



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Holly Springs Georgia

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morrill

Executive Director

Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Presentation to the City of Holly Springs for its annual budget for the fiscal year beginning January 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device. The 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 the GFOA to determine its eligibility for another award.

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Steven W. Miller
Mayor



Michael R. Zenchuk II

Ward 3

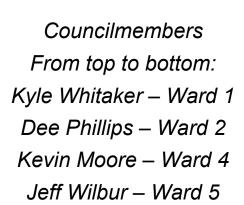
Mayor Pro-Tem

To anticipate and provide for the needs of our community in all service delivery areas through quality service, fiscal responsibility, innovation, and leadership in a transparent and responsive manner every day.













Approved Annual Budget

For the Fiscal Year

January 1, 2022 – December 31, 2022



City Council

Steven W. Miller Mayor

Michael R. Zenchuk II Mayor Pro-Tem

Kevin Moore Councilmember

Dee Phillips Councilmember

Kyle Whitaker Councilmember

Jeff Wilbur Councilmember

City Manager

Robert H. Logan

Budget Development Team

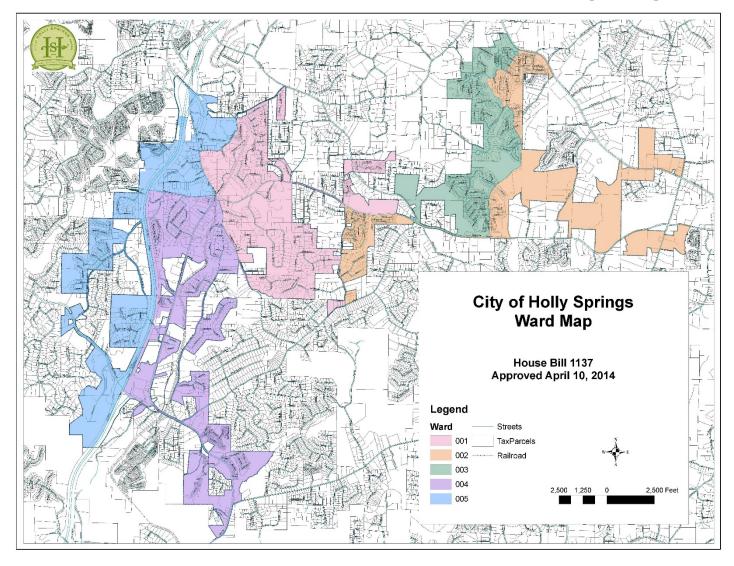
Robert H. Logan, City Manager

Nancy Moon, Community Development Director

Erin Honea, Economic Development Director/Assistant City Clerk

Ron Carter, IT and Facilities Manager

Denise Lamazares, Finance Director



Each councilmember serves as chair of one of five committees: Finance & Administration, Parks & Recreation, Community Development, Police, and Public Works. The committees are made up of the chairperson and a co-chair (who is also a member of the City Council).

- Finance & Administration: Dee Phillips Chair; Michael Zenchuk Co-Chair
- Parks & Recreation: Kyle Whitaker Chair; Dee Phillips Co-Chair
- Community Development: Kyle Whitaker Chair; Jeff Wilbur Co-Chair
- Police: Jeff Wilbur Chair; Dee Phillips Co-Chair
- Public Works: Michael Zenchuk Chair; Kevin Moore Co-Chair

POLICY MAKING AND LEGISLATIVE AUTHORITY is vested in the Mayor and five Council Members.

The Mayor and Council are elected at large by the City residents to serve four-year terms. For the election of Council Members, candidates must reside in one of the City's five geographic wards. The candidate who receives the most votes (election by plurality) in each geographic ward is elected to office. The City operates under a council/manager form of government pursuant to the constitution and laws of the State of Georgia and the City of Holly Springs Charter. The City Manager is responsible for the daily operations of all City departments and possesses all the administrative powers granted to the government under the constitution and laws of the State of Georgia and the City's charter.

The governing council is responsible, among other things, for passing ordinances, adopting the budget, appointing committees, and hiring the city manager and city clerk. The city manager is responsible for carrying out the policies and ordinances of the governing council, for overseeing the day-to-day operations of the government, and for hiring the heads of various departments.

The City provides a full range of services including police and fire protection; the construction and maintenance of highways, streets, and other infrastructure; recreational activities and cultural events. The City created a legally separate entity in 1999, the Holly Springs Downtown Development Authority, to assist with the planning and redevelopment of the downtown corridor. Financial information for the authority has not been included within this document due to the City Council not having appropriation authority for this entity. The Holly Springs Downtown Development Authority is a discretely presented component unit of the City of Holly Springs.

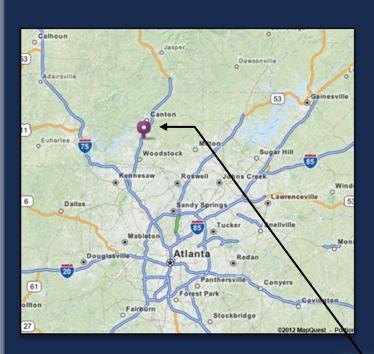
The City of Holly Springs activated the Holly Springs Parks and Recreation Authority in 2016 to facilitate the acquisition of the Cagle Family Farm through the issuance of a back door general obligation bond in the amount of \$3,200,000 on July 11, 2016. The City makes semi-annual debt payments on behalf of the Authority from alcohol excise tax collections. Financial information from the Holly Springs Parks and Recreation Authority has been included in this document since the City Council has appropriation authority for this entity and the composition of board is the same as the City Council. The Holly Springs Parks and Recreation Authority is a blended component unit of the City of Holly Springs.

The Urban Redevelopment Agency of the City of Holly Springs, Georgia ("the Agency") has been included as a blended component unit in the accompanying financial statements. The Agency was created July 15, 2019, with the primary focus of revitalization and promotion of development within the Town Center District. The City possesses the authority to review, approve and revise the budget and governs collection and disbursement of funds. The City Council appoints all members of the board of directors. Separate financial statements for the Agency are not prepared. Financial information related to Agency may be obtained from the office of the City Manager of the City of Holly Springs.

REGULARLY SCHEDULED PUBLIC MEETINGS of the Holly Springs City Council, Boards,

Commissions, and Committees are listed below. All meetings and public hearings are open to the public and take place in council chambers. City of Holly Springs' residents are encouraged to attend.

City Council Meetings	Planning Commission Meetings
First Monday of each month, 7:00 pm, Work Session	Second Thursday of each month, 7:00 pm
Third Monday of each month, 6:30 pm, Work Session	
Third Monday of each month, 7:00 pm, Council Meeting	
Downtown Development Authority Meetings	Tree Commission Meetings
Third Wednesday of each month, 6:30 pm	Second Tuesday of each month, 6:00 pm



The City of Holly Springs Cherokee County Georgia

The City of Holly Springs is located 35 miles northwest of Atlanta, 58 miles south of Blue Ridge, and 21 miles northwest of Roswell. The City is 7.37 square miles and located in Cherokee County.



Holly Springs at a Glance

Located just north of Atlanta in fast-growing Cherokee County, the City of Holly Springs is a 7.37 square mile oasis of friendly neighborhoods, thriving businesses, and wonderful early-twentieth century homes and commercial buildings. The City was incorporated in 1906, and quickly began building up around a busy train depot established by the L&N Railroad (now Patriot Rail). That depot, now the Holly Springs Community Center, was painstakingly restored by the City in the late 1990's and is a source of immense civic pride for our 16,213 residents. For more information about the City of Holly Springs, visit www.hollyspringsga.us.

History of Holly Springs Train Depot

At the close of the Civil War, North Georgia had suffered great loss of life, prosperity, and economy, and Holly Springs was no different. Despite a grim outlook, residents of Holly Springs, including men returning from the war, picked up the pieces and pressed forward in hopes of rebuilding a thriving economy. By the 1870s, the population began increasing, due in part to the arrival of the Marietta and North Georgia Railroad. (Louisville and Nashville (L&N) Railroad acquired the rail line in 1902.) For many years, there had been discussion of bringing the railroad through Holly Springs, effectively linking Marietta with Canton, and with points even farther north. By 1878 railroad tracks were laid through Holly Springs, and reached Canton, the County seat, by 1879. By 1887, the tracks reached as far north as Murphy, North Carolina, and eventually with the Western & Atlantic Railroad, making it possible for local industries to thrive by transporting their goods to the rest of the country. Freight leaving Holly Springs included serpentine rock, granite, agricultural goods, and lumber. In later years, poultry was also exported from the community.



By 1910, there were 63 households in the City of Holly Springs. The rapid development can be attributed to the building of the L&N Depot, making Holly Springs more than just a place to load stone blocks, but also a place to store freight and transfer all types of goods. Farmers and miners had a much larger customer scope now that goods could be stored at the Depot, while waiting to be shipped longer distances than as far as a horse-drawn carriage could deliver them before they spoiled. Residents and merchants could enjoy shopping for goods from the local general store, not just catalogues and having to wait for their arrival. The ease of transportation of goods and people made Holly Springs a very attractive home for families and industry alike.

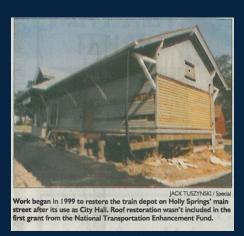
On June 4, 1974, L&N Railroad Company sold the depot to the City of Holly Springs for \$800. The original bill of sale is framed on the wall of the depot today, and the signatures of the original railroad agents etched into wood have been preserved into the wall and lit for generations to see.

From 1974 until the late 1990s, the depot housed City Hall, the mayor's office, and the police station. Renovations included adding additional walls to make offices and indoor restrooms. City court took place where passengers once waited for their train to arrive, and where today, residents of the City and County can hold private events.





City of Holly Springs City Hall 1981



During 2001



In the 1990s, the City, heartbroken over the state of disrepair that had fallen over the Depot due to the lack of funds available for upkeep, applied for and received a grant from the National Transportation Enhancements Fund. This grant, along with cash contributions and the donation of manual labor from local citizens, brought about the restored depot as it stands today, in all of its former glory. In fact, the renovation went so well, that the project was featured Transportation Enhancement National Clearinghouse's publication. Not included in the grant, was money to add a new terra cotta roof tile, because the City could not prove that the original roof was tile, before a composite shingle roof was added. J.B. Owens, the last ticket agent for the depot before it closed, contacted the City about a picture he had found proving that the original roof was in fact tile. With an additional \$100,000 from National Transportation Enhancement Fund, plus a \$25,000 match from the City, the depot's roof was restored as closely as possible to its original design.

In 2001, city councilman Ben Barnes told the Atlanta Journal-Constitution, "When we're done, about 95% of the building will be as it was originally." Today, the depot continues to hold a special place in the heart of Holly Springs' residents. Many residents have lived in Holly Springs their entire lives and can fondly recall memories of the depot when it was owned by the railroad. For newer residents, it is often used when trying to give directions around the City. The Holly Springs Train Depot is one of only two depots left in the County. The City of Holly Springs' hopes to ensure that generations of Holly Springs residents to come will be able to visit the single structure that put their City, and arguably their County, on the map more than a century before they were born.

City's Property Tax Digest is comprised of 75.27% residential, 17.84% commercial, 1.01% utility franchises, 2.94% industrial, and 2.39% agricultural by valuation. Commercial development consists primarily of office professional parks, commercial retail, and small offices. The average resident is between 35 and 44 years of age, occupies a home with a median sale price of \$268,900 and has a household income of \$95,941.

Major Industries, Commercial Entities and Taxpayers

Holly Springs is home to several light industrial parks and office condominiums some of which include Hickory Springs Industrial Park, Rickman Industrial Park, Holly Commons, and Mountain Brook. The City is also home to Cobb Industrial, Inc., a world class Steel Fabricator providing the highest quality steel fabrication and installation for commercial, industrial, and residential customers throughout the United States. Cobb Industrial, Inc. currently employs 55 people in City of Holly Springs.

In the fall of 2012, Bright Meyers Holly Springs Associates, LP annexed and rezoned property at the intersection of I-575 at exit 14 and Holly Springs Parkway for a Walmart Supercenter and a strip retail center. Construction of the Walmart Supercenter was completed in June 2014. The Walmart Supercenter currently employees 199 people within the City of Holly Springs and added approximately \$78,000 to the City's 2021 tax digest. In addition to Walmart, some of the other major contributors to the City's tax digest are Mar Harbor Creek LLC, Tree Ridge at Holly Springs, Home Depot, PSREG Holly Springs, PMAT East Cherokee, Northside Hospital Cherokee, and Cherokee Auto Land.

	Assessed		Percentage of Taxable
Principal Taxpayers	Value	Rank	Assessed Value
Mar Harbor Creek LLC	\$ 14,026,440	1	1.93%
Kohn, Pamela Trustee Walmart	7,862,069	2	1.08%
Tree Ridge at Holly Springs LLC	7,555,080	3	1.04%
Home Depot	5,038,997	4	0.69%
PSREG Holly Springs LLC	4,886,148	5	0.67%
Holly Springs Building LLC	4,471,280	6	0.62%
PMAT East Cherokee LLC	4,110,060	7	0.57%
Cherokee Auto Land LLC	3,816,720	8	0.53%
Northside Hospital Cherokee	3,153,840	9	0.43%
WOJV Canton, LLC	3,033,480	10	0.42%
Total	\$ 57,954,114		7.98%

Principal Employers	Number of Employees	Rank	% of Total City Employee Population
Walmart #5814	215	1	2.82%
Home Depot, USA, Inc.	110	2	1.44%
Publix Super Markets, Inc.	91	3	1.19%
Cherokee County School District	81	4	1.06%
Kroger Store #430	74	5	0.97%
Nor-Ral Plastics, Inc.	62	6	0.81%
Cobb Industrial, Inc.	55	7	0.72%
Sutherlin Nissan Cherokee	53	8	7.00%
North Georgia Foundations, Inc.	42	9	0.55%
Windsor House	40	10	0.52%
Total	823		10.80%

Recent Commercial Development

The Georgia Department of Transportation started the Northwest Corridor Project on I-575 and I-75 in 2015. This public/private partnership added reversible toll lanes along I-575 and I-75 to alleviate traffic congestion throughout the northwestern section of Metro Atlanta. The northern terminus of the project is at the intersection of I-575 and Sixes Road near exit 11. This exit, the intersection of I-575 and Sixes Road, is the main southern entrance to the City of Holly Springs when driving north on I-575 from Atlanta. The project was completed in the summer of 2018 and is expected to generate a great deal of commercial growth within the southern section of the City.

Since 2017, the intersection of Sixes Road at Holly Springs Parkway has been a hub for commercial development. Businesses in this area are able to enjoy the convenient proximity to Interstate 575 at Exit 11 and benefit from improved pedestrian connectivity due to the construction of sidewalks along Holly Springs Parkway which were part of the City's Holly Springs Parkway Widening Project. Further spurring commercial development was the completion of the northern terminus of the Northwest Georgia Express Lanes at Exit 11 on Interstate 575. Recent commercial completions include Dairy Queen Grill & Chill, One Life Fitness, Racetrac, and Prime Storage. Additionally, WellStar Health System, Inc. completed the WellStar Cherokee Health Park at Holly Springs, a 100,000 square foot medical health park at the intersection of Sixes Road and I-575, in 2019. Construction of commercial facilities declined in 2020 due to the COVID-19 pandemic but is expected to resume in late 2022 and early 2023.

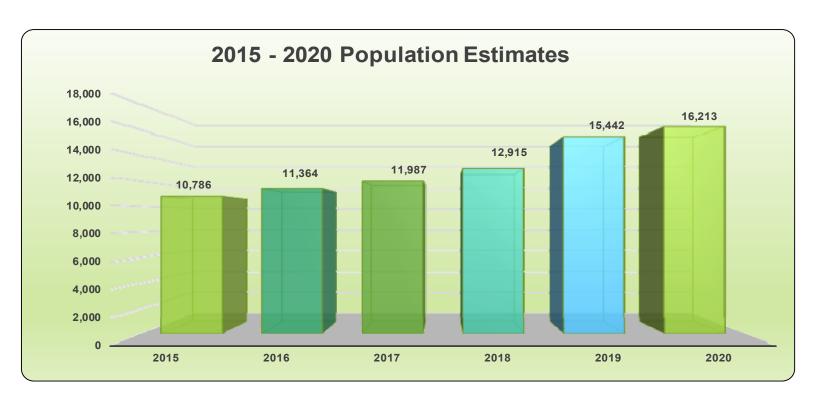
Recent Residential Growth

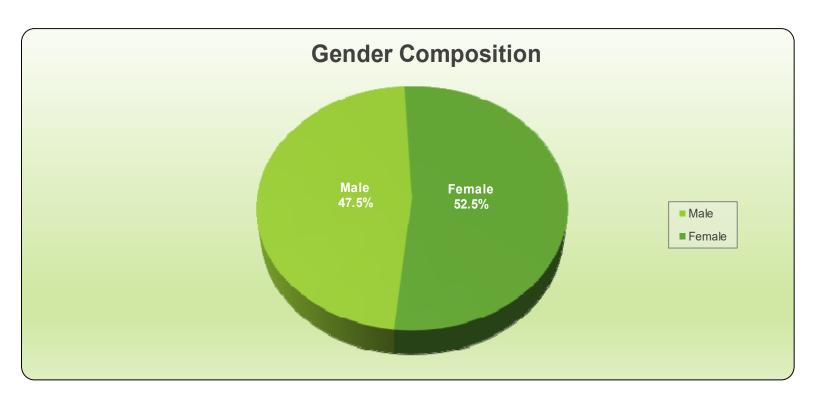
The City of Holly Springs continues to see significant residential growth in all sectors. In 2019, Sixes Ridge and The Darby, multi-family communities of 340 and 282 units respectively, were completed on Holly Springs Parkway near Sixes Road. Construction of a new multi-family residential development started in late 2020 adjacent to The Darby. This project is expected to be completed in late 2022. The City continues to attract new families as several single-family residential communities have started over the past several years. The table below shows the City's subdivisions, the total number of lots, certificates of occupancy issued, and the remaining housing units to be constructed of occupied this year and in subsequent years.

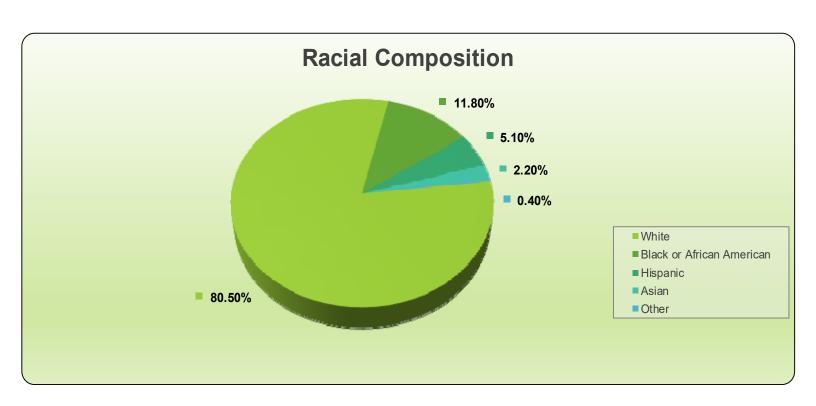
Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupied
Avery Creek	129	23	106
Avery Landing	96	96	0
Carson Creek	86	86	0
Charlotte's Ridge	50	0	50
Chelsea(Townhomes)	94	94	0
Crest Brooke	154	130	24
Edgewater	298	173	125
Harmony on The Lakes (including Reserve)	1461	1455	6
Hidden Springs (Townhomes)	168	168	0
Holly Glen	110	110	0
Hwy 140-Prance/Hopkins	41	0	41
Magnolia Trace	78	47	31
Palm Street (Idle Towne)	63	0	63
Parc Terrace	70	0	70
Pebblewood	75	0	75
Riverside Phase 5	135	37	98
Sagebrooke	17	0	17
Serenity	44	44	0
Spring Meadows	136	60	76
The Gardens of Harmony	180	180	0
The Retreat	49	0	49
Turner Village	99	57	42
Total Shown	3,633	2,760	873

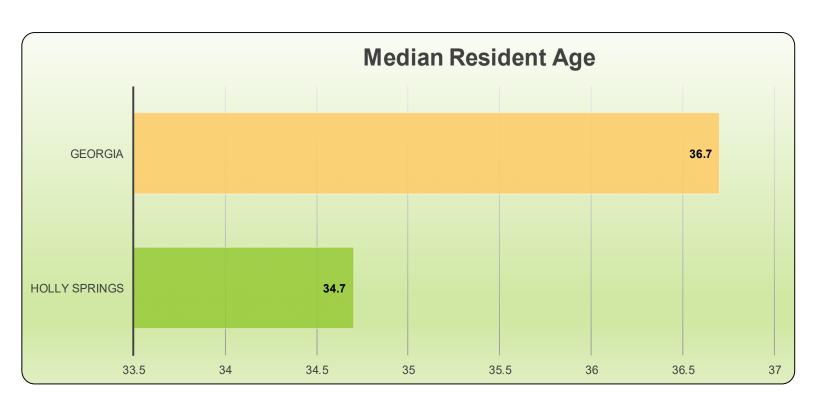
Community Profile and Demographics

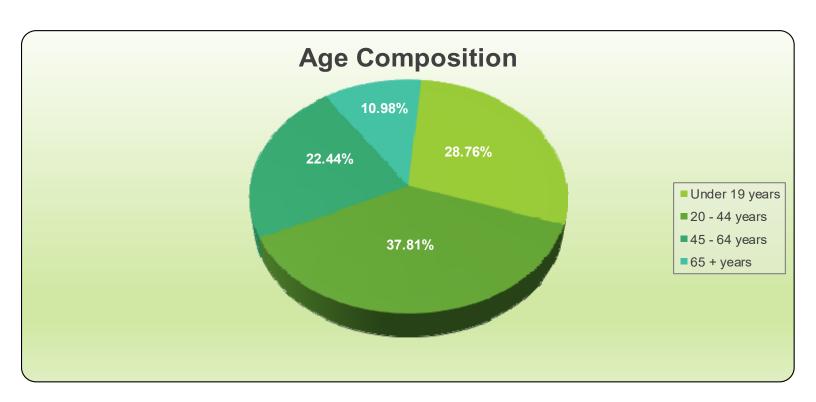
Source: US Census Bureau

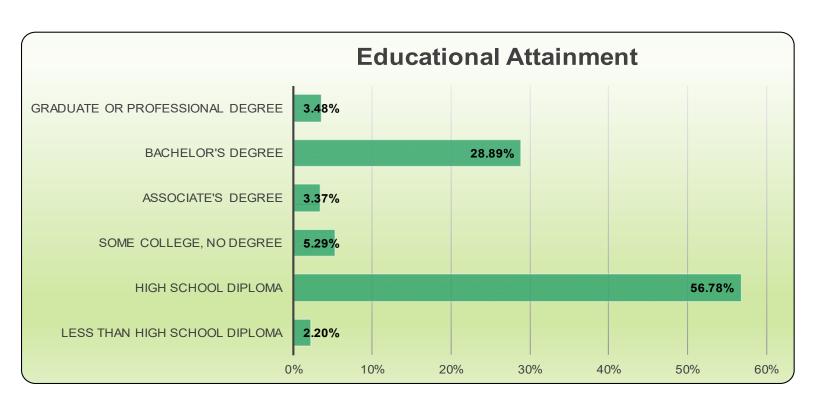


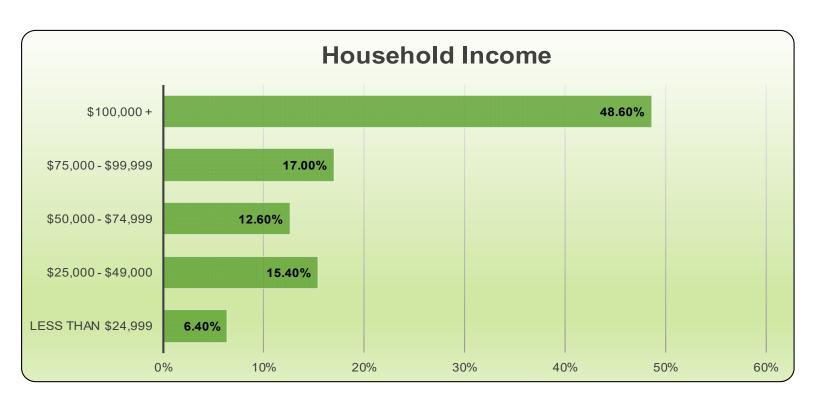


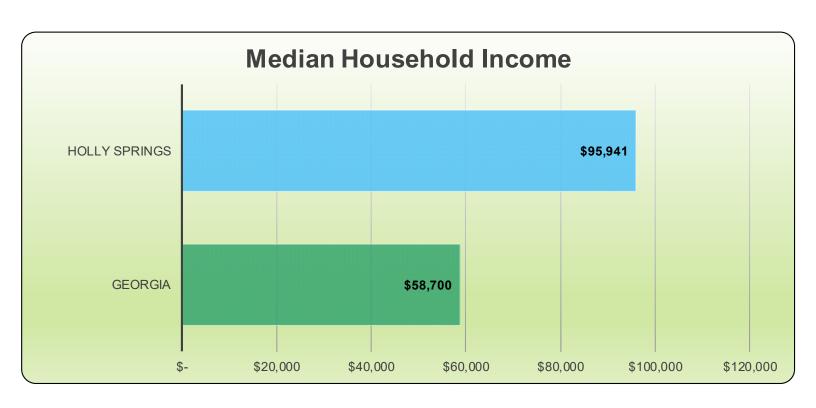




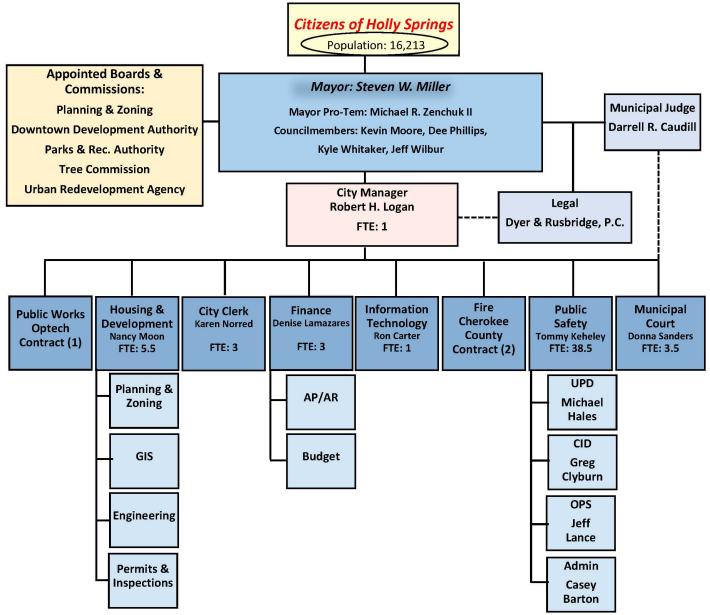








Organizational Chart



- (1) Holly Springs entered into an agreement with Optech on December 21, 2015, to provide public works management, including all current operations and maintenance services of the Holly Springs Public Works Operations, which broadly and currently consists of the following activities: Streets and Drainage, Parks and Grounds Maintenance, Landscaping of medians, Solid Waste (yard debris and non household refuse -not garbage). Optech shall also be responsible for insuring maintenance of equipment, vehicles, and facilities existing within the present property boundaries being used to operate all Departments within the City's Public Works operations.
- (2) Holly Springs entered into an agreement with Cherokee County to join the 2nd fire district whereby the fire district offers services to municipalities. Holly Springs approved a new agreement on August 20, 2018. This is referred to as a "consolidation" agreement in the Service Delivery Strategy.
- GIS Geographic Information Systems
- AP Accounts Payable
- AR Accounts Receivable
- **UPD** Uniform Patrol Division
- CID Criminal Investigations Division
- **OPS** Office of Professional Standards

City Contacts



City Manager Robert H. Logan 770-345-5536 ext. 1103 rlogan@hollyspringsga.us



Chief of Police Tommy Keheley 770-345-5537 tkeheley@hollyspringsga.us



City Clerk/Human Resources Director Karen Norred 770-345-5536 ext. 1102 knorred@hollyspringsga.us



Community Development Director Nancy Moon 770-345-5536 ext. 1201 nmoon@hollyspringsga.us



Court Administrator Donna Sanders 770-345-5538 ext. 1501 dsanders@hollyspringsga.us



Assistant City Clerk/Main Street Director Erin Honea 770-345-5536 ext. 1107 ehonea@hollyspringsga.us



Information Technology Director Ronald Carter 770-345-5536 ext. 1105 rcarter@hollyspringsga.us



Finance Director
Denise Lamazares
770-345-5536 ext. 1104
dlamazares@hollyspringsga.us



Land Development Manager Zachary Arnold 770-345-5536 ext. 1205 zarnold@hollyspringsga.us



Governor Brian Kemp

http://gov.georgia.gov

Phone: 404-656-1776

After 17 years of services as a businessman, secretary of state and state senator, Brian Kemp took office as governor in January 2019. Aiming to build on successes, Governor Kemp will advance initiatives to spur job growth, lower taxes and insurance premiums for Georgia families, strengthen rural communities and keep children safe. In his first few months of his first term, investing in education, infrastructure and healthcare in Georgia were his focus.



Lieutenant Governor Geoff Duncan

http://www.ltgov.georgia.gov

Phone: 404-656-5030

Constitutional Officers:

Secretary of State	Brad Raffensperger	404-656-2881
Attorney General	Chris Carr	404-646-3300
State School Superintendent	Richard Woods	404-646-2800
Agricultural Commissioner	Gary Black	404-646-3645
Insurance Commissioner	John King	404-646-2070
Labor Commissioner	Mark Butler	.404-232-7300

Georgia House of Representatives:

The House of Representatives consists of 180 members from regions around the state. Each January the House convenes to set an annual operating budget, amend the prior year's budget and craft laws to address issues ranging from education reform to transportation investment.

Charlice Byrd, District 20 Capitol Address 401-F Coverdell Legislative Office Bldg. Atlanta, GA 30334 404-656-0152

charlice.byrd@house.ga.gov

Brad Thomas, District 21
Capitol Address
401-G Coverdell Legislative Office
Bldg.
Atlanta, GA 30334
404-656-0152
brad.thomas@house.ga.gov

Wes Cantrell, District 22 Capitol Address 401-H Coverdell Legislative Office Bldg. Atlanta, GA 30334 404-656-0152 wes.cantrell@house.ga.gov

Georgia Senate:

Each January, 56 senators meet to set an annual operating budget, amend the current year's budget and craft laws that range from promoting business to keeping health care spending in check.



Brandon Beach, District 21
State Senator
Capitol Office
303-A Coverdell Legislative Office Bldg.
Atlanta, GA 30334
Phone: 404-463-1378
brandon.beach@senate.ga.gov



Steven W. Miller, Mayor

Michael R. Zenchuk II, Mayor Pro-Tem



Kevin Moore, Councilmember Dee Phillips, Councilmember Kyle Whitaker, Councilmember Jeff Wilbur, Councilmember

Dear Mayor and City Councilmembers,

In accordance with the City Charter Section 6.14, the City Council, by Ordinance has put in place the procedures and requirements for the preparation and execution of an annual operating budget, capital improvement program, and a capital budget including requirements as to the scope, content, and forms of such budgets and programs.

We are pleased to present the Annual Operating and Capital Project budget for Fiscal Year 2022 of the City of Holly Springs, Georgia. We continue to operate the City of Holly Springs as efficiently as possible while still providing the level of service required by our citizens.

Impact of COVID

2020 and 2021 were full of uncertainty and loss due to the COVID-19 pandemic. While remaining hopeful that the worst is behind us, the City recognizes the loss local families felt and the difficult adaptations that businesses made to remain open. Because the City of Holly Springs has prioritized sound budgeting practices for many years, the City has been fortunate that it has not had to cut or freeze spending, draw down from rainy day funds, or, most importantly, have to lay off any employees.

Budget Objective

The objective of the City's budget is to provide a management tool and structure for the intentions of the governing body. This budget is formulated to help unite the City's members with a purpose while decentralizing decision making and integrating activities from the lowest to highest levels within our municipal government. The budgeting process results in the updating of the City's on-going financial plan and provides a vehicle in which management decisions can be made as a result of the formulation of the respective data. As this document indicates, through the utilization of all available revenue sources, the City of Holly Springs continues to demonstrate its commitment to provide a tremendous array of city services to the constituents, businesses, and stakeholders within our community. Through this proven commitment, the City further maintains its status as a Signature Community while boosting the desire to live, work, play, visit, and retire in Holly Springs.

Current Economic Conditions

The City of Holly Springs experienced a resurgence in growth starting in 2014. The gross digest which includes real and personal property, motor vehicles, and mobile homes is 13.0% greater than the prior year. This source of revenue greatly contributes to the annual operating budget. However, the annual operating budget also relies on other sources of revenue from the Community Development Department, Court Services, and the Parks and Recreation Department. In the past, with the growth in development, we were able to enhance services to meet the demand using the additional revenues that were being generated from these other sources. These sources of revenues have increased and have placed the City in a better position to make some changes

Service Level Change

In 2022, the City of Holly Springs did not implement any service level changes. Mayor, City Council, and management of the City continually evaluate services provided to our citizens to determine if any changes are necessary. To improve efficiency and to capitalize upon economies of scale, the City of Holly Springs has entered into various agreements with other governmental entities as well as private sector organizations. The City is in negotiations to renew our intergovernmental agreement with Cherokee County to provide fire and emergency services to our citizens in the most economically feasible manner possible while achieving a higher level of service and a reduction in the insurance service office (ISO) rating for our community. On December 16, 2019, the City of Holly Springs renewed its agreement with Optech Monette, LLC to provide public works and parks maintenance services throughout the City. On June 15, 2020, the City signed an addendum with Optech Monette, LLC to add Stormwater, Site Inspections, and other associated duties to the agreement. This four-year agreement improves the level of service provided to the citizens of Holly Springs while reducing costs and liability to the City.

Property Taxes

Ad Valorem taxes (which means "according to the value") are levied on real and personal property and on motor vehicles each year. Property tax revenues are used by the City for General Fund maintenance and operations. Departments such as the Police Department, Economic Development, Parks & Recreation, Planning & Zoning, Finance, and Administration operate with General Fund revenue.

The City of Holly Springs adopted a millage rate of 4.220 on September 9, 2021, for its FY2022 operations. This was a decrease of 4.09% from the rate of 4.400 in the prior year.

City of Holly Springs Millage Rate from FY2021 to FY2022										
	FY2021 FY2022 \$ Change % Change									
Average Home Value From Digest	\$	265,975	\$	292,523	\$	26,548	9.98%			
Assessed Value (40%)	\$	106,390	\$	117,009	\$	10,619	9.98%			
Millage Rate per \$1,000		0.00440		0.00422		(0.00018)	-4.09%			
City Taxes	\$	468.12	\$	493.78	\$	25.66	5.48%			

While our current budget poses challenges for us, we are in much better shape than most other local governments. This is due in part to the structure of our revenues, but it is also due to the fiscally conservative policies and practices of the City. The following goals for programs and services were used to guide the budget development process:

Budget Development Guidelines

- Continue to operate as conservatively as possible and keep spending to an absolute minimum;
- Postpone or delay, where possible, the hiring or replacement of positions that are vacant;
- Curtail travel that is not necessary for required training or otherwise considered not optional;
- > Continue to review and implement ways to cut non-essential expenditures.
- Review and modify where necessary, any tax and fee adjustments required to maintain existing service levels; and
- Recommend ways to ensure revenue collections are administered in an equitable manner and captured by all sources identified within our financial platform.

The balanced budget being presented to you carefully weighed these principles in its development. The total budget for FY2022 presented to Council for approval is \$46,214,250.

The City of Holly Springs remains a strong and vibrant community where the citizens have come to expect a transparent and responsive municipal government that delivers services with unwavering efficiency and effectiveness. We are fully confident that we will be able to continually respond to projected operating shortfalls and remain vigilant in our efforts to manage our affairs prudently.

FY 2022 Highlights

The primary emphasis of the FY2022 Budget remains consistent with our strategies, concentrating on fundamental infrastructure improvements, repaving, and the development of our downtown. These are a direct response to community-identified needs and requests. The City has created a list of FY2022 key expenditures and improvements which focus on taking care of community assets and safety essentials as a means of delivering for the future. This commitment can be found within the following overview of projects and initiative disbursements:

This list of key expenditures for 2022 highlights a fiscally conservative approach to funding allocation. The city remains focused on sustaining public safety levels, improving infrastructure, and promoting community development to improve the quality of life for all our residents, businesses, and visitors.

Administration

- Addition of a Records Manager position General Fund revenues (\$44,034)
- 3% COLA increase to all employees' base pay General Fund Revenues (\$100,323)

Public Works

- Construction of sidewalks along Holly Springs Parkway SPLOST V revenues (\$100,000)
- Construction of sidewalks along Hickory Road SPLOST V revenues (\$1,000,000)
- Repaying various roads throughout the city SPLOST V revenues (\$461,090)
- Widening of Holly Springs Parkway (Phase II) SRTA grant revenues (\$1,250,000) and GTIB loan (\$5,500,000)

Public Safety

- Purchase seven (7) public safety vehicles SPLOST V revenues (\$241,000)
- Computers and equipment for police vehicles SPLOST V revenues (\$145,000)

Parks and Recreation

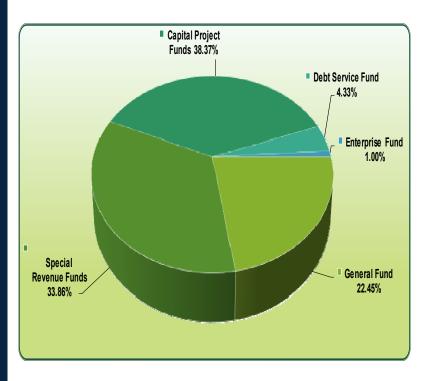
- Renovations to the Community Center (Train Depot) Excise Tax revenues (\$152,600)
- Improvements to playground equipment Excise Tax revenues (\$100,000)

Budget in Brief

The City of Holly Springs' budget provides a detailed fiscal operating plan that identifies estimated revenues and expenditures. This balanced budget reflects each department's priorities and represents a process through which policy decisions are made, implemented, and controlled. Funding for our City is derived from several main sources – 1) Taxes: property, motor vehicle, franchise, business and occupational, insurance premium, 2) Building Permits, 3) Municipal Court Fines. The City of Holly Springs' revenue/expenditure budget for the 2022 fiscal year is \$46,214,250; a 20.39% increase from last year's amended budget.

