Manhole and Outfall Restoration	-	\$500,000	-	-	-	-	-	\$500,000
UCWRF and Pump Station Supervisory Control and Data Acquisition (SCADA) System Upgrades	\$1,430,975	\$500,000	-	-	-	-	-	\$1,930,975
Utility System Risk and Resiliency Implementation Plan	\$450,000	\$250,000	\$200,000	\$200,000	\$200,000	\$200,000	-	\$1,500,000
Enterprise Resource Planning (ERP) Software Replacement (Utility System)	-	\$250,000	\$150,000	\$150,000	\$150,000	\$150,000	-	\$850,000
Utility System Regionalization Study	-	\$250,000	-	-	-	-	-	\$250,000
ESRI Utility Network	\$106,500	\$193,500	-	-	-	-	-	\$300,000
Town Hall Renovations / Improvements (Utility System)	-	\$125,000	-	-	-	-	-	\$125,000
Utility System - Strategic Asset Management Plan (SAMP)	\$300,000	\$100,000	\$400,000	-	-	-	-	\$800,000
TOTALS	\$3,450,475	\$2,668,500	\$1,250,000	\$850,000	\$850,000	\$850,000	\$0	\$9,918,975

Community Investment Plan (CIP)

Fleet Replacement



PROJECT TITLE	Prior FYs	FY26	FY27	FY28	FY29	FY30	Future FYs	TOTALS
General Fund Vehicle Replacements	-	\$2,043,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	-	\$10,043,000
Utility System Vehicle Replacements	-	\$580,500	\$500,000	\$500,000	\$500,000	\$500,000	-	\$2,580,500
TOTALS	\$0	\$2,623,500	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$0	\$12,623,500

Community Investment Plan (CIP)

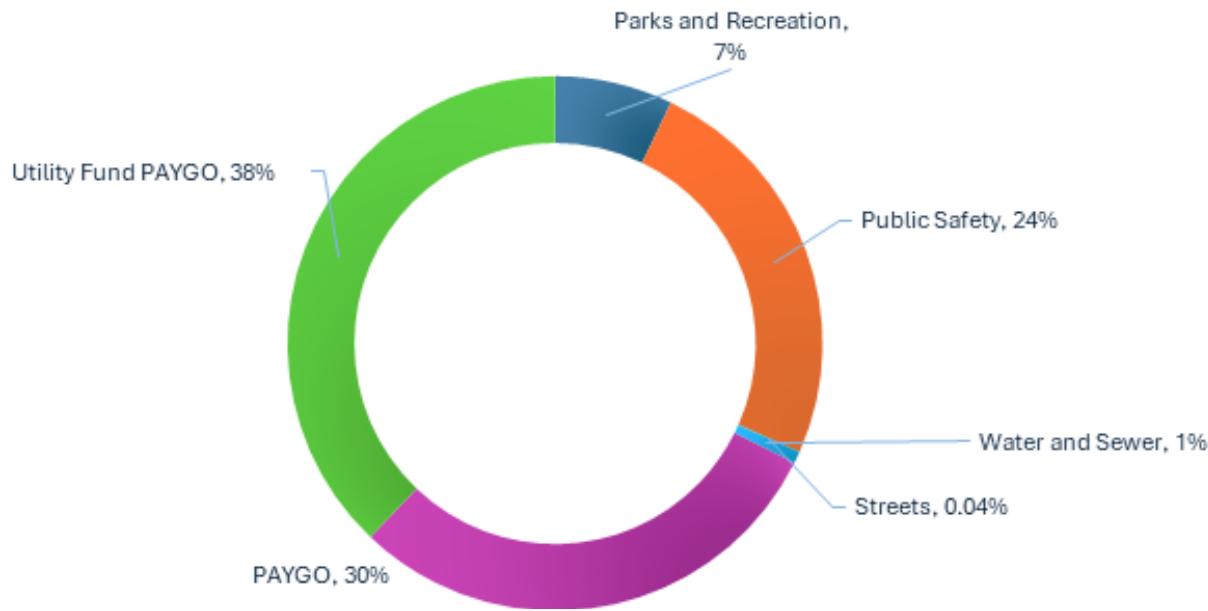
Projected Impact on Operations

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	FY26	FY27	FY28	FY29	FY30	Total
Parks and Recreation	\$1,000	\$62,700	\$460,200	\$690,200	\$5,200	\$1,219,300
Public Safety	-	-	\$2,740,000	\$1,370,000	\$70,000	\$4,180,000
Streets	-	\$1,000	\$1,000	\$2,000	\$3,000	\$7,000
Water and Sewer	-	-	\$60,000	\$60,000	-	\$120,000
PAYGO	\$1,058,000	\$893,000	\$993,000	\$1,043,000	\$1,093,000	\$5,080,000
Utility Fund PAYGO	\$2,668,500	\$1,250,000	\$850,000	\$850,000	\$850,000	\$6,468,500
EXPENSE TOTALS	\$3,727,500	\$2,206,700	\$5,104,200	\$4,015,200	\$2,021,200	\$17,074,800

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.



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Salary & Position List



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Salary & Position List

Standard Salary Schedule

Salary Schedule (Non-Public Safety)		
Salary Grade	Minimum	Maximum
Pay Grade	Minimum	Maximum
C	43,266.48	64,899.72
D	45,867.44	68,801.16
E	48,626.72	72,940.08
F	51,521.71	77,282.57
G	54,620.25	81,930.38
H	57,899.72	86,849.58
I	61,382.76	92,074.13
J	65,069.34	97,604.01
K	68,959.47	103,439.21
L	73,075.78	109,613.67
M	77,463.50	116,195.25
N	82,100.00	123,150.00
O	87,053.14	130,579.70
P	92,277.68	138,416.52
Q	97,818.87	146,728.31
R	103,676.70	155,515.04
S	109,897.30	164,845.95
SLT 1	131,876.76	197,815.13
SLT 2	145,064.43	217,596.65
SLT 3	159,570.88	239,356.31

Salary & Position List

Fire Department Titles by Salary Grade



Fire Salary Schedule and Position Titles

2025-2026 Fiscal Year

Salary Grade	Title	Minimum	Maximum
F1	Fire Cadet	\$45,522.41	\$45,522.41
F2	Firefighter	\$53,555.77	\$80,333.66
F3	Hold for future use	\$56,769.12	\$85,153.68
F4	Firefighter/ Relief Driver, Fire Inspector	\$60,175.27	\$90,262.90
F5	Fire Engineer	\$63,785.79	\$95,678.68
F6	Fire Lieutenant, Fire Life Safety Educator	\$67,612.93	\$101,419.39
F7	Fire Captain, Fire Training Coordinator	\$71,669.71	\$107,504.57
F8	Battalion Chief	\$84,570.26	\$126,855.38
F9	Assistant Fire Chief	\$99,792.90	\$149,689.35

Note - the above salary schedule is utilized only for certified firefighting positions, including cadets in a training environment. Other non-firefighting positions and the Department Chief are included in the general employee salary schedule.