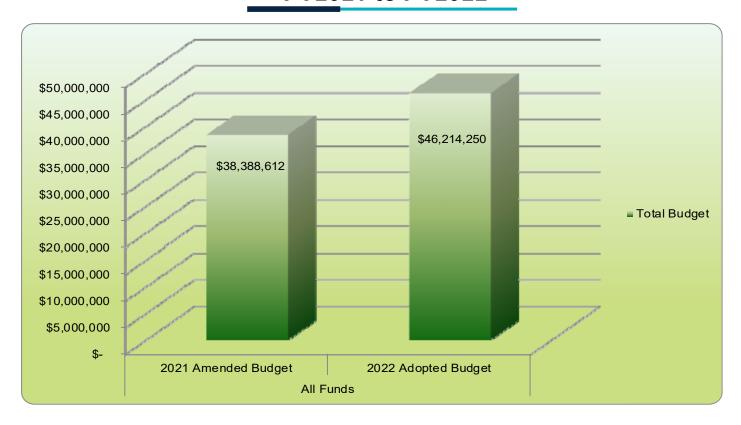
The 2022 budget had a net increase of 20.39% compared to 2021 is due to a decrease of 1.52% in the General Fund, 10.34% increase in Special Revenue Funds, 45.42% increase in Capital Project Funds, 81.33% increase in Debt Service Fund, and 22.18% increase in the Enterprise Fund. The increase in Special Revenue Funds is attributable to expenditures in the American Rescue Plan Act of 2021 being budgeted in the amount of \$5,767,700 that were not budgeted in the previous year. The increase in Capital Project Funds is because the proposed budget includes an appropriation for the preliminary engineering for the Hickory Springs Parkway Project (formerly known as the Industrial Connector) it also includes the remaining bond proceeds from the Urban Redevelopment Agency (URA) for the Town Center Project. The increase in the Debt Service Fund is attributed to the addition of principal and interest payments that will be made on the Urban Redevelopment Agency bond as well as a transfer in the amount of \$2,000,000 from the Downtown Development Authority. The increase in the Stormwater Utility Fund is due to an increase in the number of residential and commercial parcels in which stormwater fees are collected and the addition of a Stormwater Inspector position.

Budgets by Fund \$46,214,250



Fund	Add	FY2022 Adopted Budget					
General Fund	\$	10,375,000					
Special Revenue Funds	\$	15,645,850					
Capital Project Funds	\$	17,733,400					
Debt Service Fund	\$	2,000,000					
Enterprise Fund	\$	460,000					
Total	\$	46,214,250					

Budget Comparison FY2021 to FY2022



Change from FY2021 to FY2022											
Fund		FY2021 Amended Budget		FY2022 Adopted Budget		Adopted		Adopted		\$ (+/-)	% (+/-)
General Fund	\$	10,535,000	\$	10,375,000	\$	(160,000)	-1.52%				
Special Revenue Funds	\$	14,179,415	\$	15,645,850	\$	1,466,435	10.34%				
Capital Project Funds	\$	12,194,745	\$	17,733,400	\$	5,538,655	45.42%				
Debt Service Fund	\$	1,102,952	\$	2,000,000	\$	897,048	81.33%				
Enterprise Fund	\$	376,500	\$	460,000	\$	83,500	22.18%				
Total	\$	38,388,612	\$	46,214,250	\$	7,825,638	20.39%				

Basis of Revenue Estimates

\$46,214,250

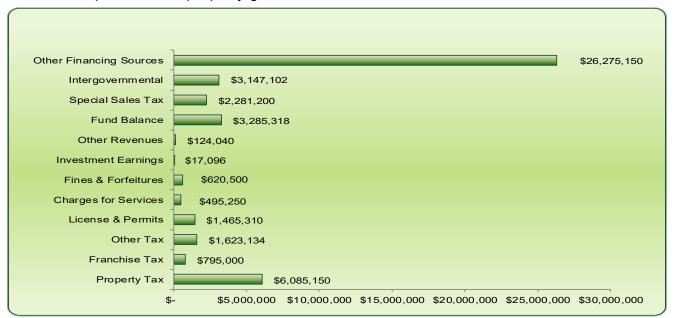
Description

The City will focus its efforts to strengthen and diversify its property tax base to ensure the ongoing stability of the City's income. Charges for Services are usually intended to fully recover the cost of providing those services. The City actively supports economic development activities to diversify the property tax base for the community. The ultimate objective is for our revenue forecasts to be consistent and as accurate as possible. Estimated revenue shall include only those revenues reasonably expected to be realized in the budget year.

Significant Assumptions

The revenue budget is based on the following assumptions:

- 98% collection of property taxes
- Millage rate of 4.220
- Revenue from other major sources to remain constant (based on historical data from prior years)
- · Population and property growth



	Funds									
		Special								
Revenues	General	Revenue	Capital Project	Debt Service	Enterprise	Total				
Property Tax	\$ 6,085,150	\$ -	\$ -	\$ -	\$ -	\$ 6,085,150				
Franchise Tax	795,000	-	-	-	-	795,000				
Other Tax	1,215,750	401,000	6,384	=	-	1,623,134				
License & Permits	1,465,310	-	-	-	-	1,465,310				
Charges for Services	35,250	-	-	-	460,000	495,250				
Fines & Forfeitures	620,500	-	-	-	-	620,500				
Investment Earnings	16,000	1,096	-	-	-	17,096				
Other Revenues	111,890	12,150	-	-	-	124,040				
Fund Balance	-	2,883,302	402,016	-	-	3,285,318				
Special Sales Tax	-	-	2,281,200	-	-	2,281,200				
Intergovernmental	5,000	2,973,302	168,800	-	-	3,147,102				
Other Financing Sources	25,150	9,375,000	14,875,000	2,000,000	-	26,275,150				
Total Revenues	\$ 10,375,000	\$ 15,645,850	\$ 17,733,400	\$ 2,000,000	\$ 460,000	\$ 46,214,250				

Basis of Expenditure Estimates

\$46,214,250

Personnel Services

Description

This category includes expenditures for City employees' base wages and salaries plus expenditures for other forms of employee compensation; life and health insurance, social security, workers' compensation, retirement contributions, longevity pay, overtime, and special duty/status pay. The Finance Director calculates the personnel cost based on the staffing requested by each department.

Significant Assumptions

The personnel services budget is based on the following assumptions:

- 3% cost of living (COLA) increases are reflected in this budget.
- Workers' Compensation The risk rates for each employment classification are modified based on projected cost.
- Health insurance increase of 15% in the City's net annual cost.

Operating Expenditures

Description

This category includes expenditures that are not classified as personnel, capital outlay, or capital projects. Operating expenditures include such items as office supplies, postage, utilities, travel and training, dues and memberships, fuel, communications, and advertising to name a few.

Significant Assumptions

Projected increases (and decreases) are based on a departmental level decision-making process. The Departments were given a guideline when budgeting for these expenditures; no submission of estimates for Travel & Conference (may include funds for tolls, mileage reimbursements, meals, and parking), Training College Classes – Education, or membership/dues/subscriptions unless specifically required for mandated certification.

Capital Outlay

Description

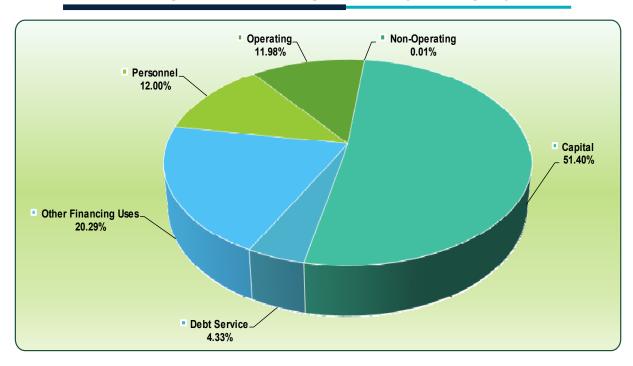
Effective October 1, 2004, this category includes expenditures for capital items, with an initial individual cost of \$5,000 or more, and an estimated useful life in excess of one year.

Significant Assumptions

Projected expenditures are based on the estimated cost of each capital item. Funding for capital expenditures is reflected within the department's target budget. Capital outlays are ranked in the order of management priorities.

- Projected expenditures are based on the estimated cost of each capital item.
- Funding for capital expenditures is reflected within the department's target budget.
- Capital outlays are ranked in the order of management priorities.

Percent of Expenditures/Expenses by Category (all funds)



Fund	F	Personnel	Operating	No	n-Operating	Capital	Debt Service	ı	Other Financing Uses	Total
General	\$	5,398,170	\$ 4,976,830	\$		\$ -	\$ -	\$	-	\$ 10,375,000
Enterprise		147,008	307,992		5,000	-	-		-	460,000
Special Revenue		-	250,550			6,020,300	-		9,375,000	15,645,850
Capital Projects		-	-		-	17,733,400	-		-	17,733,400
Debt Service		-	-		-	-	2,000,000		-	2,000,000
Total	\$	5,545,178	\$ 5,535,372	\$	5,000	\$ 23,753,700	\$ 2,000,000	\$	9,375,000	\$ 46,214,250

Economic Overview

Known as the Empire State of the South or the Peach State, Georgia is currently ranked 12th in the United States for its economic performance. Over the five-year period from 2015-2020, Georgia, has been economically outperforming the nation. During this period, Georgia's gross domestic product (GDP), the value of all the goods and services produced in the state, reached \$533.57 billion in 2020. There was a dramatic decline in the GDP growth rate in 2020 due to the coronavirus (COVID-19) pandemic, although signs of recovery began to appear in 2021. Additionally, according to the U.S. Bureau of Labor Statistics, the state has recorded an unemployment rate of 2.6% at December 2021, while the United States recorded an unemployment rate of 3.9%.

The most critical driver of growth in Georgia has been an influx of laborers and businesses to the state. Businesses have been attracted to the state due to a comparatively lower cost of living. The median home price in Georgia is \$245,778 well below the national median which is at \$293,349. This has attracted many to the state, boosting the real estate, rental, and leasing sectors. Overall, demand for housing is strong and homes are being sold at a faster pace in Georgia than they are nationally. Construction activity in the state has been strong, with the value of private nonresidential construction at \$10.75 billion in 2019.

Georgia has experienced unparalleled opportunity and economic success. The state has weathered the 2007 – 2009 recession: emerging stronger than ever. Wages are on the rise, unemployment rates continue to drop, and the state has been a preferred destination for business. The City's real estate growth is reflective of the positive movements that can be seen in the state and national economies. With the enduring economic expansion across Georgia, Holly Springs remains on a path of continued and sustainable growth.

Although Georgia's local governments are affected by the condition of state and federal finances, they rely heavily on property taxes as a major source of revenue. In the wake of the recession, falling house prices created a challenge for local government finances, but home prices have been on the upswing for many years. In 2018, the statewide, purchase-only house price index stood at 14 percent above the 2007 pre-recession home price peak. Georgia's home prices have climbed 58% since the market bottomed-out in 2012. However, price recovery is uneven and proceeds more slowly in some areas of the state. In smaller towns and rural areas, home values are still below the pre-recession peak, with 95 percent of value recovered, on average, in 2018.

Real estate prices and development are primarily driven by factors such as a property's location, area development limitations, access to and sustainability of mortgage rates, personal and household income, as well as supply and demand trends as influenced by the dynamics of the local and national economy, to name a few. Some key performance indicators of these effects to be considered include rates of homeownership, per capita and household incomes, building permits issued, population growth, and property values. According to the USCB's American Community Survey performed in 2019, per capita income decreased to \$33,694 in Holly Springs from \$34,789 in 2018. The combined median household income in Holly Springs was calculated to be \$95,941 in 2019, an increase of 5.63% from the prior year. Income plays an important role in determining the health of a given real estate market as it can shed light upon the ability of residents to sustain themselves as well as maintain their mortgage obligations. The City's 2022 Adopted Budget suggests a greater potential resiliency for the City of Holly Springs in the face of possible future market fluctuations, cyclical or otherwise. The City's tax base has increased an average of 10.29% over the past five years. As shown in the table on page 37, the City has used a conservative projection of 5% growth in the tax digest over the next three years. Mortgage delinquency and foreclosure rates in evaluating a given real estate market is essential as it can be an

early indicator of the market's overall health. According to recent data published by the Consumer Financial Protection Bureau (CFPD), Georgia's mortgage delinquency rate, which is defined by a homeowner being 30 to 89 days delinquent on payments, has decreased by .20% from 1.0% to .80% from June 2020 to June 2021. Cherokee County remained constant at .50% over the same period. Over a 10-year period, the City of Holly Springs' population has grown by 76.44%, from a total population of 9,189 in 2010 to 16,213 in 2020, according to data most recently made available by the USCB. Generally, increases in population levels over a relatively brief period can heighten the demand for property in a given area, and can consequently drive-up prices. The real estate market in Holly Springs has been moving in a steady upward direction in recent years. The table below shows the five-year history of building permits issued. The total number of permits issued by the City has increased from 2020 to 2021 by 37.74%. The increase in the number of permits issued during this time period was because several subdivisions that were in the site development phase in 2020; are now in new the home construction phase.



The City of Holly Springs considers all economic factors in projecting both current and future revenue and expenditure budgets. We approach the budget preparation in a conservative manner when projecting revenues and as such, have managed to maintain equally conservative expenditures. The City of Holly Springs reviews the fund balance and net position each year. As shown on the following pages, analysis of the increases and decreases in unassigned fund balance as well as net position are a useful indicator of whether the overall financial position of the City is improving or deteriorating over time.

The focus of the City of Holly Springs' governmental fund review is to provide information on near-term inflows, outflows, and balances of spendable resources. This information is useful in assessing the City's financing requirements. The unassigned fund balance may serve as a useful measure of a government's net resources available for spending at the end of the fiscal year. As of December 31, 2020, the City's governmental funds audited ending fund balance was \$7,617,374.

The chart below shows the fund balance for all Governmental Funds over a five-year period. A more detailed breakdown of fund balance is in the "Changes in Fund Balance" section of this document.

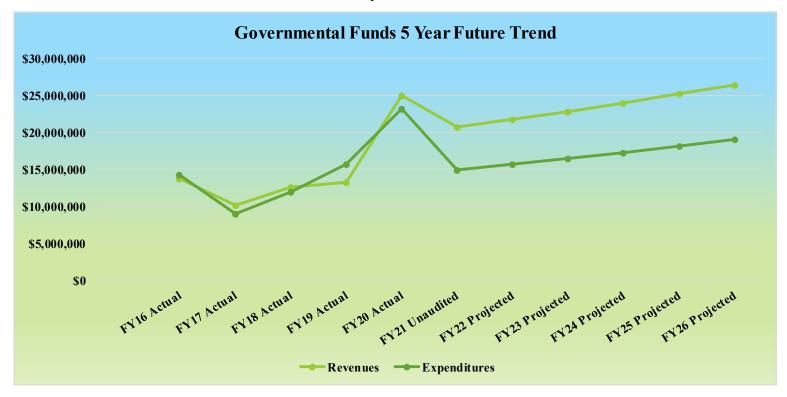
FY	_	jinning Fund Balance	Revenues	E	xpenditures	E	nding Fund Balance	und Balance Increase (Decrease)	Percent Change
2016	\$	6,848,778	\$ 13,770,368	\$	14,232,931	\$	6,386,215	\$ (462,563)	-6.75%
2017	\$	6,386,215	\$ 10,123,420	\$	8,964,809	\$	7,544,826	\$ 1,158,611	18.14%
2018	\$	7,544,826	\$ 12,649,914	\$	11,938,747	\$	8,255,993	\$ 711,167	9.43%
2019	\$	8,255,993	\$ 13,216,500	\$	15,745,398	\$	5,727,095	\$ (2,528,898)	-30.63%
2020	\$	5,727,095	\$ 25,033,420	\$	23,143,141	\$	7,617,374	\$ 1,890,279	33.01%

The statement of Net Position presents information on all the City's assets, deferred outflows of resources, deferred inflows of resources, and liabilities. Net position in financial reporting is based on the economic resources measurement focus and represents the difference between (a) total assets and deferred outflows of resources and (b) total liabilities and deferred inflows of resources. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances of any borrowing used for the acquisition, construction, or improvement of those assets. Net position is reported as restricted using the same definition as used for restricted fund balances. The remaining portion of net position is reported as unrestricted. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the City is improving or deteriorating. As of December 31, 2020, the City was able to present positive balances for its governmental and business-type funds.

	2020	2019	2018		2017
Changes in Net Position					
	Total	Total	Total		Total
Revenues					
Program Reveues:					
Charges for Service	\$ 2,546,072	\$ 2,624,400	\$ 3,242,623		\$ 2,187,697
Operating grants & contributions	960,555	207,780	227,619		235,203
Capital grants & contributions	3,449,393	2,416,876	6,043,562		2,378,027
General Revenues:					
Property taxes	5,317,852	4,746,878	4,150,720		4,062,016
Other taxes	2,158,928	1,960,712	1,871,850		1,764,443
Investment earnings	32,256	65,537	41,144		15,296
Other revenues	57,980	73,252	48,679		21,773
Total Revenues	14,523,036	12,095,435	15,626,197		10,664,455
Expenses					
General government	1,465,002	1,157,638	1,044,094		1,040,174
Judicial	341,441	272,503	231,180		255,842
Public Safety	5,764,524	5,253,835	4,373,129		4,341,176
Public Works	1,544,921	1,329,733	1,252,467		878,923
Health and welfare	118,907	183,219	172,892		179,437
Culture and recreation	167,587	307,982	172,860		165,714
Housing and development	823,734	823,982	768,455		663,374
Interest on long-term debt	208,040	64,745	61,049		931
Stormwater	329,963	263,042	275,411		252,740
Total Expenses	10,764,119	9,656,679	8,351,537		7,778,311
Increase (decrease) in net					
poistion before transfers	3,758,917	2,438,756	7,274,660		2,886,144
Transfers in (out)	-	-	-		-
Gain (Loss) from disposal of capital assets	-	-	(15,430)		-
Change in net position	3,758,917	2,438,756	7,259,230		2,886,144
		, ,			,,,,,
Beginning net position	46,623,110	44,184,354	37,487,369		33,094,798
Restatements		-	(3,486,529)		-
Ending net position	\$ 50,382,027	\$ 46,623,110	\$ 41,260,070		\$ 35,980,942
				T	

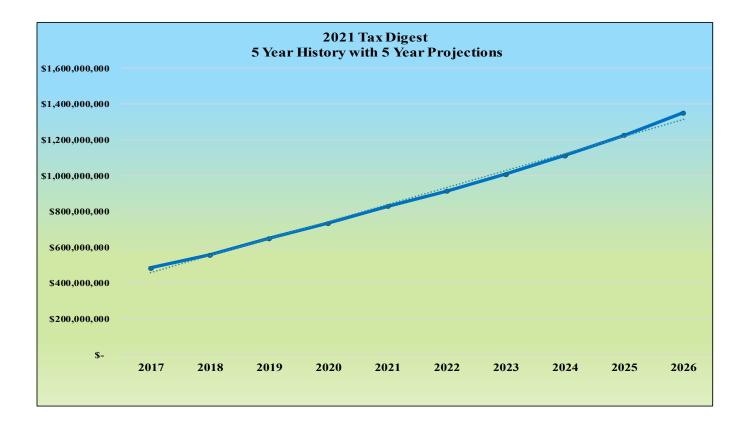
Long-Range Financial Planning

The City of Holly Springs must continue to operate in an efficient manner to account for any revenues that may decline rapidly or expenditures that unexpectedly increase. The 5- Year Future Trend chart shown below, depicts a conservative 5% increase in revenues and expenditures. With this potential for growth, it becomes even more important for the City to closely monitor expenditures so that proactive measures may be taken if expenditures begin to outpace revenues in any given year. The City continually works with departments to spend more efficiently while maintaining the quality and level of service needed for citizens. Departments are also finding alternative ways to fund projects such as through donations, grants and contributions. If special revenue streams experience higher growth than expected, then individual years may be relieved by temporarily shifting eligible expenditures to other funds that would otherwise have been funded by the General Fund.



						% of
Fiscal Year		Revenues	E	xpe nditure s	Revenue Increase	Expenditure Increase
FY16 Actual	\$	13,770,368	\$	14,232,931	74.95%	97.30%
FY17 Actual	\$	10,123,420	\$	8,964,809	-26.48%	-37.01%
FY18 Actual	\$	12,649,914	\$	11,938,747	24.96%	33.17%
FY19 Actual	\$	13,216,500	\$	15,745,398	4.48%	31.88%
FY20 Actual	\$	25,033,420	\$	23,143,141	89.41%	46.98%
FY21 Unaudited	\$	20,718,110	\$	14,939,404	-17.24%	-35.45%
FY22 Projected	\$	21,754,016	\$	15,686,374	5.00%	5.00%
FY23 Projected	\$	22,841,716	\$	16,470,693	5.00%	5.00%
FY24 Projected	\$	23,983,802	\$	17,294,228	5.00%	5.00%
FY25 Projected	\$	25,182,992	\$	18,158,939	5.00%	5.00%
FY26 Projected	\$	26,442,142	\$	19,066,886	5.00%	5.00%

				2021 Tax	Dig	est Five Yea	ır H	istory							5	Year Projection	n			
		<u>2017</u>		<u>2018</u>		<u>2019</u>		<u>2020</u>		<u>2021</u>		<u>2022</u>		<u>2023</u>		<u>2024</u>		<u>2025</u>		<u>2026</u>
Real & Personal	\$ 47	76,323,165	\$5	51,395,168	\$6	44,980,613	\$ 7	29,472,702	\$8	325,355,172	\$ 9	910,201,684	\$1,0	03,770,417	\$	1,106,958,016	\$	1,220,753,300	\$1	,346,246,739
Motor Vehicles	\$	7,113,510	\$	5,522,860	\$	4,516,000	\$	3,875,040	\$	3,338,490	\$	3,681,687	\$	4,060,164	\$	4,477,549	\$	4,937,841	\$	5,445,451
Mobile Homes	\$	102,840	\$	102,720	\$	30,720	\$	19,376	\$	17,683	\$	19,501	\$	21,505	\$	23,716	\$	26,154	\$	28,843
Gross Digest	\$ 48	83,539,515	\$5	557,020,748	\$6	49,527,333	\$ 7	33,367,118	\$8	328,711,345	\$ 9	913,902,871	\$1,0	07,852,086	\$	1,111,459,281	\$	1,225,717,295	\$1	,351,721,033
Less M&O Exemptions	\$:	51,188,993	\$	69,339,110	\$	94,700,140	\$1	19,338,526	\$1	75,009,449	\$	193,000,420	\$ 2	12,840,864	\$	234,720,904	\$	258,850,213	\$	285,460,015
Net M&O Exemptions	\$ 43	32,350,522	\$4	87,681,638	\$5	54,827,193	\$6	14,028,592	\$6	53,701,896	\$'	720,902,451	\$ 7	95,011,223	\$	876,738,377	\$	966,867,082	\$ 1	,066,261,018
Gross M&O Millage Rate:																				
Holly Springs Millage Rate		4.850		4.730		4.610		4.400		4.220		4.220		4.220		4.220		4.220		4.220
Fire District Millage Rate		3.298		3.269		3.269		3.292		3.292		3.292		3.292		3.292		3.292		3.292
Net M&O Millage Rate		8.148		7.999		7.879		7.692		7.512		7.512		7.512		7.512		7.512		7.512
Net Millage Rate % Increase (Decrease)		-6.89%		-1.83%		-1.50%		-2.37%		-2.34%		0.00%		0.00%		0.00%		0.00%		0.00%
Net Taxes Levied:																				
Holly Springs Taxes Levied	\$	2,096,900	\$	2,306,734	\$	2,557,753	\$	2,701,726	\$	2,758,622	\$	2,896,553	\$	3,041,381	\$	3,193,450	\$	3,353,122	\$	3,520,778
Fire District Taxes Levied	\$	1,521,078	\$	1,726,921	\$	2,003,070	\$	2,196,929	\$	2,695,880	\$	2,830,674	\$	2,972,208	\$	3,120,818	\$	3,276,859	\$	3,440,702
Total Net Taxes levied	\$	3,617,978	\$	4,033,655	\$	4,560,823	\$	4,898,655	\$	5,454,502	\$	5,727,227	\$	6,013,588	\$	6,314,268	\$	6,629,981	\$	6,961,480
Net Taxes \$ Increase (Decrease)	\$	270,953	\$	415,677	\$	527,168	\$	337,831	\$	555,847	\$	272,725	\$	286,361	\$	300,679	\$	315,713	\$	331,499
Net Taxes % Increase (Decrease)		8.10%		11.49%		13.07%		7.41%		11.35%		5.00%		5.00%)	5.00%		5.00%		5.00%



Long-term Municipal Goals

The City of Holly Springs uses several tools in the planning and budgeting process. Some of these include our 5-Year Capital Improvement Plan, Long-Range Financial Planning, financial and economic models (as discussed on pages 32 – 37), and input from department heads and employees. These tools are used to guide us in the development of our goals for programs and services lead our budget development process.

Maintain the health, safety, and welfare of the community

To work in partnership with the residents and businesses of Holly Springs to provide a safe and secure environment through the delivery of fair and impartial police services, proactive problem solving and increased community partnerships.

What we have done:

- Maintained certification standards of the new 6th Edition Standards of the Georgia Association of Chiefs of Police.
- Enhanced community outreach efforts with COPS meetings.
- Participated in several multi-jurisdictional operations targeting the trafficking and sales of illegal narcotics.
- Participated in the Georgia Internet Crimes Against Children (GICAC) task force which focuses on the internet exploitation of children.
- In an effort to make our highways safer, we participated in several initiatives sponsored by the Governor's Office of Highway Safety (GOHS) which include child passenger safety, click it or ticket, and impaired and distracted drivers.
- Hosted several events to promote community involvement such as Shop with a Hero, Coffee with a Cop, National Night Out Against Crime, and Faith and Blue.
- Provide training classes to all sworn officers.
- Conducted Rivers Alive to promote water quality and cleanliness.
- Coordinated our COVID-19 response in compliance with CDC guidelines.

What we plan to do:

- The City will maintain compliance with the certification standards for the new 6th Edition Standards of the Georgia Association of Chiefs of Police.
- Maintain adequate police staffing levels.
- Implement quarterly defensive tactics training sessions for the public safety department.
- Continue our participation in multi-jurisdictional operations to target the trafficking and sale of illegal narcotics.
- Continue our community programs such as Shop with a Hero, Coffee with a Cop, National Night Out Against Crime, and Faith and Blue.
- Continue following COVID-19 guidelines to comply with CDC recommendations.

• Promote and pursue responsible development.

We want to develop and grow our city in a manner that preserves its charm and personality while using sustainable planning and development practices to improve the quality of life for our residents and the community

What we have done:

- Updated our Economic Development Strategic Plan in coordination with the Downtown Development Authority.
- Held Planning and Zoning meetings in which recommendations are made to City Council concerning the approval of rezoning applications, amendments to the zoning ordinance, and conditional use permit applications.
- Received accreditation as a Classic Main Street TM Community from the National Main Street Center.
- Began construction of the City's Town Center.

What we plan to do:

- Continue to periodically review the City's Comprehensive Plan.
- Continue to hold monthly Planning and Zoning meetings.
- Continue the development of our downtown district.
- Continue with annual accreditation as a Classic Main Street [™] Community from the National Main Street Center.

Provide and maintain a full range of municipal services.

We want to be a highly efficient local Government where services are provided in a streamlined, logical, and cost-effective manner. We also desire to become even more effective in what we do each day. Our main goal is to serve our residents' needs quickly, accurately, and professionally.

What we have done:

- Implemented electronic permit submission.
- Implemented online inspection requests.
- Provided an online tax module where residents can view, print, and pay their taxes.
- Provided an online citation module where citations can be paid online.
- Implemented a Service Request Portal where residents can report any issues and/or incidents.
- Coordinated the disbursement of CARES Act funding to the small business community.

What we plan to do:

- Complete the implementation of all permits online.
- Coordinate and manage opportunities for citizen engagement.
- Maintain staffing levels to provide the most responsive services to our citizens.

The City of Holly Springs uses long-range policy and financial planning processes to guide its decision making. This plan establishes objectives that emphasize what we as a community want to achieve during the next few years. Our major priority is to seek out realistic economic opportunities within the City that will provide the fiscal resources needed to keep the City in an economically solvent position. The City continues to work with the Cherokee Office of Economic Development to search for and capitalize on these opportunities as they arise.

The City is always seeking appropriate economic development opportunities. In this regard, a two-pronged approach to development has been adopted:

- o the redevelopment of existing properties and
- the development of new properties within the City

Both components of economic development are equally important in achieving the long-term goals and objectives of the City as outlined on the following pages:

Comprehensive Plan (Long-Range Planning)

The City is committed to following the Comprehensive Plan to gauge the funding necessary to finance these projects into the future. The funding will potentially come from Special Purpose Local Option Sales Taxes (SPLOST), the General Fund, Revenue Bonds or General Obligation Bonds. The City will keep a close watch on the extended periods to address the needs in this area.

The Mayor, City Council and staff hold planning sessions outside of the regular budget process each year. At these meetings they set the long-term goals and strategies so the work related to the Comprehensive Plan can continue. They will prioritize any immediate needs as well as redefine any funding sources that need to be addressed or reconsidered. They use this strategy to focus on the major objectives of the City, providing safety and quality of life for the citizens and businesses of Holly Springs.

Purposes and Uses of the Comprehensive Plan

In 2018, the City approved a resolution to adopt the Comprehensive Plan. The Comprehensive Plan is first, a physical plan intended to guide the development and redevelopment of the City by describing how, why, when, and where to build, rebuild, or preserve aspects of the community. Second, the Comprehensive Plan covers a long-range planning horizon of 20 years (i.e., to the year 2038). Third, the Comprehensive Plan is "comprehensive" in the sense that it covers the entire City limits, plus it encompasses all the functions that make a community work and considers the interrelatedness of functions. The Comprehensive Plan is based on the foundation that if the City knows where it wants to go, it possesses better prospects of getting there.

The Comprehensive Plan 2018-2038 for the City of Holly Springs is a document steering the development of the City. It is a living document serving to promote the vision and policies of the City. From today through the year 2038, Holly Springs will be a City that aspires to the following:

A Revitalized and

A Robust Economy Expanded Town Center with Parkway Corridors, Employment Areas. and Office-Professional **Parks**

A Diversity of Traditional and Suburban Neighborhoods

A System of Connected Open Spaces and a Suitable **Environment**









Future development will be guided by the future development map with the following development character areas: Employment, Parkway Corridor, Neighborhood Center, Traditional Neighborhood, Town Center, Suburban neighborhood, Suburban Growth, and Conservation. Each character area has its own features and design principles.

The City strives to meet the State Quality Community Objectives consisting of the following issues: Economic Prosperity, Resource Management, Efficient Land Use, Local Preparedness, Sense of Place, Regional Cooperation, Housing Options, Transportation Options, Educational Opportunities, and Community Health. In conjunction with the State Objectives and the City's Goals, established policies within the following areas will guide the growth and development of the City: Land Use, Housing, Economic Development, Natural Resources, Historic Resources, Urban Design, Community Facilities and Services, Transportation, and Intergovernmental Coordination.

By adopting the Comprehensive Plan, the Mayor and City Council make an extremely important expression of their consent and support for the vision and the objectives, goals, policies, and strategies contained in the Comprehensive Plan.

Amendment and Update of the Plan

As an adopted expression of the City's policy, the Comprehensive Plan must be maintained in a manner that it still reflects the desires of the current Mayor and City Council. Developers, the public, and other agencies have a right to rely on the adopted Comprehensive Plan as an expression of current policy. In cases where it is determined that a particular policy, goal, program, or statement is no longer a valid expression of the City's policy, then the plan needs to be amended. Otherwise, the validity of the plan is weakened, and those that have relied on the Comprehensive Plan when it is not a reflection of current policy have then been, in effect, misled. Local governments are required to update the Comprehensive Plan every five years, and at that time, they are encouraged to provide major rewrites of the Comprehensive Plan. Regardless, the Comprehensive Plan must be comprehensively revised every 10 years. Amendments may be considered by the Planning Commission and Mayor and City Council whenever the City finds it necessary to do so. When there is a significant change in policy by the Mayor and City Council, for instance a decision to drop a major capital improvement project that is described in the adopted plan, the plan should be amended.

Holly Springs will be a City that aspires to the following:

A Revitalized and Expanded Town Center

The City's Town Center, for which a Livable Centers Initiative (LCI) study has been completed and a redevelopment plan adopted, will be the cornerstone for preserving Holly Springs' small-town feel. Future development within the City's designated Town Center will be sensitive to, and complement, the small-town, historic character of downtown Holly Springs. Within the Town Center, Holly Springs will embrace mixed use development and principles of new urbanism.



The City will implement downtown redevelopment plans to enhance downtown business and realize its revitalization objectives. To leverage private investment, the City will install streetscapes, sidewalks, and parking improvements, and it will facilitate revitalization and redevelopment efforts.

A Robust Economy with Parkway Corridors, Employment Areas, and Office-Professional Parks



In addition to the Town Center, Holly Springs' economy will include development within its designated Parkway Corridors and employment areas, and through the addition of office professional parks. Along designated portions of Holly Springs Parkway (old Highway 5) and at interchanges with Interstate 575, Holly Springs will receive high-quality commercial development. New development may consist of limited big box stores, subject to architectural requirements, size limitations, and site and design guidelines.

Designated employment areas, which consist of industrial parks and schools and other institutional uses, will continue to prosper and will expand within defined limits according to campus-style planning and quality growth principles. Holly Springs will seek high-quality office-professional parks and developments in transitional areas adjacent to the Town Center and in other designated locations. Such office-professional developments will provide an appropriate land use transition from the Town Center and Parkway Corridors to the City's traditional and suburban residential neighborhoods.

A Diversity of Traditional and Suburban Neighborhoods

Holly Springs' residential areas will consist of both traditional neighborhoods and suburban subdivisions. The City will ensure that its in-town, traditional residential neighborhoods will remain viable, quiet, and peaceful places with high quality of life, connected by sidewalks to the Town Center and Parkway Corridors. Traditional neighborhoods will be predominantly detached, single-



family residential neighborhoods that maintain a grid-like street pattern and few, if any cul-de-sacs. Retail stores, services, civic-institutional uses and recreational open space areas may be included in traditional neighborhoods, all accessible by foot travel. In addition to preserving in-town residential neighborhoods, the City will also promote and ensure that some new residential neighborhoods follow principles of traditional neighborhood development.

Conventional, suburban development will comprise a significant amount of the City's land area. Such areas will remain exclusively developed with detached, single-family dwellings at suburban, not urban, densities.

Holly Springs will increase its geography over time, annexing residential and nonresidential lands. Residential developments annexed into the city will consist of a variety of master planned subdivisions,

developed according to traditional neighborhood development principles, conservation subdivision designs, and conventional suburban characteristics.



A System of Connected Open Spaces and a Healthy Environment

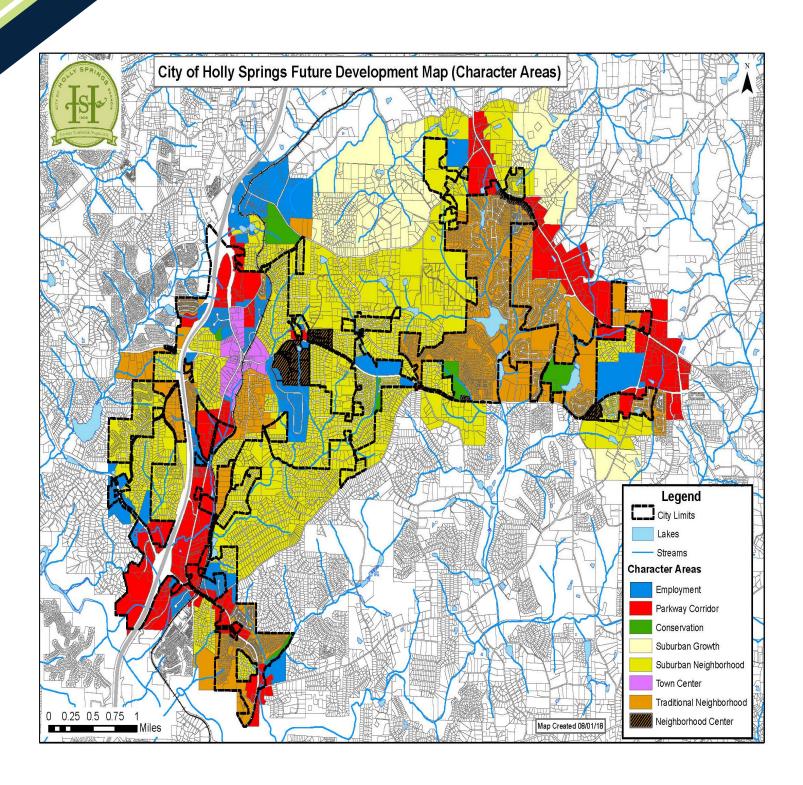
The City will be proactive in identifying future parks, recreation, open space, and conservation areas. Holly Springs will ensure that civic spaces, parks, recreation areas, and greenways are added to the City, collectively comprising a connected network, as development occurs. Holly Springs will protect its environment as new development occurs, through enforcement of environmental and land use regulations.

The City of Holly Springs utilizes the Comprehensive Plan in conjunction with the preparation of annual budgets as well as updates to the Capital Improvement Plan. There are projects and programs identified in the Comprehensive Plan that relate directly with the annual budgets and Capital Improvement Plan.

Future Development Map

Under the state administrative rules for local planning, a future land use plan is optional. However, for local governments that have adopted zoning ordinances, a future development map is often considered to be essential in guiding rezoning decisions, which must consider the land use compatibility of proposed zoning actions with adjacent and nearby land uses. The future development map is not a legal document per se, but it contains character areas which are used as a guide by the Planning Commission and Mayor and City Council in making rezoning and other decisions.

Future development uses as identified on the map below have a direct correlation with future tax revenues and demands for service as the City grows over the course of the next 10 years. This information is utilized in the preparation of the annual budget as well as the Capital Improvement Plan.



Our Future: 2023-2027

In keeping with this approach to development, there are five key initiatives which the City has embarked upon: The Holly Springs Parkway Widening Project, Downtown Holly Springs Redevelopment Project, Pedestrian Network Project, Hickory Springs Parkway Project, and the Cagle Farms Park Development. These five key initiatives will improve the quality of life for the residents of the City of Holly Springs as well as residents in unincorporated Cherokee County. These initiatives will also attract future residents to the area.

Holly Springs Parkway Widening Project

Phase I - Construction was completed on the Holly Springs Parkway Widening Project (Phase I) in the summer of 2019. Holly Springs City Council voted to award the construction contract to Baldwin Paving Company, Inc., during their January 18, 2017 meeting, who also came in as the low bidder out of five sealed bids at \$3,218,607. Two developments helped offset construction costs for the Project. Developers of The Darby and Sixes Ridge apartments contributed \$1,177 per residential unit to the Project.

Baldwin Paving Company, Inc. completed the Holly Springs Parkway Widening Project (Phase I) and all associated infrastructure improvements from Sixes Road north to the intersection with Rabbit Hill Road in May 2019. All four lanes are now open for traffic in this area and the new traffic light at the intersection of Rabbit Hill Road and Holly Springs Parkway is operational. Sidewalks have been installed along both sides of the roadway along with pedestrian lampposts.

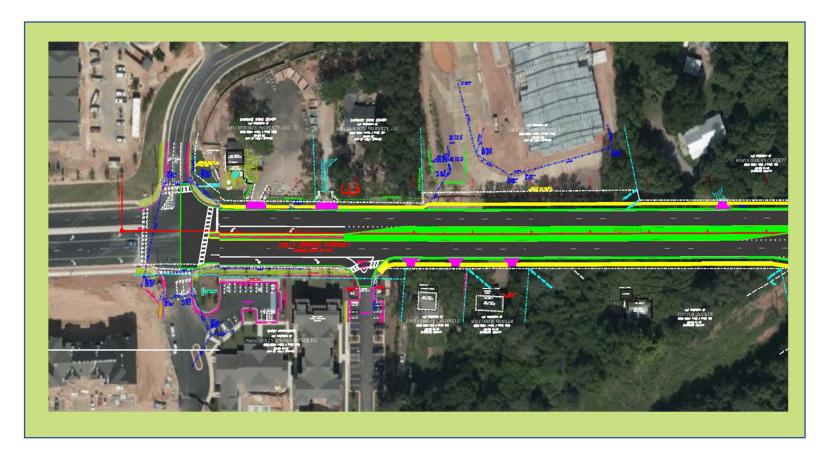


Phase II – The City of Holly Springs has been awarded state funding to complete Phase II of its Holly Springs Parkway Widening Project.

On June 23, 2020, Governor Brian Kemp announced that the State Road and Tollway Authority (SRTA) awarded over \$25 million to various transportation infrastructure projects throughout the state through the Georgia Transportation Infrastructure Bank (GTIB). The City of Holly Springs will be receiving a \$1.25 million grant as well as a \$3.5 million loan award. Grant applications were evaluated on a competitive basis, and criteria included engineering and economic merit, availability of matching funds, and feasibility. Loan awards, in addition to the criteria for grant awards, were also evaluated based on the creditworthiness of the community.

The project will widen Holly Springs Parkway from Rabbit Hill Road to Ronnell Road with two new travel lanes and will also include the installation of a raised and grassed twenty-foot median, installation of curb and gutter, installation of five-foot sidewalks, and installation of pedestrian lighting. At its completion, the project will provide connectivity between the pedestrian sidewalks recently installed in front of The Darby and Sixes Ridge apartment complexes and the sidewalks installed during Phase I of the project. The City's Tree Commission will use its tree preservation funding allocation to plant trees within the designed streetscapes area.

In the fall of 2021, the City of Holly Springs started the right-of-way and easement acquisition phase of the project. In addition, the City is working with local utilities to relocate their infrastructure within the project limits. The City expects construction to begin in the fall of 2022 on this phase of the project.



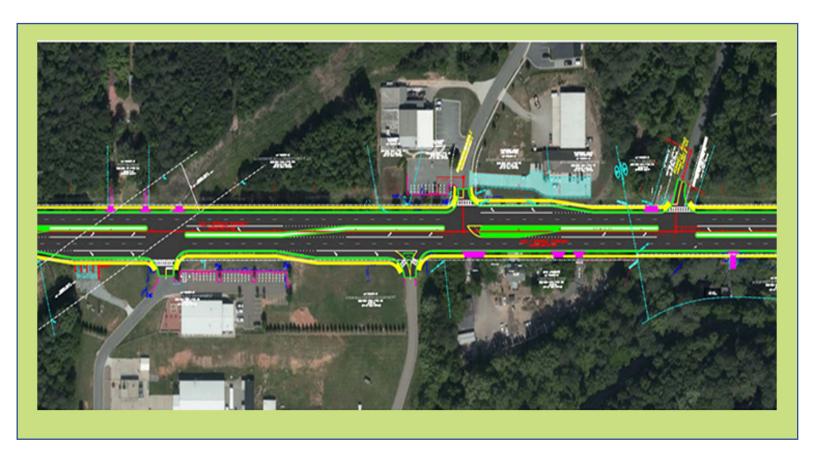
Phase III – This phase will be from Ronnell Rd. to Childers Road. Surveying was completed in the Fall of 2020. Preliminary engineering was started in 2021 and should be complete by the summer of 2022. Construction is expected to begin in 2024 after the acquisition of right-of-way and utility relocations have been completed.

On February 25, 2021, Governor Brian Kemp announced that the State Road and Tollway Authority (SRTA) awarded approximately \$14.2 million in loan funding for five transportation infrastructure projects across the state through the Georgia Transportation Infrastructure Bank (GTIB). These awards are part of GTIB's first-ever and largest amount of loan-only round of funding. On May 1, 2021, the City of Holly Springs entered into an agreement to receive the \$6 million loan award. The loan will allow the City to procure construction services for the second and third phases of the project at the same time allowing for economies of scale in contracting and accelerating the completion of the widening project.

In addition to improving pedestrian connectivity throughout the City, the project will also improve commuter access to local businesses and reduce demand on I-575.

The development of this project will provide for the following:

- Street improvements and traffic flow parallel to I-575
- Economic Development
- Pedestrian improvements on the south side of the City



Downtown Holly Springs Town Center Project

The City of Holly Springs in conjunction with the Holly Springs Downtown Development Authority has been assembling and acquiring blighted property within the Town Center District since 2008. The Downtown Development Authority issued backdoor general obligation bonds to finance the acquisition of the property. The City of Holly Springs retired all the outstanding debt on this property in FY2013. In FY2015, the City of Holly Springs in partnership with the Cherokee County Water and Sewerage Authority constructed a sanitary sewer system to serve this area along with the Hickory Springs Industrial Park. This project totaled \$1,505,845 and was funded jointly by the City of Holly Springs and the Cherokee County Water and Sewerage Authority. The City of Holly Springs' contribution toward this project was \$822,677 and was funded from the SPLOST IV Fund. Upon completion, the Cherokee County Water and Sewerage Authority accepted the sanitary sewer mains and lift station infrastructure. The City of Holly Springs will bear no ongoing costs associated with this project. In addition, the City of Holly Springs was awarded \$2.2 million for a Livable Centers Initiative Grant (LCI) for the construction of streetscapes in the downtown area. All easements, rights-of-way and certifications were approved in 2014 by the Georgia Department of Transportation. Construction was completed in late 2016. In November 2020, the TCP road network was completed. This project included installing a roundabout east of Cherokee County Fire Station No. 8 on Hickory Road and the construction of the Palm Street Extension (Betty Barrett Way) just north of Walnut Street to the Hickory Road roundabout.

On July 19, 2021, the City of Holly Springs awarded a contract to Vertical Earth Inc. in the amount of \$6,645,849 for the earthwork, internal road network, and utilities for the Town Center. Construction began in August 2021 and is anticipated to be completed in approximately a year and a half. In addition, the Downtown Development Authority of the City of Holly Springs entered into an agreement with Stonecrest Homes and Walton Communities for the construction of 262 luxury apartments and mixed-use buildings within the Town Center. On December 15, 2021, the Downtown Development Authority entered into an agreement with Stonecrest Homes for the sale of lots. Stonecrest plans to construct 30 single-family detached homes and 34 townhomes on these lots. Construction on the first phase of townhomes is scheduled to begin in the spring of 2022. The City of Holly Sprigs contracted with Kimley-Horn for the design of a structured parking deck within the Town Center. Construction is anticipated to begin in early 2023 on the parking deck. Caldwell Cline Architects have prepared plans for a new city hall, amphitheater, and ancillary structures within the Town Center. Construction on these buildings is also expected to begin in 2023 as well.

The City of Holly Springs continues to meet with members of the private sector development community to foster interest in the redevelopment of the entire Town Center District. The City Council has approved a schematic plan that details the components of the mixed-use development. Upon completion, the development will include commercial, multi-family residential, active senior residential, a new city hall facility and a town green for festivals and special events. The redevelopment project will provide for the following:

- o Street improvements and traffic flow in the Town Center District
- o Preservation of open space
- o Economic development





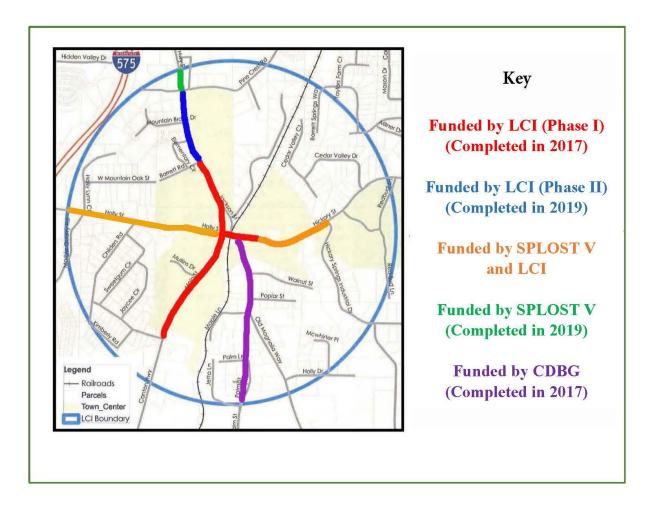
Pedestrian Network Project

In an effort to improve pedestrian connectivity in the redeveloped Town Center District and throughout the City as a whole, the City of Holly Springs has been working to complete a pedestrian network funded through various sources. Improvements include not only sidewalks, but streetscape improvements as well.

The City of Holly Springs applied for funding through the Livable Centers Initiative (LCI) grant administered by the Atlanta Regional Commission (ARC) in the fall of 2021 for preliminary engineering on the Holly Street Pedestrian Improvements project. The City of Holly Springs was notified in early 2022 that it had been awarded \$545,522 of federal funding with local match of \$136,381 for a grand total of \$681,903. The City of Holly Springs will send out a request for proposals for the preliminary engineering in the spring of 2022.

The City of Holly Springs seeks to promote quality development and redevelopment within the Town Center District. Ideally, the area will be redeveloped with a mix of uses; become more bicycle- and pedestrian-oriented; and accommodate, reinforce, and preserve the City's historic identity. The development of this project will provide for the following:

- o Pedestrian improvements in the Town Center District
- Hard surface walking/jogging trails
- Economic development



Hickory Springs Parkway Project

In 2002, the City entered into a contract with ARCADIS G&M, Inc. for the preparation of the Holly Springs Transportation Study, which identified several transportation improvement projects that needed to be constructed to improve traffic flow in the downtown Holly Springs area. In 2009, the City entered into an agreement with AECOM (formerly URS) for the performance of the Town Center Transportation Study & Plan. Both studies suggested the construction of an industrial connector that would divert traffic from the downtown area, including the at-grade railroad crossing at the intersection of Hickory Rd. and Holly Springs Pkwy. It was also suggested that traffic be diverted from Hickory Springs Industrial Dr. over the railroad, across Rickman Industrial Dr. to Holly Springs Parkway near Exit 14 on I-575. At completion, Hickory Springs Parkway will divert traffic from the Town Center area, allowing traffic to travel from Hickory Road to Holly Springs Parkway near Exit 14 on I-575. Plans include fivefoot sidewalks and two-foot buffer on the east side of the roadway, and 10-foot shared-use paths with a five-foot buffer on the west side of the roadway. In 2021, the City of Holly Springs engaged Southeastern Engineering Inc. to begin engineering and environmental Phase I of the Hickory Springs Parkway Project. Phase I of the project extends from Hickory Road to P. Rickman Industrial Drive. Phase II of the project realigns Hickory Springs Industrial Drive with Hickory Springs Parkway at Hickory Road. Phase III of the project involves the construction of Hickory Springs Parkway from P. Rickman Industrial Drive to Holly Springs Parkway at Mountain Brook. The development of this project will provide for the following:

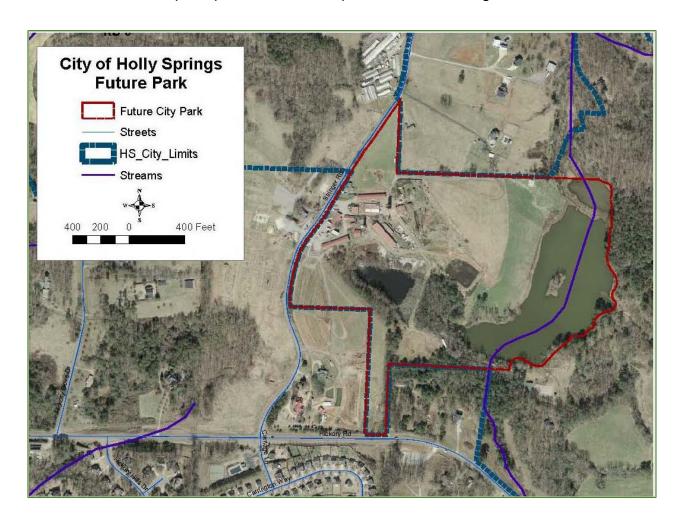
- o Street improvements and traffic flow in the Town Center District
- Economic development



Cagle Family Farm Park Project

In an effort to provide additional parks and recreation opportunities for our residents, the elected officials and management of the City of Holly Springs has sought property for parks for several years. In the fall of 2014, the City entered into negotiations with the owners of the Cagle Family Farm located on Stringer Road on the eastern side of the City to purchase acreage for the development of a future park. The City has included an appropriation of \$358,736 in the Debt Service Fund for debt service on the Cagle Family Farm in the 2022 budget. The City will appropriate \$358,736 per year in future fiscal years to retire the debt on the Cagle Family Farm. The City Council included an appropriation of \$1,500,000 in the 2017 SPLOST referendum for the retirement of the debt and development of the park. The total acreage of the new active/passive park will approximate 60 acres. In January 2021, the Holly Springs Parks and Recreation Authority entered into a lease agreement with Ben and Vicki Cagle for the Cagles to operate an agri-tourism business on the property for the next ten (10) years. Pursuant to that agreement, the Cagles constructed restroom facilities and pavilions on the property that can be used by the City of Holly Springs when the property is converted into a park at the conclusion of the lease. The development of this project will provide for the following:

- Hard and soft surface walking/jogging trails
- Pavilions for picnics and other related functions
- o Preservation of open space with a small public lake for fishing

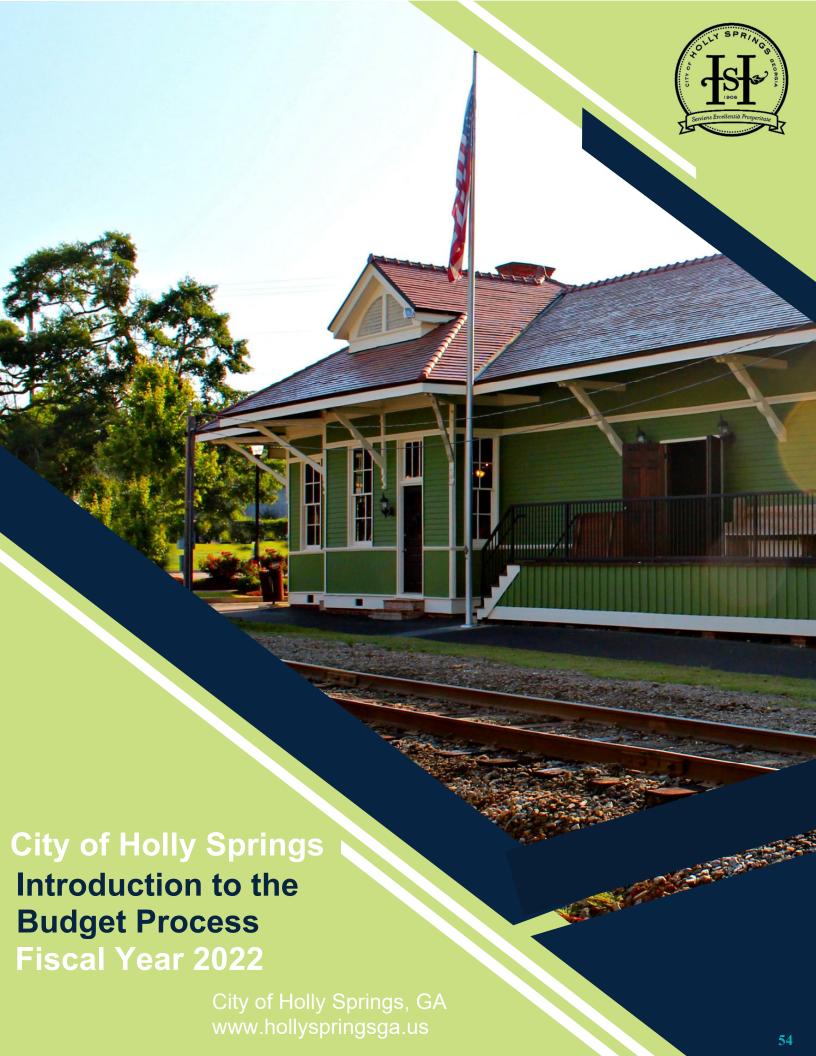


On behalf of the Mayor and your professional staff, I appreciate the City Council's support and leadership despite the many demands on your time and interests in providing the City staff with the necessary resources, funding, trust, and confidence to meet our citizens' needs and allowing us all to live, work, play and retire in a safe and secure community.

Respectfully Submitted,

Steven W. Miller, Mayor

Robert H. Logan, City Manager



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July 2021

- 5 Calendar prepared & distributed
- 5 Property Tax Digest & Millage Rate discussed at Council Work Session

August 2021

- 16 City Manager meets to discuss anticipated revenues with staff
- 23 Budget preparation forms made available on "P" drive for Department Directors

September 2021

- 9 Updated Property Tax Digest Millage Rate recommended and approved
- 13 City Manager meets with Department Directors and Division Leaders for Q&A

October 2021

- 4 Expenditure estimates are made and returned to City Manager
- Budget requests summarizedBudget adoption meeting advertised
- 18 Requests analyzed and adjusted Proposed expenditure plan is assembled
- 25 Department Head meetings
- 25 Proposed budget is reviewed

November 2021

- 4 Public hearing on budget is held
- 4 Work Session to propose 2022 budget
- 15 Budget adopted
- 15 Appropriation Ordinance adopted
- 15 Revenue Ordinance adopted

January 2022

3 2022 Budget entered in Financial system

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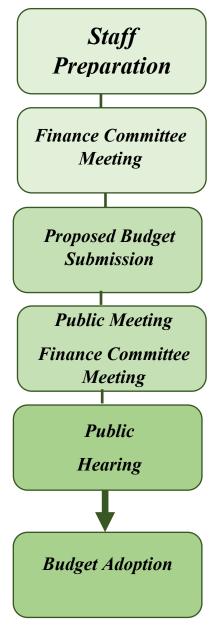
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PLANNING PROCESS

As depicted on the previous page, the City has a process in which we follow to develop each year's fiscal budget.

The City's fiscal year runs from January 1 through December 31. This document is prepared for the year January 1 through December 31, 2022, thereby being the Fiscal Year 2022 Budget. The City's annual budget process provides a financial plan for the upcoming year. Throughout this process, future year projections are reviewed to proactively adjust spending trends which creates the ability to actively manage future year appropriations. Planning processes from other functions including Council retreats, departmental goal setting, and operating plans such as the Comprehensive Plan (Community Development Department) are incorporated into the budget process, where applicable. Although important, these plans are used as guidelines to reach goals. Funds are not appropriated as a result of the study/plans. Rather, the plans are used as a guide where appropriations can be directed. The City of Holly Springs adheres to the regulations presented in our City Code and the Financial Management Policy to guide the development, adoption, and amendments of our budget processes each year.



Budget Preparation/Development

- 1. Beginning in July, the City Manager prepares and distributes the budget calendar to each Department Director.
- 2. In August, the Budget Committee meets to discuss the projected revenues.
- 3. During the month of September, budget preparation forms are made available to each Department Director. They are also provided with a report showing actual expenditures for the prior and current years, the current working budget, and personnel cost projections.

Each individual department prepares a proposed budget comprised of the following:

- a. Major Functions and Activities
- b. Revenue and/or Expenditure projections by line item
- 4. The Millage Rate is recommended and adopted by Council.
- 5. Throughout the month of October, budget requests are summarized and reviewed by the Finance Director for accuracy and a budget package is prepared for the City Manager. The City Manager, Department Directors, and Finance personnel meet to review the proposed budget and make any necessary revisions.
- 6. In November, the proposed budget is presented to Council and a public hearing is advertised according to the guidelines set forth in the City's Code of Ordinances which states:

"Council shall publish in one or more newspapers of general circulation within the city a notice of the time and place of the budget hearing as well as notice that the proposed budget is available for public inspection. The city clerk shall keep on file a copy of the entire budget for public inspection. The budget hearing shall be held not less than seven days after the advertisement".

Budget Adoption

- 1. During the month of November, a public hearing is conducted at the council meeting to inform the taxpayers of the proposed budget. At this time, citizens may present oral or written comments on the entire budget.
- 2. The budget adoption meeting is advertised in accordance with guidelines set forth in City Ordinance Sec. 2-273 Adoption, Code 1991, § 3-1-14 which states, "notice of the meeting at which the budget shall be adopted shall be published at least seven days in advance of the meeting date".
- 3. The proposed budget and appropriations ordinance shall be prepared by the Finance Director and submitted to the Mayor and City Council no later than the first Monday of November of each year. The Mayor and City Council shall schedule such public hearings on the proposed budget as required by O.C.G.A. § 36-81-5. The annual operating budget shall be adopted by the Mayor and City Council on or before the third Monday of November.
- 4. The adopted budget is entered into the accounting software system effective January 1st. It establishes the legal authority to incur expenditures up to the appropriated amount for each department.

Budget Amendment

The adopted budget may be amended as follows:

- a. The City Council must approve all increases in total departmental appropriations, increases in the personnel services budgets (i.e., moving salary or employee benefit budget to other line items), and increases in the number of authorized positions (full and part-time).
- b. At the mid-point of each year, any necessary budgetary appropriations, including budgets for any projects authorized, but not funded during the year, shall be appropriated through a supplementary budget ordinance. This mid-point adjustment is limited to requesting additional resources. Such supplemental appropriations shall be balanced with additional revenues or fund balance for each fund. A justification for each requested change must be prepared.
- c. Any increase in appropriation at the legal level of control of the local government, whether accomplished through a change in anticipated revenues in any fund or through a transfer of appropriations among departments, shall require the approval of the governing authority. Such amendment shall be adopted by ordinance or resolution;
- d. Transfers of appropriations within any fund below the local government's legal level of control shall require only the approval of the City Manager; and
- e. The governing authority of a local government may amend the legal level of control to establish a more detailed level of budgetary control at any time during the budget period. Said amendment shall be adopted by ordinance or resolution.

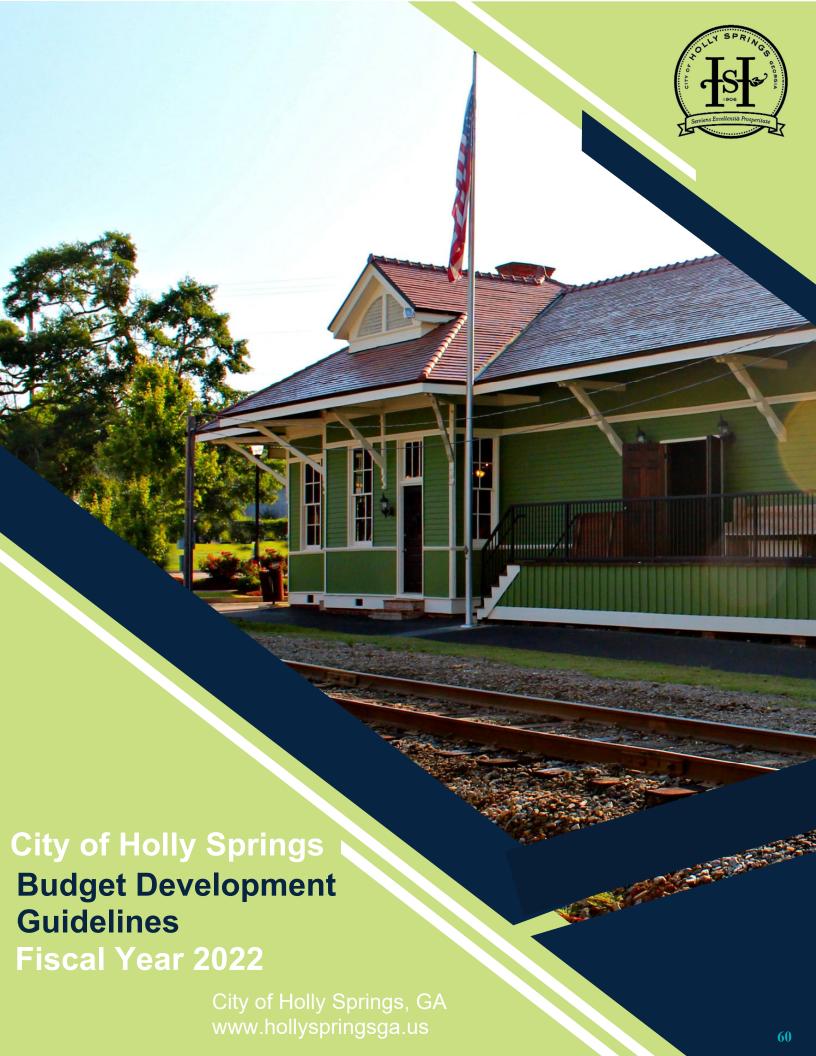
Budget Monitoring/Control

The budget is monitored on a monthly basis to track variances between actual and budgeted amounts. The City prepares and distributes to each department, timely, monthly financial reports comparing actual revenues and expenditures with budgeted amounts. Variances are researched by the finance department staff and corrections are made as necessary.

Capital Budget Process

The City prepares a five-year capital improvement plan (CIP) which is updated annually. This plan assists in the planning, acquisition, and financing of capital projects. Major capital projects are generally defined as an expenditure that has an expected useful life of more than 3 years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include building/infrastructure construction, park improvements, streetscapes, computer systems, land acquisitions, trucks, and vehicles.

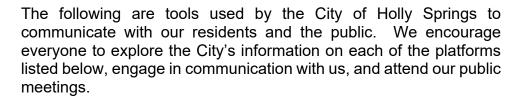
Major capital projects are budgeted in the Capital Project Funds with all available resources. With the involvement of the responsible departments, the Finance Director prepares the capital budget in conjunction with the operating budget.



BUDGET DEVELOPMENT GUIDELINES

The City of Holly Springs regularly reviews and updates its <u>Financial Policies</u> to govern the overall financial management of the city. Below is a list of codes and ordinances that guide the development of the City's budget document each year.

Policy Name and Number	Policy Purpose	Detail Page
O.C.G.A. 36-81-2	Provides the budget requirements for Georgia local governments	63
O.C.G.A. 36-81-3	Establishment of fiscal year; requirement of annual balanced budget; adoption of budget ordinances or resolutions generally; budget amendments; uniform chart of accounts	65-66
O.C.G.A. 36-81-5	Preparation of proposed budget; submission to governing authority; public review of proposed budget; notice and conduct of budget hearing	65-66
O.C.G.A. 36-81-6	Adoption of budget ordinance or resolution; form of budget	65-66
O.C.G.A. 36-81-7	Requirement of audits; conduct of audits; audit reports; forwarding of audits to state auditor; failure to file or correct deficiencies; public inspection	78
O.C.G.A. 48-13-51	County and municipal levies on public accommodations charges for promotion of tourism, conventions, and trade shows	211
City Code Chapter 78 Article 3	The purpose of this article is to regulate fees and charges for stormwater utility services, define the scope of responsibility, establish an enterprise fund, credit and appeal policies, billing and collection policies, and other policies and procedures related to establishing the stormwater utility.	248
RES-17-2018	A resolution of the Mayor and Council of the City of Holly Springs, Georgia, adopting the Comprehensive Plan 2018-2038; to transmit the adopted Comprehensive Plan to the Atlanta Regional Commission; to implement the adopted plan; establish the effective date; and for other purposes.	40, 292
RES-23-2019	A resolution of the Urban Redevelopment Agency of the City of Holly Springs, GA providing for the issuance of an Urban Redevelopment Agency of the City of Holly Springs, Georgia revenue bond, series 2019, in the principal face amount of \$5,000,000; providing for the creation of certain funds; providing for the creation of remedies of the holder of the revenue bond issued hereunder; authorizing the execution of an intergovernmental contract with the City of Holly Springs, Georgia; and for other related purposes.	238, 300
RES-14-2020	A resolution of the Urban Redevelopment Agency of the City of Holly Springs, GA providing for the issuance of an Urban Redevelopment Agency of the City of Holly Springs, Georgia revenue bond, series 2020, in the principal face amount of \$3,000,000; providing for the creation of certain funds; providing for the creation of remedies of the holder of the revenue bond issued hereunder; authorizing the execution of an intergovernmental contract with the City of Holly Springs, Georgia; and for other related purposes.	240, 301
RES-31-2021	A resolution of the Urban Redevelopment Agency of the City of Holly Springs, GA providing for the issuance of an Urban Redevelopment Agency of the City of Holly Springs, Georgia revenue bond, series 2021, in the principal face amount of \$6,756,113; providing for the creation of certain funds; providing for the creation of remedies of the holder of the revenue bond issued hereunder; authorizing the execution of an intergovernmental contract with the City of Holly Springs, Georgia; and for other related purposes.	242, 302





PUBLIC MEETINGS – Find a list of public meetings at http://hollyspringsga.iqm2.com/citizens/default.aspx



EMAIL – Find staff emails at https://hollyspringsga.us/departments/index.php



PHONE – Staff phone numbers and department contact numbers can be found at https://hollyspringsga.us/departments/index.php



IN PERSON – Find staff at City Hall located at 3237 Holly Springs Parkway. City Hall has the following departments/divisions: Administration, City Clerk, Finance, Community Development, Planning and Zoning, and Information Technology. Public Safety and Municipal Court services are located at 3235 Holly Springs Parkway. We are open Monday – Friday from 8:00 am to 5:00 pm.



WEBSITE – The City's website serves as the primary mode of communication to the public. The website features the latest City news, a list of meetings, online payment capabilities, a citizen request tracker which allows the public to submit service requests from anywhere, at any time, from their computer or mobile device. The City's website can be found at https://hollyspringsga.us/



WHISTLESTOP –Published every quarter, our community newsletter is mailed directly to all residents and businesses located within the City limits. The Whistlestop not only contains information about the City, but it also has information on what is happening throughout the community.



PRESS RELEASES – The City issues numerous press releases throughout the year. Receive these through the City's eNews or by visiting our website at https://hollyspringsga.us/



FACEBOOK – Find the City on Facebook at https://www.facebook.com/CityofHollySpringsGA



TWITTER - Find the City on Twitter at https://twitter.com/COHS GA

BUDGET POLICY

The budget process provides the primary mechanism by which key decisions are made regarding the levels and types of services to be provided within estimated resources. Budget policy guides this process. Budget policies also direct the City's financial health and stability. This policy applies to all budgeted funds, which are the responsibility, and under the management of, the City of Holly Springs and its Finance Director.

Georgia law (e.g., O.C.G.A. 36-81-2 et seq.) provides the budget requirements for Georgia local governments. The information below provides an outline of the City's application of those laws. The City's goal will be to adopt operating budgets where current revenues equal anticipated expenditures. All departments supported by the resources of this City must function within the limits of the financial resources identified or available specifically to them. A balance must be struck between revenues and expenditures, so that the public can realize the benefits of a strong and stable government. It is important to understand that this policy is applied to budget entities over periods of time which extend beyond current appropriations. By law, budgets cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years. Temporary shortages, or operating deficits, can and do occur, but they are not tolerated as extended trends.

A. SCOPE

This policy applies to all budgeted funds, which are the responsibility, and under the management of the City of Holly Springs and its Finance Director.

FINANCING CURRENT COSTS

Current costs shall be financed with current revenues, including the use of authorized fund balances. The City shall avoid balancing current expenditures through the obligation of future year's resources. The City shall strive to avoid short-term borrowing to meet cash flow requirements. However, the City may enter into short-term borrowing should a critical need arise.

BUDGET OBJECTIVE

The following budget objectives are established for the different funds the City uses:

- ✓ General Fund The annual budget for the General Fund shall provide for general government operations of the City and maintain working capital necessary for the City's financial health and stability.
- ✓ Special Revenue Funds The City adopts annual budgets for each special revenue fund that demonstrates that any legally restricted revenue sources are used consistently with the applicable laws and/or regulations (i.e. Parks and Recreation Fund, Hotel/Motel Tax Fund, and Operating Grant Fund).
- Capital Project Funds The City adopts project budgets for each of its capital project funds. These adopted appropriations do not lapse at the end of a fiscal year; rather they remain in effect until project completion or re-appropriation by City Council.
- ✓ Debt Service Fund The City adopts annual budgets for its debt service funds (if applicable). Any remaining fund balances from prior years plus current year's projected revenues shall be sufficient to meet all annual debt service requirements
- ✓ Enterprise Fund Although Generally Accepted Accounting Principles (GAAP) and Georgia statutes do not require the City to adopt budgets for enterprise funds, the City adopts budgets for enterprise funds in order to monitor revenues and control expenses. The City uses a business approach when budgeting enterprise funds. Enterprise funds shall be selfsupporting whenever possible and subsidized losses will be minimized when break-even is not possible. See the Revenue Policy section.

Additionally, the City classifies funds as either operating or non-operating. Operating funds are those funds that include appropriations for the payment of salaries/benefits and whose maintenance & operating appropriations are necessary to continue the daily operations of the City. The General Fund will always be an operating fund. Non-operating funds are those funds that do not include appropriations for the payment of salaries/benefits and whose maintenance & operating appropriations are not critical to the daily operations of the City. Examples of non-operating funds are the Hotel/Motel Tax Fund, and Operating Grant Fund.

OPERATING BUDGET POLICY

The operating budget shall be prepared on an annual basis and include those funds detailed in the Fund Structure section that are subject to annual appropriation (all funds excluding the Capital Project Funds). Prior year budget appropriations and prior year actual data will be provided as reference data, with the current year appropriation. At a minimum, the City shall adopt annual balanced budgets for the general fund, each special revenue fund, and each debt service fund (if applicable) in accordance with O.C.G.A. 36-81-3.

The annual proposed budget should be submitted to the governing authority while being held by the office of the City Clerk for public review/inspection in accordance with O.C.G.A. 36-81-3. Public meetings will be conducted after proper advertisement prior to the City Council adopting and approving the annual budget document. (O.C.G.A. 36-81-5 and 36-81-6).

✓ DEPARTMENTAL APPROPRIATIONS

The budget shall be developed based upon "line-item" expenditures within each department. This type of budget focuses on categories of expenditures such as personnel services, contractual services, supplies, equipment, etc. within each department. At a minimum, each department's appropriation in each fund shall be detailed within the budget document. (O.C.G.A. 36-81-3 and 36-81-5).

✓ PERFORMANCE BUDGET

In addition to requesting expenditures by line item, the budget document includes "performance" budget information. A performance budget provides information for each of the department's goals and objectives to be accomplished in the upcoming budget year. A performance budget also utilizes "Service Efforts and Accomplishments" which measure services rendered and department efficiency/effectiveness on a historical basis and project targets of the indicators for the upcoming budget year. The City strives to minimize and reduce, if possible, staffing levels required to accomplish its service delivery.

✓ BUDGET PREPARATION CATEGORIES

Each department submits budget requests separately for:

- Current services A current services budget is defined as that level of funding which is necessary to provide the same level of service for the upcoming year that is currently being provided. The current services budget includes replacement capital equipment.
- Expanded services An expanded services budget includes funding requests associated with new services, additional personnel, or new capital projects/equipment.

BALANCED BUDGET POLICY

The budget shall be balanced for each budgeted fund. Total anticipated revenues plus that portion of fund balance in excess of authorized reserves (see operating budget policy) that is designated as a budget-funding source shall equal total estimated expenditures for each fund.

✓ The City's goal is to adopt a balanced budget where current revenues equal anticipated expenditures. All departments supported by the resources of this City must function within the limits of the financial resources identified or available specifically to them. A balance must be struck between revenues and expenditures, so that the public can realize the benefits of a strong and stable government. It is important to understand that this policy is applied to budget entities over periods of time which extend beyond current appropriations. By law, budgets cannot exceed available resources, defined as revenues generated in the current period added to balances carried forward from prior years. Temporary shortages, or operating deficits, can and do occur, but they are not tolerated as extended trends.

BUDGET ADOPTION AND CONTROL POLICY

All budgets shall be adopted at the legal level of budgetary control, which is the department level within each individual fund. The City maintains a system of budgetary control reports to ensure adherence to the budget. The City prepares and distributes to departments, timely, monthly financial reports comparing actual revenues and expenditures with budgeted amounts.

FUND BALANCE (RESERVE) POLICY

The City has established a fund balance reserve in all operating funds for working capital. The purpose of working capital is to cover the cost of expenditures caused by unforeseen emergencies, cover shortfalls caused by revenue declines, and to eliminate any short-term borrowing for cash flow purposes. This reserve shall accumulate and then be maintained at an amount, which represents no less than three (3) months of operating and debt expenditures (approximately 25% of budgeted expenditures).

✓ UTILIZATION OF PRIOR YEAR'S FUND BALANCE/NET ASSETS IN BUDGET

If necessary, the City may use fund balance/net assets in excess of the reserve for working capital (see budget policy) as a funding source for that fund's budget. The amount of unreserved fund balance shall be estimated conservatively, taking into consideration future needs. The minimum requirement for the reserve for working capital, equal to two (2) months of operating and debt expenditures, must first be met before utilizing the excess fund balance/net assets as a funding source for the budget.

✓ APPROPRIATION LAPSES AT YEAR END

All operating budget appropriations (including encumbered appropriations) shall lapse at the end of a fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against a department's subsequent year appropriation.

✓ BUDGET CONTROL REPORTS

The City shall maintain a system of budgetary control reports to assure adherence to the budget. The City will prepare and distribute to departments, timely monthly financial reports comparing actual revenues, and outstanding encumbrances and expenditures with budgeted amounts.

BUDGET ADJUSTMENT POLICY

The budget is a dynamic rather than static plan, which requires adjustments and formal budget amendments as circumstances change. The City Council must approve all increases in total departmental appropriations, increases in the personnel services budgets (i.e., moving salary or employee benefit budget to other line items), and increases in the number of authorized positions (full and part-time).

Department heads must submit budget amendment requests transferring appropriations from one line item to another, other than those prohibited above, and obtain approval of the Finance Director and the City Manager. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs.

At the mid-point of each year, any necessary budgetary appropriations, including budgets for any projects authorized but not funded during the year, shall be appropriated through a supplementary budget ordinance. This mid-point adjustment is limited to requesting additional resources. Such supplemental appropriations shall be balanced with additional revenues for each applicable fund. A justification for each requested change must be prepared (O.C.G.A. 38-81-3).

✓ CONTINGENCY LINE-ITEM

The City shall establish an appropriated contingency of one percent of the total annual expenditure appropriation in all operating funds in order to accommodate unexpected operational changes, legislative impacts, or other economic events affecting the City's operations which could not have been reasonably anticipated at the time the budget was prepared. Non-operating funds shall not require a contingency reserve appropriation.

This contingency reserve appropriation will be a separate line item within the budget. This amount shall be subject to annual appropriation. The approval of the Mayor and the City Manager is required before this appropriation can be expended. If approved, the Finance Director will transfer the appropriation from the contingency line item to the applicable line item(s) within the applicable department's budget.

✓ MAINTENANCE AND REPLACEMENT OF CAPITAL EQUIPMENT

The City Council will give budget priority to requests that provide for adequate maintenance of capital equipment and facilities and for their orderly replacement.