Salary & Position List

Police Department Titles by Salary Grade

Police Salary Schedule and Position Titles

2025-2026 Fiscal Year

Salary Grade	Title	Minimum	Maximum
P1	Police Cadet	\$50,774.99	\$50,774.99
P2	Police Officer	\$60,000.00	\$89,602.93
P3	Senior Police Officer	\$63,319.40	\$94,979.11
P4	Master Police Officer	\$67,118.57	\$100,677.85
P5	Police Corporal, Police Investigator	\$71,145.69	\$106,718.54
P6	Police Sergeant	\$75,414.43	\$113,121.64
P7	Police Lieutenant	\$84,464.16	\$126,696.24
P8	Police Captain	\$99,667.71	\$149,501.57

Note - the above salary schedule is utilized only for sworn law enforcement officer positions, including cadets in a training environment. Other non-sworn positions, the Deputy Chief, and the Police Chief are included in the general employee salary schedule.

Salary & Position List

New Positions



New Positions		
Department	Job Title	Salary Grade
General Fund		
Public Works	Maintenance Tech I - Facilities	C
Parks and Recreation	Park Maintenance Tech I/II/III	F
Finance	Accountant - Projects	K
Communications and Marketing	Communications and Marketing Specialist - Website	K
Information Technology	IT Technician II	K
Development Services	Division Manager - Engineering and Construction	Q
Utility Fund		
Utilities and Infrastructure	Utility Technician I	C

The FY2025-26 Budget authorizes the Town Manager to recruit for Eagles Landing Park Manager with an anticipated start date of July 1, 2026.

Salary & Position List

Position Changes / Reclassifications

Position Changes / Reclassifications				
Position Number	Current Title	Current Salary Grade	Proposed Title	Proposed Salary Grade
422-073	PW Technician II - Solid Waste	D	PW Crew Leader - Solid Waste	G
425-012	Maintenance Tech II - Parks	D	Maintenance Technician III - Parks	F
450-003	Program Specialist	E	Utility Accounting Specialist	F
422-041	PW Crew Leader - Solid Waste	F	Public Works Crew Leader - Solid Waste	G
417-011	Development Technician	E	Planning Technician	G
422-057	PW Crew Leader - Streets	F	Public Works Crew Leader - Streets	G
422-039	Meter Services Technician-Lead	E	Meter Services Technician - Lead	G
413-005	Payroll Specialist	F	Payroll Specialist	G
434-009	PW Crew Leader - Streets	F	Public Works Crew Leader - Streets	G
422-012	PW Crew Leader - Streets	F	Public Works Crew Leader - Streets	G
432-019	Utility Permitting Specialist	E	Utility Assess Specialist	H
418-039	Telecommunicator Shift Spv	G	Telecommunications Shift Supervisor	I
418-041	Telecommunicator Shift Spv	G	Telecommunications Shift Supervisor	I
434-005	Meter Services Supervisor	H	Lead Utility Billing Specialist	H
418-096	Emergency Management Specialist	H	Emergency Management Specialist	I
422-002	Asset Management/ADA Coord	I	Asset Management/ADA Coordinator	M
460-009	Building Codes Inspector I (temporary)	I	Building Codes Inspector I	I
411-003	Comm. & Marketing Specialist	K	Digital Media Specialist	J
412-007	Human Resources Analyst	K	Human Resources Analyst	M
412-010	Human Resources Analyst	K	Human Resources Analyst	M
412-012	Human Resources Analyst	K	Human Resources Analyst	M
416-002	Economic Dev. Program Coord.	L	Economic Development Program Coordinator	N
418-045	Telecommunications Manager	M	Telecommunications Manager	O
411-005	Senior Comm & Marketing Spclst	M	Lead Communications & Marketing Specialist	N
460-006	Plans Reviewer III - Building (temporary)	M	Plans Reviewer III - Building	M
414-007	GIS Developer	N	IT Developer	O
460-003	DS Mgr. Development Engineering	P	D. S. Manager - Development Engineering	Q
450-008	Capital Projects Administrator	L	Assistant Project Manager	M
460-009	Building Codes Inspector I (temporary)	I	Building Codes Inspector I	I
432-021	Development Inspector II	K	(Position Eliminated in Budget)	n/a
460-008	Building Codes Inspector I	I	(Position Eliminated in Budget)	n/a
432-022	Plans Reviewer I -Development	K	(Position Eliminated in Budget)	n/a
412-017	Grants Writer	J	(Position Eliminated in Budget)	n/a
Utility Fund				
422-046	Utility Technician I	C	Utility Crew Leader	G
434-006	Utility Technician III	E	Utility Crew Leader	G

Salary & Position List

General Position Titles by Salary Grade



Position Titles by Salary Grade			
Grade	Position Title		
C	Grade Min:	\$43,266.48	Grade Max:
Meter Services Technician			
Maintenance Technician I - Facilities			
Maintenance Technician I - Parks			
Public Works Technician I - Solid Waste			
Public Works Technician I - Streets			
Utility Technician I			
D	Grade Min:	\$45,867.44	Grade Max:
Animal Control Officer			
Customer Service Representative			
Maintenance Technician II - Parks			
Customer Service Representative			
Public Works Technician II - Streets			
Public Works Technician II - Solid Waste			
Maintenance Technician II - Facilities			
Utility Technician II			
E	Grade Min:	\$48,626.72	Grade Max:
Administrative Assistant			
Customer Accounts Specialist			
Customer Service Representative - Lead			
Customer Service Specialist			
Equipment Operator			
Permit Technician			
Police Records Technician			
Public Works Technician III - Concrete			
Telecommunicator I			
Utility Locator			
Utility Technician III			