✓ CONTRIBUTIONS

Unless authorized by City Council, outside contributions to programs operated by City departments shall be subject to the City's accounting and budgetary policies. The City welcomes both unrestricted and restricted contributions compatible with the City's programs and objectives. Any material contribution shall be appropriated by City Council prior to expenditure. Material contributions shall be defined as one-time contributions exceeding one percent of the department's annual maintenance and operating expenditure appropriation or \$10,000, whichever is less.

✓ ADMINISTRATIVE SERVICE FEE/COST ALLOCATION

Whenever possible, the City may assess an administrative service fee from the General Fund to any other fund, based upon documentation and/or an outside independent study. This assessment will be based upon a percentage of the operating revenues, or services provided to the fund and shall be used to reimburse the General Fund for the administrative and support services provided to the assessed fund.

CASH FLOW POLICY

For analysis and internal management purposes, the City shall prepare an annual cash flow budget in conjunction with the Operating Budget. The purpose of this document will be to provide the necessary guidelines to ensure that cash will be available to pay budgeted costs on a timely basis.

✓ BUDGET ALLOTMENTS

Budget allocations (i.e., budget allotments) are used in the operating budget, when needed to manage cash flows. The annual appropriation may be divided into segments in order to ensure that the projected revenue streams will be adequate to fund the appropriated expenditures. The cash flow budget will provide details as to the periods in which the revenues will be collected, and thereby providing for available resources to pay obligations.

CAPITAL IMPROVEMENT PLAN POLICY

The City will prepare a five-year capital improvement plan (CIP) which they will update annually. This plan will assist in the planning, acquisition, and financing of capital projects. A major capital project generally is defined as an expenditure that has an expected useful life of more than 3 years with an estimated total cost of \$25,000 or more, or an improvement/addition to an existing capital asset. Examples include buildings/infrastructure construction, park improvements, streetscapes, computer systems, land acquisitions, vehicles, and equipment.

Major capital projects will be budgeted in the appropriate Capital Project Fund with all available resources. With the involvement of the responsible departments, the Finance Director will prepare the capital budget in conjunction with the operating budget.

✓ PROJECT LENGTH BUDGET

The CIP budget shall be developed based upon defined projects approved by the Mayor and City Council. Budget appropriation shall include the complete project costs with contingency amounts as appropriate and if available. (O.C.G.A. 36-81-3)

✓ CAPITAL BUDGET PREPARATION

Each department, in conjunction with the Mayor and City Council, will identify potential capital projects throughout the year. All identified projects will be added to the CIP document, regardless of available funding. These projects will provide a method of tracking and planning for the future needs of the City. Every effort will be made to identify those projects committed by the City Council through legislative action.

✓ CAPITAL BUDGET AMENDMENTS

Department heads must submit budget amendment requests transferring appropriations from one line item to another within the same project. The Finance Director and the City Manager shall review and approve all requests for budget adjustments. Adjustments from appropriations that have been obligated, committed, or reserved for a designated purpose shall not be transferred until a formal de-obligation occurs. The de-obligation of budget dollars to a specific project will only occur after the completion of the project or when a project was identified, and budget and funding is no longer necessary.

✓ CAPITAL APPROPRIATIONS AT YEAR END

Capital project appropriations shall carry forward to the subsequent budget period an equal amount of any encumbrances/purchase orders issued as of the close of the fiscal year. Purchases encumbered in the current year, but not received until the following year, must be charged against each department's subsequent year carry-over appropriation. Any remaining appropriation available by project at year-end must be re-appropriated.

✓ CAPITAL CONTINGENCY ACCOUNT

The City shall include an appropriated contingency of three percent of the total annual expenditure appropriation in the Capital Project Funds in order to accommodate expenditures that may not have been expected during the duration of a capital project. Expenditure of contingency funds shall only be authorized in accordance with the Change Order Policy outlined within the purchasing section of this document. Any contingency budgets shall be subject to annual appropriation.

REVENUE POLICY

This section provides direction in the administration of the revenues the City receives.

The City levies, collects and records certain taxes, license and permit fees, intergovernmental revenues, charges for service, investment income, fines and forfeitures, and other miscellaneous revenues and financing sources.

✓ DIVERSIFICATION AND STABILITY

All revenues have particular characteristics in terms of stability, growth, sensitivity to inflation or business cycle effects, and impact on the tax and ratepayers. A diversity of revenue sources can improve a City's ability to handle fluctuations in revenues and potentially help to better distribute the cost of providing services. The City strives to maintain a diversified and stable revenue structure to shelter it from short-term fluctuations in any primary revenue source. When possible, the revenue mix shall combine elastic and inelastic revenue sources to minimize the effect of economic downturns. The City will work towards diversifying its revenue base in order to reduce its dependence upon property taxes.

✓ CONSERVATIVE REVENUE ESTIMATES

As part of the annual budget process, an objective analytical process will estimate revenues realistically and prudently. The City will estimate revenues of a volatile nature conservatively.

✓ USER BASED FEES AND CHARGES (Exchange Revenue)

The level of user fee cost recovery should consider the community-wide versus special service nature of the program or activity. The use of general-purpose revenues is appropriate for community-wide services, while user fees are appropriate for services that are of special benefit to easily identified individuals or groups. The City will strive to keep the revenue system simple for the taxpayer or service recipient and to decrease the occurrence of avoidance to pay. The City will avoid nuisance taxes, fees, or charges as revenue sources. The City's revenue system will strive to maintain equity in its structure. That is, the City will seek to minimize or eliminate all forms for subsidization between entities, funds, services, utilities, and customers. However, it is recognized that public policy decisions may lead to subsidies in certain circumstances (e.g., senior citizen partial tax abatement). Fees will be reviewed and updated on an ongoing basis to ensure that they keep pace with changes in the cost-of-living as well as changes in methods or levels of service delivery. The Finance Director will forward any proposed changes to the City Council for approval. For services associated with a user fee or charge, a fee shall offset the costs of that service, where possible. Costs of services include direct and indirect costs such as operating and maintenance costs, administrative costs, and charges for the use of capital (e.g., depreciation and/or debt service).

✓ ALTERNATIVE REVENUE SOURCES

The City shall seek alternative funding sources whenever possible to reduce the required revenue from non-exchange transactions (e.g., property taxes). Such alternative sources include private and public grants, federal or state assistance, and public and private contributions.

✓ REVENUE COLLECTION

The City will follow an aggressive policy of collecting revenues, consistent with state and federal laws. This policy includes the assessment of penalties and interest, revoking City licenses, and providing for the transfer and assignment of tax executions.

✓ RATES AND CHARGES

The City Council shall approve annually or as necessary, a fee schedule which includes all revenue rates, charges, and processes in association with receipted funds that are deposited by the City, in accordance with the Code of Ordinances.

CASH AND INVESTMENT MANAGEMENT POLICY

The objective of the cash and investment management policy is to maximize interest earnings within an environment that strongly emphasizes legal compliance and safety while providing cash flow liquidity to meet the City's financial obligations.

This investment policy applies to all cash and investments, both short and long-term, which are the responsibility, and under the management of the Finance Director.

✓ POOLED CASH/INVESTMENT MANAGEMENT

Except for cash in certain restricted and specialized funds, the City will consolidate cash balances from all funds to maximize investment earnings. Investment income will be allocated to the various funds based upon their respective participation and in accordance with Generally Accepted Accounting Principles (GAAP).

✓ INVESTMENT

The primary objectives of investment activities shall be as follows:

Safety

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The objective will be to mitigate credit risk and interest rate risk.

Credit Risk

The City will minimize credit risk, the risk of loss due to the failure of the security issuer or backer, by:

- Limiting investments to the safest types of securities (primarily obligations of the U.S. government or obligations explicitly guaranteed by the U.S. government)
- Requiring a credit rating of "A3" or better from Moody's rating agency and "A-" from Standard & Poor's.
- Pre-qualifying the financial institutions, brokers/dealers, intermediaries, and advisers with which the City will do business.
- Diversifying the investment portfolio so that potential losses on individual securities will be minimized.

Custodial Risk

Custodial risk, that is the risk associated with uninsured deposits, uninsured securities, or securities not registered in the City's name shall be minimized by:

- Collateralization in accordance with State of Georgia legislation equal to 110% of the deposit held in the City's name including participation in an approved pledged collateral pool.
- Securities shall be held in the City's name.

Interest Rate Risk

The City will minimize the risk that the market value of securities in the portfolio will fall due to changes in general interest rates, by:

- Structuring the investment portfolio so that securities mature to meet cash requirements for ongoing operations, thereby avoiding the need to sell securities on the open market prior to maturity.
- Investing operating funds primarily in short-term securities, money market mutual funds, or similar investment pools.

Concentration Risk

The risk associated with a high concentration of government funds which are not diversified shall be reduced by:

- Limiting investments to any one issuer to less than 5% of the investment portfolio.
- Investments explicitly guaranteed by the U.S. government and investments in mutual funds, external investment pools, and other pooled investments are excluded from this requirement.

Foreign Currency Risk

The City will negate all foreign currency risk through investment only in instruments where exchange rates do not apply.

Liquidity

The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. This is accomplished by structuring the portfolio so that securities mature concurrent with cash needs to meet anticipated demands (static liquidity). Furthermore, since all possible cash demands cannot be anticipated, the portfolio should consist of securities with active secondary or resale markets (dynamic liquidity). A portion of the portfolio also may be placed in instruments offering same-day liquidity for short-term funds.

Yield

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints and liquidity needs. Return on investment is of secondary importance compared to the safety and liquidity objectives described above. The core of investments is limited to relatively low risk securities in anticipation of earning a fair return relative to the risk being assumed. Securities shall not be sold prior to maturity with the following exceptions:

- A security with declining credit may be sold early to minimize loss of principal or to reduce any eminent risk as identified under Section 1, "Safety" of this policy.
- A security swap which improves the quality, yield, or target duration in the portfolio
- Liquidity needs of the portfolio require that the security be sold.

INTERNAL CONTROL POLICY

The Finance Director is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the City are protected from loss, theft, or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met.

The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived and (2) the valuation of costs and benefits requires estimates and judgments by management.

Accordingly, the investment officer shall establish a process for an annual independent review by an external auditor to ensure compliance with regulatory policies and procedures including Generally Accepted Governmental Auditing Standards.

GRANT MANAGEMENT POLICY

This policy provides direction in the application, acceptance and administration of funds awarded through grants to the City from other local governments, the state or federal government, nonprofit agencies, philanthropic organizations and the private sector.

✓ GRANT APPLICATIONS

The City Manager and/or his/her designee is/are responsible for the submission of all grant applications on behalf of the City of Holly Springs. Departments that wish to submit grant applications must work in conjunction with the City Manager and/or his/her designee. Once a grant opportunity has been identified, the City Manager and/or his/her designee must notify the Finance Director of the application, the financial reporting requirements, and any required matching funds or other City resources needed to meet the grant requirements. Prior to the acceptance of the grant, the Finance Director, in cooperation with the submitting/receiving department shall complete an analysis of financial requirements to ensure the City can meet the grant program's financial requirements and the City can fulfill the applicable obligations required by the grant. All grant revenues and expenditures, including matching requirements, must be appropriated, either in the current budget or included for appropriation in the subsequent budget. The Mayor and City Council shall approve grant applications and submissions by adopting an official resolution, certified by the City Clerk that will allow both the submission of the grant application and the acceptance of the grant award.

✓ GRANT ADMINISTRATION

The City Manager and/or his/her designee is/are responsible for fulfilling the financial reporting and accountability requirements of each grant the City accepts. The City Manager and/or his/her designee and receiving departments are responsible for adhering to the grant program requirements and tracking all applicable expenditures for reporting purposes. The Finance Director is responsible for accounting for grant transactions according to the Financial Management Policy and in compliance with Generally Accepted Accounting Principles (GAAP). The City Manager and/or his/her designee is/are responsible for maintaining the following records for each grant award:

- a. Copy of Grant Application
- b. Resolutions authorizing application and acceptance
- c. Notification of Grant Award
- d. Financial reporting and accounting requirements
- e. Schedule of funding needs

✓ GRANT AUDITING

The Finance Director shall comply with all local, state, and federal requirements with respect to the auditing of information as it pertains to the acceptance of grant funds. This includes the Single Audit Act with any future revisions that may be applicable to City grant projects.

EXPENDITURE POLICY

This section provides guidance on authorized expenditures for all departments under the authority of the City Manager. This section shall cover those costs incurred for normal business operations, including those associated with salaries and benefits. Operating guidelines and procedures for procuring goods and services shall be issued under separate cover(s) as they do not constitute or necessitate City Council approval.

APPROPRIATION

In conjunction with the annual budget process, the City Council shall authorize departments' appropriations consistent with the annual adopted operating and capital budgets. Departments shall not incur expenditures unless an appropriation is available.

✓ APPROVAL

All expenditures relating to City operations shall be processed consistent with procurement/purchasing guidelines. Once the Finance Director or his designee receives the proper documentation from the incurring departments, the execution of payment shall occur. The Finance Director or his designee shall only process transactions for payment based upon the proper approval for the dollar amount of the expenditure, including adequate documentation, received either electronically or in writing.

✓ SETTLEMENT OF DISPUTE

The Finance Director shall review expenditure documents for compliance and appropriateness with all City policies and procedures. Expenditure documents that are not in compliance with these policies and procedures shall be returned to the originating department with Finance Director recommendations for changes (e.g., travel issues, cellular phone use). In the event the department does not agree with the Finance Director's recommendations, the City Manager shall

DEBT MANAGEMENT POLICY

The goal of the City's debt policy is to maintain a sound fiscal position; thereby only utilizing long-term debt to provide resources to finance needed capital improvements, while accumulating adequate resources to repay the debt. In addition, it is the City's goal to maintain and improve its credit rating through strong financial administration. The City acknowledges that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that excess outstanding debt may have detrimental effects on the ability of the City to meet its continuing operational needs.

Issuing debt commits the City's revenues several years into the future and may limit its flexibility to respond to changing service priorities, revenue inflows, or cost structures. Adherence to this debt policy helps ensure that the City issues and manages its debt prudently in order to maintain a sound financial position and protect its credit rating.

Credit ratings are the rating agencies' assessment of the City's ability and willingness to repay debt on a timely basis. Credit ratings are an important indicator in the credit markets and can influence interest rates a borrower must pay. Each of the rating agencies believe that debt management is a positive factor in evaluating issuers and assigning credit ratings. Therefore, implementing debt management practices will be viewed positively by the rating agencies and could influence the City's credit rating and ultimately lower borrowing costs.

Annual budget appropriations shall include debt service payments (principal and interest) and reserve requirements for all debt currently outstanding.

✓ DEBT LIMITS

General obligation debt is limited to 10% of the assessed value of all taxable property located within the boundaries of the City of Holly Springs. For FY2022, the legal debt limit for the City of Holly Springs is \$82,871,135.

✓ CONDITIONS FOR ISSUING LONG-TERM DEBT

Debt financing for capital improvements and equipment will be generally used when at least one of the following conditions exist:

- When one-time, non-continuous projects (those not requiring annual appropriations) are desired:
- When the City determines that future users will receive a benefit from the capital improvement that the debt financed;
- When the project is necessary to provide basic services to City residents;
- When total debt, including debt issued by overlapping governments (e.g., the county), does not constitute an unreasonable burden to the taxpayers; and
- o Exhaustion of the use of all other possible revenue sources provides no
- alternative funding for capital projects.

The City will limit its short-term borrowing to cover cash flow shortages through the issuance of tax anticipation notes.

✓ SOUND FINANCING OF DEBT.

When the City utilizes debt financing, the following will occur to ensure that the debt is soundly financed:

- Analysis of the financial impact, both short-term and long-term, of issuing the debt;
- Conservatively projecting the revenue sources that the City will use to repay the debt;
- Ensuring that the term of any long-term debt the City incurs shall not exceed the expected useful life of the asset the debt financed;
- Maintaining a debt service coverage ratio (i.e., for revenue secured debt) that ensures that the revenues pledged for the repayment of the outstanding debt will be adequate to make the required debt service payments.

✓ DEBT RETIREMENT

Generally, borrowings by the City should be of a duration that does not exceed the economic life of the capital improvement that it finances and where feasible, should be shorter than the projected economic life. To the extent possible, the City should design the repayment of debt so as to rapidly recapture its credit capacity for future use.

✓ DISCLOSURE

The City shall follow a policy of full disclosure in financial reporting in conjunction with the preparation of a bond prospectus.

✓ LEGAL COMPLIANCE

When issuing debt, the City shall comply with all legal and regulatory commission requirements, including the continuing disclosure requirements. This compliance includes adherence to local, state and federal legislation and bond covenants.

More specifically, the Finance Director is responsible for maintaining a system of record keeping and reporting to meet the arbitrage rebate compliance requirements of the federal tax code. This effort includes tracking investment earnings on bond proceeds, calculating rebate payments in compliance with tax law, and remitting any rebatable earnings to the federal government in a timely manner in order to preserve the tax-exempt status of the City's outstanding debt issues. Additionally, general financial reporting and certification requirements embodied in bond covenants are monitored to ensure that all covenants are complied with.

The City will comply with Amended SEC Rule 15c2-12 (the "Rule") by providing secondary market disclosure for all long-term debt obligations, which are subject to the Rule. As required, the City will submit annual financial information to all nationally recognized municipal securities repositories as applicable.

✓ CREDIT RATINGS

The Finance Director is responsible for maintaining relationships with the rating agencies that assign ratings to the City's various debt obligations. This effort includes providing periodic updates on the City's general financial condition along with coordinating meetings and presentations in conjunction with new debt issues.

✓ OTHER POLICIES

All bond issue requests shall be coordinated by the Finance Director. Requests for new bonds must be identified during the Capital Improvement Program (CIP) process. Opportunities for refunding outstanding bonds shall be communicated by the Finance Director.

ACCOUNTING AND FINANCIAL REPORTING POLICY

Georgia Law on Local Government Audits, O.C.G.A. Section 36-81-7, requires an independent annual audit for the City. The City's annual independent audit shall be conducted in accordance with Generally Accepted Auditing Standards (GAAS) and Generally Accepted Governmental Auditing Standards (GAGAS). In addition, the City shall comply with the requirements of the General Accounting Office (GAO) and the Office of Management and Budget (OMB) when audits are conducted relating to federal funding, consistent with the Single Audit Act (as amended).



The process used to create the City's Strategic Plan was inclusive and comprehensive. Every effort was made to solicit participation of key stakeholders, including department heads and employees. The proposed goals, objectives and performance measures identified in the strategic plan are a result of input from numerous groups working together to develop and refine the information gathered.

The City's residents require a range of services covering a broad spectrum of health, public safety, transportation, social, recreational, and environmental services. The strategic goals serve as a tool to use when policy decisions must be made to allocate financial resources during each budget year. During the budget process, information is provided to the Council that outlines efforts by departments to reach goals, and what opportunities are available to address the Council's priorities and establish an overall direction for allocation of the City's financial resources to meet long-term needs and service demands of our citizens.

As part of the continuing effort to align resources with operational priorities, each department was asked to review existing performance measures to ensure alignment with the strategic plan. These measures should be realistic, easily quantifiable, and reflect progress on long-term multi-year strategic initiatives or the accomplishment of shorter-term tactical goals, that correlate to the identified city goals and reflect activities within the department's control. In addition, performance measurement progress is updated and reported as part of each budget process. The FY2022 budget includes prior year accomplishments, and departmental goals in accordance with the strategic plan. The FY22 Strategic Goals and Objectives are consistent with the original strategic plan approved by Council.

City of Holly Springs Strategic Goals

Foster and Maintain Regional Partnerships

The City will seek to coordinate operations to reduce the duplication of services to its population and expedite agreements that are in the best interest of our citizens.

Sustain and Protect Natural Resources

The City will meet and exceed all local, State and Federal guidelines to preserve our natural resources.

Promote a Well-Planned City

The city will maintain the integrity of its development code and ensure curbside appeal is aesthetically pleasing while incorporating pedestrian friendly streetscapes.

Insist Upon Responsive Service Delivery

Continue to safeguard our reputation of being responsive and efficient while being fair and impartial to all who seek our services and assistance.

Mission: To anticipate and provide for the needs of our community in all service delivery through quality service, fiscal areas responsibility, innovation, and leadership in a transparent and responsive manner every day.

City of Holly Springs has The developed a performance management system to link the City's mission to goals, departmental objectives, and performance measures.



Departmental Objectives

Performance Measures

City of Holly Springs' Goals City of Holly Springs' Goals	Alon Along and Develop	Municipal Court	Public Safety	Public Works	is and Recreate	Storin Water	
Foster and Maintain Regional Partnerships							
To foster partnerships across agencies and among public and private providers to bring benefits from various organizations and the ability to leverage community resources.	X	X		X	X	X	Х
To use a framework of shared decision making, shared resources and shared accountability so as to encourage agencies to work collaboratively to accomplish a unified City with efforts that lead to shared outcomes.	X	X		X	X	X	X
Sustain and Protect Natural Resources							
To maintain, protect and preserve the natural environment.		X			X	X	X
To provide a well-designed and carefully maintained						X	
network of parks and other green spaces.							
Promote a Well-Planned City							
To assure properly built, safe occupancies conforming to the Building Code of State and Federal Guidelines.		X					
To provide services for the design, construction, maintenance, procurement, beautification, and preservation of all facilities, roadways, properties, materials, and equipment.	X	X			X	X	X
To contribute directly to the physical and emotional health, social growth, and development of our residents through a wide range of special events and involvement.				X		X	
Insist Upon Responsive Service Delivery							
To protect and safeguard human life.			X	X			
To keep staff positioned to take full advantage of new technological developments so as to enhance efficiency in the performance of our duties and responsibilities.	X		X				
To provide capable and inspiring administrative leadership for the City staff; to make day-to-day decisions that allow for the most effective use of available resources; and most importantly, to operate in a manner that improves and enhances the quality of life in our community.	X						

	Adopted Budget F 12022
Departmental Objectives	Performance Measures
	aintain Regional Partnerships
General Administration Work with local municipalities, county government, and authorities pursuant to the Service Delivery Strategy Act (HB 489) to ensure efficient delivery of governmental	Number of years compliant with Cherokee County Service Delivery Strategy
services.	
Housing and Development Work with Cherokee County to comply with the provisions of Annexation and Land	Number of acres successfully annexed into the City of Holly Springs
Use Dispute Resolutions imposed by the Georgia legislature in 2009. Public Safety	
Work with Cherokee County Fire and Emergency Services to provide services to our residents and lower the Insurance Service Office (ISO) rating.	Maintain ISO protection class rating of two (2) Institute measures to reduce ISO protection class rating to one (1)
Public Works Work with the Georgia Department of Transportation, Local Maintenance Improvement Grant (LMIG) program to maintain City streets.	Number of miles of roads resurfaced
Parks and Recreation Work with Cherokee County Recreation and Parks Agency to build new parks throughout the City.	Number of acres of developed park land per 1,000 city residents
Stormwater Maintain requirements pursuant to Georgia Senate Bill 130 to address the pressing need for comprehensive water resource management.	Number of water samples conducted pursuant to North Georgia Water Planning District requirements
	d Protect Natural Resources
Housing and Development	
Encourage new developments to set aside greenspace for their residents. Public Works/Parks and Recreation	Number of acres of greenspace added
Present to the public clean, physically-attractive, and well-maintained facilities.	Number of re-landscaped sites
Provide a well-designed and carefully maintained network of parks and other green space.	Number of acres of developed park land per 1,000 city residents
Stormwater Inspect stormwater collection and detention facilities.	Number of facilities inspected
General Administration	ote a Well-Planned City
To maintain a low tax burden.	% change over operating roll-back millage rate
Housing and Development Conduct fire plan reviews for all commercial and multi-family structures.	% of buildings that meet fire safety code requirements
Foster business growth. Public Safety	Number of new businesses opened in the City
Provide a wide range of public education and special events for our citizens.	Number of COPS meetings conducted
Public Works Ensure timely completion of repairs on work projects to ensure minimal disruption to our citizens.	Percent of hazardous street conditions (potholes) repaired within three (3) days of notification
Parks and Recreation	
Provide for the design, construction, and maintenance of park areas. Stormwater	Number of acres of land set aside for new park construction
	Number of new stormwater outfall structures, catch basins, and detention facilities
	Responsive Service Delivery
General Administration Implement sound recruitment practices to ensure competent candidates are hired.	FT employee turnover rate within one year of employment
Manage City finances to ensure financial benchmarks are met.	Unassigned Fund Balances as a % of annual budget
Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.	Number of years Certificate of Achievement for Excellence in Financial Reporting has been received Number of years Distinguished Budget Presentation Award has been received Number of audit findings
Comply with all applicable Georgia Statutes for public open records requests.	Average number of days to complete routine public open records requests
Municipal Court Comply with all applicable Georgia requirements to electronically transmit the disposition of adjudicated traffic cases in a timely manner.	Percent of successful transmissions to the Department of Driver Services
Accommodate first-time offenders with diversion program.	Number of pre-trial diversions
Public Safety	Percent of court cases transferred to probation
To deter crime, apprehend criminals, and enhance public safety.	Average emergency call response time Number of traffic tickets issued

FOSTER AND MAINTAIN REGIONAL PARTNERSHIPS

Cherokee County

Cherokee County is a major service provider, and the many ways in which Holly Springs must coordinate and cooperate with Cherokee County are too numerous to begin to describe here. It is recognized however, that the ongoing cooperative relationship with Cherokee County with regard to countywide services and other city-county issues is absolutely essential. Holly Springs will continue to support various opportunities to cooperate and coordinate with the adjacent cities of Canton and Woodstock to improve county-wide services such as water/sewer, fire protection, property appraisal and stormwater management.

Metropolitan North Georgia Water Planning District

This district was established by the Georgia General Assembly in 2001 via Senate Bill 130 to address the pressing need for comprehensive water resources management in metropolitan north Georgia. The main purpose of the district is to promote intergovernmental coordination for all water issues, to facilitate inter-jurisdictional water-related projects, and to enhance access to funding for water-related projects among local governments. The City of Holly Springs adopted the model ordinances in May 2006. The district's jurisdiction encompasses 16 counties including Cherokee. It is required by State law to prepare three long-term plans (which it completed in 2003): a long-term wastewater management plan; a water supply and water conservation management plan, and a district-wide watershed management plan. These regional plans are very important and have a major bearing on the future of how water, sewer, and stormwater management facilities will be provided in Holly Springs.

Service Delivery Strategies

In 1997, the State passed the Service Delivery Strategy Act (HB 489). This law mandates the cooperation of local governments with regard to service delivery issues. Each county was required to initiate development of a service delivery strategy between July 1, 1997, and January 1, 1998. Service delivery strategies must include an identification of services provided by various entities, assignment of responsibility for provision of services and the location of service areas, a description of funding sources, and an identification of contracts, ordinances, and other measures necessary to implement the service delivery strategy. Holly Springs is and must continue to be included in the Cherokee County Service Delivery Strategy. Changes to service arrangements described in a service delivery strategy require an update of the service delivery strategy and an agreement by all parties. Because of this provision, it is likely that the need for intergovernmental coordination with regard to service delivery strategies will continue into the future. In addition, service delivery strategies must be updated every ten years. The Service Delivery Strategy Act also mandates that land use plans of different local governments be revised to avoid conflicts. Negotiations between the Cities of Holly Springs, Woodstock, Canton, Waleska, Ball Ground, Mountain Park, Nelson, and Cherokee County resulted in a new service delivery strategy agreement on June 15, 2021.

Annexation and Land Use Dispute Resolution

The land use dispute resolution process was afforded to Georgia counties by the state legislature in 2009. The process empowers counties to request the mediation of proposed land uses of unincorporated areas seeking annexation, when the new use proposes to increase the density. A "sphere of influence" or "annexation area" (or urban growth boundary) was agreed upon between the City and the county as a gentlemen's agreement from 2003 through 2006.

Nonetheless, the growth boundary agreement was not renewed in 2007, though Mayor and Council may choose to establish a defined growth area or urban service limit in the future. However, Holly Springs is expected to exceed those prior growth limits. Recent objections by the Cherokee County Board of Commissioners to annexations by Holly Springs have led to the need to mediate disputes. This issue of annexation and land use disputes will need significant attention in the future, and the City and County must attempt to cooperate, seeking resolution of disagreements. The City seeks to jointly plan areas with the county, inviting the BOC to participate in this effort. Perhaps the City of Holly Springs and Cherokee County will one day have the opportunity to pursue this worthwhile endeavor.

Intergovernmental Agreements

Law Enforcement

The law enforcement mutual aid agreement between Cherokee County and the Holly Springs Police Department was adopted on April 1, 1996. Holly Springs also entered into agreement with Cherokee County and the Cherokee County Sheriff on September 20, 1998, for services related to detention of persons arrested for violations of municipal ordinances.

Fire Protection

Holly Springs (as well as the cities of Ball Ground, Canton and Waleska) entered into an agreement with Cherokee County to join the 2nd fire district whereby the fire district offers services to municipalities. Holly Springs approved a new agreement on August 20, 2013. This is referred to as a "consolidation" agreement in the Service Delivery Strategy. The City of Holly Springs has firefighting equipment which is leased to the county fire district. However, as new equipment is needed and added to the county fire district, such vehicles and equipment become the property of the county fire district.

Water

The Cherokee County Water and Sewerage Authority was created by the General Assembly, and Holly Springs has entered into an agreement with the Authority for the provision of water services.

Sewer

The Service Delivery Strategy contains an agreement between the Cities of Holly Springs and Canton. The City of Canton, through an agreement with the Cherokee County Water and Sewerage Authority, has secured 350,000 gallons per day of capacity and allocated that amount to Holly Springs per contract. The contract between Holly Springs and Canton provides for Holly Springs' use of the sewage treatment facilities operated by the City of Canton for the treatment of the City of Holly Springs' sewage. The sanitary sewers (collection system) belong to the Cherokee County Water and Sewerage Authority.

SUSTAIN AND PROTECT NATURAL RESOURCES

The natural environment should be preserved as much as possible. Preserving natural features helps maintain air and water quality, as well as providing visual and recreational amenities for local citizens.

Environmentally Sensitive Areas

Prevent development from occurring in, or significantly encroaching upon, environmentally sensitive areas such as floodplains, wetlands, and groundwater recharge areas, by preparing and adopting additional regulations as necessary to protect environmentally sensitive areas. At a minimum, this includes development regulations to meet or exceed Georgia Department of Natural Resources' Part V Environmental Planning Criteria.

Innovative Land Practices that Preserve the Environment

Encourage innovative land development practices that focus on preserving environmentally sensitive land areas and open space.

Minimize Water Quality Impacts

The location and intensity of development should be sited so as to minimize the negative effects of that development on water quality, both during and after construction. Major considerations concerning water quality should include: organic pollution from infiltration and surface runoff; erosion and sedimentation; water temperature elevation; nutrients such as nitrogen and phosphorous; and toxic materials.

Wetlands

Preserve wetlands where they exist, or as a last resort if they cannot be preserved on-site, mitigate wetland loss by increasing ecologically equivalent wetlands on other appropriate sites (i.e., wetland mitigation through wetland banking).

Floodways and Floodplains

Prohibit development within floodways and restrict or prohibit development in flood plains. If development within flood plains is allowed, flood plain storage should not be decreased from its present state. In no event shall development be permitted that inhibits the flow of floodwaters.

National Flood Insurance Program

Continue to participate in the National Flood Insurance Program. Periodically amend the flood damage prevention/floodplain management ordinance to comply with changes to ordinances specified by the Federal Emergency Management Agency.

Best Management Practices

Implement best practices for water pollution control and stormwater management, including but not limited to: biofilters (vegetated swales/strips), wet ponds, and constructed wetlands.

Municipal Practices

Ensure that the City, in its own activities, follows the same environmental policies as required of private developers.

Encourage Conservation Subdivisions

Encourage conservation subdivision development. (Conservation developments cluster structures on developable land in order to conserve land and/or provide public open space).

Acquire Conservation Lands

Seek out opportunities to acquire conservation lands and park spaces.

Permeable Surfaces

Use permeable surfaces for parking lots in non-residential developments, if appropriate.

Street Trees

Encourage or require the planting of street trees in subdivisions and new land developments.

<u>Tree Protection and Preservation of the Tree Canopy</u>

Restrict the cutting of trees, require the replacement of trees, and preserve and enhance the tree canopy, by adopting, amending, and enforcing a tree preservation ordinance.

Tree Canopy Guidelines

Unless more restrictive requirements are adopted by ordinance, use goals recommended by American Forests (2002) for the preservation of the tree canopy, as a guide in development planning.

Sustainability and Energy Efficiency

Promote sustainable and energy-efficient development.

PROMOTE A WELL-PLANNED CITY

Urban Design

Urban design within Holly Springs is dictated by both the Commercial Corridor Design Overlay District Guidelines and Article 19 of the Zoning Ordinance. From those documents, the following policies are summarized as policy for the city:

Pedestrian Facilities

Create a safe and accessible pedestrian network throughout the City of Holly Springs. Sidewalks of required widths, well-marked crosswalks and approved pedestrian-scaled lighting should be installed to create an inviting and well-used pedestrian system. All new construction and redevelopment within the City should include a combination of these facilities. All new facilities shall meet Americans with Disabilities Act (ADA) standards. Additional funding will be sought to create and improve pedestrian facilities within existing areas of the City, but when development occurs it will be the responsibility of developers to improve facilities along their public street frontages.

Streetscape Improvements

Aesthetically appealing transportation routes are desired and will be created throughout Holly Springs. Street trees should be installed, and will be required, to create shaded sidewalks for pedestrians and improve the visual quality of local streets and state routes. Street furniture zones and landscape strips will be established along sidewalks within the Downtown Historic District and Holly Springs Parkway District. These zones will consist of brick pavers or landscape strips alongside concrete sidewalks to provide space for the street trees, decorative pedestrian lights, bike racks and planters of ornamental vegetation. All streetscape improvements will be coordinated with the Georgia Department of Transportation when working along state routes or making use of Transportation Enhancement (TE) funds and Livable Centers Initiative (LCI) funds.

Town Center

Development in the town center should include mixed uses, following the overlay district guidelines to ensure appropriate scales, setbacks, materials, and signage are achieved.

Corridor Design Overlay

The Commercial Corridor Design Overlay District Guidelines provide a framework for site design, building design and streetscape design within the overlay district. These guidelines should be met by all projects within the district to ensure that the character of the traditional neighborhoods is retained.

Parking

Adequate parking will be provided within the City. Parking should be situated so that the parking is located at the rear or side of buildings. If circumstances require front parking areas, proper screening from the roadway will be provided.

Streetscape Improvement Standards

Pedestrian lighting and street furniture shall be consistent throughout the City. A standard for each element has been selected by the City. City staff will review plans to ensure that the standards are used on all new projects.

Connectivity of Open Spaces

Creation of new open space and connection to existing or planned open spaces are priorities for Holly Springs and will be sought in the review of development proposals, as appropriate. The requirement of open spaces, and their designs, will be considered on a case-by-case basis, taking into account the city's objectives of creating pedestrian-friendly, mixed-use places and destinations in the town center and accessible linkages to them. Improving accessibility to parks and creating pedestrian links between the open spaces and the public park(s) in the town center will greatly strengthen the urban core of the City and will therefore be a key guiding principle when reviewing open space proposals.

INSIST UPON RESPONSIVE SERVICE DELIVERY

Level of Service Standards

Establish and maintain level-of-service and/or performance standards for all community facilities and services provided by the City.

Police Protection

Ensure that the police department has adequate personnel, equipment, and training. Maintain a target officer to population ratio of at least 2 officers per 1,000 population, or as otherwise determined appropriate by the Police Chief. Strive to uphold an average 3 to 5minute incident response time for police calls, 90 percent or more of the time.

Fire Services

Continue to work with Cherokee County Fire and Emergency Service to improve the Insurance Service Office (ISO) rating. Impose developer contributions for new fire vehicles and equipment.

Fire Hydrants and Fire Flow

Ensure fire hydrants are installed along new public water lines every 1,000 feet in residential areas and every 500 feet in commercial areas. Test fire hydrants regularly and institute prompt repairs where necessary. Ensure that water service providers maintain a target water flow standard of 1,500 gallons per minute for firefighting commercial structures, with between 2,000 and 2,500 gallons per minute considered optimum, and a minimum water target of 1,000 gallons per minute for fighting a residential fire with up to 1,500 gallons per minute considered optimum.

Municipal Parks and Recreation Department

Create a new park/recreation department to replace or supplement service by the Cherokee County Parks and Recreation Agency.

Parkland Designation

Designate lands for future parks, recreation, open space, and conservation, including unincorporated areas in the City's sphere of influence or growth boundary.

Multi-use Trails

Continue pursuing opportunities to construct multi-use trails or greenways throughout the city.

Library

Financially supplement the Sequoyah Regional Library System which operates libraries throughout Cherokee County.

Solid Waste Management

Implement the City's comprehensive solid waste management plan.

Location Policy 1

While abiding by principles of efficiency in terms of optimal geographic locations for City facilities and services, the City should use its investment in civic buildings (e.g., new city hall) to strategically leverage and enhance private reinvestment in redevelopment areas.

Location Policy 2

The City should consider locating public facilities within vacant commercial spaces, if economical and appropriate.

Public-Private Delivery

Identify, and capitalize on, opportunities for innovative public-private ventures in the arrangement, provision, and delivery of various City facilities and services.

Local Street Improvements

Improve geometrics of local street intersections where they pose traffic safety problems.

Downtown Public Parking

Ensure adequate off-street parking facilities downtown, including public parking.

Context-Sensitive Design

Provide for street designs that pay appropriate attention to concepts of compatibility, livability, sense of place, and urban design, in addition to conventional traffic engineering considerations. Utilize context-sensitive roadway design to promote streets that are built appropriately to fit the land uses surrounding them. For example, a downtown main street should be built with narrower lanes, wider sidewalks, and streetscape elements in its design, in order to encourage lower speeds and accommodate pedestrians.

Pedestrian/Sidewalk System

Improve the network of pedestrian facilities (sidewalks) in the city; implement the long-range future sidewalks plan.

Bike Paths and Bikeways

Provide bike paths and bikeways in appropriate locations in the city.

Bicycle lanes are proposed along the following routes (Source: LCI Study 2004):

- Hickory Road from Cedar Valley Drive to the proposed Hickory Springs Parkway
- Holly Springs Parkway from Old Canton Road to Childers Road
- Holly Street from Holly Springs Parkway to I-575
- New Hickory Springs Parkway

Multi-use trails should be developed along each of these corridors. Because it is part of the new Town Center, the railroad trail should be a priority project as well.

Traffic Calming

Consider future needs for traffic calming (raised speed humps, raised tables, etc.) to slow speeding and/or discourage cut-through traffic.

No Truck Routes

Designate routes for truck prohibition where needed.

Public Transportation

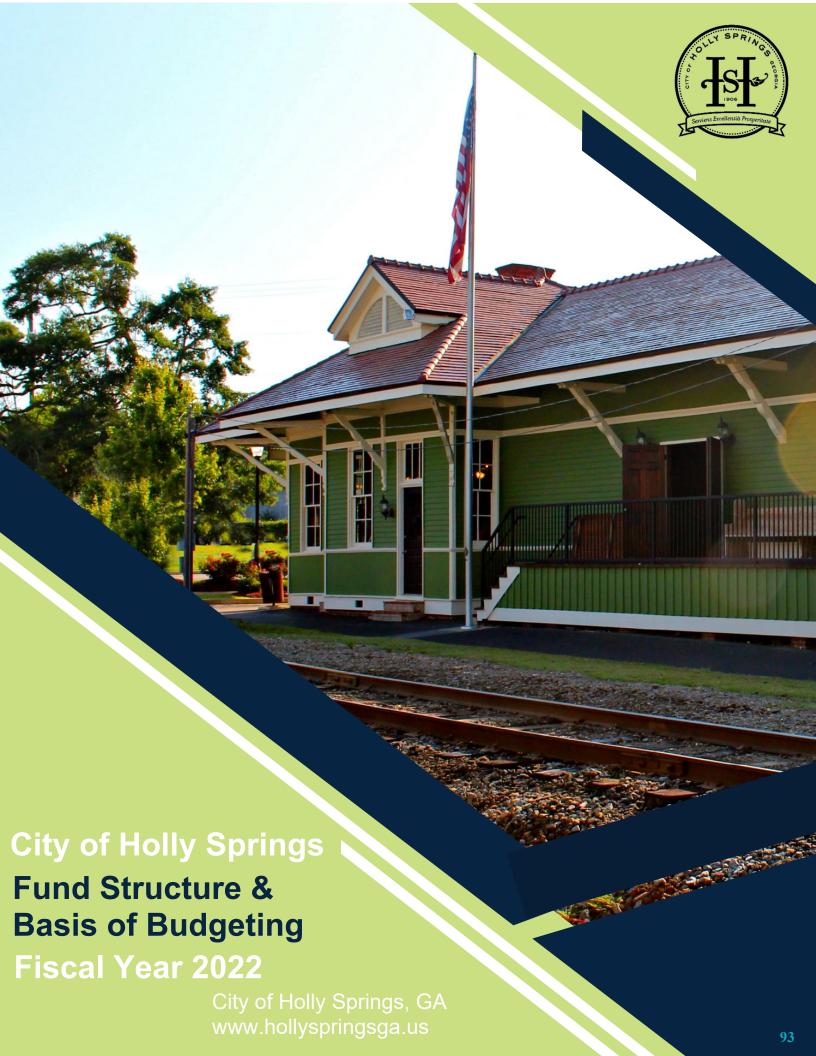
Efforts should be made to tie into regional public transportation programs, where and when they are available.

Connectivity

During site plan and development permit review, measures should be made to connect streets to provide a local street network that serves as an alternative to the arterial and collector street system. This includes promotion of a grid-street pattern in all places where such design is feasible and practical. It also means discouraging, limiting, or prohibiting cul-de-sacs in some cases, and providing for stub connections at property lines to tie into future compatible development on adjoining properties.



- ❖ Complete the acquisition of right-of-way for Holly Springs Parkway Widening Project Phase II. In 2019, the City applied for funding from the Georgia State Roads and Tollway Authority (SRTA) for the construction of this project. On June 23, 2020, the City was awarded \$1.25 million grant award from SRTA as well as a \$3.5 million loan award from GTIB. Construction of this project is anticipated to begin in the fall of 2022.
- Complete the engineering and right-ofway acquisition for the Holly Springs Parkway Phase II by the spring of 2022.
- ❖ Begin the Transportation Facility Improvements, Hickory Road and Stringer Road Sidewalks – Fill-in the Gaps Project. This will be a joint project between Cherokee County, Georgia and the City of Holly Springs, Georgia to construct sidewalks along Hickory Road and Stringer Road. The Hickory Road sidewalks will run from East Cherokee Drive to New Light Road.
- Complete site work on the Town Center Project in late 2022.
- Complete all infrastructure within the Town Center in 2023.
- Start vertical construction of buildings and structures in the Town Center in 2023.
- Start preliminary engineering on the Holly Street Pedestrians Improvements Project in late 2022.
- Complete engineering and design of the Holly Springs Parkway Widening Project Phase III in 2022 and start right-of-way and easement acquisition and utility relocations through 2023. Construction of Phase III is expected to begin in 2024.



FUND STRUCTURE AND BASIS OF BUDGETING

Fund Structure

In the early 1900's, state and local governments often used separate bank accounts, commonly known as funds, to control resources set aside for specific purposes. This has evolved into modern day fund accounting used for the purpose of controlling governmental monetary resources that are legally restricted or earmarked for special purposes. Financial reporting treats each government as a collection of separate funds rather than one single entity. For this reason, government budgets are prepared using the fund structure. The National Council on Governmental accounting gives a rather long definition for fund:

"A fund is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations."

In summary, funds are the managing tools used by governments to ensure that public monies are spent only for those purposes authorized, and within the limits authorized. Individual funds are classified into three broad categories: Governmental, Proprietary, and Fiduciary. Each City's funds are classified into fund types and the number of funds a government uses can vary.

The City of Holly Springs currently uses eleven governmental funds, one proprietary fund, and one fiduciary fund to account for the use of financial resources. The City's funds are detailed on the following pages by fund type.

Governmental Funds

Governmental Funds are defined by law as funds used to account for "governmental-type activities". They account for all current financial resources except for those required by law to be accounted for in another fund. Governmental Funds are subdivided into four categories: General Fund, Special Revenue Funds, Debt Service Fund, and Capital Project Funds.

The City of Holly Springs has all four Governmental Fund Types: General Fund, Special Revenue Funds, Debt Service Fund, and Capital Project Funds.

<u>General Fund:</u> The General Fund of a government unit serves as the primary reporting method for current government operations.

The major sources of revenues for the General Fund are; property taxes, franchise taxes, insurance premium taxes, municipal court fines, building permits, and certificate of occupancy fees.

The major departments funded include: General Administrative Services (City Manager, Finance, and Human Resources), Community Development, Municipal Court Services, Public Safety, and Public Works.

<u>Special Revenue Funds:</u> Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

The major sources of revenue for the Special Revenue Funds include: alcohol beverage excise taxes, hotel/motel taxes, and grant funds.

The major categories funded include: tourism, local community outreach program for troubled youths, and parks and recreation.

<u>Capital Project Funds</u>: The Capital Project Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities.

The major sources of revenue for the Capital Project Funds include: special assessments, capital grants, and special purpose local option sales taxes (SPLOST).

The major categories funded include: significant road repairs, transportation infrastructure, facilities, and capital outlay.

<u>Debt Service Fund:</u> The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

The major sources of revenue for the Debt Service Fund include: fund balance and transfers from other funds.

The major categories funded include: infrastructure and facilities.

Proprietary Funds

Proprietary Funds are used to account for a government's ongoing activities that are similar to those found in the private sector. There are two types of Proprietary Funds; Enterprise Funds and Internal Service Funds.

The City of Holly Springs has one Proprietary Fund: Enterprise Fund.

<u>Enterprise Fund</u>: The Enterprise Fund of a government accounts for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs 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 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 major source of revenues for the Enterprise Fund is stormwater utility fees.

The major category funded is stormwater maintenance and stormwater infrastructure construction.

<u>Internal Service Fund:</u> The Internal Service Fund is used to identify and allocate costs of goods and services to other departments

The City does not currently have an Internal Service Fund.

Fiduciary Funds

Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statements because the resources of those funds are not available to support the City's own programs. There are four types of fiduciary funds; Pension (and other employee benefits) Trust Fund, Investment Trust Fund, Private-Purpose Trust Fund and Custodial Fund.

The City of Holly Springs has one Fiduciary Fund: Custodial Fund.

<u>Pension (and other employee benefit) Trust Fund:</u> The Pension Trust Fund is used to report resources that are required to be held in trust by the City for the members and beneficiaries of defined benefit pension plans, defined contribution pension plans, and other employee benefit plans.

<u>Investment Trust Fund:</u> The Investment Trust Fund is used to report the external portion of the Local Government Investment Pool, which is reported by the City as the sponsoring government.

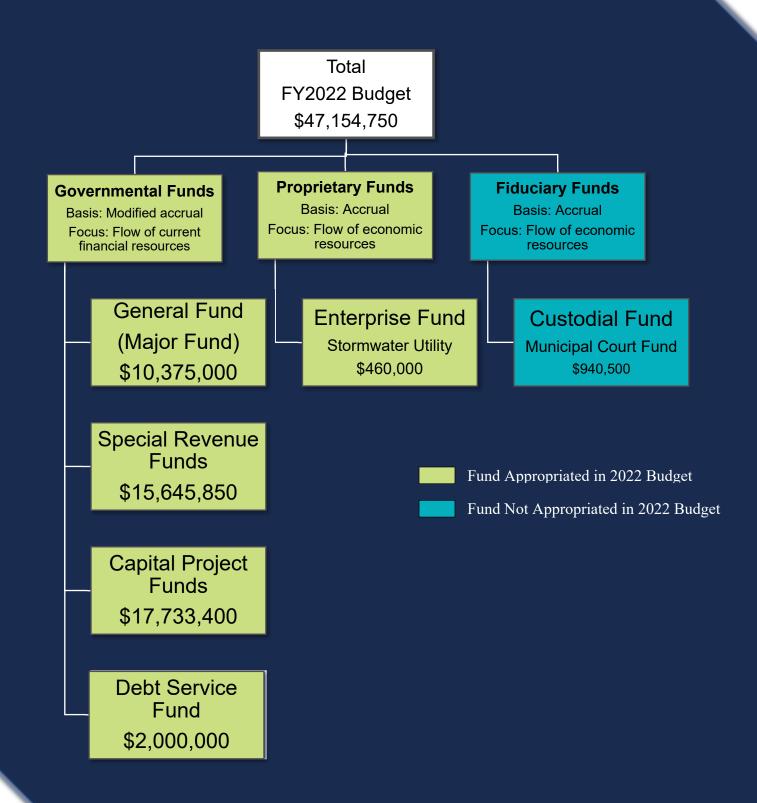
<u>Private-Purpose Trust Fund:</u> The Private-Purpose Trust Fund is used to report trust arrangements, other than pension and investment trusts, under which principal and income benefit individuals, private organizations, or other governments. The resources held under these arrangements are not available to support the government's own programs.

<u>Custodial Fund:</u> The Custodial Fund is used to account for resources held by the City in a purely custodial capacity for other governments, private organizations, or individuals.

The City uses a custodial fund for the collection and remittance of cash appearance bond related activity for the Municipal Court.

The City does not currently have a Pension Fund, Investment Trust Fund or Private-Purpose Trust Fund.

Fund Structure



Fund Types and Funds

General Fund:

Fund 100 – General Fund

Special Revenue Funds:

- Fund 230 American Rescue Plan (ARP) Act of 2021 Fund
- Fund 250 Operating Grant Fund
- Fund 270 Parks and Recreation Fund
- Fund 275 Hotel/Motel Excise Tax Fund
- Fund 360 Urban Redevelopment Agency Fund

Capital Projects Funds:

- Fund 320 SPLOST III Fund
- Fund 325 SPLOST IV Fund
- Fund 326 SPLOST V Fund
- Fund 350 Town Center Fund

Debt Service Fund:

Fund 400 – Debt Service Fund

Enterprise Fund:

Fund 560 – Stormwater Utility Fund

Custodial Fund:

Fund 745 – Municipal Court Fund

Department-Fund Relationship

The following shows which departments are represented within each budgeted fund for Fiscal Year 2022.

General Fund								
General Administration								
	Fund	Function						
Mayor & Council	100	1110						
City Manager	100	1320						
City Clerk	100	1330						
Elections	100	1400						
General Administration	100	1500						
Finance	100	1510						
Licensing	100	1516						
Legal	100	1530						
Information Technology	100	1535						
Risk Management	100	1555						
General Government Buildings	100	1565						
Judicial		_						
	Fund	Function						
Municipal Court	100	2650						
Public Safety	•							
		Function						
Police Administration	100	3210						
Criminal Investigations Division	100	3221						
Vice	100	3222						
Uniform Patrol Division	100	3223						
Police Training	100	3240						
Police Station and Buildings	100	3260						
Probation	100	3450						
Public Works								
	Fund	Function						
Highways and Streets	100	4200						
Street Lighting	100	4260						
Traffic Engineering	100	4270						
Culture/Recreati								
		Function						
Tree Commission	100	6240						
Housing and Develo	pmen	t						
	Fund	Function						
Building Inspections	100	7200						
Planning and Zoning	100	7400						
Economic Development	100	7520						
Main Street	100	7550						

Custodial Fund						
Judicial						
Fund Function						
Municipal Court Fund	745	2650				

Special Revenue Fund									
Housing and Development									
Fund Function									
Operating Grant Fund	250	7640							
Hotel/Motel Fund	275	7540							
General Administration									
	Fund	Function							
Urban Redevelopment Agency	360	1500							
Health and Welfare									
	Fund	Function							
Parks and Recreation Fund	270	5530							
Culture/Recreati	on								
	Fund	Function							
Parks and Recreation Fund	270	6220							
Other Financing U	Ises								
	Fund	Function							
Urban Redevelopment Agency	360	9000							
Stormwater									
	Fund	Function							
American Rescue Plan Act	230	4910							

Capital Project Funds								
General Administration								
Fund Function								
SPLOST IV Fund	325	1500						
Town Center Fund	350	1565						
Public Works								
Fund Funct								
SPLOST III Fund	320	4224						
SPLOST V Fund	326	4200/4224						
Public Safety								
	Fund	Function						
SPLOST V Fund	326	3200						

Debt Service Fund						
Debt Service						
Fund Functio						
Debt Service Fund	400	8000				

Enterprise Fund							
Public Works							
Fund Functi							
Stormwater Utility Management	560	4910					

Basis of Budgeting versus Basis of Accounting

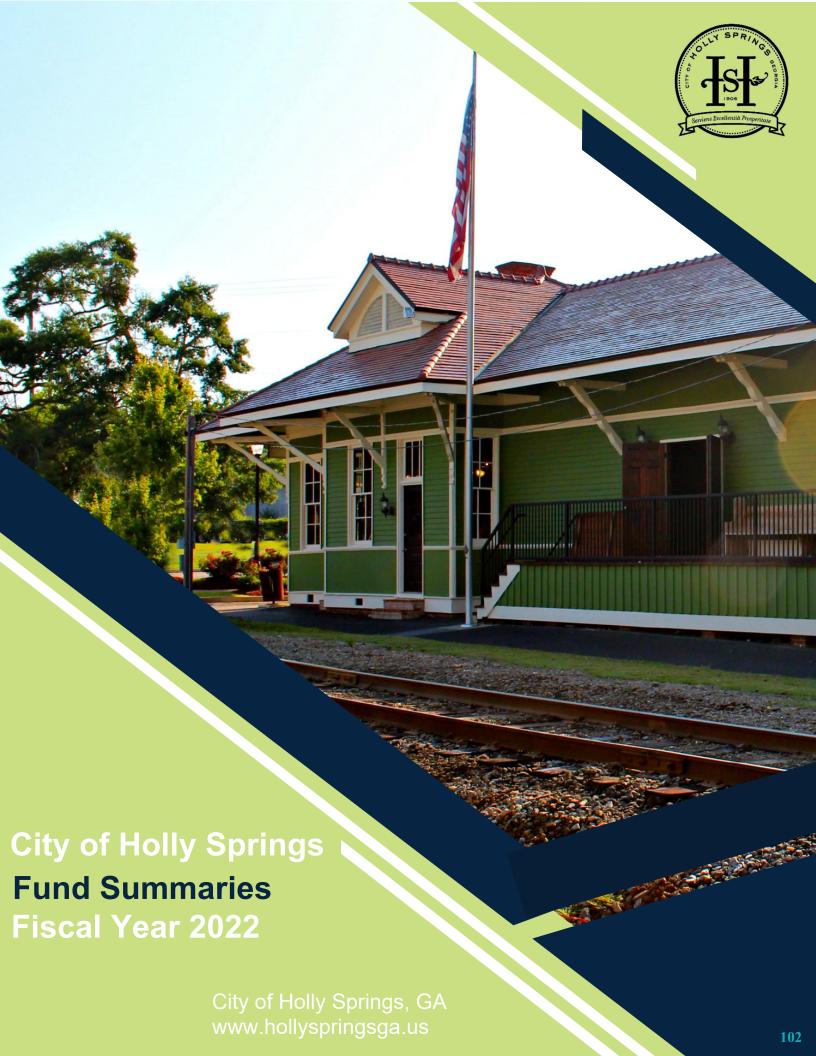
Neither GAAP nor Georgia statutes address a required basis of budgeting; the City adopts budgets in conformity with GAAP for all budgeted funds. The budgets of the general governmental type funds (the General Fund, Special Revenue Funds, and Capital Project Funds) are prepared on a modified accrual basis. The modified accrual basis of accounting and budgeting recognizes revenue when a transaction is measurable and available. Revenue is considered available when it is collectible during the current period or after the end of the period but in time to pay current year liabilities and expenditures. Expenditures are recognized when they are measurable, when the liability is incurred, and when the liability will be liquidated with current resources. All three of these criteria must be met in order for the expenditure to be recognized.

Local municipal governments in Georgia are not required to adopt budgets for Enterprise Funds. However, best management practices dictate that budgets should be adopted for all funds to ensure that projected revenues and expenses are on target in an Enterprise Fund. The City of Holly Springs adopts a budget for its Enterprise Fund on the modified accrual basis of accounting whereby capital outlay is shown as an expense rather than the acquisition of an asset. Management budgets in this manner to track cash flows in the Enterprise Fund.

The City will establish and maintain high standards of accounting practices. Accounting standards will conform to Generally Accepted Accounting Principles (GAAP) of the United States as promulgated by the Governmental Accounting Standards Board (GASB). The City also will follow the Financial Accounting Standards Board's (FASB) pronouncements, as applicable.

Funds Excluded from the City's Budget

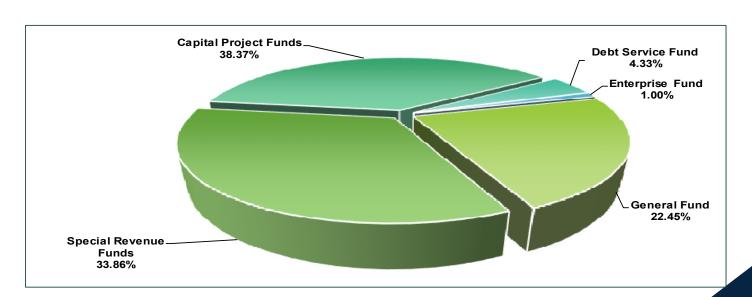
The City currently operates a municipal court. Municipal court revenues and expenditures are accounted for in a Custodial Fund, which is a fiduciary fund. The Municipal Court operates on a fiscal year basis ending December 31st. This fund is not included in overall totals throughout this budget book; however, it is included in the annual comprehensive financial reports.



Summary of Budgets by Fund

Fund	FY2021 Amended Budget	% of Total Budget	FY2022 Adopted Budget	% of Total Budget	Change from FY2021 to FY2022	% Change from FY2021 to FY2022
General Fund	\$ 10,535,000	27.44%	\$ 10,375,000	22.45%	\$ (160,000)	-1.52%
Special Revenue Funds	14,179,415	36.94%	15,645,850	33.86%	1,466,435	10.34%
Capital Project Funds	12,194,745	31.77%	17,733,400	38.37%	5,538,655	45.42%
Debt Service Fund	1,102,952	2.87%	2,000,000	4.33%	897,048	81.33%
Enterprise Fund	376,500	0.98%	460,000	1.00%	83,500	22.18%
Total	\$ 38,388,612	100.00%	\$ 46,214,250	100.00%	\$ 7,825,638	20.39%

Percent of Budgets by Fund



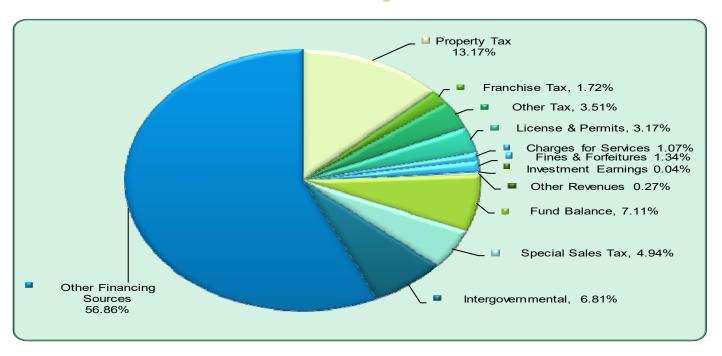
City of Holly Springs, GA

City of Holly Springs Budget Summary (all funds) \$46,214,250

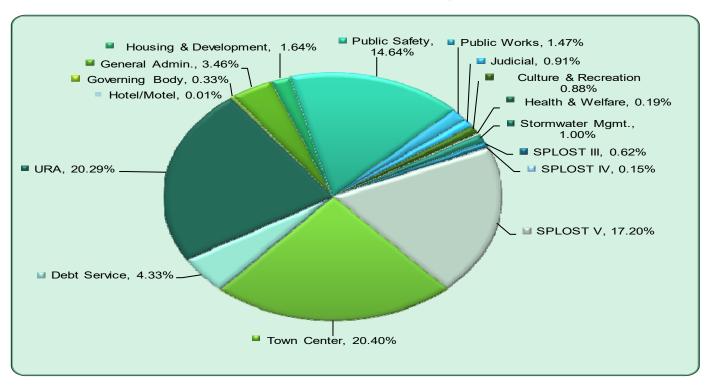
	General	Special Revenue	Funds Capital Project	Debt Service	Enterprise	Total
Beginning Fund Balance/Net Assets	\$ 7,407,635	\$ 559,339	\$ (1,942,241)	\$ 1,592,641	\$ 4,696,706	\$12,314,080
Estimated Revenues						
Property Tax	6,085,150	-	-	-	-	6,085,150
Franchise Tax	795,000	-	-	-	-	795,000
Other Tax	1,215,750	401,000	6,384	-	-	1,623,134
License & Permits	1,465,310	-	-	-	-	1,465,310
Charges for Services	35,250	-	-	-	460,000	495,250
Fines & Forfeitures	620,500	-	-	-	-	620,500
Investment Earnings	16,000	1,096	-	-	-	17,096
Other Revenues	111,890	12,150	-	-	-	124,040
Fund Balance	-	2,883,302	402,016	-	-	3,285,318
Special Sales Tax	-	-	2,281,200	-	-	2,281,200
Intergovernmental	5,000	2,973,302	168,800	-	-	3,147,102
Other Financing Sources	25,150	9,375,000	14,875,000	2,000,000	-	26,275,150
Total Estimated Revenues	\$10,375,000	\$ 15,645,850	\$17,733,400	\$ 2,000,000	\$ 460,000	\$ 46,214,250
Estimated Expenditures/Expenses						
Governing Body	152,315	-	-	-	-	152,315
General Administration	1,600,597	-	-	-	-	1,600,597
Housing and Development	758,843	6,000	-	-	-	764,843
Public Safety	6,766,097	-	-	-	-	6,766,097
Public Works	677,050	-	-	-	-	677,050
Judicial	420,098	-	-	-	-	420,098
ARPA	-	5,767,700				5,767,700
Culture and Recreation	-	154,550	-	-	-	154,550
Health and Welfare	-	90,000	-	-	-	90,000
Stormwater Management	-	-	-	-	460,000	460,000
Capital Outlay	-	252,600	17,733,400	-	-	17,986,000
Debt Service	-	-	-	2,000,000	-	2,000,000
Other Financing Uses		9,375,000	-	-	-	9,375,000
Total Estimated Expenditures/Expenses	\$10,375,000	\$ 15,645,850	\$17,733,400	\$ 2,000,000	\$ 460,000	\$ 46,214,250
Ending Fund Balance/Net Assets	\$ 7,407,635	\$ 559,339	\$ (1,942,241)	\$ 1,592,641	\$ 4,696,706	\$12,314,080

The FY2022 Adopted Budget is supported by \$46.2 million in total revenues, an increase of \$7.9 million or 20.39%, from the amended FY2021 budget. The FY2022 adopted budget includes \$13.5 million in recurring revenue and \$32.7 in non-recurring revenue. The City's recurring revenue budget can be divided into several main categories: Tax - Property, Franchise, SPLOST, and Other (79.85% of total recurring revenues), Licenses & Permits (10.85% of recurring revenues), and Other revenues such as Charges for Services and Fines & Forfeitures (9.31% of recurring revenues).

FY2022 Budget Summaries (all funds) Revenues By Source



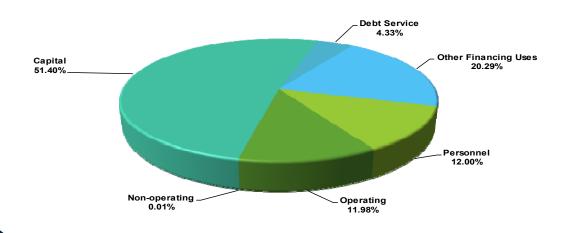
Expenditures/Expenses by Department

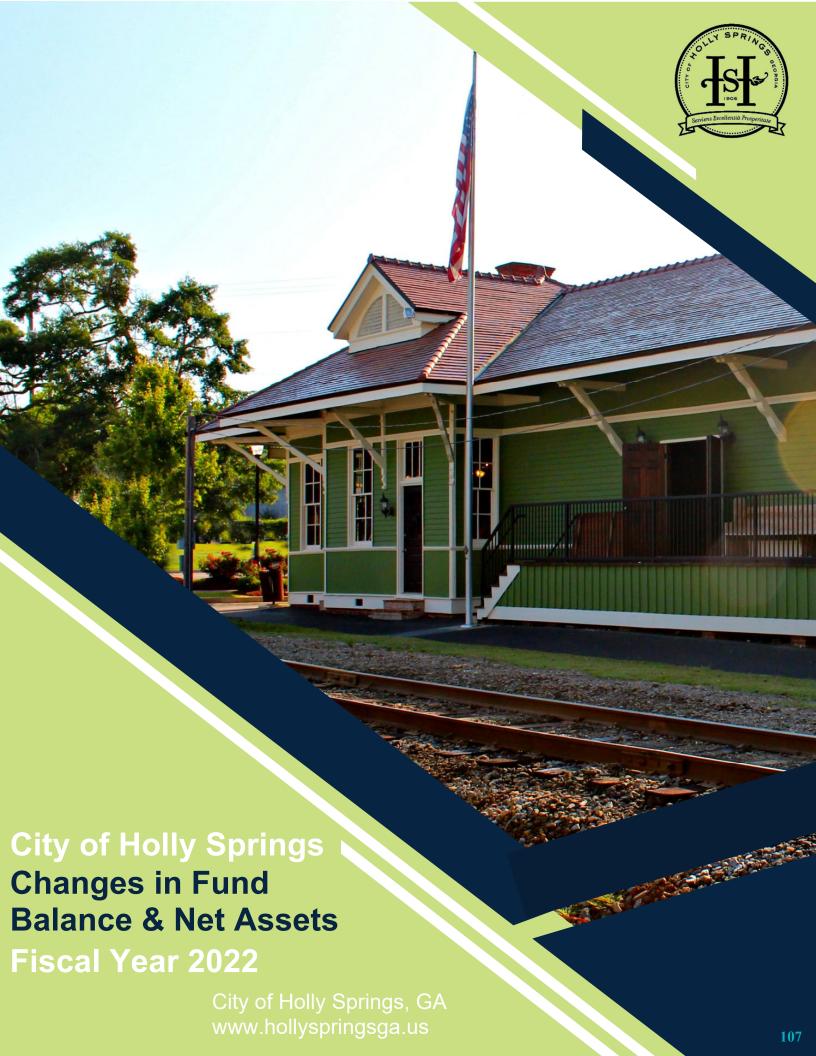


Summary of Expenditures/Expenses by Category (all funds)

			Non-		Debt	Other Financing	
Funds	Personnel	Operating	Operating	Capital	Service	Uses	Total
General Fund							
Governing Board	\$ 144,115	\$ 8,200	\$ -	\$ -	\$ -	\$ - \$	152,315
General Administration	956,522	644,075	-	-	-	-	1,600,597
Housing & Development	518,493	240,350	-	-	-	-	758,843
Public Safety	3,533,717	3,232,380	-	-	-	-	6,766,097
Public Works	-	677,050	-	-	-	-	677,050
Judicial	245,323	174,775	-	-	-	-	420,098
Total	5,398,170	4,976,830	-	-	-	-	10,375,000
Special Revenue Fund							
American Rescue Plan Act	_	_	_	5,767,700	_	_	5,767,700
Parks & Recreation	-	154,550	-	252,600	_	-	407,150
Hotel/Motel Tax Fund	-	6,000	-	,	_	_	6,000
Operating Grant	_	90,000	_	-	_	-	90,000
Urban Redevelopment Agency	_	-	_	-	_	9,375,000	9,375,000
Total	-	250,550	-	6,020,300	-	9,375,000	15,645,850
Capital Project Funds							
SPLOST III	_	_	_	286,000	_	_	286,000
SPLOSTIV	_	_	_	69,000	_	_	69,000
SPLOSTV	_	_	_	7,950,000	_	_	7,950,000
Town Center	_	_	_	9,428,400		_	9,428,400
Total		-	-	17,733,400	-	-	17,733,400
Debt Service Fund	,						
					0.000.000		0.000.000
Debt Service		-		-	2,000,000	-	2,000,000
Enterprise Fund							
Stormwater Management	147,008	307,992	5,000	-	-	-	460,000
Total	\$ 5,545,178	\$ 5,535,372	\$ 5,000	\$ 23,753,700	\$ 2,000,000	\$ 9,375,000 \$	46,214,250

Percent of Expenditures/Expenses by Category (all funds)





Generally, fund balance represents the difference between assets and liabilities and deferred inflows of resources under the current financial resources measurement focus of accounting. In the fund financial statements, governmental funds report fund balance classifications that comprise a hierarchy based primarily on the extent to which the City is bound to honor constraints on the specific purpose for which amounts in those funds can be spent.

Fund balances are classified as follows:

Nonspendable: Fund balances are reported as nonspendable when amounts cannot be spent because they are either (a) not in spendable form (i.e., items that are not expected to be converted to cash) or (b) legally or contractually required to be maintained intact.

Restricted: Fund balances are reported as restricted when they include amounts that can be spent only for the specific purposes stipulated by the constitution, external resource providers, or through enabling legislation.

Committed: Fund balances are reported as committed when they include amounts that can be used only for the specific purposes determined by a formal action (passage of a resolution) of the City Council. The same formal action is required to subsequently remove a commitment of fund balance.

Assigned: Fund balances are reported as assigned when they include amounts intended to be used by the City for specific purposes but do not meet the criteria to be classified as restricted or committed. In governmental funds other than the general fund, assigned fund balance represents the remaining amount that is not restricted or committed. By passage of a resolution establishing the City's fund balance policy, the City Council has delegated the City Manager the authority to assign amounts to be used for specific purposes.

Unassigned: Fund balances are reported as unassigned as the residual classification for the City's general fund and includes all spendable amounts not contained in the other classifications. In addition, any remaining deficits in the City's governmental funds which remain after all other fund balances have been exhausted are classified as unassigned. The City reports positive unassigned fund balance only in the general fund. The City, by ordinance, has created a minimum fund balance policy to be no less than 25% of budgeted expenditures in the General Fund.

The City's policy would be to use restricted fund balances first when expenditure is made for purposes for which both restricted and unrestricted (committed, assigned, or unassigned) amounts are available. Otherwise, it is the City's policy to reduce committed amounts first, followed by assigned amounts, and then unassigned amounts when expenditures are made for purposes for which amounts in any of those unrestricted fund balance classifications could be used.

Major Governmental Funds

The General Fund is the operating fund of the City. On December 31, 2020, the fund balance of the General Fund was \$7,407,635, which was comprised of nonspendable fund balance of \$2,829,515 and unassigned fund balance of \$4,578,120. Fund balance in the General Fund increased \$1,144,304 (18.27%) in 2020 from 2019. The primary reason for the increase was the receipt of Coronavirus Aid, Relief and Economic Security Act (CARES Act) grant funding received by the City of Holly Springs in August of 2020.

The SPLOST V Fund is a capital projects fund of the City. The purpose of this fund is to account for the collection of special purpose local option sales tax (SPLOST) and the construction of approved capital projects. On December 31, 2020, the unassigned fund balance (deficit) of the SPLOST V Fund was (\$2,296,654). Fund balance deficit in the SPLOST V Fund decreased \$761,821 in 2020 from 2019 due to due to a reduction in project construction costs during the year.

The Town Center Fund is also a capital projects fund of the City. The purpose of this fund is to account for the construction of the Holly Springs Town Center Project. Fund balance in the Town Center Fund decreased \$162,149 in 2020 from 2019 due to an increase in transfers from the General Fund and Urban Redevelopment Agency to cover 2020 construction costs. The fund balance at year end was comprised of assigned fund balance in the amount of \$5,243.

The Debt Service Fund accounts for the retirement of principal and interest on city-issued debt instruments. In 2019, the City of Holly Springs General Fund transferred \$2,179,368 to the Debt Service Fund to establish the account to retire future debt. The City of Holly Springs will transfer the proceeds of land sales into the Debt Service Fund in future years to retire debt issued for the construction of the Town Center Project. The fund balance at December 31, 2020, was comprised of assigned fund balance in the amount of \$1,592,641.

Non-Major Governmental Funds

Special Revenue Funds are used to account for the City's collection and disbursement of specific revenues that are legally restricted for specified purposes. The City has four non-major special revenue funds: Parks and Recreation Fund, Hotel/Motel Tax Fund, Multiple Grant Fund and the Urban Redevelopment Agency of the City of Holly Springs, Georgia.

Capital Project Funds are used to account for the City's acquisition and construction of major capital assets and capital improvements to city infrastructure. The City has two non-major capital project funds: SPLOST III Fund, and SPLOST IV Fund.

Non-major governmental funds revenues totaled \$586,063 for the fiscal year ending December 31, 2020. Non-major governmental fund expenditures totaled \$550,751. Fund balance for all non-major governmental funds was \$2,501,150. Non-major fund balances increased \$146,303 primarily due to an increase in alcohol excise tax revenue during the COVID-19 Pandemic.

The table below is a visual representation of the fund balances by classification for all major and nonmajor funds.

			F	und Balan	ce by Cla	ssification	1				
	Major	Governmental F	unds			Non	major Government	al Funds			
					Special Revenue Funds Capital Project				oject Funds		
Classification	General Fund	SPLOST V Fund	Town Center Fund	Multiple Grant Fund	Parks & Recreation Fund	Hotel/Motel Tax Fund	Urban Redevelopment Agency Fund	SPLOST III Fund	SPLOST IV Fund	Debt Service Fund	Total Governmental Funds
Fund Balances											
Nonspendable:											
Prepaid Items	112,515	-	-	-	-	-	-	-	-	-	112,515
Advances	2,717,000	-	-	-	-	-	-	-	-	-	2,717,000
Restricted:											-
Tourism	-	-	-	-	-	8,880	-	-	-	-	8,880
Grant purposes	-	-	-	37,134	-	-	-	-	-	-	37,134
Capital projects	-	-	-	-	-	-	-	280,106	69,064	-	349,170
Committed for culture and recreation	-	-	-		513,325		-		-	-	513,325
Assigned:											-
Capital projects	-	-	5,243		-		-		-	-	5,243
Debt Service	-	-		-	-		-		-	1,592,641	1,592,641
Unassigned (deficit)	4,578,120	(2,296,654)	-	-	-	-	-	-	-	-	2,281,466
Total	\$7,407,635	\$ (2,296,654)	\$ 5,243	\$ 37,134	\$ 513,325	\$ 8,880	\$ -	\$ 280,106	\$ 69,064	\$1,592,641	\$ 7,617,374

Proprietary Fund

The City's Proprietary Fund statements provide the same type of information found in the government-wide financial statements, but in more detail. The City has one enterprise fund: The Stormwater Utility Fund.