Salary & Position List

General Position Titles by Salary Grade

Position Titles by Salary Grade			
Grade	Position Title		
F	Grade Min: \$51,521.71	Grade Max: \$77,282.57	
Accounting Specialist			
Accounts Payable Specialist			
Fleet Mechanic I			
Maintenance Technician III - Facilities			
Maintenance Technician III - Parks			
Park and Recreation Program Assistant			
Public Works Technician IV - Concrete Finisher			
Quartermaster			
Reservation Specialist			
Telecommunicator II / Senior			
Utility Accounting Specialist			
Utility Billing Specialist			
G	Grade Min: \$54,620.25	Grade Max: \$81,930.38	
Backflow Technician			
Fleet Mechanic II			
Meter Services Technician - Lead			
Paralegal			
Park Maintenance Crew Leader			
Payroll Specialist			
Planning Technician			
Public Works Crew Leader - Concrete			
Public Works Crew Leader - Solid Waste			
Public Works Crew Leader - Streets			
Stormwater Crew Leader			
Utility Crew Leader			
Water Facility Mechanic/Operator I			

Salary & Position List

General Position Titles by Salary Grade



Position Titles by Salary Grade				
Grade	Position Title			
H	Grade Min:	\$57,899.72	Grade Max:	\$86,849.58
Animal Control Supervisor				
Customer Service Supervisor				
Deputy Clerk				
Development Review Coordinator				
Fleet Mechanic III				
Lab Analyst				
Lead Utility Billing Specialist				
Meter Services Supervisor				
Park Naturalist				
Project Management Specialist				
Purchasing Agent				
Recreation Program Specialist				
Theater Production Specialist				
Utility Asset Specialist				
Water Facility Mechanic/Operator II				
I	Grade Min:	\$61,382.76	Grade Max:	\$92,074.13
Building Codes Inspector I				
Development Inspector I				
Electrical & Instrumentation Technician				
Emergency Management Specialist				
Land Acquisition Agent				
Marketing & Special Events Coordinator				
Permit Supervisor				
Reclaimed Water Coordinator				
Telecommunications Shift Supervisor				
Water Facility Mechanic/Operator III				

Salary & Position List

General Position Titles by Salary Grade

Position Titles by Salary Grade				
Grade	Position Title			
J	Grade Min:	\$65,069.34	Grade Max:	\$97,604.01
	Crime Analyst			
	Digital Media Specialist			
	Grant Writer			
	GIS Technician			
	IT Technician I			
	Planner I - Development			
	Public Works Supervisor - Facilities Maintenance			
	Public Works Supervisor - Solid Waste			
	Public Works Supervisor - Concrete			
	Public Works Supervisor - Street			
	Public Works Supervisor - Fleet			
	Recreation Program Supervisor			
	Zoning Compliance Officer			
K	Grade Min:	\$68,959.47	Grade Max:	\$103,439.21
	Accountant			
	Accountant - Projects			
	Budget Analyst			
	Building Code Inspector II			
	Communications & Marketing Specialist			
	Communications & Marketing Specialist - Website			
	Development Inspector II			
	Engineering Technician			
	Environmental Technician			
	Erosion Control Inspector			
	IT Technician II			
	Performance Administrator			
	Planner II - Development			
	Plans Reviewer I - Development			
	Sustainability Coordinator			

Salary & Position List

General Position Titles by Salary Grade



Position Titles by Salary Grade				
Grade	Position Title			
L	Grade Min:	\$73,075.78	Grade Max:	\$109,613.67
Building Codes Inspector III				
Capital Projects Inspector				
Chief Operator				
Compliance Supervisor				
Development Business Manager				
Environmental Specialist				
Field Supervisor - Water Distribution				
Field Supervisor - Water Collections				
Field Supervisor - Pump Maintenance				
Field Supervisor - Stormwater				
GIS Analyst				
Industrial Maintenance Supervisor				
Engineer I				
Parks and Recreation Manager - Administrative Services				
Parks and Recreation Manager - Sports Complex				
Parks and Recreation Manager - Bass Lake				
Plans Reviewer II - Building				
Plans Reviewer II - Development				
Police Administrative Services Manager				
Small Business and Downtown Coordinator				
M	Grade Min:	\$77,463.50	Grade Max:	\$116,195.25
Asset Management/ADA Coordinator				
Assistant Project Manager				
Business Analyst				
Business Systems Analyst				
Development Services Supervisor - Building Inspections				
Development Services Supervisor - Development Inspections				
Human Resources Analyst				
Parks and Recreation Manager - Cultural Center				
Parks and Recreation Manager - Hunt Center				
Parks and Recreation Manager - Park Maintenance				
Parks Planner				
Planner III - Development				
Plans Reviewer III - Building				
Senior Budget Analyst				
Systems Administrator				

Salary & Position List

General Position Titles by Salary Grade

Position Titles by Salary Grade				
Grade	Position Title			
N	Grade Min:	\$82,100.00	Grade Max:	\$123,150.00
Accounting & Finance Manager				
Customer Service Manager				
Development Review Engineer				
Development Services Manager - Building Inspections				
Development Services Manager - Building Plans Review				
Development Services Manager - Development Construction				
Economic Development Program Coordinator				
Engineer II				
Lead Communications & Marketing Specialist				
Project Manager				
Public Works Manager - Solid Waste				
Public Works Manager - Fleet				
Public Works Manager - Business Manager				
Public Works Manager - Facilities				
Public Works Manager - Streets				
Purchasing Manager				
Risk Manager				
Senior Planner				
Stormwater Administrator				
O	Grade Min:	\$87,053.14	Grade Max:	\$130,579.70
Customer Care Manager				
Development Services Division Manager - Customer Service & Compliance				
Environmental and Stormwater Manager				
GIS Manager				
IT Developer				
Senior Project Manager				
Telecommunications Manager				
Utilities Manager - Environmental Compliance				
Utilities Manager - Water Facility Operations				
Utilities Manager - Collections & Distribution				

Salary & Position List

General Position Titles by Salary Grade



Position Titles by Salary Grade							
Grade	Position Title						
P	Grade Min:	\$92,277.68		Grade Max:	\$138,416.52		
	Business Asset Management Division Manager						
	Engineer III						
Q	Grade Min:	\$97,818.87		Grade Max:	\$146,728.31		
	Chief Building Official						
	Development Services Division Manager - Planning						
	Development Services Manager - Development Engineering						
	Development Services Division Manager - Engineering and Construction						
	Engineering Manager						
R	Grade Min:	\$103,676.70		Grade Max:	\$155,515.04		
	Assistant Director of Parks & Recreation						
	Assistant Director Development Services						
	Assistant Director of Parks & Recreation						
	Assistant Director of Information Technology						
	Assistant Finance Director						
	Assistant Town Attorney						
	Assistant Human Resource Director						
	Assistant Director Facilities and Stormwater						
	Assistant Director Transportation						
S	Grade Min:	\$109,897.30		Grade Max:	\$164,845.95		
	Deputy Police Chief						
	Deputy Director U&I - Water Resources						

Salary & Position List

General Position Titles by Salary Grade

Position Titles by Salary Grade			
Grade	Position Title		
SLT 1	Grade Min: \$131,876.76	Grade Max: \$197,815.13	
Budget, Innovation, and Strategy Director			
Communications and Marketing Director			
Human Resources Director			
Economic Development Director			
Finance Director			
Parks & Recreation Director			
Development Services Director			
Public Works Director			
Chief Information Officer			
SLT 2	Grade Min: \$145,064.43	Grade Max: \$217,596.65	
Executive Director of Utilities & Infrastructure			
Fire Chief			
Police Chief			
SLT 3	Grade Min: \$159,570.88	Grade Max: \$239,356.31	
Assistant Town Manager			
Council Determined Pay			
Town Attorney			
Town Clerk			
Town Manager			

Salary & Position List

Position Titles by Department



	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Town Manager's Office			
Town Manager	N/A	1	1
Assistant Town Manager	SLT 3	2	2
	Total	3	3
Budget, Innovation, and Strategy			
Budget, Innovation, and Strategy Director	SLT 1	1	1
Sustainability Coordinator	K	1	1
Senior/Budget Analyst	M/K	1	1
Grant Writer	J	1	0
	Total	4	3
Office of Customer Care (OCC)			
Customer Care Manager	O	1	1
Customer Service Supervisor	H	1	1
Customer Service Specialist	E	2	2
	Total	4	4
Town Attorney			
Town Attorney	N/A	1	1
Assistant Town Attorney	R	1	1
Paralegal	G	1	1
	Total	3	3
Town Clerk			
Town Clerk	N/A	1	1
Deputy Clerk	H	1	1
	Total	2	2
Human Resources			
Human Resources Director	SLT 1	1	1
Assistant Human Resources Director	R	1	1
Human Resources Analyst	M	3	3
Risk Manager	N	1	1
	Total	6	6
Information Technology			
Chief Information Officer	SLT 1	1	1
Assistant Director of Information Technology	R	1	1
GIS Manager	O	1	1
IT Developer	O	0	1
GIS Developer	N	1	0
Systems Administrator	M	1	1
Business Systems Analyst	M	2	2

Salary & Position List

Position Titles by Department

	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Information Technology (Continued)			
Business Analyst	M	1	1
GIS Analyst	L	1	1
IT Technician I/II	J/K	3	4
GIS Technician	J	1	1
	Total	13	14
Communications and Marketing			
Communications and Marketing Director	SLT 1	1	1
Lead Communications & Marketing Specialist	N	0	1
Senior Marketing and Communications Specialist	M	1	0
Digital Media Specialist	J	0	1
Communications and Marketing Specialist	K	2	2
	Total	4	5
Finance			
Finance Director	SLT 1	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	3
Lead Utility Billing Specialist	H	0	1
Meter Services Supervisor	H	1	0
Purchasing Agent	H	1	1
Accounting Specialist	F	1	1
Accounts Payable Specialist	F	1	1
Utility Billing Specialist	F	1	1
Payroll Specialist	G	1	1
Customer Accounts Specialist	E	1	1
Meter Services Technician - Lead	G	1	1
Customer Service Representative	D	1	1
Meter Services Technician	C	2	2
	Total	19	20
Economic Development			
Economic Development Director	SLT 1	1	1
Economic Development Program Coordinator	N	1	1
Small Business and Downtown Coordinator	L	1	1
	Total	3	3

Salary & Position List

Position Titles by Department



	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Police			
Police Chief	SLT 2	1	1
Deputy Police Chief	S	1	1
Police Captain	P8	3	3
Police Lieutenant	P7	5	5
Police Sergeant	P6	8	8
Telecommunications Manager	0	1	1
Police Administrative Services Manager	L	1	1
Police Investigator	P5	8	8
Police Corporal	P5	6	6
Crime Analyst	J	1	1
Police Officer / Senior / Master	P2/3/4	52	52
Animal Control Supervisor	H	1	1
Emergency Management Specialist	I	1	1
Telecommunications Shift Supervisor	I	2	2
Quartermaster	F	1	1
Telecommunicator I / II / Senior	E/F	12	12
Police Records Technician	E	1	1
Animal Control Officer	D	2	2
Total		107	107
Fire and Rescue			
Fire Chief	SLT 2	1	1
Assistant Fire Chief	F9	3	3
Fire Battalion Chief	F8	3	3
Fire Captain	F7	10	10
Fire Training Coordinator	F7	1	1
Fire Lieutenant	F6	9	9
Fire Life Safety Educator	F6	1	1
Fire Engineer	F5	15	15
Fire Inspector	F4	2	2
Firefighter / Relief Driver	F2/4	39	39
Administrative Assistant	E	1	1
Total		85	85
Parks and Recreation			
Parks & Recreation Director	SLT 1	1	1
Assistant Director of Parks & Recreation	R	2	2
Parks and Recreation Manager - Culture Center	M	1	1
Parks and Recreation Manager - Park Maintenance	M	1	1

Salary & Position List

Position Titles by Department

	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Parks and Recreation (Continued)			
Parks and Recreation Manager - Hunt Center	M	1	1
Planner - Parks I/II/III	J/K/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
Performance Administrator	K	1	1
Recreation Program Supervisor	J	1	1
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	3	3
Reservation Specialist	F	1	1
Parks & Recreation Program Assistant	F	2	2
Customer Service Representative - Lead	E	2	2
Customer Service Representative	D	2	2
Maintenance Technician - Parks I/II/III	C/D/F	11	12
Total		43	44
Public Works			
Public Works Director	SLT 1	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	N	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
Public Works Supervisor - Solid Waste	J	1	1
Fleet Mechanic I/II/III	F/G/H	3	3
Public Works Crew Leader - Concrete	G	1	1
Public Works Crew Leader - Streets	G	3	3
Public Works Crew Leader - Solid Waste	G	1	2
Public Works Technician - Concrete III/IV	E/F	3	3