The Stormwater Utility Fund has a net position of \$4,696,706 at December 31, 2020, an increase of \$541,439 over 2019. Net investment in capital assets is \$4,542,026 and unrestricted net position is \$154,680. Net position increased in 2020 due to the contribution of stormwater infrastructure from the developers of Phase III of the Riverside subdivision

Net Position by Clas	Net Position by Classification							
Classification	Proprietary Fund							
Net Position								
Investment in capital assets	4,542,026							
Unresticted	154,680							
Total	\$ 4,696,706							

Total Fund Balances & Net Position											
Fund	E	Beginning		Ending	Inc	rease/(Decrease)	% Change				
General Fund	\$	6,263,331	\$	7,407,635	\$	1,144,304	18.27%				
Special Revenue Funds		193,459		559,339		365,880	189.13%				
Capital Pproject Funds		(2,550,389)		(1,942,241)		608,148	-23.85%				
Debt Service Fund		1,820,694		1,592,641		(228,053)	-12.53%				
Proprietary Fund		4,155,267		4,696,706		541,439	13.03%				
Total	\$	9,882,362	\$	12,314,080	\$	2,431,718	24.61%				

Based on FY2020 Actual Audited

Projected Changes in Fund Balance/Net Assets - All Funds

	FY2019	FY2020	FY2021	FY2022		% Change
	Actual	Actual	Amended	Adopted		from FY21
	(audited)	(audited)	Budget	Budget	% of Total	to FY22
Beginning Fund Balance	\$ 12,267,848	\$ 9,882,362	\$ 12,314,080	\$ 12,314,080		
Revenues						
Property taxes	4,753,627	5,315,217	5,668,900	6,085,150	36.5%	7.34%
Franchise taxes	741,199	829,062	746,500	795,000	4.8%	6.50%
Business taxes	840,860	881,668	1,012,750	1,215,750	7.3%	20.04%
Other taxes	378,653	448,198	396,445	401,000	2.4%	1.15%
Special tax	-	-	2,250,000	2,281,200	13.7%	1.39%
Intergovernmental	2,599,661	3,306,981	4,431,242	3,147,102	18.9%	-28.98%
License and permits	1,387,949	1,306,895	2,281,250	1,465,310	8.8%	-35.77%
Charges for services Contributions	520,831 28,750	555,738 11,500	776,464	501,634 11,500	3.0% 0.1%	-35.40%
Fines and forfeitures	738,797	697,594	- 645,000	620,500	3.7%	-3.80%
Investment Earnings	66,782	35,091	11,660	17,096	0.1%	46.62%
Miscellaneous	68,252	57,980	108,300	112,540	0.7%	3.92%
Total revenues	12,125,361	13,445,924	18,328,511	16,653,782	100.00%	-9.14%
Expenditures						
Current:						
General Government	1,681,610	1,455,956	1,614,133	1,752,912	4.76%	8.60%
Health and Welfare	183,219	118,907	3,008,302	5,857,700	15.90%	94.72%
Culture and Recreation	323,616	93,767	189,500	193,550	0.53%	2.14%
Judicial	270,331	335,159	373,943	420,098	1.14%	12.34%
Public Safety	4,920,447	5,390,586	6,328,979	6,766,097	18.37%	6.91%
Public Works Housing & Development	577,675 733,976	584,292 801,176	691,942 855,432	677,050 725,843	1.84% 1.97%	-2.15% -15.15%
Operating:	733,970	801,170	055,452	725,645	1.97 /6	-13.1376
Stormwater	263,042	328,435	370,437	455,000	1.24%	22.83%
Non-Operating:	,	,	,	•		
Interest	-	1,528	6,063	5,000	0.01%	-17.53%
Capital outlay:						
Public Safety	599,692	379,540	455,000	386,000	1.05%	-15.16%
General Government Culture and Recreation	2,068,664	6,249,786	8,111,816 335,000	9,547,400 252,600	25.92% 0.69%	17.70% -24.60%
Public Works	3,956,433	1,234,882	3,739,000	7,800,000	21.17%	108.61%
Debt Service	3,930,433	1,254,002	3,739,000	7,000,000	21.17 /0	100.0170
Issuance cost	71,000	95,991	71,000	_	0.00%	-100.00%
Principal	304,436	154,926	874,037	1,601,697	4.35%	83.25%
Interest	54,299	125,059	228,915	398,303	1.08%	74.00%
Total expenditures	16,008,440	17,349,991	27,253,499	36,839,250	100.00%	35.17%
Excess of revenues over						
(under) expenditures	(3,883,079)	(3,904,067)	(8,924,988)	(20,185,468)		
					•	
Other financing sources (uses):						
General Long-Term Debt Issued	-	-	10,756,113	14,875,000	73.69%	38.29%
Proceeds from Sale of Capital Assets	4,562	67,108	14,000	25,150	0.12%	79.64%
Capital contributions	-	449,573	-	-	0.00%	
Issuance of long-term debt	1,493,031	5,819,104	-	-	0.00%	101 ===:
Fund Balance	4 705 074	- 6 402 442	1,461,932	3,285,318	16.28%	124.72%
Transfers out	4,795,671	6,123,113	7,828,056	11,375,000	56.35%	45.31% 15.81%
Transfers out Total other financing sources (uses)	(4,795,671) 1,497,593	(6,123,113) 6,335,785	(11,135,113) 8,924,988	(9,375,000) 20,185,468	-46.44% 100.00%	-15.81% 126.17%
Total outer intalled gouldes (uses)	1,401,000	0,000,700	0,924,900	20, 100,400	100.00 /0	120.17/0
Net change in fund balance	(2,385,486)	2,431,718	-	-		
Fund balances (deficit), end of year	\$ 9,882,362	\$ 12,314,080	\$ 12,314,080	\$ 12,314,080		

General Fund

	FY2019 Actual (audited)	FY2020 Actual (audited)	FY2021 Amended Budget	FY2022 Adopted Budget	% of Total	% Change from FY21 to FY22
Beginning Fund Balance	\$ 8,574,335	\$ 6,263,331	\$ 7,407,635	\$ 7,407,635		
_						
Revenues	4 750 007	5.045.047	5 000 000	0.005.450	50.700/	7.040/
Property taxes	4,753,627	5,315,217	5,668,900	6,085,150	58.79%	7.34%
Franchise taxes	741,199	829,062	746,500	795,000	7.68%	6.50%
Business Tax	840,860	881,668	1,012,750	1,215,750	11.75%	20.04%
Intergovernmental	810	830,148	43,200	5,000	0.05%	-88.43%
License and permits	1,358,294	1,306,895	2,281,250	1,465,310	14.16%	-35.77%
Charges for services	93,159	94,119	33,000	35,250	0.34%	6.82%
Fines and forfeitures	738,797	697,594	645,000	620,500	6.00%	-3.80%
Investment Earnings	64,485	31,396	10,500	16,000	0.15%	52.38%
Contributions	23,750	11,500	-	11,500	0.11%	
Miscellaneous	52,042	49,665	79,900	100,390	0.97%	25.64%
Total revenues	8,667,023	10,047,264	10,521,000	10,349,850	100.00%	-1.63%
Expenditures						
Current:						
General Government	1,681,610	1,455,956	1,614,133	1,752,912	16.90%	8.60%
Judicial	270,331	335,159	373,943	420,098	4.05%	12.34%
Public Safety	4,920,447	5,390,586	6,328,979	6,766,097	65.22%	6.91%
Public Works	577,675	584,292	691,942	677,050	6.53%	-2.15%
Culture and Recreation	14,852	4,440	29,500	39,000	0.38%	32.20%
Housing and Development	726,396	799,635	850,432	719,843	6.94%	-15.36%
Capital outlay:	720,000	799,000	030,432	7 19,043	0.9470	- 13.30 /0
General Government	_	_	196,071	_	0.00%	-100.00%
	8,191,311	8,570,068	10,085,000	10,375,000	100.00%	2.88%
Total expenditures	0,191,311	6,570,006	10,065,000	10,375,000	100.00%	2.00%
Excess of revenues over						
(under) expenditures	475,712	1,477,196	436,000	(25,150)	<u>-</u>	
Other financing sources (uses):						
Proceeds from Sale of Capital Assets	4,562	67,108	14,000	25,150	100.00%	79.64%
Transfers in	201,497	_	· <u>-</u>	-	0.00%	
Transfers out	(2,992,775)	(400,000)	(450,000)	-	0.00%	-100.00%
Total other financing sources (uses)	(2,786,716)	(332,892)	(436,000)	25,150	100.00%	-105.77%
Net change in fund balance	(2,311,004)	1,144,304	-	-		
Fund balances (deficit), end of year	\$ 6,263,331	\$ 7,407,635	\$ 7,407,635	\$ 7,407,635	- •	

Explanation of General Fund Variances

- Business Tax revenues increased 20.04% in 2022 from 2021 due to an increase in funding from Insurance Tax Premium revenue. This revenue is calculated based on population and we saw a significant increase in our population in the 2020 census.
- Intergovernmental revenues decreased 88.43% in 2022 from 2021 due to grant funds that were received in 2021 that we do anticipate receiving in 2022.
- Licenses and Permits decreased 35.77% in 2022 from 2021 due to a decrease in building permits and certificate of occupancy fees.
- Investment Earnings increased 52.38% in 2022 from 2021 due to an increase in funds invested in interest bearing accounts.
- Miscellaneous revenues increased 25.64% in 2022 from 2021 to reflect Election Qualifying Fees that will be received this year due to an upcoming election.
- Expenditures in the Judicial Department increased 12.34% in 2022 from 2021 because we are anticipating an increase in court cases.
- Expenditures in the Culture and Recreation Department increased 32.20% in 2022 from 2021 due to increase in the per capita spending that is based on population growth.
- Expenditures in Housing and Development decreased 15.36% in 2022 from 2021 due to an employee's salary being split between two functions in the 2022 budget.
- Capital expenditures in General Government decreased 100% in 2022 from 2021 due to the purchase of property in 2021 that is not being budgeted in 2022.
- Proceeds from the Sale of Capital Assets increased 79.64% in 2022 from 2021 due to additional items that will be sold as surplus.
- Transfers Out decreased by 100% in 2022 from 2021 due to a one-time transfer to the Debt Service Fund and Town Center Fund. Funds that were transferred in 2021 are not being budgeted in 2022.

Special Revenue Funds

	FY2019 Actual (audited)	FY2020 Actual (audited)	FY2021 Amended Budget	FY2022 Adopted Budget	% of Total	% Change from FY21 to FY22
Beginning Fund Balance	\$ 293,935	\$ 193,459	\$ 559,339	\$ 559,339		
Revenues						
Other taxes	378,653	448,198	396,445	401,000	11.84%	1.15%
Intergovernmental	183,220	118,907	3,008,292	2,973,302	87.77%	-1.16%
Investment Earnings	347	210	165	1,096	0.03%	564.24%
Charges for Services	25	25	-	-	0.00%	
Miscellaneous	16,210	8,315	18,400	12,150	0.36%	-33.97%
Total revenues	578,455	575,655	3,423,302	3,387,548	100.00%	-1.04%
Expenditures						
Current:	402.040	440.007	2 000 202	E 0E7 700	02 440/	04.700/
Health and Welfare	183,219	118,907	3,008,302 5,000	5,857,700	93.41% 0.10%	94.72% 20.00%
Housing and Development Culture and Recreation	7,580 308,764	1,541 89,327	160,000	6,000 154,550	2.46%	-3.41%
	300,704	09,321	100,000	154,550	2.40%	-3.4170
Capital Outlay: Culture and recreation	_	_	250,000	252,600	4.03%	1.04%
Debt Service:	_	_	230,000	232,000	4.03 /0	1.0470
Issuance Cost	71,000	60,991	71,000	_	0.00%	-100.00%
Total expenditures	570,563	270,766	3,494,302	6,270,850	100.00%	79.46%
i otal oxpoliation	070,000	270,700	0,101,002	0,270,000	100.0070	10.1070
Excess of revenues over (under) expenditures	7,892	304,889	(71,000)	(2,883,302)		
, , ,			,			
Other financing sources (uses):						
General Long-Term Debt Issued	-	-	10,756,113	9,375,000	325.15%	-12.84%
Proceeds from issuance of debt	1,493,031	5,784,104	-	-		
Fund Balance	-	-	-	2,883,302	100.00%	
Transfers out	(1,601,399)	(5,723,113)	(10,685,113)	(9,375,000)	-325.15%	-12.26%
Total other financing sources (uses)	(108,368)	60,991	71,000	2,883,302	100.00%	3960.99%
Net change in fund balance	(100,476)	365,880	-	-		
Fund balances (deficit), end of year	\$ 193,459	\$ 559,339	\$ 559,339	\$ 559,339		
i unu balances (dencit), end of year	ψ 130,403	ψ	ψ 553,333	ψ		

Explanation of Special Revenue Funds Variances

- Investment Earnings increased 564.24% in 2022 from 2021 due to an increase in funds invested in interest bearing accounts from the American Rescue Plan Act of 2021 fund.
- Miscellaneous revenues decreased 33.97% in 2022 from 2021 due to an anticipated decrease in park rentals.
- Expenditures in Health and Welfare increased 94.72% in 2022 from 2021 because we are budgeting for expenditures in the American Rescue Plan Act of 2021 fund. These were not budgeted in the previous year.
- Expenditures in Housing and Development increased 20% in 2022 from 2021 because we are anticipating an increase travel and therefore an increase in Hotel/Motel tax received and corresponding expenditures.
- Issuance Cost decreased 100% in 2022 from 2021 because we are not anticipating issuing a new bond in 2022.
- General Long-Term Debt Issued decreased 12.84% in 2022 from 2021 because it includes the remaining funds from debt service for the Series 2020 URA bond.
- Transfers out decreased 12.26% in 2022 from 2021 because the proposed budget includes the transfer of remaining bond proceeds from the Urban Redevelopment Agency (URA) for the Town Center Project.

Capital Project Funds

Beginning Fund Balance	FY2019 Actual (audited) \$ (612,277)	FY2020 Actual (audited) \$ (2,550,389)	FY2021 Amended Budget \$ (1,942,240)	FY2022 Adopted Budget \$ (1,942,240)	% of Total	% Change from FY21 to FY22
Revenues						
Special Tax	_	_	2,250,000	2,281,200	92.87%	1.39%
Intergovernmental	2,415,631	2,357,926	1,379,750	168,800	6.87%	-87.77%
Charges for Services	22,030	40,274	367,014	6,384	0.26%	-98.26%
Licenses and Permits	29,655	, -	-	-	0.00%	
Investment Earnings	1,052	1,044	445	_	0.00%	-100.00%
Contributions	5,000	-	-	_	0.00%	
Total revenues	2,473,368	2,399,244	3,997,209	2,456,384	100.00%	-38.55%
Expenditures						
Capital expenditures						
General Government	2,068,664	6,249,786	7,915,745	9,547,400	53.84%	20.61%
Public Safety	599,692	379,540	455,000	386,000	2.18%	-15.16%
Culture and Recreation	-	-	85,000	-	0.00%	-100.00%
Public Works	3,956,433	1,234,882	3,739,000	7,800,000	43.98%	108.61%
Debt Service						
Issuance costs	-	35,000	-	-	0.00%	17.100/
Total expenditures	6,624,789	7,899,209	12,194,745	17,733,400	100.00%	45.42%
Excess of revenues over						
(under) expenditures	(4,151,421)	(5,499,965)	(8,197,536)	(15,277,016)		
Other financing sources (uses):						
General long-term debt	-	-	-	5,500,000	36.00%	
Issuance of long-term debt	-	35,000	-	-	0.00%	
Fund Balance	-	-	519,480	402,016	2.63%	-22.61%
Transfers in	2,414,806	6,073,113	7,678,056	9,375,000	61.37%	22.10%
Transfers out	(201,497)	-		-	0.00%	
Total other financing sources (uses)	2,213,309	6,108,113	8,197,536	15,277,016	100.00%	86.36%
Net change in fund balance	(1,938,112)	608,148	-	-		

Fund balances (deficit), end of year as resta \$ (2,550,389) \$ (1,942,240) \$ (1,942,240) \$ (1,942,240)

Explanation of Capital Project Funds Variances

- Intergovernmental revenues decreased 87.77% in 2022 from 2021 due to a reduction in grant funds being budgeted from the State Road and Tollway Authority (SRTA) and the Transportation Improvement Plan (TIP).
- Charges for Services decreased 98.26% in 2022 from 2021 due to a decrease in street topping fees from builders.
- Investment Earnings decreased 100% in 2022 from 2021. Due to a bank merger, this account is no longer an interest-bearing account.
- Expenditures in General Government decreased 20.61% in 2022 from 2021 due to a reduction in funds being budgeted for site work and road construction in the Town Center Project.
- Expenditures in Public Safety decreased 15.16% in 2022 from 2021 due to a reduction in the replacement cost for vehicles and equipment in the Police Department.
- Expenditures in Culture and Recreation decreased 100% in 2022 from 2021 due to a project that was completed in 2021 and is not budgeted in 2022.
- Expenditures in Public Works increased 108.61% in 2022 from 2021 because the proposed budget includes an appropriation for the preliminary engineering for the Hickory Springs Parkway Project (formerly known as the Industrial Connector).
- Fund Balance decreased 22.61% in 2022 from 2021 because it was used in the prior year for projects.
- Transfers Out increased 22.10% in 2022 from 2021 because the proposed budget includes the remaining bond proceeds from the Urban Redevelopment Authority (URA) for the Town Center Project

Debt Service Fund

	FY2019 Actual (audited)	FY2020 Actual (audited)	FY2021 Amended Budget	FY2022 Adopted Budget	% of Total	% Change from FY21 to FY22
Beginning Fund Balance	* -	\$ 1,820,694	\$ 1,592,641	\$ 1,592,641		
Revenues						
Investment Earnings	61	1,932	500	-		-100.00%
Total revenues	61	1,932	500	-	0.00%	-100.00%
Expenditures						
Debt Service						
Principal	304,436	154,926	874,037	1,601,697	80.08%	83.25%
Interest	54,299	125,059	228,915	398,303	19.92%	74.00%
Total expenditures	358,735	279,985	1,102,952	2,000,000	100.00%	81.33%
Excess of revenues over						
(under) expenditures	(358,674)	(278,053)	(1,102,452)	(2,000,000)	_	
Other financing sources (uses):						
Fund Balance	-	-	952,452	-	0.00%	
Transfers in	2,179,368	50,000	150,000	2,000,000	100.00%	-
Total other financing sources (uses)	2,179,368	50,000	1,102,452	2,000,000	100.00%	81.41%
Net change in fund balance	1,820,694	(228,053)	-	-		
Fund balances (deficit), end of year	\$ 1,820,694	\$ 1,592,641	\$ 1,592,641	\$ 1,592,641	_	

Explanation of Debt Service Fund Variances

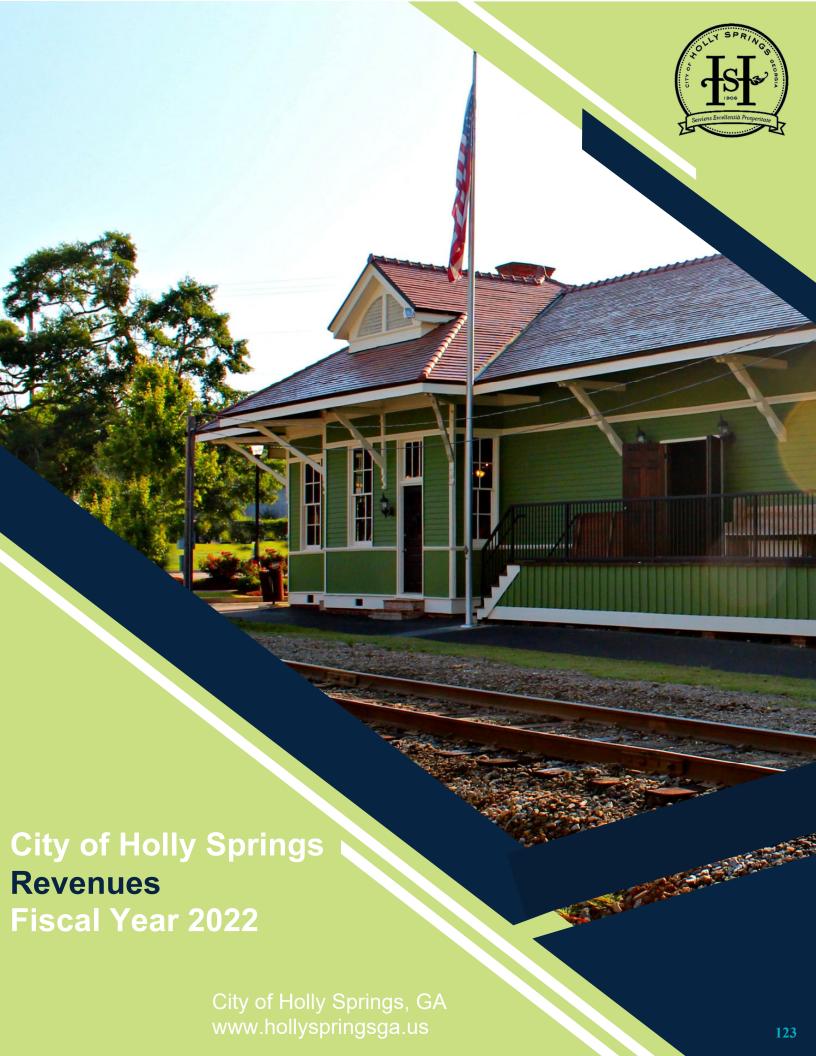
- Principal and interest expenditures increased 83.25% and 74% respectively in 2022 from 2021 due to the addition of principal and interest payments that will be made on the Urban Redevelopment Agency bond.
- Fund Balance decreased 100% in 2022 from 2021 because these funds were depleted in 2021.
- Transfers In increased 1233.33% in 2022 from 2021 because we are budgeting for the proceeds from the sale of property in our Town Center.

Enterprise Fund

		FY2019 Actual (audited)	FY2020 Actual (audited)	FY2021 Amended Budget	FY2022 Adopted Budget	% of Total	% Change from FY21 to FY22
Beginniı	ng Net Assets	\$ 4,011,855	\$ 4,155,267	\$ 4,696,706	\$ 4,696,706		
Re	evenues						
Charges for s	services	405,617	421,320	376,450	460,000	100.00%	22.19%
Investment E	arnings	837	509	50	-	0.00%	-100.00%
	Total revenues	406,454	421,829	376,500	460,000	100.00%	22.18%
	Expenses						
Operating: Stormwater Non-Operati	ina:	263,042	328,435	370,437	455,000	98.91%	22.83%
Interest	mg.	_	1,528	6,063	5,000	1.09%	-17.53%
	Total expenses	263,042	329,963	376,500	460,000	100.00%	22.18%
Exces	ss of revenues over						
	(under) expenses	143,412	91,866	-	-		
Other financi	ng sources (uses):						
Capital contri	` ,	-	449,573	-	_		
•	nancing sources (uses)	-	449,573	-	-		
Net change ir	n net assets	143,412	541,439	-	-		
Net assets (d	deficit), end of year as restated	\$ 4,155,267	\$ 4,696,706	\$ 4,696,706	\$ 4,696,706		

Explanation of Enterprise Fund Variances

- Charges for Services increased 22.19% in 2022 from 2021 due to an increase in the number of residential and commercial parcels in which stormwater fees are collected.
- Investment Earnings decreased 100% in 2022 from 2021. Due to a bank merger, this account is no longer an interest-bearing account.
- Operating expenses increased 22.83% in 2022 from 2021 due to the addition of a Stormwater Inspector position and related personnel costs.
- Interest expense decreased 17.53% in 2022 from 2021 to reflect the actual amount due on financed purchases. The amount due is for the purchase of a Streetsweeper in 2020.



REVENUES

On September 9, 2021, the Mayor and Council approved the millage rate of 4.220 for municipal operations. There is an increase of \$555,847 in net taxes levied (\$4,898,655 in FY2021 to \$5,454,502 in FY2022) over the prior year. The City budgeted approximately 90% collection rate of property tax revenue this fiscal year. The City contracted with a third-party delinquent tax collection agency in the fourth quarter of FY2011 to pursue delinquent taxes receivable. This relationship will continue in 2022.

The City has historically acknowledged the need to provide a taxation rate commensurate with the government's level of service. The table below illustrates the annual millage rates levied by the City of Holly Springs since 2016.

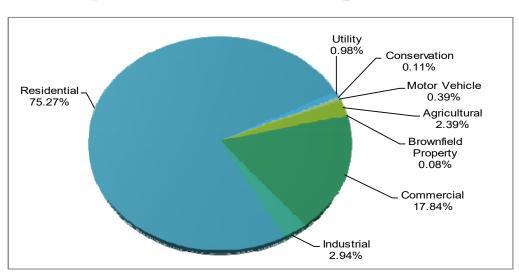
The recommended millage rate of 4.220 plus the Fire Tax millage set by the County of 3.292 for a total of 7.512 would be a decrease of .180 mills (-2.34%) from the previous year. The millage rate is split to fund both operations and fire service requirements as the table below details.

Fiscal Year	City Operations	Fire	Total
Adopted FY22	4.220	3.292	7.512
FY21	4.400	3.292	7.692
FY20	4.610	3.269	7.879
FY19	4.730	3.269	7.999
FY18	4.850	3.298	8.148
FY17	5.086	3.374	8.460
FY16	5.315	3 436	8.751

Millage Rate History from 2016-2022

The following table represents the composition of the City of Holly Springs tax digest:

Composition of Tax Digest



As the city continues to grow its tax base, these percentages may begin to change and further reduce the tax burden on the residential population.

Source: Cherokee County Consolidation and Evaluation of Digest

History of City Millage Rate



History of City Millage Rate & Fire Tax Rate







General Fund

The General Fund, often referred to as GF, is where the administrative, operating and maintenance funds are allocated and managed. The General Fund uses the modified accrual basis of accounting and budgeting. The modified accrual basis of accounting and budgeting recognizes revenue when a transaction is measurable and available. Available refers to revenues collected soon after year end (within sixty days) to pay for the current year's liabilities. Expenditures are recognized when they are measurable, when the liability is incurred, and when the liability will be liquidated with current resources. All three of these criteria must be met in order for the expenditure to be recognized.

In the City of Holly Springs, the GF is comprised of revenues that are primarily generated from taxes (property, motor vehicle, intangible, franchise, and insurance premium); fees (development permits, certificates of occupancy, alcohol licenses, etc.) and fines (code violations, traffic fines and infractions, misdemeanor violations, etc.).

In FY2022, the City is budgeting \$10,375,000 in General Fund revenues. Of this amount, \$6.085.150 is derived from real and personal property taxes, with \$2,695,880 being directly allocated to the Cherokee County Board of Commissioners to pay the Fire Tax (3.292 mils). After remitting these Fire Taxes to the County, we anticipate \$3,389,270 in real and personal property taxes to be used in the General Fund. The gross amount collected for FY2021 for real and personal property taxes was \$5,698,716 with \$2,377,168 being directly allocated to the Cherokee County Board of Commissioners to pay the Fire Tax (3.269) mils). The total net taxes collected for FY2021 was \$3,321,548.

Revenues for the General Fund in the amount of \$10,375,000 are derived from three major divisions: (1) Non-Departmental/City-Wide (\$8,343,450), (2) Housing and Development (\$1,387,500), and (3) Municipal Court Services (\$639,050).

The largest of the three sources of revenues falls within the Non-Departmental division and is used citywide to cover expenditures. This division, which is estimated to be \$8,343,450, accounts for all taxes and fees that the city is authorized to collect.

Housing and Development also provides a source of revenue for operations. The revenues generated from this source, which is anticipated to be \$1,387,500, includes such things as building permits, zoning applications, certificate of occupancy fees, development and plan review fees, fines, and fire plan review fees.

The final source of revenue that helps to fund general operations is Municipal Court Services. The revenue that is generated and collected from this source, which is estimated to be \$639,050, is mostly from fines for misdemeanor traffic offenses. In 2009, the City embarked on the daunting task of creating a custom software package to manage its court docket and the related financial reporting responsibilities. The web site interface has greatly increased the City's pre-court collection of the full fine amounts, including surcharges, without any time required by staff to process the payment. This feature is fully integrated into the court management database, updating the offenders' records and thereby, removing them from the open docket.

These revenues are broken down further in the table on the next page.

General Fund Revenues

Line Item	2020 Actual (audited)	2021 Amended Budget	2021 Actual (unaudited)	2021 Budget vs. Actual		2022 Adopted Budget	FY21-22 Budget
City-Wide/Non-Departmental	(auditeu)		(unauditeu)	\$ (+/-)	% of budget		% (+/-)
•					collected (+/-)		
Real Property Tax	\$ 4,414,309	\$ 4,800,000	5,403,933	\$ (603,933)	112.58%		9.38%
Real Property Tax-Public Utility	62,439	60,000	65,302	(5,302)	108.84%	60,000	0.00%
Personal Property Tax	144,883	160,000	183,312	(23,312)	114.57%		15.63%
Motor Vehicle Tax	(30,002)	27,000	31,730	(4,730)	117.52%		-7.41%
Motor Vehicle Title Ad Valorem (TAVT)	510,728	610,000	734,938	(124,938)	120.48%	550,000	-9.84%
Apportioned Vehicles (AAVT)	3,318	3,000	3,195	(195)	106.48%	3,000	0.00%
Mobile Home Tax	153	150	166	(16)	110.45%		0.00%
Intangible Tax	161,228	100,000	111,643	(11,643)	111.64%	110,000	10.00%
Railroad Equipment Tax	1,138	750	-	750	0.00%	<i>'</i>	33.33%
Real Estate Transfer Tax	33,563	12,000	13,268	(1,268)	110.57%	15,000	25.00%
Franchise Tax Electric	478,702	475,000	478,702	(3,702)	100.78%	475,000	0.00%
Franchise Tax Gas	78,454	65,000	93,155	(28,155)	143.32%	80,000	23.08%
Franchise Tax Cable	265,496	200,000	234,600	(34,600)	117.30%		17.50%
Franchise Tax Telephone	6,410	6,500	5,864	636	90.22%	5,000	-23.08%
Business & Occupational Tax	131,743	125,000	150,787	(25,787)	120.63%	135,000	8.00%
Insurance Premium Tax	746,094	772,000	772,761	(761)	100.10%	950,000	23.06%
Financial Institutions Tax	3,831	1,500	1,516	(16)	101.07%	3,500	133.33%
Penalties & Interest	11,648	7,000	12,190	(5,190)	174.14%	10,000	42.86%
FIFA Fees	1,812	1,750	2,249	(499)	128.49%	2,000	14.29%
Alcohol Beverage License Fee	79,500	70,000	64,600	5,400	92.29%	75,000	7.14%
Pouring Permits	2,325	3,000	4,275	(1,275)	142.50%	2,500	-16.67%
Special Events Permit	200	200	200	-	100.00%	250	25.00%
Vacant Lot Registration	25	-	-	-		30	
Personal Transportation Permit	40	50	20	30	40.00%		-40.00%
Occupational Tax Late Fees	1,421	1,500	1,541	(41)	102.74%	1,250	-16.67%
Printing & Duplication	149	150	921	(771)	613.70%		66.67%
Election Qualifying Fees	720	150	180	(30)	120.00%	540	260.00%
Advertising Fees	435	-	-	-		7,500	
Wrecker Service Contract	18,500	18,500	18,500	_	100.00%		0.00%
Bad Check Fees	50	100	100	_	100.00%		-50.00%
Tree Recompense	5,400	-	4,000	(4,000)	10010070	5,000	20.007
Proceeds from the Sale of Conf Assets		_	- 1,000	(1,000)		150	
Other Fines & Forfeitures	56,600	45,000	61,929	(16,929)	137.62%		-66.67%
Other forfeitures	-		01,727	(10,727)	137.0270	250	-00.077
Interest Revenue	22,702	10,000	11,510	(1,510)	115.10%		10.00%
Unrealized Gain or Loss on Investments	8,694	500	3,578	(3,078)	715.60%		900.00%
Donations from Private Sources	11,500	-	770	(770)	/13.00/0	11,500	700.007
Miscellaneous Revenue	4,900	4,700	8,597	(3,897)	182.91%		112.77%
Rents & Royalties	44,765	45,000	49,265	(4,265)	109.48%		11.119
Reimbursement for Damaged Property	41,438	8,800	8,817	(17)	100.20%	· ·	13.64%
Proceeds from the Sale of Assets	25,670	14,000	16,610	(2,610)	118.64%		78.57%
mn Total:	\$ 7,350,980			` `			9.09%

Continued on next page

General Fund Revenues

Line Item	2020 Actual	2021 Amended	2021 Actual	2021		2022 Adopted	FY21-22 Budget
Tane tem	(audited)	Budget	(unaudited)	Budget vs. Actual		Budget	1 121 22 Buuget
Housing and Development				\$ (+/-)	% of budget collected (+/-)		% (+/-)
Zoning & Land Use Fees	11,710	7,500	8,488	(988)	113.17%	12,500	66.67%
Sign Permits	2,654	1,500	1,772	(272)	118.13%	2,500	66.67%
Other Licenses & Permits	775	4,000	11,010	(7,010)	275.25%	2,500	-37.50%
Building Permit Revenue	933,885	1,570,000	1,640,429	(70,429)	104.49%	1,000,000	-36.31%
Certificate of Occupancy Fees	184,000	240,000	271,000	(31,000)	112.92%	180,000	-25.00%
Building Permit - Re-Inspection	16,200	25,000	41,900	(16,900)	167.60%	25,000	0.00%
Building Permit - Sub Fee	74,160	90,000	101,503	(11,503)	112.78%	75,000	-16.67%
Planning & Development Fees	9,433	15,000	13,930	1,070	92.87%	15,000	0.00%
Fire Plan Review Fees	20,103	255,000	256,776	(1,776)	100.70%	75,000	-70.59%
Column Total:	\$ 1,252,921	\$ 2,208,000	\$ 2,346,808	\$ (138,808)	106.29%	\$ 1,387,500	-37.16%
Public Safety							
Grant Revenue	830,148	43,200	15,486	27,714	35.85%	5,000	-88.43%
Column Total:	\$ 830,148	\$ 43,200	\$ 15,486	\$ 27,714	35.85%	\$ 5,000	-88.43%
Municipal Court Services							
Accident/Incident Reports	2,604	1,800	2,470	(670)	137.22%	2,500	38.89%
Expungements	•	-	-	-		50	
Background Checks	545	700	780	(80)	111.43%	1,000	42.86%
Municipal Court Fines	635,594	600,000	617,267	(17,267)	102.88%	600,000	0.00%
Forfeitures	•	-	-	-		250	
Court Costs	9,921	13,000	14,214	(1,214)	109.34%	10,000	-23.08%
Probation Fees	31,579	20,000	22,566	(2,566)	112.83%	25,000	25.00%
Drug Testing Fees	80	-	-	-		250	
Column Total:	\$ 680,323	\$ 635,500	\$ 657,297	\$ (21,797)	103.43%	\$ 639,050	0.56%
Total General Fund:	\$ 10,114,371	\$ 10,535,000	\$ 11,574,315	\$ (1,039,315)	126.83%	\$ 10,375,000	-1.52%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

- The Housing and Development decrease of 37.16% in 2022 from 2021 is due to a decrease in permits and certificates of occupancy.
- The Public Safety decrease of 88.43% in 2022 from 2021 is due to grant funds that were received in the prior year that are not budgeted for in the current year.

Based on current estimates, by adopting a millage rate of 7.512, the City did not need to advertise a "Property Tax Increase" as described by the Georgia Taxpayer Bill of Rights.

General Fund Major Revenue Sources:

Property Tax

2018	2019	2020	2021	2022
Actual	Actual	Actual	Budget	Budget
\$ 3,367,706	\$ 3,891,773	\$ 4,414,309	\$ 4,800,000	\$ 5,250,000

% of total General Fund major revenues 56.40% % increase (decrease) from prior year 9.38%

Description:

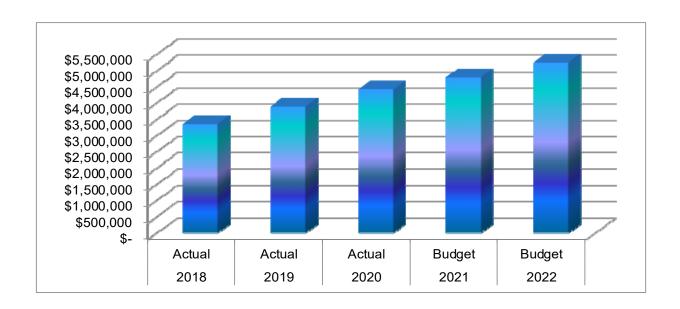
A tax on property paid by owners of real and personal property within the city. The tax is based on an assessment by the Cherokee County Property Appraiser of the market value of property and improvements. This revenue source is found in the General Fund for the operating millage.

The Property Taxes billed to the citizens of Holly Springs include Fire Tax that is remitted to Cherokee County. The Fire Tax equals \$2,695,880 for this budget year.

A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

Forecast Methodology:

The operating millage of 4.220 multiplied by the taxable value, less an allowance for possible adjustments to assessed values and/or non-collection.



Motor Vehicle/Title Ad Valorem Tax

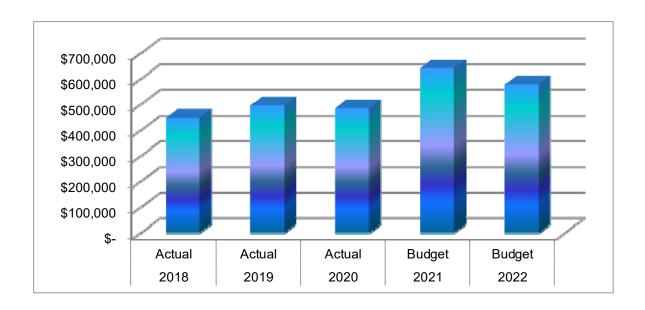
	2018		2019		2020	2021	2022
	Actual		Actual		Actual	Budget	Budget
\$	447,844	\$	494,822	\$	484,044	\$ 640,000	\$ 578,000
% o	f total Genera	al Fu	and major reve	enue	S	6.21%	
% in	crease (decr	ease) from prior y	ear		-9.69%	

Description:

A tax on motor vehicles paid by residents of the City of Holly Springs. The tax is based on an assessment by the Cherokee County Property Appraiser based upon the market value of motor vehicles registered to City residents. This revenue source is found in the General Fund for the operating millage. In the Spring of 2013, the state of Georgia implemented a title ad valorem tax to replace the motor vehicle tax for all automobiles purchased from that date forward. The motor vehicle tax will be phased out as automobiles purchased before the Spring of 2013 are taken out of service.

Forecast Methodology:

The operating millage of 4.220 multiplied by the taxable value, less an allowance of 10% for possible adjustments to assessed values and/or non-collection.



Franchise Tax

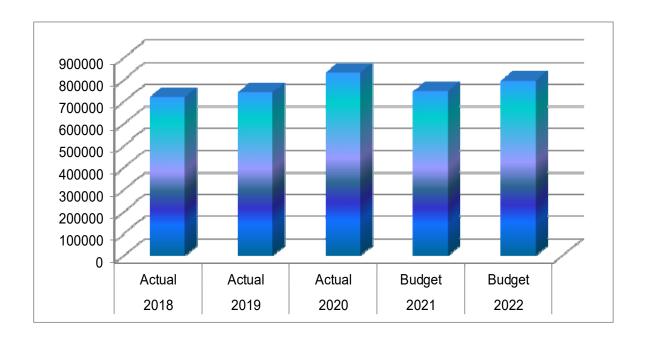
	2018 Actual		2019 Actual		2020 Actual	2021 Budget	2022 Budget
\$	720,336	\$	741,199	\$	829,062	\$ 746,500	\$ 795,000
% of	total Genera	ıl Fu	and major reve	enue	S	8.54%	
% inc	crease (decr	ease) from prior y	ear		6.50%	

Description:

Franchise fees are established by the franchise agreements between the City and utility companies. This revenue is generated based on all residential, commercial, and industrial revenues collected by the provider for services within the City. This revenue source is accounted for in the General Fund.

Forecast Methodology:

The main factors considered in projecting this revenue are historical trends, estimated population growth and estimated inflation.



Business & Occupational Tax

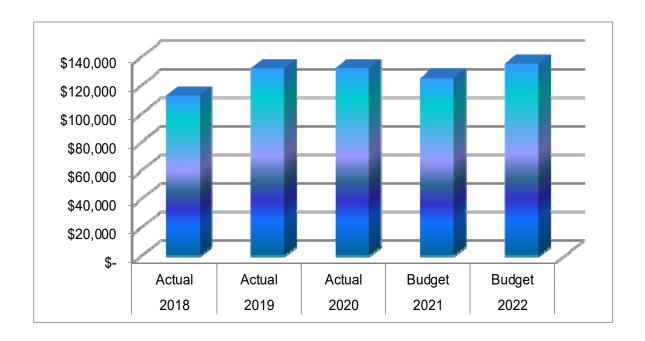
	2018		2019		2020	2021	2022
	Actual		Actual		Actual	Budget	Budget
\$	112,504	\$	131,675	\$	131,743	\$ 125,000	\$ 135,000
% o	f total Genera	al Fu	nd major reve	enue	S	1.45%	
% i	ncrease (decr	ease) from prior y	ear		8.00%	

Description:

A license issued by the City as a prerequisite to conducting and maintaining a business, service, or profession. Payment is received annually and is due on or before January 1st of each year. The annual fee for an occupational license varies depending on the number of employees and the nature of the business.

Forecast Methodology:

The main factor considered in projecting this revenue is historical trend.



Building Permits

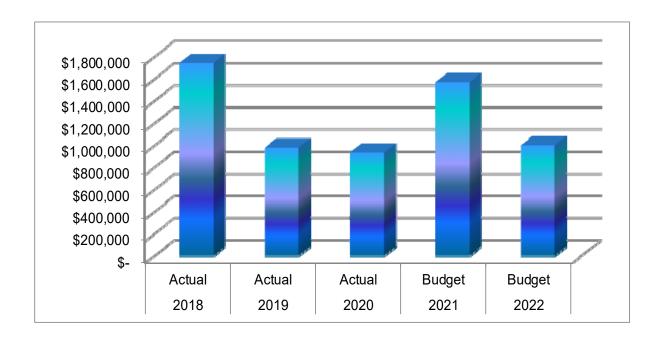
	2018 Actual		2019 Actual		2020 Actual	2021 Budget	2022 Budget
\$	1,742,237	\$	978,662	\$	933,885	\$ 1,570,000	\$ 1,000,000
% o	of total Genera	al Fu	and major reve	enue	S	10.74%	
% i	ncrease (decr	ease) from prior y	ear		-36.31%	

Description:

A fee paid by persons or businesses wanting to conduct building work which requires a permit prior to construction as provided by the Georgia Building Code and the City of Holly Springs Code of Ordinances. These fees also include payment for the inspection for which the permit was obtained.