Salary & Position List

Position Titles by Department



	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Public Works (Continued)			
Administrative Assistant	E	1	1
Equipment Operator	E	1	1
Maintenance Technician - Facilities I/II/III	C/D/F	3	4
Public Works Technician - Solid Waste I/II	C/D	15	14
Public Works Technician - Streets I/II	C/D	6	6
	Total	48	49
Utilities and Infrastructure			
Executive Director of Utilities & Infrastructure Services	SLT 2	1	1
Deputy Director U&I - Water Resources	S	1	1
Assistant Director U&I - Transportation	R	1	1
Assistant Director U&I - Facilities/Stormwater	R	1	1
Engineering Manager	Q	2	2
Business Asset Management Division Manager	P	1	1
Engineer I/II/III	L/N/P	5	5
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
Environmental and Stormwater Manager	0	1	1
Project Manager	N	4	4
Stormwater Administrator	N	1	1
Assistant Project Manager	M	1	2
Asset Management/ADA Coordinator	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 Administrator	L	1	0
Environmental Specialist	L	1	1
Engineering Technician	K	1	1
Environmental Technician	K	2	2

Salary & Position List

Position Titles by Department

	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Utilities and Infrastructure (Continued)			
Erosion Control Inspector	K	1	1
Electrical & Instrumentation Technician	I	1	1
Land Acquisition Agent	I	2	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	4
Utility Accounting Specialist	F	0	1
Utilities Locator	E	3	3
Utility Permitting Specialist	H	1	1
Program Specialist	E	1	0
Utility Technician I/II/III	C/D/E	17	16
	Total	75	76
Development Services			
Development Services Director	SLT 1	1	1
Assistant Director Development Services	R	1	1
Development Services Division Manager - Engineering and Construction	Q	0	1
Chief Building Official	Q	1	1
Development Services Division Manager - Planning	Q	1	1
Development Services Manager - Development Engineering	Q	1	1
Development Services Division Manager - Customer Service & Compliance	O	1	1
Development Review Engineer	N	2	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

Salary & Position List

Position Titles by Department



	Salary Grade	FY25 Full Time Employees	FY26 Full Time Employees
Development Services (Continued)			
Compliance Supervisor	L	1	1
Development Business Manager	L	1	1
Plans Reviewer I/II/III - Development	K/L/M	5	4
Plans Reviewer I/II/III - Building	K/L/M	2	2
Planner I/II/III - Development	J/K/M	4	4
Building Code Inspector I/II/III	I/K/L	9	8
Zoning Compliance Officer	J	3	3
Development Inspector I/II	I/K	7	6
Permit Supervisor	I	1	1
Development Review Coordinator	H	2	2
Planning Technician	G	1	1
Development Technician	G	1	1
Permit Technician	E	2	2
Total		56	54
Total Positions (All Departments)		475	478



Fee Schedule



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Fee Schedule

Finance/Utility Fees	
Description	Approved Fee FY2025-26
Water/Sewer Rates - Approved water and sewer rate changes effective August 1, 2025. Monthly rates consist of monthly access fee (based on meter size, charged per meter/per unit) plus Water and Sewer Rate tiers.	
Access Fees for Meter Size	
3/4" (Multi-unit dwellings will be charged this access fee per meter/per unit)	\$18.46
1"	\$30.77
1 1/2"	\$61.56
2"	\$98.49
3"	\$196.95
4"	\$307.73
6"	\$615.47
8"	\$984.73
10"	\$2,584.88
12"	\$3,261.64
Water Rates*	
Water - In Town Rates	
0-2,000 Gallons	\$6.12 per 1,000 Gallons
2,001-5,000 Gallons	\$7.97 per 1,000 Gallons
5,001-9,000 Gallons	\$9.81 per 1,000 Gallons
9,001-14,000 Gallons	\$11.65 per 1,000 Gallons
14,001 Gallons and over	\$13.49 per 1,000 Gallons
*Water Out-of-Town Access Fees and Volume Rates are Two Times the In-Town Rates	
Sewer Rates*	
Sewer In-Town Rates	
0-2,000 Gallons	\$19.25 Monthly Access Fee
2,001-5,000 Gallons	\$8.38 per 1,000 Gallons
5,001-9,000 Gallons	\$8.38 per 1,000 Gallons
9,001-14,000 Gallons	\$8.38 per 1,000 Gallons
14,001 Gallons and over	\$8.38 per 1,000 Gallons
*Sewer Out-of-Town Access Fees and Volume Rates are Two Times the In-Town Rates	
*Town Rate (Internal only) and Industrial Water/Sewer Rate (Applicable Monthly Access Fee per meter/per unit) plus consumption billed at In-Town 0-2,000 Gallon tier	
Irrigation Meters (Monthly Access Fee plus rater per 1,000 gallons)	
Regular Water Use	\$18.46 monthly access fee; \$12.25 per 1,000 gallons
Residential/Commercial Reuse	\$9.24 monthly access fee; \$6.12 per 1,000 gallons
Bulk/Industrial Reuse	\$9.24 monthly access fee; \$4.08 per 1,000 gallons

Fee Schedule



Finance/Utility Fees (continued)	
Description	Approved Fee FY2025-26
Garbage, Recycling	
Garbage fee	\$10.22
Recycling fee	\$4.16
Garbage Container	\$75
Recycling Bin	\$45
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
Additional Yard Waste Collection (per cart)	\$15
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	\$15
Meter Reading Fee	\$40 per trip if no fault of the Town <i>(Leak/Plumbing problem)</i> \$80 per trip if no fault of the Town, outside of Town business \$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

Fee Schedule

Finance/Utility Fees (continued)	
Description	Approved Fee FY2025-26
Hydrant Meter Fees (continued)	
Hydrant Meter Modification Trip Fee	\$15
Monthly Adaptor Fee	\$25
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
Miscellaneous Water Fees	
Bulk Water Fee (no charge for reclaimed)	\$25 + \$10.65/1,000 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 + \$10.65/1,000 gals \$12.50 +\$5.32/1,000 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 Fee	\$35
Motor Vehicle Fee	\$25