Forecast Methodology:

These fees fluctuate with the level of new construction, as well as renovation and rehabilitation of older structures.



Court Fines

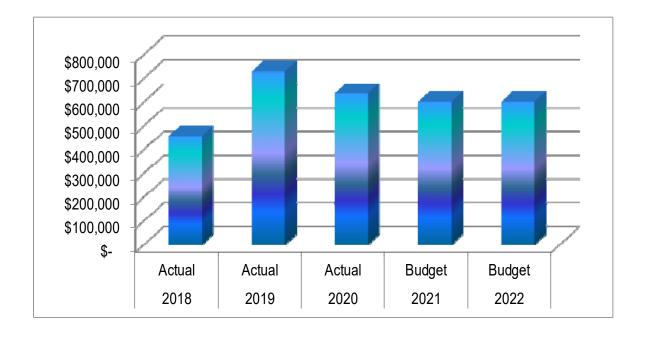
	2018		2019		2020	2021	2022
	Actual		Actual		Actual	Budget	Budget
\$	456,108	\$	726,753	\$	635,594	\$ 600,000	\$ 600,000
% of	total Genera	ıl Fu	ınd major reve	enue	es	6.45%	
% inc	rease (decr	ease) from prior y	ear		0.00%	

Description:

Includes revenues received from traffic citations, certain misdemeanors and violations of City ordinances.

Forecast Methodology:

The projection is based on the most currently available 12-month average.



Special Revenue Funds

Line Item	20	20 Actual	2	021 Amended	2021 Actual	2021		2	2022 Adopted	FY21-22 Budget
Lane tem	(audited)		Budget	(unaudited)	Budget vs.	Actual		Budget	1 121 22 Duuget
American Rescue Plan Act of 2021										
Grant Revenue		-		2,883,302	2,883,302	-	100.00%		2,883,302	0.00%
Interest Revenue		-		-	469	(469)			1,096	
Fund Balance		-		-	-	-			2,883,302	
Column Total:	\$	-	\$	2,883,302	\$ 2,883,771	\$ (469)	100.02%	\$	5,767,700	100.04%
Parks & Recreation						\$ (+/-)	% of budget collected (+/-)			% (+/-)
Alcohol Beverage Excise Tax- Beer		288,225		250,000	277,732	(27,732)	111.09%		255,000	2.00%
Alcohol Beverage Excise Tax-Liquor		108,880		91,450	110,672	(19,222)	121.02%		90,000	-1.59%
Local Option Mixed Drink Tax		47,517		50,000	57,835	(7,835)	115.67%		50,000	0.00%
Penalties & Interest		-		100	-	100	0.00%		100	0.00%
Bad Check Fees		25		50	-	50	0.00%		50	0.00%
Interest Revenue		199		150	119	31	79.33%		-	-100.00%
Miscellaneous Revenue		-		250	-	250	0.00%		-	-100.00%
Rents & Royalties		8,315		18,000	19,967	(1,967)	110.93%		12,000	-33.33%
Column Total:	\$	453,160	\$	410,000	\$ 466,325	\$ (56,325)	113.74%	\$	407,150	-0.70%
Hotel/Motel										
Hotel/Motel Tax		3,576		4,995	5,023	(28)	100.57%		6,000	20.12%
Interest Revenue		3		5	1	4	11.20%		-	-100.00%
Column Total:	\$	3,578	\$	5,000	\$ 5,024	\$ (24)	100.48%	\$	6,000	20.00%
Operating Grant										
Grant Revenue		118,907		124,990	128,555	(3,565)	102.85%		90,000	-27.99%
Interest Revenue		8		10	3	7	28.40%		-	-100.00%
Column Total:	\$	118,915	\$	125,000	\$ 128,558	\$ (3,558)	102.85%	\$	90,000	-28.00%
Urban Redevelopment Authority										
Proceeds of General Long-Term Debt		5,784,104		10,756,113	1,169,551	9,586,562	10.87%		9,375,000	-12.84%
Column Total:		5,784,104	\$	10,756,113	\$ 1,169,551	\$ 9,586,562	10.87%	\$	9,375,000	-12.84%
Total Special Revenue Fund:	\$	6,359,757	\$	14,179,415	\$ 4,653,229	\$ 9,526,186	32.82%	\$	15,645,850	10.34%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

- American Rescue Plan Act of 2021 increase of 100.04% in 2022 from 2021 is due to the remaining 50% of funding anticipated to be received in the current year.
- Hotel/Motel's increase of 20% in 2022 from 2021 is due to a projected increase in hotel/motel tax revenue due to COVID 19 restrictions being lifted.
- The Operating Grant's decrease of 28% in 2022 from 2021 is due to a decrease in grant funds from Atlanta Regional Commission for the Workforce Innovation and Opportunity Act.
- Urban Redevelopment Agency's decrease of 12.84% in 2022 from 2021 is due to the projected proceeds from the drawdown of remaining URA 2020 bond to finance the construction of the Town Center.

Special Revenue Funds Major Revenue Sources:

American Rescue Plan Act of 2021

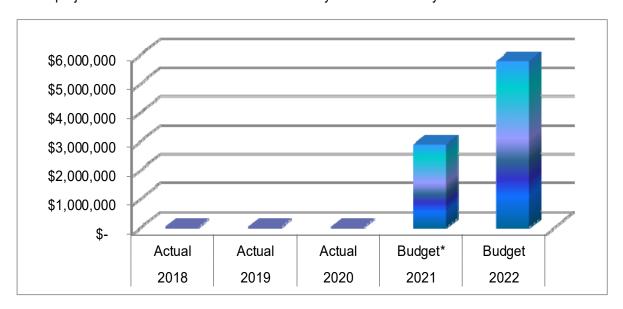
	2018		2019		2020	2021	2022
A	Actual		Actual		Actual	Budget*	Budget
\$	-	\$	-	\$	-	\$ 2,883,302	\$ 5,767,700
% of t	total Speci	al Rev	venue Funds	majo	r revenues		93.59%
% inci	rease (dec	rease)	from prior	year			100.04%

Description:

The American Rescue Plan Act of 2021 is a \$1.9 trillion coronavirus rescue package designed to facilitate the United States' recovery from the devastating economic and health effects of the COVID-19 pandemic. This program is intended to provide support to State, territorial, local, and Tribal governments in responding to the economic and public health impacts of COVID-19 and in their efforts to contain impacts on their communities, residents, and businesses. The City will receive a total of \$5,766,604 in funding.

Forecast Methodology:

The projection is based on the amount awarded by the U.S. Treasury.



^{*}FY2021 was the first year the City received these funds

Local Option Mixed Drink Tax

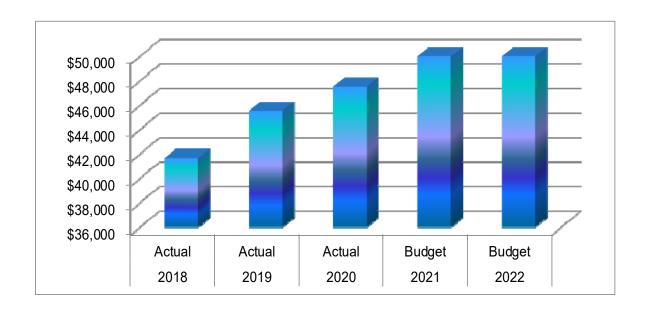
	2018		2019		2020	2021	2022
1	Actual		Actual		Actual	Budget	Budget
\$	41,667	\$	45,551	\$	47,517	\$ 50,000	\$ 50,000
% of	total Specia	l Re	venue Funds 1	majo	or revenues		0.81%
% inc	rease (decr	ease) from prior y	ear			0.00%

Description:

An excise tax computed at the rate of 3% of the charge to the public on sales of distilled spirits by the drink. Such tax shall be paid to the city by the licensee on all distilled spirits sold to customers in the city on the 10th of the following month. Licensees collecting the excise tax shall be allowed a percentage of the tax due and accounted for and shall be reimbursed in the form of a deduction in submitting, reporting and paying the amount due, if the amount due is not delinquent at the time of payment.

Forecast Methodology:

The projection is based on the most currently available 12-month average.



Alcoholic Beverage Excise Tax

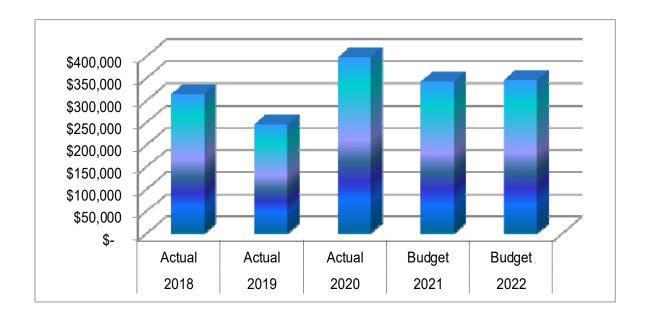
	2018		2019		2020	2021	2022
	Actual		Actual		Actual	Budget	Budget
\$	314,142	\$	244,891	\$	397,105	\$ 341,450	\$ 345,000
% o	f total Specia	l Re	venue Funds 1	majo	or revenues		5.60%
% in	crease (decr	ease) from prior y	ear			1.04%

Description:

An excise tax computed at a rate of \$0.22 per liter for wine and distilled spirits and \$.05 per 12 oz. container for malt beverages which shall be paid to the city on all beverages sold in the city. Such tax shall be paid to the governing authority by the wholesaler on all distilled spirits sold to retail dealers in the city.

Forecast Methodology:

The projection is based on the most currently available 12-month average.



Capital Project Funds

Line Item	2020 A	ctual	20	021 Amended	2021 Actual	2021		2	022 Adopted	FY21-22 Budget
Tane nem	(audi	ted)		Budget	(unaudited)	Budget vs.			Budget	1121-22 Budget
SPLOST III						\$ (+/-)	% of budget collected (+/-)			% (+/-)
Special Assessment - Crestmont		5,964		5,964	5,964		100.00%		5,964	0.00%
Interest Income		164		100	75	25	74.52%		-	-100.00%
Fund Balance		-		273,936	-	273,936	0.00%		280,036	2.23%
Column Total:	\$	6,128	\$	280,000	\$ 6,039	\$ 273,961	2.16%	\$	286,000	2.14%
SPLOSTIV										
Interest Income		38		45	6	39	13.60%		-	-100.00%
Special Assessments		2,310		1,050	-	1,050	0.00%		420	-60.00%
Fund Balance		-		66,705	-	66,705	0.00%		68,580	2.81%
Column Total:	\$	2,348	\$	67,800	\$ 6	\$ 67,794	0.01%	\$	69,000	1.77%
SPLOST V										
SPLOST V	2,0	65,830		2,250,000	2,313,623	(63,623)	102.83%		2,281,200	1.39%
Grant Revenue-LMIG	2	92,096		142,030	-	142,030	0.00%		156,520	10.20%
Grant Revenue-SRTA		-		1,237,720	188,124	1,049,596	15.20%		12,280	-99.01%
Assessments-Roads		32,000		360,000	363,618	(3,618)	101.00%		-	-100.00%
Interest Income		491		250	87	163	34.64%		-	-100.00%
Proceeds from GTIB Loan		35,000		-	60,000	(60,000)			5,500,000	
Fund Balance		-		10,000	10,000	-	100.00%		-	-100.00%
Column Total:	\$ 2,42	5,417	\$	4,000,000	\$ 2,935,452	\$ 1,064,548	73.39%	\$	7,950,000	98.75%
Town Center										
Interest Income		351		50	17	33	34.62%		-	-100.00%
Transfer from Other Funds	6,0	73,113		7,678,056	1,398,678	6,279,378	18.22%		9,375,000	22.10%
Fund Balance		-		168,839	-	168,839	0.00%		53,400	-68.37%
Column Total:	\$ 6,07	3,464	\$	7,846,945	\$ 1,398,696	\$ 6,448,249	17.82%	\$	9,428,400	20.15%
Total Capital Projects Fund:	\$ 8,50	7,357	\$	12,194,745	\$ 4,340,192	\$ 7,854,553	35.59%	\$	17,733,400	45.42%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Town Center Fund Urban Redevelopment Agency \$ 9,375,000 \$ 9.375,000	Transfers In	Transfers Out	Amount
\$ 9.375,000	Town Center Fund	Urban Redevelopment Agency	\$ 9,375,000
<u> </u>			\$ 9,375,000

Explanation of variances greater than 10%

- The SPLOST V Fund increase of 98.75% is due to an increase in proceeds from the Georgia Transportation Infrastructure Bank (GTIB) funds being budgeted from the State Road and Tollway Authority (SRTA).
- The Town Center Fund increase of 20.15% is due to the transfer of remaining URA bond proceeds for the Town Center Road Project.

Capital Project Funds Major Revenue Sources:

SPLOST

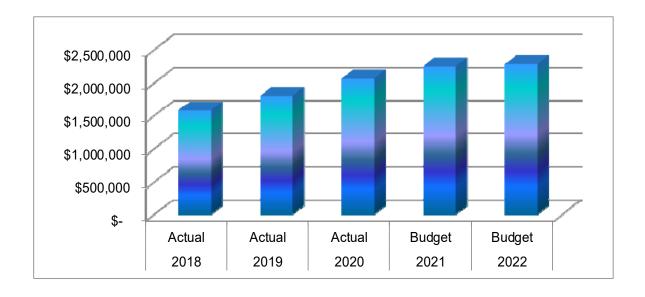
2018	2019	2020	2021	2022
Actual	Actual	Actual	Budget	Budget
\$ 1,579,819	\$ 1,802,018	\$ 2,065,830	\$ 2,250,000	\$ 2,281,200
•	tal Project Fund ecrease) from pr	•	es	28.69% 1.39%

Description:

A special-purpose local-option sales tax (SPLOST) that can be levied by any county, for the purpose of funding the building and maintenance of parks, schools, roads, and other public facilities. A SPLOST is passed by a county commission and voted upon by residents in a referendum, usually during the next scheduled election. Generally, SPLOST lasts five to six years. At that time, if the funds are still needed, it must be voted upon again. SPLOST IV expired on June 30, 2018. SPLOST V, approved by voters of Cherokee County in a referendum in November of 2017, began July 1, 2018.

Forecast Methodology:

The projection is based on the most currently available 12-month average.



Grant Income

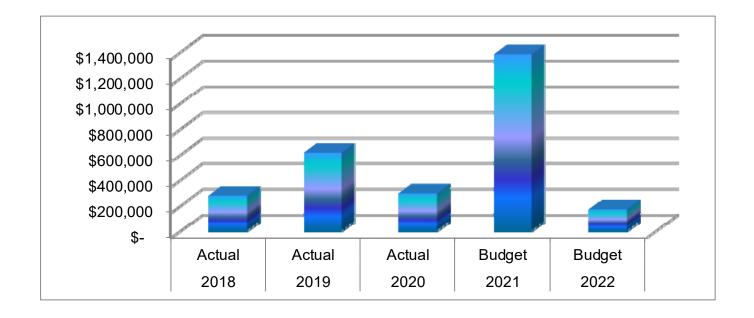
2018	2019	2020		2021	2022
Actual	Actual	Actual		Budget	Budget
\$ 275,219	\$ 613,613	\$ 292,096	\$	1,379,750	\$ 168,800
•	Project Fund ase) from pr	ajor revenue year	es		2.12% -87.77%

Description:

This revenue source includes grants from the Georgia Department of Transportation (GDOT), Community Development Block Grant (CDBG) and pass-through funds from the Atlanta Regional Commission (ARC) for the construction of capital projects. These funds are generally cost reimbursement in nature where the city incurs the cost and is reimbursed by the agency.

Forecast Methodology:

The projection is based on contracts in place and are for multi-year projects.



Proceeds from GTIB Loan

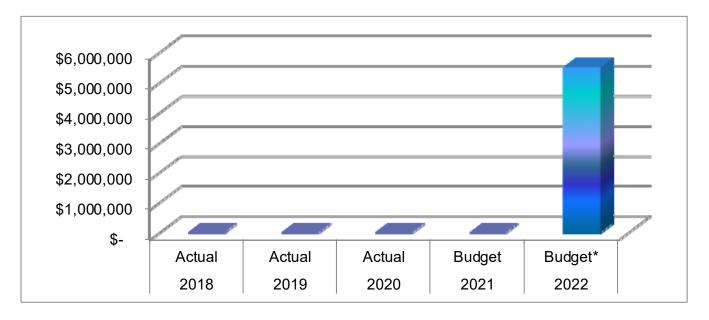
2	2018	2	019	2	2020		2021	2022
Α	ctual	A	ctual	Α	ctual	I	Budget	Budget*
\$	-	\$	-	\$	-	\$	-	\$ 5,500,000
	otal Capi		•	-		ies		69.18%
% inc	rease (de	ecrease	e) from p	orior yea	ar			*first year

Description:

This revenue source includes loans from the State Road and Tollway Authority (SRTA) through the Georgia Transportation Infrastructure Bank (GTIB). The loan will allow the City to procure construction services for the second and third phases of the Holly Springs Parkway Widening Project. These funds are generally cost reimbursement in nature where the city incurs the cost and is reimbursed by the agency.

Forecast Methodology:

The projection is based on the amount awarded by the the State Road and Tollway Authority (SRTA).



^{*}FY2022 is the first year the City will these funds

Debt Service Fund

Line Item	2020 Actual (audited)	2021 Amended Budget	2021 Actual (unaudited)	2021 Budget vs.		2022 Adopted Budget	FY21-22 Budget
Debt Service Fund				\$ (+/-)	% of budget collected (+/-)		% (+/-)
Transfer from Other Funds	\$ 50,000	\$ 150,000	\$ 150,000	-	100.00%	\$ 2,000,000	1233.33%
Interest Income	1,932	500	373	127	74.69%	-	-100.00%
Fund Balance	-	952,452	-	952,452	0.00%	-	-100.00%
Column Total:	\$ 51,932	\$ 1,102,952	\$ 150,373	952,579	13.63%	\$ 2,000,000	81.33%
Total Debt Service Fund:	\$ 51,932	\$ 1,102,952	\$ 150,373	\$ 952,579	13.63%	\$ 2,000,000	81.33%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Debt Service Fund Downtown Development Authority \$ 2,000,0
\$ 2,000,0

Explanation of variances greater than 10%

The Debt Service Fund increase of 81.33% is due to transfers from other funds being used this
year that were not budgeted in 2021. The Downtown Development Authority entered into a
contract for the sale of property in the Town Center in the amount of \$2,000,000 in 2021. The
closing is scheduled in 2022. The DDA will transfer the sale proceeds to the Debt Service Fund to
retire outstanding debt on the Town Center Project.

▶ Debt Service Fund Major Revenue Source:

Interfund Transfer

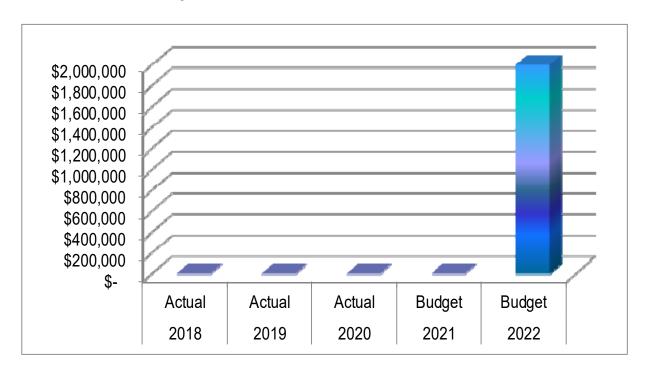
20	18	20	019	2	020	2	2021	2022	2
Ac	tual	Ad	ctual	A	ctual	Ві	udget	Budg	et
\$	_	\$	_	\$	_	\$	_	\$ 2 000	000

Description:

Funds transferred from one fund to another for purposes of debt retirement.

Forecast Methodology:

The Downtown Development Authority will transfer funds as lots are sold in our Town Center based on the agreement with Stonecrest Homes.



Enterprise Fund

Line Item	2020 Actual (audited)	2021 Amended Budget	2021 Actual (unaudited)	_	2021 Budget vs. Actual		FY21-22 Budget
Stormwater Utility Management				\$ (+/-)	% of budget collected (+/-)		% (+/-)
Stormwater Utility Fees	421,320	376,450	457,619	(81,169)	121.56%	460,000	22.19%
Contributions from Private Sources	449,573	-	-	·		•	
Interest Income	509	50	59	(9)	117.06%	-	-100.00%
Column Total:	\$ 871,402	\$ 376,500	\$ 457,678	\$ (81,178)	121.56%	\$ 460,000	22.18%
Total Enterprise Fund:	\$ 871,402	\$ 376,500	\$ 457,678	\$ (81,178)	121.56%	\$ 460,000	22.18%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

• The Stormwater Utility Management increase of 22.18% in 2022 from 2021 is due to additional stormwater utility fees being collected on new residential and commercial parcels.

Enterprise Fund Major Revenue Source:

Utility Fee

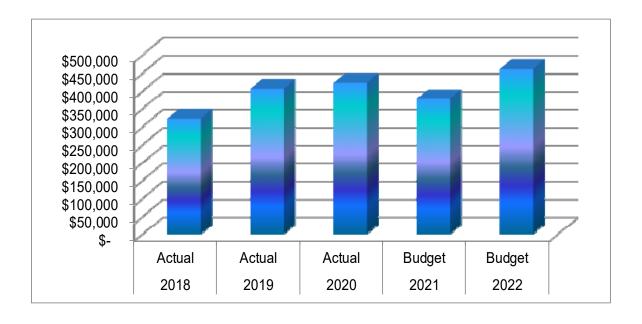
	2018		2019		2020	2021	2022
	Actual		Actual		Actual	Budget	Budget
\$	320,932	\$	405,618	\$	421,320	\$ 376,450	\$ 460,000
% o	f total Ente	rpris	e Funds ma	ajor r	evenues		100.00%
% ir	ncrease (de	ecrea	ase) from pr	ior y	⁄ear		22.19%

Description:

The stormwater utility fee is a charge included as a separate line item on the annual tax bills of all residents, businesses, institutions, agencies, and organizations located in Holly Springs. The money that is collected can only be spent on stormwater management and improvements.

Forecast Methodology:

The fee is based on the total area of impervious surface on a parcel. Impervious surfaces are areas that cannot absorb rainfall and include rooftops, sidewalks, driveways, etc. All residential parcels are charged a flat rate, while non-residential parcel charges vary.





EXPENDITURES

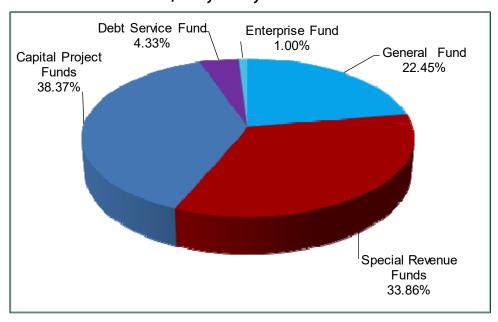
As with most local governmental entities that provide services for the public good, a majority of the expenditures are allocated to operations, specifically salaries and benefits.

Out of the \$10,375,000 anticipated in revenues in the General Fund, the City Manager's office is recommending \$5,398,170 for salaries and benefits. This equates to 52.03% of the General Fund.

The chart below illustrates how the City expenditures are distributed. A more detailed breakdown of the departmental expenditures is provided under the section entitled "Governmental Funds - Departmental Funding Highlights".

The City will realize a balanced budget by ensuring the recommended expenditures meet and do not exceed the projected revenues for FY2022.

Total FY2022 Expenditures- All Funds \$46,214,250

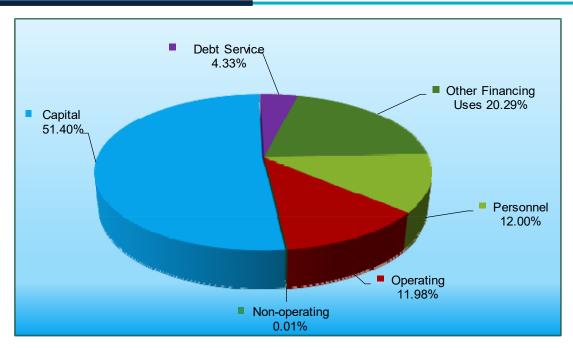


		2021	2021 Actual	202	21		FY21-FY22
Line Item	2020 Actual (audited)	Amended Budget	(unaudited)	Budget vs. Actual		2022 Budget	Budget
Fund				\$ (+/-)	% of budget used (+/-)		% (+/-)
General	\$ 8,970,067	\$ 10,535,000	\$ 9,526,156	\$ 1,008,844	90.42%	\$ 10,375,000	-1.52%
Special Revenue	5,993,876	14,179,415	1,443,289	12,736,126	10.18%	15,645,850	10.34%
Capital Project	7,899,210	12,194,745	2,926,150	9,268,595	24.00%	17,733,400	45.42%
Debt Service Fund	279,985	1,102,952	1,307,698	(204,746)	118.56%	2,000,000	81.33%
Enterprise	329,962	376,500	233,510	142,990	62.02%	460,000	22.18%
Column Total:	\$ 23,473,099	\$ 38,388,612	\$ 15,436,804	\$ 22,951,808	40.21%	\$ 46,214,250	20.39%

Total Expenditures/Expenses by Category – All Funds

		2021	2021 Actual	2021		FY21-FY22
Line Item	2020 Actual (audited) Amended Budget	(unaudited)	Budget vs. Actual	2022 Budget	Budget
General Fund				\$ (+/-) % of budg used (+/-		% (+/-)
Personnel	\$ 4,539,45	1 \$ 5,159,924	\$ 4,690,156	\$ 469,768 90.90%	\$ 5,398,170	4.62%
Operating	4,030,61	5 4,716,505	4,149,929	566,576 87.99%	4,976,830	5.52%
Capital		- 208,571	236,071	(27,500) 113.18%	-	-100.00%
Other Financing Uses	400,00	0 450,000	450,000	- 100.00%	-	-100.00%
Column Total:	\$ 8,970,06	7 \$ 10,535,000	\$ 9,526,156	\$ 1,008,844 90.42%	\$ 10,375,000	-1.52%
Special Revenue Fund						
Operating	270,76	3 361,000	344,611	16,389 95.46%	250,550	-30.60%
Capital		- 3,133,302	-	3,133,302 0.00%	6,020,300	92.14%
Other Financing Uses	5,723,11	3 10,685,113	1,098,678	9,586,435 10.28%	9,375,000	-12.26%
Column Total:	\$ 5,993,87	6 \$ 14,179,415	\$ 1,443,289	\$ 12,736,126 10.18%	\$ 15,645,850	10.34%
Capital Project Fund						
Capital	7,899,21	0 12,194,745	2,926,150	9,268,595 24.00%	17,733,400	45.42%
Column Total:	\$ 7,899,21	0 \$ 12,194,745	\$ 2,926,150	\$ 9,268,595 24.00%	\$ 17,733,400	45.42%
Debt Service Fund						
Debt Service	279,98	5 1,102,952	1,307,698	(204,746) 118.56%	2,000,000	81.33%
Column Total:	\$ 279,98	5 \$ 1,102,952	\$ 1,307,698	\$ (204,746) 118.56%	\$ 2,000,000	81.33%
Enterprise Fund						
Personnel	71,41	2 70,083	70,080	3 100.00%	147,008	109.76%
Operating	257,02	2 300,354	157,368	142,986 52.39%	307,992	2.54%
Non-Operating	1,52	8 6,063	6,063	0 99.99%	5,000	-17.53%
Column Total:	\$ 329,96	2 \$ 376,500	\$ 233,510	\$ 142,990 62.02%	\$ 460,000	22.18%
Total Expenditures:	\$ 23,473,09	9 \$ 38,388,612	\$ 15,436,804	\$ 22,951,808 40.21%	\$ 46,214,250	20.39%

Percent of Expenditures/Expenses by Category – All Funds

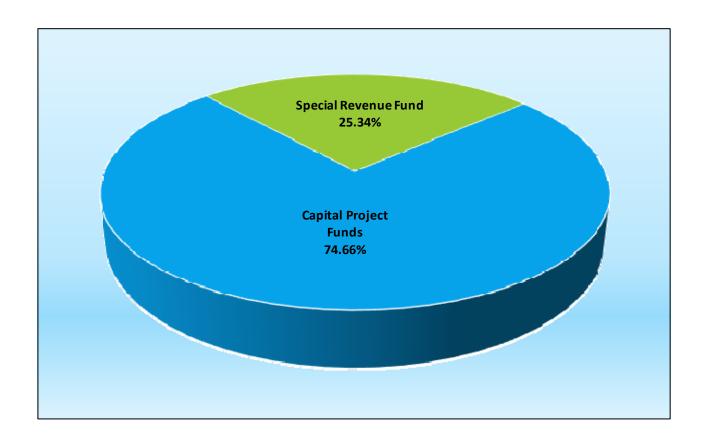


Capital Expenditures

Capital expenditures are defined as all charges incurred to acquire equipment, land, buildings, improvements of land or buildings, fixtures, and other permanent improvements with a value in excess of \$5,000 and a useful life expectancy of greater than 1 year. This year, non-routine (drainage pipes and headwalls, engineering expenditures, acquisition of vehicles and equipment, acquisition of land, capital lease payments, sidewalks, and resurfacing streets) capital expenditures in the amount of \$23,753,700 are being funded. This year's non-routine capital expenditures will not initially impact the city's operating budget, however, with these additional assets comes the potential for future repairs and maintenance costs. Please refer to pages 253-264 for this year's major projects as well as those planned for the future.

Fund											
Type of Capital	Ge	neral		pital oject	Ente	erprise	•	ecial enue	Total		
Routine	\$	-	\$	-	\$	-	\$	-	\$	-	
Non-routine		-	17,7	33,400		-	6,0	20,300	23,	753,700	
Total	\$	-	\$ 17,7	33,400	\$	-	\$6,0	20,300	\$23,	753,700	

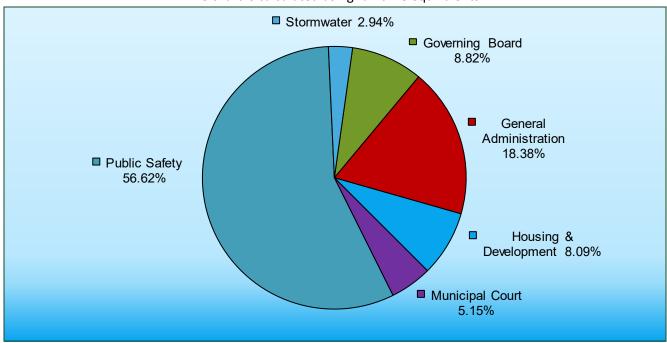
Percent of Capital Expenditures/Expenses by Fund



FY2022 Personnel Allocation

Percent of Personnel by Department

Pie chart is calculated using full-time equivalents

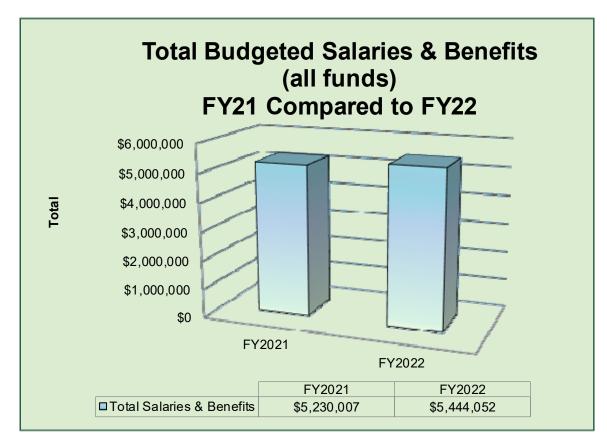


	Summary Table of Personnel											
	FY2	FY2020		FY2021		/-	FY2	FY2022				
Department	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T				
Governing Board	6.00	0.00	6.00	0.00	0.00	0.00	6.00	0.00	6.00			
General Administration	9.00	4.00	9.00	4.00	1.50	0.00	10.50	4.00	12.50			
Housing & Development	6.00	0.00	6.00	0.00	(0.50)	0.00	5.50	0.00	5.50			
Municipal Court	3.00	1.00	3.00	1.00	0.00	0.00	3.00	1.00	3.50			
Public Safety	40.00	1.00	38.00	1.00	0.00	0.00	38.00	1.00	38.50			
Stormwater Utility Management	1.00	0.00	1.00	0.00	1.00	0.00	2.00	0.00	2.00			
Total	65.00	6.00	63.00	6.00	2.00	0.00	65.00	6.00	68.00			

In FY2022, the City will employ 71 people, six (6) of whom are the Mayor and five (5) Councilmembers. Including the Mayor and Council, full-time and part-time employees, the City will have an employment base of 68 full-time equivalent employees (65 full-time and 6 part-time) in FY2022. This equates to a 2.9% increase in workforce.

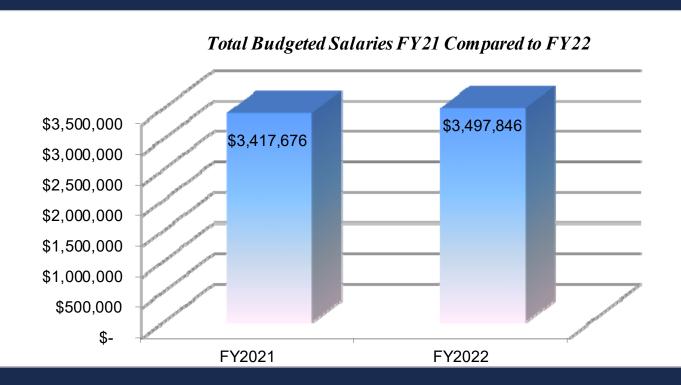
Explanation of changes in personnel

- General Administration Addition of one (1) Records Manager position
- Stormwater Utility Management Addition of one (1) Stormwater Inspector



FY2022, the combined total for salaries and benefits equals \$5,444,052; \$3,497,846 has been budgeted for salaries and \$1,946,206 for benefits. Total benefits are 35.75% of the total personnel budget. The total salary and benefits budgeted equates to 11.78% of the City's total budget. For comparison, in FY2021, \$3,417,676 was budgeted for salaries and \$1,812,331 for benefits making benefits 34.65% of the total personnel budget. The combined salary and benefits total for the FY2021 budget were \$5,230,007 with the total being 13.62% of the City's total budget.

For



The budgeting components of the salaries and benefits are depicted as follows:

		Total S	Salaries & Bene	efi	its			
	FY2020	FY2021			FY2022	FY2021 Compa FY20	FY2022	
Line Item	Actual (audited)	Amended Budget	Actual (unaudited)		Adopted Budget	\$ (+/-)	% (+/-)	% of Total Personnel Budget
Regular Salaries	\$ 3,228,927	\$ 3,342,676	\$ 3,232,573	П	\$ 3,426,346	\$ 83,670	2.50%	62.94%
Overtime	93,855	75,000	68,326		71,500	(3,500)	-4.67%	1.31%
FICA	195,132	209,744	193,593		222,890	13,146	6.27%	4.09%
Medicare	45,636	49,044	45,370		52,168	3,124	6.37%	0.96%
Health Insurance	650,324	996,031	755,156		1,101,040	105,009	10.54%	20.22%
Dental Insurance	35,106	48,069	35,522		49,862	1,793	3.73%	0.92%
Unemployment	2,432	2,987	2,650		1,831	(1,156)	-38.70%	0.03%
Life Insurance	8,206	9,464	8,592		9,770	306	3.23%	0.18%
Long term Disability	23,189	24,410	23,695		26,382	1,972	8.08%	0.48%
Workers Compensation	22,619	116,178	94,960		123,857	7,679	6.61%	2.28%
Pension (GMEBS)	305,456	356,404	300,000		358,406	2,002	0.56%	6.58%
Total:	\$ 4,610,883	\$ 5,230,007	\$ 4,760,439		\$ 5,444,052	\$ 214,045	4.09%	100.00%

Health Insurance

In January of 2022, the City, with assistance from our brokers, MSI Benefits Group, entered into a new agreement with Cigna that is in effect until December 31, 2022. The actual cost for FY2021 for health insurance was \$755,156. Although the City shares some of the costs with employees such that they pay 10% of the premiums for family coverage while the City pays 90% of the premiums, we are anticipating an increase of \$345,884 from the prior year actual expense or a total cost to the City of approximately \$1,101,040.

	FY2019	FY2020	FY2021		FY2021	FY2022	% (+/-)
Anthem Blue Cross Blue Shield		Actual	Amended		Actual	Adopted	
	(audited)	(audited)	Budget	(uı	naudited)	Budget	FY21 to FY22
General Administration	\$173,615	\$142,208	\$209,339	\$	173,355	\$ 255,853	22.22%
Housing & Development	93,371	56,301	89,154		56,130	61,446	-31.08%
Public Safety	452,458	412,259	645,679		471,472	702,804	8.85%
Municipal Court	21,897	31,600	43,287		45,632	60,703	40.23%
Stormwater Utility Management	11,233	7,956	8,572		8,568	20,234	136.05%
Total:	\$752,574	\$650,324	\$996,031	\$	755,156	\$ 1,101,040	10.54%





Flexible Spending Arrangement

In February 2010, Council approved a Flexible Spending Arrangement (FSA) program for City employees. The initial plan year and in subsequent years, the only budgeted item for this expenditure will be the annual \$2,000 to Medcom to administer the plan. Additionally, this plan requires a \$5.00 fee per participant per month with a minimum of \$150 per month (which equates to 30 employees enrolled). It is recommended that we budget \$1,800 in total per year for the FSA Administrative fee. This will cover the minimum and up to 30 enrollees. Having 65 eligible employees, the worst-case scenario could be \$3,900 for the FSA Administration fee.

A flexible spending arrangement (FSA), or Flexible Spending Account, as they are commonly called, is one of a number of tax-advantaged financial accounts that can be set up through a cafeteria plan of an employer in the United States. An FSA allows an employee to set aside a portion of his or her earnings to pay for qualified expenses as established in the cafeteria plan, most commonly for medical expenses but often for dependent care or other expenses. Money deducted from an employee's pay into an FSA is not subject to payroll taxes, resulting in a substantial payroll tax savings.

Pension

The City of Holly Springs is a member of the Georgia Municipal Employee Benefits System (GMEBS) administered through the Georgia Municipal Association. The City will be applying 8.97% of employees' salaries towards the pension fund. Our total contribution to GMEBS in 2022 will be \$358,133.