Fee Schedule



Development Services Fees	
Description	Approved Fee FY2025-26
^Denotes fee includes 3 submittals for Development Services related fees	
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) [Option 1 Development Plan/Major Subdivision Plan]^	\$1500 +\$10/acre* + Development Plan Fee
Zone Map Amendment – Conditional Zoning District (CD) or Legacy PUD Master Plan Major Amendment^	\$1500 +\$10/acre*
Legacy PUD Master Plan – Minor Amendment^	\$500
Major Subdivision (Residential or Non-residential): New or Major Amendment^	\$1100+\$5/lot or dwelling unit
Dev Plan – New or Major Amendment^	\$1100+\$5/lot or dwelling unit
Development Plan/Major Subdivision Plan with Zone Map Amendment – Conditional Zoning District (CD) Option 1	\$600
Platting: (2 paper reviews + 1 mylar)	
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 FY2025-26
Other Permits and Procedures	
Minor Plan Amendment [^]	\$450
Minor Plan Amendment Additional Review Fee	\$200
Additional Plan Review Fee (PUD, Subdivision, Development Plan, and Platting)	½ Original Fee part parcel fees apply
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	\$100
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 FY2025-26
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 [^]	\$1,100 +\$50 per lot
Site [^]	\$1,100 +\$30 per acre
Major Plan Revisions [^]	\$1,500
Other ex. Utility or Roadway [^]	\$2,000
Subsequent Plan Review (includes utility plan review)	\$450
Minor Revisions Plan Review [^]	\$900
Revisions Subsequent Plan Reviews	\$450
Timbering Review Per Project	\$500
Irrigation Well Review	\$200
Preliminary Pump Station Site Plan review [^]	\$1,000
Construction Drawing Pump Station Review [^]	\$1,500
Construction As-built Review Fee	\$200

Fee Schedule

Development Services Fees (continued)	
Description	Approved Fee FY2025-26
Environmental Plan Review	
Subdivision/Site^	\$750/acre
Subsequent Plan Reviews & Plan Revision	\$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^	\$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
Utility Permit Fees - Due with Permit Application	
Water Permit Application Review (Delegated)	\$600^
Sewer Permit Application Review (Delegated)	\$600^
Reclaimed Water Distribution Line Extension Permit Application Review (Delegated)	\$600^
Reclaimed Water Conjunctive Use Permit Application Review (Non res <5 acres, delegated)	\$600
Water Permit Processing	\$200
Wastewater Permit Processing	\$200
Reclaimed Water Permit Processing	\$200
Landscaping Watering Exception Permit (30 day permit)	\$250 res / \$650 non-res

Fee Schedule



Development Services Fees (continued)	
Description	Approved Fee FY2025-26
Special Engineering Study Review Fees [^]	
Utility Studies	
Fire Flow Analysis [^]	\$2,500
Sewer Study [^]	\$1,200
Sewer Study (with Pump Station Analysis) [^]	\$2,500
Reclaimed Water Model Analysis/Update [^]	\$1,200
Utility Studies Subsequent Review	
Fire Flow Analysis Subsequent Review	\$1,000
Sewer Study Subsequent Review	\$500
Sewer Study (with Pump Station Analysis) Subsequent Review	\$1,000
Reclaimed Water Model Analysis/Update Subsequent Review	\$500
Traffic Studies	
Tier 1 - Trip Generation and Distribution Assessment (TGDA) [^]	\$2,500
Tier 2 - Site Specific Traffic Assessment (SSTA) [^]	\$3,500
Tier 3 - Traffic Impact Analysis (TIA) [^]	\$5,000
Traffic Studies Subsequent Review	
Tier 1 - Trip Generation and Distribution Assessment (TGDA)	\$1,000
Tier 2 - Site Specific Traffic Assessment (SSTA)	\$1,500
Tier 3 - Traffic Impact Analysis (TIA)	\$2,500
Flood Studies	
Local Flood Study [^]	\$1,500
FEMA Flood Study [^]	\$1,500
Flood Studies Additional Review	
Local Flood Study	\$1,000
FEMA Flood Study	\$1,000
Special Study Verification Letter (Internal review only)	\$100
Land Disturbance Fee	
Environmental Development Permit	\$400 x _____ acres
NPDES Stormwater Fee for Stormwater Permit	
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 FY2025-26
Stormwater Fee-in-Lieu	
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.
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
Storm Drainage Pipe	\$2.10 per LF
Re-Inspection Fee	\$25/LF for any after 1st or 2nd Inspection
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 FY2025-26
Non-Residential Water And Sewer Services	
Non-Residential System Development Fees – Based on Meter Size (due at issuance of building permit). Fee for Multi-Unit Dwellings will be applied as the ¾" residential meter rate per equivalent residential unit. All other fees will follow the Non-Residential fee schedule.	

Water & Sewer (charged separately)	System Development Fee
Irrigation	\$3,200
Irrigation (Reclaimed)	\$1,650
¾" meter Sewer	\$5,538
¾" meter Water	\$6,162
1" meter Sewer	\$11,076
1" meter Water	\$12,324
1 ½" meter Sewer	\$27,690
1 ½" 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 FY2025-26
Water Developer Installed	\$150/unit
Wastewater Developer Installed	\$150/unit
Reclaimed Developer Installed	\$150/unit
Irrigation Meter Tap Fee $\frac{3}{4}$ " only	\$2,000
Backflow Inspection Fee	\$25
Service Reconnection fee for lapse in annual backflow certification	\$50
Service Availability Verification	\$200
Residential Development Fees – These fees are to be collected BEFORE Construction Drawing Approval	
Utility Inspection Fees Same as Non-Residential Fees	
Fee in Lieu of Assessment Same as Non-Residential Fees	
System Development Fees – Water and Sewer Services	
Irrigation Meters	\$0
$\frac{3}{4}$ " Meter	S \$5,538 ; W \$6,162
Reclaimed – 25% cost of Water	
Tap Fees	
Water/Wastewater/Reclaimed Developer Installed	\$90/unit
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
Re-Inspection Fee (Engineering Driveway and Engineering Site Finals)	\$100 per reinspection
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	Rec. Fee FY2025-26
General Fees: Refund Policy: A refund will be issued when requested minus a \$50.00 processing fee for any permit, which has not expired, and construction has not started	
General 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)	\$100
Certificate of Occupancy C/O (same business day)	\$50
Stop Work Order	\$150
Add/Change Contractor (per permit/per trade)	\$50
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
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 FY2025-26
Residential New Dwellings - Each Dwelling Unit	
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
Manufactured and Modular Homes	
Manufactured Homes (inc piers, tie-downs, steps, decks & all trade inspections)	\$200
Modular Homes & Moved Dwellings	Trade Fees + \$0.10 per sq ft
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 FY2025-26
Non-Residential Plan Review Fee	
0-5,000 sf	\$160
5,001-10,000 sf	\$240
10,001-25,000 sf	\$320
25,001-50,000 sf	\$480
50,001-100,000 sf	\$800
100,001-500,000 sf	\$1,280
500,001 sf and above	\$2,080
At-Risk Building (Design/Build) Plan Review	Non-Residential Plan Review Fees plus \$200 per submission
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 FY2025-26
Scholarships (See Parks and Rec Policy - % dependent upon eligibility)	50% Discount
Park Land Dedication or Fees-in-Lieu Development Fees	
Single Family Detached	In lieu of land dedication a fee calculated pursuant to UDO Chapter 4, Table 4.2-A may be paid at the discretion of the Town Council.
Single Family Attached	In lieu of land dedication a fee calculated pursuant to UDO Chapter 4, Table 4.2-A may be paid at the discretion of the Town Council.
Multi-Family Attached	In lieu of land dedication a fee calculated pursuant to UDO Chapter 4, Table 4.2-A 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
Photography Permit (Daily)	\$25
Youth Athletics	
Youth Athletic Fee, except Football , per Individual / Non Res Fee	\$70/\$105
Athletics Activity Late Fee, per Individual / Non Res Fee	\$10/\$15
Multi-child Fee Reduction	\$5
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 FY2025-26
Before School/After School/Track Out/Summer Camp Programs	
After School Fee / Non Res Fee (per month)	\$151/\$227
Track Out Fee / Non Res Fee (weekly rate)	\$184/\$275
Track Out Session Rate / Non Res Fee	\$476/\$714
Before School Fee / Non Res Fee (per month)	\$123/\$185
Before and After School Fee / Non Res Fee (per month)	\$238/\$358
Summer Camp Fees – (per week)	
Basic Camp / Non Res	\$130/\$195
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	\$31/\$46
3 Months (10% Discount)	\$83/\$125
6 Months (20% Discount)	\$148/\$222
Annual Pass / Non Res Fee	\$225/\$338
Membership discount available to Youth (age 13-21), Seniors (age 55+) and Military	20%
Replacement Cards	\$5
HS Business Corporate Membership (10 annual transferable memberships)	\$2725/year
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 FY2025-26
Hunt Center Facility Rentals	
Program Rooms (1-5) See Parks & Recreation Policy Manual for Equipment Available for Rental	
Room Deposit	\$40
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	\$60/\$90
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	\$50/\$75
Multipurpose field lining / Non Res Fee (excluding football)	\$90/\$135
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)	\$50/\$75
Tournament Rentals – Baseball/Softball Fields: Damage deposit of \$100 is required. EXCLUDES Ting BASEBALL STADIUM and HSHS Baseball	
Full wheel (4 fields) - per day	\$1,200
Field Preparation (per application)	\$50 per field
Score Tower Daily/Weekend Rate	\$360/\$720

Fee Schedule



Parks & Recreation Department (continued)

Description	Approved Fee FY2025-26
Tennis Courts (1-hour minimum)	
Tennis Court Rental per hour / Non Res Fee	\$8/\$12
Turf Soccer Field Rates – Womble and Ting – Damage deposit of \$100 is required	
Field Preparation per field (excluding football)	\$90/\$135
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
Small Group Training (1/2 quad @ Womble Mon-Fri before 5pm)	\$18/\$27
Turf Soccer Tournament Rates – Womble or Ting Turf Fields – Damage deposit of \$100 is required	
Whole Complex, per day	\$1,500
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 FY2025-26
Small Event (0-4,999 expected attendees)	
Vendor Fee	\$25 - \$75 per event
Electricity	\$30 per event
Large Event (5,000+ expected attendees)	
ONLY Holly Springs non-profit food vendor	\$75 per event
Electricity (food vendors only)	\$30 per event
Vendor Fee	\$100 - \$200
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 FY2025-26
Bass Lake Park & Retreat Center	
Weekend (Friday - Sunday) Conference Room Rental - 3 hour minimum	
Conference Room Rental (\$300 deposit)	\$100 per hr / \$150 per hr
Conference Room and Deck Rental (\$400 deposit)	\$160 per hr/ \$240 per hr
Weekday (Monday - Thursday) Conference Room Rental - 3 hour minimum	
M-F Conference room rental rate (\$200 refundable deposit)	\$70 per hr / \$105 per hr
Conference Room and Deck Rental (\$250 deposit)	\$100 / \$150 per hr
Rental Packages	
Weekend Wedding Package / Non Res Fee (\$400 deposit)	\$2,400 / \$3,600
Weekday (Monday-Friday) (8am - 5pm) Business Package / Non Res Fee (\$200 deposit)	\$300 / \$450
Weekday (Monday-Friday) (8am - 5pm) Business Package and Deck / Non Res Fee (\$250 deposit)	\$400 / \$600
Extra Fees	
After-hours staffing fees	\$40 / \$60
Overtime fee	\$35 per 15 minute interval
Alcohol Deposit (Refundable)	\$300
Boats	
Canoe or Jon Boat Hourly Rental (non motorized)	\$10
Gheenoe Hourly Rental (motorized)	\$15
Summer Camp Fees	
Specialty Camp per week	\$206 / \$309

Fee Schedule

Parks & Recreation Department (continued)	
Description	Approved Fee FY2025-26
Sugg Farm at Bass Lake	
Rental Deposit	20% of rental fee
General Event (Includes a set up day, event day, and breakdown day)	\$2,500
General Event - Extra Day	\$825
Single Day Rental - During Park Operating Hours	\$1,000
5K Race Rental (Includes one day for set up)	\$1,200
5K Race Rental Extra Day	\$500
High School Cross Country Weekend Meet	\$500/day
High School Cross Country Weekday Meet	\$250/day
High School Cross Country Team Charge for Weekday Practices	\$25/practice or \$150 for the season
Greenway Fees (extra fees may apply depending upon need)	
Womble Park (per event) rental	\$250
Fun Run - 5K Race event (does not include park rental)	\$500
6K - 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
Community Garden Plot (10month)	\$40

Fee Schedule



Parks & Recreation Department (continued)	
Description	Approved Fee FY2025-26
Cultural Center	
Room Rental - 2 hour minimum	
Room Deposit (per room)	\$100
Hourly Fee per room / Non Res Fee	\$35/\$53
Hourly Kitchen (Rm #126) / Non Res Fee	\$10/\$15
Alcohol Deposit	\$300
Theatre Rentals (Private Events) - 3 hour minimum	
Theater Deposit	\$300
Deluxe Performance Package - rehearsal time, 4 hr performance, & tech	\$600
Budget Performance Package - no rehearsal, 4 hr performance, no tech	\$375
Non-Performance Package - 3 hrs, basic lighting, podium/mic	\$250
Private Movie Party - 3 hrs, 20 attendees	\$150
Extra Rental Times for Packages above	\$85/hr
After Hours Staff for performances, meetings, presentations (tech)	\$60/hr
After Hours Staff for rehearsals or front desk staff	\$45/hr
Fee for Exceeding Booked Time	\$70 per 30 minutes
Grand Piano Use - must remain stationary during performance	\$75/day
Cultural Center Outdoor Venue	
Hourly Springs Outdoor Stage Fee / Non Res Fee	\$50/\$60 per hour
Daily Springs Outdoor Stage Package / Non Res Fee (8 hour block)	\$200/\$300 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 FY2025-26
Farmers Market (Traditional Season)	
Vendor – Weekly	\$287
Vendor – Alternative A/B Week Schedule	\$172
Vendor – Daily/Substitute	\$20
Vendor – Seasonal Produce	\$60
Farmers Market (Winter Season)	
Winter Vendor – Full Season	\$207
Winter Vendor – One Saturday per month	\$103
Winter Vendor – daily/substitute	\$20
Annual Farmers Market	
Vendor – Extended Season Weekly	\$442
Vendor – Extended Season Alternative A/B Week Schedule	\$264
Farmers Market General Fees	
Electricity	\$25/season
Each Additional Booth Space or Produce/Meat Vendor Vehicle	50% of regular booth fee/additional space
Application Fee	\$20

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 FY2025-26
Industrial Use Permit	
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	\$50
Total Coliform	\$50
Dissolved Oxygen	\$6
Orthophosphorus	\$39
Total Nitrogen	\$60
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	Approved Fee FY2025-26
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 FY2025-26
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 FY2025-26
Golf Cart Registration and Inspection Fee	\$50
Golf Cart Registration Renewal and Re-inspection Fee	\$20 Annually
Designated Dog Fee pursuant to Town Ordinance Article III Section 12-61	\$250

Fee Schedule

Miscellaneous Fees	
Description	Approved Fee FY2025-26
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	\$44
Public Information Fees	
Candidate Filing Fee	\$50
Solicitor/Peddler Permit	\$25
Irrigation Permit	\$50

Fee Schedule



Miscellaneous Fees (continued)	
Description	Approved Fee FY2025-26
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



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 <p>Holly Springs, N.C.</p>	FN-11.3 Fiscal Policy Guidelines
	Prepared By: Tina Stroupe
	Dept./Title: Finance
Administrative Rules	Date Approved: June 3, 2025
	Effective Date: June 3, 2025
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Fiscal Policy Guidelines – Objectives

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

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

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

Capital Improvement Budget Policies

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

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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.

Fund Balance Policies

1. In accordance with governmental accounting standards the Town's total Fund Balance in the General Fund is comprised of five components:
 - a. Nonspendable Fund Balance represents resources that are physically or legally in a nonspendable form such as inventory, prepaid expenses or long-term receivables,
 - b. Restricted Fund Balance represents resources limited by state or federal law, or regulations, creditors or grantors. Included are unspent bond proceeds, grants earned but not spent, such as Powell Bill, or resources reported as "Stabilization by State Statute",
 - c. Committed Fund Balance represents resources formally committed by Council in the form of a resolution or ordinance for a particular purpose such as a project,
 - d. Assigned Fund Balance represents resources constrained by Council or the Town Manager informally for a specific future purpose, but not yet formally restricted or committed, such as for an anticipated project or appropriation in a subsequent fiscal year, and
 - e. Unassigned Fund Balance represents all remaining resources 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 to include transfers and debt service. 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.

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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 required to be reported.
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 fifty thousand dollars (\$50,000) between departments of the same fund without prior Council Action.

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-11.3

Approved by the Holly Springs Town Council, this, the 3rd day of June, 2025.

Linda McKinney, Town Clerk





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Glossary

Accrual Basis of Accounting (or Full Accrual).

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

Ad Valorem Tax.

A property tax levied according to assessed value.

Annual Budget.

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

Appropriation.

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

Assessed Valuation.

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

Assessment.

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

Audit.

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

Balanced Budget.

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

Budget.

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

Budget Amendment.

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

Budget Document.

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

Budget Message.

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

Budgetary Control.

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

Capital Outlay.

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

Community Investment Plan (CIP).

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

Contingency.

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

Deficit.

An excess of expenditures over revenues or expense over income.

Encumbrances.

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

Enterprise Fund.

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

Expenditures.

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

Fiscal Year (FY).

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

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Franchise Tax.

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

Fund.

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

Full-Time Equivalent (FTE).

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

Fund Balance.

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

Government Finance Officers Association (GFOA)

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

Governmental Fund.

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

General Fund.

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

Grants.

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

Interest and Penalties on Taxes.

Uncollected interest and penalties on ad valorem taxes.

Intergovernmental Revenues.

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

Levy.

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

Non-operating Expenses.

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

Non-operating Revenues.

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

Operating.

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

Pay-As-You-Go (PAYGO).

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

Personnel.

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

Policy.

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

Powell Bill Funds.

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

Property Taxes.

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

Proprietary Fund.

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

Reclassification.

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

Reserve.

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

Revenue.

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

Glossary

Surplus.

The amount by which revenues exceed expenditures.

Tax Rate.

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

Village District Area Plan (VDAP).

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



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