Georgia Municipal Association	FY2019 Actual	FY2020 Actual	FY2021 Amended	_	Y2021 Actual	FY2022 Adopted	% (+/-)
3	(audited)	(audited)	Budget		audited)	Budget	FY21 to FY22
General Administration	\$ 32,451	\$ 57,266	\$ 63,870	\$	54,755	\$ 68,582	7.38%
Housing & Development	29,250	33,098	41,069		33,358	37,939	-7.62%
Public Safety	131,649	193,103	231,148		193,636	227,184	-1.71%
Municipal Court	6,923	12,236	14,282		13,055	14,200	-0.57%
Stormwater Utility Management	(3,310)	9,752	5,195		5,196	10,228	96.88%
Total:	\$196,963	\$305,455	\$ 355,564	\$	300,000	\$ 358,133	0.72%

Property and Casualty Insurance

The City's Property and Casualty services are provided by Georgia Interlocal Risk Management Agency (GIRMA), with the broker of record and risk management services provided by Members Insurance Advisors, LLC Our total premium for FY2022 for the period of May 1, 2022 to May 1, 2023 is \$170,000. This is a 13.33% increase from FY2021 budgeted expenditures of \$150,000 for property and casualty insurance.

Georgia Interlocal Risk Management Agency	FY2019 Actual (audited)	FY2020 Actual (audited)	FY2021 Amended Budget	FY2021 Actual naudited)	FY2022 Adopted Budget	% (+/-) FY21 to FY22
General Administration	\$104,468	\$135,844	\$150,000	\$ 142,738	\$ 170,000	13.33%
Total:	\$104,468	\$135,844	\$150,000	\$ 142,738	\$ 170,000	13.33%

Workers Compensation Insurance

The City's Workers Compensation services are provided by GMA Workers' Compensation Self-Insurance Fund. The total budgeted premiums for FY2021 were \$116,178. The FY2022 budget is almost the same amount that was budgeted in FY2021. An audit of our worker's compensation coverage was completed to more accurately represent our exposure to claims.

Georgia Municipal Association	FY2019 Actual	FY2020 Actual	FY2021 Amended	FY2021 Actual	FY2022 Adopted	% (+/-)
	(audited)	(audited)	Budget	(unaudited)	Budget	FY21 to FY22
General Administration	\$ 11,897	\$ 1,186	\$ 7,521	\$ 6,064	\$ 7,877	4.73%
Housing & Development	13,780	854	8,465	4,535	8,612	1.74%
Public Safety	160,433	17,763	96,977	81,214	101,098	4.25%
Municipal Court	541	56	377	304	392	3.98%
Stormwater Utility Management	2,726	2,760	2,838	2,844	5,878	107.12%
Total:	\$189,377	\$ 22,619	\$116,178	\$ 94,960	\$ 123,857	6.61%

General Fund Expenditure Detail

	2020	20	21	2021 Budge	et vs Actual	2022	2021-2022
General Fund	Actual (audited)	Amended Budget	Actual (unaudited)	\$ (+/-)	% of budget used	Adopted Budget	% (+/-)
Advertising	\$ 23,986	\$ 26,175	\$ 13,445	\$ 12,730	51.37%	\$ 26,550	1.43%
Books and Periodicals-Code Books	-	600	-	600	0.00%	600	0.00%
Capital Outlay - Sites	ı	196,071	196,071	0	100.00%	-	-100.00%
Capital Outlay - Buildings	ı	12,500	40,000	(27,500)	320.00%	-	-100.00%
Communications	46,635	78,250	59,086	19,164	75.51%	60,800	-22.30%
Contingency	ı	105,350	-	105,350	0.00%	103,750	-1.52%
Contract Labor	445,864	462,540	445,240	17,300	96.26%	501,000	8.31%
Disposal-Garbage/Recycling	3,755	3,500	2,560	940	73.14%	3,500	0.00%
Dues and Fees	39,688	47,375	35,754	11,621	75.47%	38,700	-18.31%
Dues and Fees-Bank Service Fees	1,333	-	-	-		-	
Education and Training	8,852	32,875	15,637	17,238	47.56%	43,625	32.70%
Electricity	142,232	158,000	142,378	15,622	90.11%	154,000	-2.53%
Employee Benefits-ADD Life	8,062	9,317	8,448	869	90.67%	9,476	1.71%
Employee Benefits-Dental	34,734	47,701	35,150	12,551	73.69%	49,126	2.99%
Employee Benefits-Disability	22,925	24,012	23,097	915	96.19%	25,586	6.56%
Employee Benefits-Medical	642,368	987,459	746,588	240,871	75.61%	1,080,806	9.45%
Employee Benefits-Retirement	295,704	351,209	294,804	56,405	83.94%	348,178	-0.86%
FICA	192,242	206,718	190,569	16,149	92.19%	216,624	4.79%
Food Supplies	2,802	4,500	3,309	1,191	73.54%	4,500	0.00%
Gasoline/Diesel	97,710	135,150	135,058	92	99.93%	125,650	-7.03%
General Supplies and Materials	24,341	36,050	23,316	12,734	64.68%	29,000	-19.56%
General Supplies-Postage	10,360	10,025	8,415	1,610	83.94%	6,600	-34.16%
Insurance	135,844	150,000	142,738	7,262	95.16%	170,000	13.33%
Intergovernmental	750	-	-	-		2,500	
Intergovernmental-Cherokee Office	14,865	18,000	20,945	(2,945)	116.36%	18,000	0.00%
Intergovernmental-Elections	15,662	-	-	-		16,000	
Intergovernmental-Fire Services	1,957,356	2,377,168	2,335,380	41,788	98.24%	2,695,880	13.41%
Intergovernmental-Pickens County	5,000	5,000	-	5,000	0.00%	-	-100.00%
Intergovernmental-Sequoyah	4,000	4,000	4,000	-	100.00%	4,000	0.00%
Lawn Care	215	1,200	215	985	17.94%	1,500	25.00%
Medicare	44,964	48,336	44,662	3,674	92.40%	50,771	5.04%

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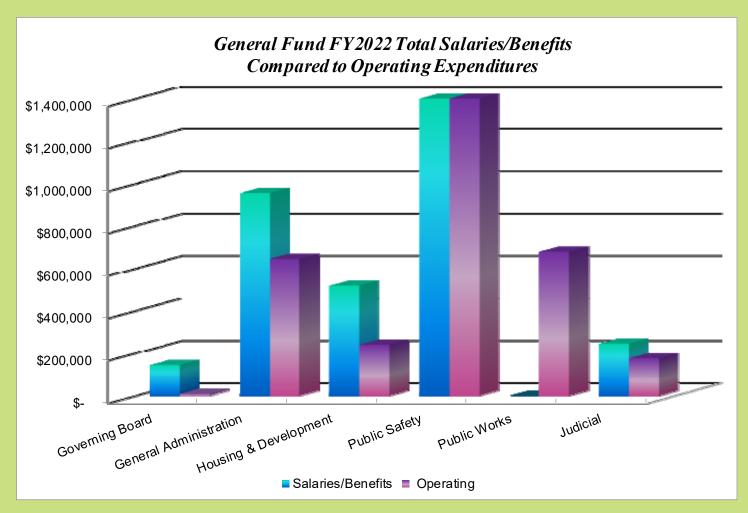
General Fund Expenditure Detail Cont'd

	2020	20)21	2021 Budge	2021 Budget vs Actual		2021-2022
General Fund	Actual (audited)	Amended Budget	Actual (unaudited)	\$ (+/-)	% of budget used	Adopted Budget	% (+/-)
Natural Gas	\$ 1,639	\$ 2,500	\$ 1,806	\$ 694	72.23%	\$ 2,500	0.00%
Other Expenditures	9,746	18,200	12,650	5,550	69.50%	11,350	-37.64%
Other Supplies-Uniforms	58,389	41,750	21,204	20,546	50.79%	41,975	0.54%
Payments to Other Agencies	128,637	10,000	8,893	1,107	88.93%	-	-100.00%
Pest Control	2,440	3,250	1,675	1,575	51.54%	3,000	-7.69%
Planning & Zoning Meetings	1,862	3,000	1,666	1,334	55.53%	3,000	0.00%
Printing and Binding	2,681	4,250	3,342	908	78.64%	3,700	-12.94%
Professional Services	9,424	28,000	10,287	17,713	36.74%	37,750	34.82%
Professional Services-Audit	31,140	35,000	34,360	640	98.17%	15,000	-57.14%
Professional Services-Engineering	78,247	152,000	98,155	53,845	64.58%	77,000	-49.34%
Professional Services-LCI	-	500	-	500	0.00%	-	-100.00%
Professional Services-Legal	27,330	59,000	19,443	39,557	32.95%	33,000	-44.07%
Professional Services-Public Defender	7,245	11,350	9,097	2,253	80.15%	12,750	12.33%
Professional Services-Solicitor/Judge	88,692	97,500	83,896	13,604	86.05%	120,000	23.08%
Rental of Equipment	12,186	14,250	12,094	2,156	84.87%	14,750	3.51%
Repairs & Maintenance	56,012	178,047	127,979	50,068	71.88%	158,350	-11.06%
Repair & Maintenance-Vehicle	90,609	99,000	83,823	15,177	84.67%	84,500	-14.65%
Salaries & Wages	3,182,329	3,293,872	3,183,769	110,103	96.66%	3,426,346	4.02%
Salaries & Wages-Overtime	93,855	75,000	68,326	6,674	91.10%	71,500	-4.67%
Small Equipment	56,800	45,250	21,190	24,060	46.83%	52,000	14.92%
Software	324,512	189,600	169,662	19,938	89.48%	203,100	7.12%
Supplies - Special Events	2,657	15,000	-	15,000	0.00%	16,000	6.67%
Technical Services Planning	-	-	-	-		2,500	
Transfer to Other Funds	400,000	450,000	450,000	-	100.00%	-	-100.00%
Travel	12,149	18,800	10,505	8,295	55.88%	28,450	51.33%
Unemployment	2,408	2,960	2,626	334	88.73%	1,778	-39.93%
Water/Sewer	10,265	9,500	7,415	2,085	78.05%	10,000	5.26%
Weapon Supplies and Ammunition	40,867	25,000	23,022	1,978	92.09%	40,000	60.00%
Workers' Compensation	19,859	113,340	92,116	21,224	81.27%	117,979	4.09%
Total General Fund Expenditures		\$ 10,535,000	\$ 9,525,865	\$ 1,009,135	90.42%	\$ 10,375,000	-1.52%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

There were no significant variances between the 2021 and 2020 operating budgets in the General Fund.



General Fund 2022 Budget								
Department		Salaries/Benefits		Operating		Total		
Governing Board	\$	144,115	\$	8,200	\$	152,315		
General Administration	\$	956,522	\$	644,075	\$	1,600,597		
Housing & Development	\$	518,493	\$	240,350	\$	758,843		
Public Safety	\$	3,533,717	\$	3,232,380	\$	6,766,097		
Public Works	\$	-	\$	677,050	\$	677,050		
Judicial	\$	245,323	\$	174,775	\$	420,098		
Total	\$	5,398,170	\$	4,976,830	\$	10,375,000		

Special Revenue Funds Expenditure Detail

	2020	202	21	2021 Budget	vs Actual	2022	2021-2022
Special Revenue Funds	Actual (audited)	Amended Budget	Actual (unaudited)	\$ (+/-)	% of budget used	Adopted Budget	% (+/-)
Advertising/Promotions	\$ 1,540	\$ 5,000	\$ 5,295	\$ (295)	105.90%	\$ 6,000	20.00%
Bond Issuance Costs	60,990	1	1	1			
Capital Outlay-Buildings	Ī	200,000	1	200,000	0.00%	152,600	-23.70%
Capital Outlay - Infrastructure	1	2,883,302	-	2,883,302	0.00%	5,767,700	100.04%
Capital Outlay-Site Improvements	1	50,000	60,375	(10,375)	120.75%	100,000	100.00%
Communications	1,666	2,000	2,273	(273)	113.65%	2,300	15.00%
Contract Labor	41,815	50,000	49,413	588	98.83%	50,000	0.00%
Disposal-Garbage/Recycling	1,234	1,500	1,233	267	82.22%	1,500	0.00%
Dues and Fees	363	500	367	133	73.40%	500	0.00%
Electricity	3,498	8,500	5,411	3,089	63.66%	8,000	-5.88%
General Supplies & Materials	493	3,000	2,308	692	76.94%	2,500	-16.67%
Issuance Cost	-	71,000	70,873	127	99.82%	-	-100.00%
Lawn Care	6,705	9,000	6,705	2,295	74.50%	8,000	-11.11%
Natural Gas	1,683	2,000	1,843	157	92.16%	2,000	0.00%
Payments to Other Agencies	118,907	125,000	135,667	(10,667)	108.53%	90,000	-28.00%
Pest Control	1,255	1,500	1,255	245	83.67%	1,500	0.00%
Rental of Equipment	-	1,000	-	1,000	0.00%	1,000	0.00%
Repairs & Maintenance	23,046	72,500	54,367	18,133	74.99%	70,000	-3.45%
Small Equipment	554	2,000	-	2,000	0.00%	1,000	-50.00%
Transfer to Other Funds	6,123,113	10,685,113	1,098,678	9,586,435	10.28%	9,375,000	-12.26%
Water/Sewer	7,015	6,500	7,601	(1,101)	116.94%	6,250	-3.85%
Total Special Revenue Funds Expenditures		\$14,179,415	\$1,503,664	\$12,675,751	10.60%	\$15,645,850	10.34%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Transfers In	Transfers Out		Amount
Town Center Fund	Urban Redevelopment Agency	\$	9,375,000
		\$	9,375,000
		_	

Explanation of variances greater than 10%

• The 10.34% increase in 2022 from the 2021 operating budgets in the Special Revenue Funds is due to an increase in transfers from the URA to the Town Center Fund for the remaining 2020 and 2021 bond proceeds.

Capital Project Funds Expenditure Detail

	2020	20	21	2021 Budget	t vs Actual	2022	2021-2022
Capital Project Funds	Actual (audited)	Amended Budget	Actual (unaudited)	\$ (+/-)	% of budget used	Adopted Budget	% (+/-)
Capital Outlay - Buildings	\$2,133,409	\$ 76,000	\$ 69,050	6,950	90.86%	\$ 6,046,943	7856.50%
Capital Outlay - Cagle Park	\$ -	\$ 85,000	\$ 84,250	750	99.12%	\$ -	-100.00%
Capital Outlay - Equipment	211,728	269,000	265,411	3,589	98.67%	145,000	-46.10%
Capital Outlay - Fox Creek/Turner Village	-	201,500	8,762	192,738	4.35%	50,000	-75.19%
Capital Outlay - Hardin House Sidewalk	-	-	325	(325)		-	
Capital Outlay - Hickory Sidewalk	129,623	900,000	-	900,000	0.00%	1,000,000	11.11%
Capital Outlay - Holly Street	425	100,000	47,739	52,261	47.74%	100,000	0.00%
Capital Outlay - HS Parkway Sidewalk	3,036	100,000	-	100,000	0.00%	100,000	0.00%
Capital Outlay - HS Pkwy Phase I	415	-	-	-		-	
Capital Outlay - HS Pkwy Phase II	129,246	1,400,612	201,456	1,199,156	14.38%	3,500,000	149.89%
Capital Outlay - HS Pkwy Phase III	26,429	60,000	17,884	42,116	29.81%	2,002,910	3238.18%
Capital Outlay - Industrial Connector	105	30,000	46,000	(16,000)	153.33%	250,000	733.33%
Capital Outlay - Infrastructure	613,798	934,088	289,750	644,338	31.02%	816,090	-12.63%
Capital Outlay - Palm Street Sidewalk	331,805	1,500	1,151	349	76.77%	50,000	3233.33%
Capital Outlay - Site Improvements	1,298,982	7,602,503	1,623,256	5,979,247	21.35%	3,378,057	-55.57%
Capital Outlay - Sites	559,430	350	227	123	64.86%	-	-100.00%
Capital Outlay - TCP Road Network	2,248,376	1,500	1,051	449	70.08%	-	-100.00%
Capital Outlay - Vehicles	167,813	205,000	202,158	2,842	98.61%	241,000	17.56%
Issuance Costs	35,000	60,000	60,000	-	100.00%	-	-100.00%
Professional Services	9,590	167,692	7,680	160,012	4.58%	53,400	-68.16%
Transfer to General Fund	400,000	-	-	-		-	
Total Capital Project Funds Expenditures	\$8,299,210	\$12,194,745	\$ 2,926,150	\$ 9,268,595	24.00%	\$17,733,400	45.42%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

• The 45.42% increase in 2022 from 2021 is due to an increase in funds being budgeted for site work and road construction in the Town Center Project and the 2022 budget includes an appropriation for the preliminary engineering for the Industrial Connector which was not budgeted for in the prior year.

Debt Service Fund Expenditure Detail

	2020	20	21	2021 Budge	t vs Actual	2022	2021-2022
Debt Service Fund	Actual (audited)	Amended Budget	Actual (unaudited)	\$ (+/-)	% of budget used	Adopted Budget	% (+/-)
Contingency	\$ -	\$ -	\$ -	\$ -		\$ 608,672	
Debt Service-Bond Principal	154,926	874,037	1,030,395	(156,358)	117.89%	993,025	13.61%
Debt Service-Bond Interest	125,059	228,915	277,303	(48,388)	121.14%	398,303	74.00%
Total Debt Service Fund Expenditures	\$ 279,985	\$ 1,102,952	\$1,307,698	\$(204,746)	118.56%	\$ 2,000,000	81.33%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

• The increase of 81.33% in 2022 from 2021 is due to the addition of principal and interest payments that will be made on the Urban Redevelopment Agency bonds.

Enterprise Fund Expense Detail

	2020	20	21	2021 Budge	t vs Actual	2022	2021-2022
Enterprise Fund	Actual (audited)	Amended Budget	Actual (unaudited)	\$ (+/-)	% of budget used	Adopted Budget	% (+/-)
Advertising	\$ -	\$ 250	\$ -	\$ 250	0.00%	\$ -	-100.00%
Capital Lease Interest	1,528	6,063	6,063	0	99.99%	5,000	-17.53%
Communications	1,066	2,000	1,893	107	94.64%	3,000	50.00%
Contingency	-	3,765	-	3,765	0.00%	4,600	22.18%
Contract Labor	17,600	42,500	35,200	7,300	82.82%	15,000	-64.71%
Depreciation	90,675	-	-	-		89,832	
Dues and Fees	5,355	6,500	149	6,351	2.29%	6,500	0.00%
Education and Training	1,349	2,000	895	1,105	44.75%	2,500	25.00%
Employee Benefits - ADD Life	144	147	144	3	97.96%	294	100.00%
Employee Benefits - Dental	372	368	372	(4)	101.09%	736	100.00%
Employee Benefits - Disability	264	398	396	2	99.50%	796	100.00%
Employee Benefits - Medical	7,956	8,572	8,568	4	99.95%	20,234	136.05%
Employee Benefits - Medicare	672	708	708	-	100.00%	1,465	106.92%
Employee Benefits - Retirement	9,752	5,195	5,196	(1)	100.02%	10,228	96.88%
FICA	2,890	3,026	3,024	2	99.93%	6,266	107.07%
Gasoline/Diesel	1,752	4,000	3,772	228	94.31%	4,000	0.00%
General Supplies & Materials	16	1,000	143	857	14.34%	500	-50.00%
General Supplies - Postage	74	500	359	141	71.80%	250	-50.00%
Legal & Professional Services	340	2,500	70	2,430	2.80%	1,000	-60.00%
Other Expenditures	-	250	73	178	29.00%	100	-60.00%
Other Supplies	365	1,000	1,619	(619)	161.88%	1,000	0.00%
Printing & Binding	56	100	112	(12)	112.00%	100	0.00%
Professional Services - Engineering	81,299	120,000	99,456	20,544	82.88%	100,000	-16.67%
Rental of Equipment	7,234	10,500	1,825	8,675	17.38%	5,000	-52.38%
Repairs & Maintenance	44,054	88,989	6,366	82,623	7.15%	67,510	-24.14%
Repairs & Maintenance - Vehicles	3,658	6,000	4,613	1,387	76.88%	2,500	-58.33%
Salaries & Wages	46,578	48,804	48,804	-	100.00%	101,058	107.07%
Small Equipment	1,985	1,500	55	1,445	3.67%	2,100	40.00%
Technical Services-Stormwater	-	2,500	-	2,500	0.00%	-	-100.00%
Technical Services-Pollution	34	1,500	84	1,416	5.58%	_	-100.00%
Technical Services-Watershed	-	500	_	500	0.00%	_	-100.00%
Unemployment	24	27	24	3	88.89%	53	96.30%
Water/Sewer	111	2,500	685	1,815	27.38%	2,500	0.00%
Workers Comp Insurance	2,760	2,838	2,844	(6)	100.21%	5,878	107.12%
Total Enterprise Fund Expenses	\$ 329,962	\$ 376,500	\$ 233,510	\$ 142,990	62.02%	\$ 460,000	22.18%

Note: FY2021 Year to Date (YTD) actuals are unaudited through December 31, 2021

Explanation of variances greater than 10%

• The increase of 22.18% in 2022 from 2021 is due to an additional stormwater Technician position being added to the budget.



Computation of Legal Debt Limit							
Assessed Value	\$8	828,711,345					
Debt Limit 10% of Assessed Value	\$	82,871,135					
Debt Applicable to Debt Limit (at 12/31/21)	\$	15,709,169					
Unused Legal Debt Limit	\$	67,161,965					

Long-Term Debt

The goal of the City's debt policy is to maintain a sound fiscal position; thereby only utilizing longterm debt to provide resources to finance needed improvements, while capital accumulating adequate resources to repay the debt. In addition, it is the City's goal to maintain and improve its credit rating through strong financial administration. The City acknowledges that failure to meet the demands of growth may inhibit its continued economic viability, but also realizes that excess outstanding debt may have detrimental effects on the ability of the City to meet its continuing operational needs.

The constitutional debt limit for general obligation tax bonds which may be issued by the City of Holly Springs is 10% of the assessed valuation of taxable property within the City. The Georgia Constitution (Article 9, Section 5, Paragraph 1) establishes the maximum debt limits for counties and other political subdivisions of the State. Under the Constitution, certain types of debt issued by a political subdivision, including cities, cannot exceed an amount that is equal to 10 percent of the assessed value of all taxable property located within that particular entity. For FY2022, the legal debt limit for the City of Holly Springs is \$82,871,135.

The Holly Springs Parks and Recreation Authority, blended component unit, issued a back door general obligation bond on July 11, 2016 with semi-annual debt service requirements for the acquisition of 58 +/- acres of land for a future park along the eastern section of the City. The bond resolution calls for principal and interest payments with maturity as follows:

	Interest	Principal	<u>Total</u>
1/1/2022	19,389	159,979	179,368
7/1/2022	17,263	162,105	179,368
2023-2026	71,053	1,186,528	1,257,581
	\$ 107,705	\$ 1,508,612	\$ 1,616,317
•			

The Urban Redevelopment Agency issued a backdoor general obligation bond in the amount of \$5,000,000 on July 17, 2019 with semi-annual debt service requirements. These funds will be used for the Town Center Road Network (TCP), Industrial Connector and Town Center projects. The bond resolution calls for principal and interest payments with maturity as follows:

	1	nterest	Principal	Total
2/14/2022		70,420	277,778	348,198
8/14/2022		64,942	277,778	342,720
2023-2029		458,948	3,888,889	4,347,837
	\$	594,310	\$ 4,444,444	\$ 5,038,754
•				

The Urban Redevelopment Agency issued an additional backdoor general obligation bond in the amount of \$3,000,000 on June 1, 2020 with semi-annual debt service requirements. These funds will be used for the Town Center Road Network (TCP), Industrial Connector and Town Center projects. The bond resolution calls for principal and interest payments with maturity as follows:

	ļ	nterest	Principal	Total
6/1/2022		35,642	_	35,642
12/1/2022		35,838	115,385	151,222
2023-2035		447,034	2,884,616	3,331,650
	\$	518,513	\$ 3,000,000	\$ 3,518,514
•			_	

The Urban Redevelopment Agency issued an additional backdoor general obligation bond in the amount of \$6,756,113 on July 26, 2021 with semi-annual debt service requirements. These funds will be used for the Town Center Road Network (TCP), Industrial Connector and Town Center projects. The bond resolution calls for principal and interest payments with maturity as follows:

	Interest	Principal	Total
3/1/2022	76,768	_	76,768
9/1/2022	78,041	_	78,041
2023-2036	1,200,362	6,756,113	7,956,475
	\$1,355,171	\$ 6,756,113	\$ 8,111,284
•		·	

In addition to the bonds stated above, The City applied for the State Road and Tollway Authority (SRTA) loan in the fall of 2019. On June 23, 2020, Governor Brian Kemp announced that the State Road and Tollway Authority (SRTA) awarded over \$25 million to various transportation infrastructure projects throughout the state through the Georgia Transportation Infrastructure Bank (GTIB). The City of Holly Springs will be receiving a \$1.25 million grant award as well as a \$3.5 million loan award. The loan will be for a term of five (5) years at a rate of 1.56% and will be used for the Holly Springs Parkway Widening Phase II project.

On February 25, 2021, Governor Brian Kemp announced that the State Road and Tollway Authority (SRTA) awarded approximately \$14.2 million in loan funding for five transportation infrastructure projects across the state through the Georgia Transportation Infrastructure Bank (GTIB). These awards are part of GTIB's first-ever and largest amount of loan-only round of funding. The City of Holly Springs will be receiving a \$6 million loan award. This project will expand approximately 0.6 mile of Holly Springs Parkway from two to four lanes from the intersection of Ronnell Road to Childers Road. The loan will allow the City to procure construction services for the second and third phases at the same time allowing for economies scale in contracting and accelerating the completion of the project.



City of Holly Springs
General Fund
Fiscal Year 2022

General Fund

The General Fund of a governmental unit serves as the primary reporting fund for current government operations. The primary sources of revenue for the General Fund include property and franchise taxes. The major departments include General Administration, Municipal Court Services, Public Safety, and Public Works.

Budget Overview General Fund

	Amended Budget	Adopted Budget	Dollar	Percent
	2021	2022	Change	Change
Total Cost	\$ 10,535,000	\$ 10,375,000	\$ (160,000)	-1.52%

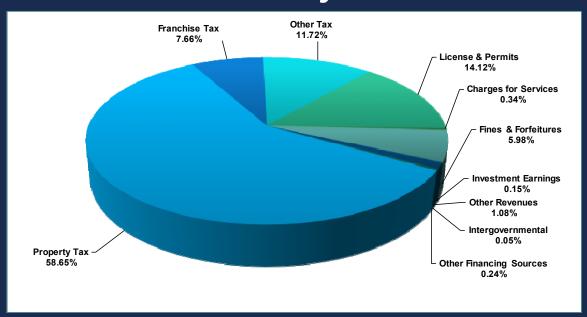
Revenues by Department & Category										
		Taxes	Fe	es & Fines	Other Revenue	Total				
Non-Departmental	\$	8,095,900	\$	15,000	\$ 227,300	\$ 8,338,200				
Housing & Development		-	•	5,250	1,387,500	1,392,750				
Public Safety		_		-	5,000	5,000				
Municipal Court				600,250	38,800	639,050				
Total	\$	8,095,900	\$	620,500	\$ 1,658,600	\$ 10,375,000				

Expenditures by Department & Category										
	P	ersonnel	0	perating	Сар	oital		Total		
Governing Body General Administration Housing & Development Public Safety Public Works Municipal Court Total	\$	144,115 956,522 518,493 3,533,717 - 245,323 5,398,170		8,200 644,075 240,350 3,232,380 677,050 174,775 4,976,830	\$	- - - - - -	\$	152,315 1,600,597 758,843 6,766,097 677,050 420,098 10,375,000		

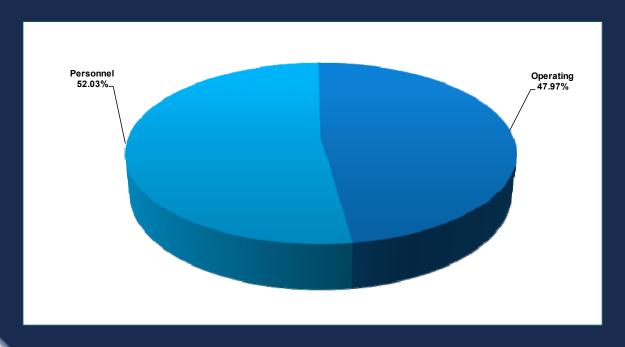
Operating Millage 2021 4.400 Operating
Millage 2022
4.220

Percent Decrease -4.09%

Budget Overview General Fund Revenues By Source



Expenditures By Category

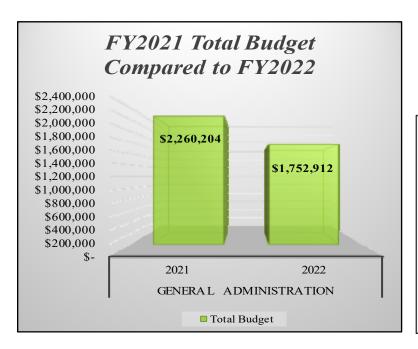


Departmental Funding Highlights

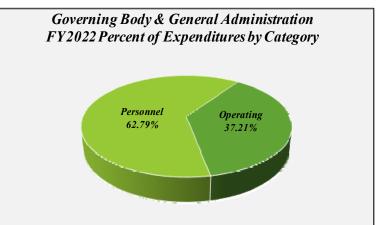
General Administration

The City's General Administration Department is comprised of the Governing Body (Mayor, Councilmembers, and City Manager) and Finance Department. The mission of the General Administration Department is to carry out the policies and implement the goals established by the City Council in providing efficient and responsive services to the citizens using sound fiscal management strategies while using a participative model of governance.

The total expenditures allocated for appropriation for the General Administration Department are anticipated to be \$1,752,912 (\$1,100,637 for salaries and benefits and \$652,275 for operating). This is a 22.44% decrease in budgeted expenditures from \$2,260,214 in 2021.



FY2022 Total Expenditures by Category									
Personnel	\$	1,100,637							
Operating		652,275							
Total	\$	1,752,912							



	Total Expenditures by Category FY2020 Actual FY2021 Amended FY2021 Actual FY2022 Adopted										
	FY	72020 Actual	FY	2022 Adopted							
		(audite d)		Budget		(Unaudited)		Budget			
Personnel	\$	834,660	\$	962,208	\$	897,203	\$	1,100,637			
Operating		621,295		651,925		436,683		652,275			
Capital		-		196,071		196,071		-			
Other Financing Uses		400,000		450,000		450,000		-			
Total	\$	1,855,956	\$	2,260,204	\$	1,979,956	\$	1,752,912			

Personnel

The FY2022 personnel allocation recommendation for the General Administration Department is as follows:

Mayor	One	(1)	FT
Councilmembers	Five	(5)	FT
City Manager	One	(1)	FT
City Clerk	One	(1)	FT
Records Manager	One	(1)	FT
Assistant City Clerk/Main Street Director	One	(1)	FT
Information Technology Manager	One	(1)	FT
Finance Director	One	(1)	FT
Accounting Specialist	One	(1)	FT
Building and Grounds Technician	One	(1)	FT
Accountant	One	(1)	FT
Administrative Assistant	One & a half	(1.5)	FT
Custodians	Four	(4)	PT

One of the Administrative Assistant positions will be split between Licensing (a new function created in 2022) and the Housing and Development department in the 2022 budget.

Summary Table of Personnel										
	FY2	FY2020 FY2021 +/-						FY2022		
Department	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T		
Governing Board	6.00	0.00	6.00	0.00	0.00	0.00	6.00	0.00		
General Administration	9.00	4.00	9.00	4.00	1.50	0.00	10.50	4.00		
Total	15.00	4.00	15.00	4.00	1.50	0.00	16.50	4.00		

Goals, Objectives, and Performance Measures

The Finance Department includes Accounting, Payroll, Accounts Payable and Receivable, Budget, and Cash Management/Investments. This department is responsible for the preparation, implementation and execution of the City's annual budget, preparation and analysis of budget transfer and amendment requests, year-end closing process, the preparation of various financial analysis and reports for management planning, property taxes, and all other basic accounting functions such as payables and receivables. The City Manager is responsible for the efficient administration of all departments of the City to provide effective delivery of all municipal services and programs. The City Manager makes recommendations to the City Council to adopt policies and implements them in the context of a shared vision through various administrative and operating departments.

The goals of the General Administration Department are:

- Fiscal Stability Develop and administer the budgeting process to make a sound basis for planning, decision making, and financial control for the City Manager, Mayor and Council.
- * Fiscal Soundness Develop financial policies to provide for long-range, sound fiscal management and provide efficient and effective financial support services to all departments.
- Cost Efficiency Ensure that funds are spent utilizing the procurement policies set forth by the City of Holly Springs and to acquire goods and/or services in the most efficient manner possible.

Objectives:

- Work with local municipalities, county government, and authorities pursuant to the Service Delivery Strategy Act (HB 489) to ensure efficient delivery of governmental services.
- > To maintain a low tax burden.
- Implement sound recruitment practices to ensure competent candidates are hired.
- Manage City finances to ensure financial benchmarks are met.
- Maintain high levels of professional accounting and reporting standards worthy of the Government Finance Officers Association (GFOA) awards.
- Comply with all applicable Georgia Statutes for public open records requests.

Strategic Goal	Performance Measures		FY2021 Budget		FY2022 Budget
	Output				
Insist Upon Responsive Service Delivery	Monthly financial statements	12	12	12	12
	Effectiveness				
Foster and Maintain Regional Partnerships	# of years compliant with Cherokee County Service Delivery Strategy (HB 489)	22	23	23	24
Promote a Well-Planned City	% change over (under) operating roll-back millage rate	0%	(05%)	0%	(05%)
Insist Upon Responsive Service Delivery	FT employee turnover rate within one year of employment	0%	0%	0%	0%
Insist Upon Responsive Service Delivery	# of years GFOA Certificate of Achievement for Excellence in Financial Reporting has been received*	9	10	*	11
Insist Upon Responsive Service Delivery	# of years GFOA Distinguished Budget Award received	11	12	12	13
Insist Upon Responsive Service Delivery	# of audit findings*	0	0	*	0
	Efficiency				
Insist Upon Responsive Service Delivery	Unassigned Fund Balances as a % of annual budget (1)	48.19%	25%	47.15%	25%
Insist Upon Responsive Service Delivery	Average number of days to complete routine public open records requests	3 days	3 days	3 days	3 days

^{*} FY 2021 audit will be completed and submitted in June 2022

⁽¹⁾ General Fund audited balances used when available.

		Fiscal Y	ear 2022							
			FY2020		FY2021		FY2021			%(+/-)
Governing	g Body & General Administration		Actuals		mended		Actuals		FY2022	FY2021 to
	Expenditure Detail	(Audited)		Budget	(U	naudited)		Budget	FY2022
Governing Body			44.500		40.000		10.500	_	40.000	0.000/
100-1110-511100	Salaries & Wages-Council	\$	41,500	\$	42,000	\$	40,500	\$	42,000	0.00%
100-1110-512100	Employee Benefits-Medical		56,631		88,048		64,859		89,833	2.03%
100-1110-512110	Employee Benefits-Dental		2,736		4,095		2,428		3,727	-8.99%
100-1110-512120	Employee Benefits-ADD Life		787		882		821		882	0.00%
100-1110-512200	FICA		1,832		2,604		1,631		2,604	0.00%
100-1110-512300	Medicare		428		609		381		609	0.00%
100-1110-512400	Employee Benefits-Retirement		4,059		4,470		3,725		4,251	-4.90%
100-1110-512600	Unemployment		116		160		151		101	-36.88%
100-1110-512700	Workers Comp Insurance		(7)		108		87		108	0.00%
100-1110-523200	Communications		423		1,500		593		600	-60.00%
100-1110-523500	Travel		-		1,200		1,200		2,000	66.67%
100-1110-523600	Dues and Fees		382	_	750		474		750	0.00%
100-1110-523700	Education and Training				3,000		1,220		3,500	16.67%
100-1110-523900	Other Expenditures		574	1	1,500		1,058		500	-66.67%
100-1110-531100	General Supplies and Materials		32		250		-		250	0.00%
100-1110-531600	Small Equipment		433		500		300		250	-50.00%
100-1110-531700	Other Supplies-Uniforms		-		-	<u> </u>	-		350	
Total Governing Boo	dy	\$	109,925	\$	151,676	\$	119,428	\$	152,315	0.42%
Elections										
100-1400-523300	Advertising	\$	827	\$	375	\$	374	\$	1,500	300.00%
100-1400-571000	Intergovernmental-Elections		15,662		-				16,000	
Total Elections		\$	16,489	\$	375	\$	374	\$	17,500	4566.67%
General Administra								_		
100-1320-511100	Salaries & Wages	\$	135,622	\$	150,000	\$	149,765	\$	154,500	3.00%
100-1320-512100	Employee Benefits-Medical		6,907		8,572		8,677		10,117	18.02%
100-1320-512110	Employee Benefits-Dental		724		1,120		781		1,120	0.00%
100-1320-512120	Employee Benefits-ADD Life		135		147		147		147	0.00%
100-1320-512130	Employee Benefits-Disability		964		1,008		1,008		1,008	0.00%
100-1320-512200	FICA		8,395		8,854		8,854		9,114	2.94%
100-1320-512300	Medicare		1,963		2,175		2,165		2,240	2.99%
100-1320-512400	Employee Benefits-Retirement		12,465		15,964		13,305		15,636	-2.05%
100-1320-512600	Unemployment		37		50		38		27	-46.00%
100-1320-512700	Workers' Comp. Insurance		85		648		522		667	2.93%
100-1320-523200	Communications		434		1,200		606		600	-50.00%
100-1320-523500 100-1320-523600	Travel		199		1 500		10		1.500	0.000/
	Dues and Fees		1,350		1,500		1,016		1,500	0.00%
100-1320-523700	Education and Training		949		1,750		1,521		1,250	-28.57%
100-1320-523900 100-1320-531100	Other Expenditures General Supplies and Materials		487 36		1,000 250		882		1,000 250	0.00%
100-1320-531100	Small Equipment		1,290		250				250	0.00%
100-1320-531600			154,586		146 175		145 504		104 267	32.00%
	Salaries & Wages				146,175		145,524		194,267	32.90%
100 1330 513100	Employee Benefits-Medical		20,072		26,572 1,488		24,321		41,480	56.10%
100-1330-512100	Employee Panafita Dantal				1.400		1,190		1,856	24.73%
100-1330-512110	Employee Benefits -Dental		1,174				20.4			E0 000/
100-1330-512110 100-1330-512120	Employee Benefits-ADD Life		270		294		294		441	
100-1330-512110 100-1330-512120 100-1330-512130	Employee Benefits-ADD Life Employee Benefits-Disability		270 1,053		294 1,101		1,101		441 1,424	50.00% 29.34%
100-1330-512110 100-1330-512120 100-1330-512130 100-1330-512200	Employee Benefits-ADD Life Employee Benefits-Disability FICA		270 1,053 9,247		294 1,101 9,063		1,101 8,664		441 1,424 12,045	29.34% 32.90%
100-1330-512110 100-1330-512120 100-1330-512130 100-1330-512200 100-1330-512300	Employee Benefits-ADD Life Employee Benefits-Disability FICA Medicare		270 1,053 9,247 2,163		294 1,101 9,063 2,120		1,101 8,664 2,026		441 1,424 12,045 2,817	29.34% 32.90% 32.88%
100-1330-512110 100-1330-512120 100-1330-512130 100-1330-512200	Employee Benefits-ADD Life Employee Benefits-Disability FICA		270 1,053 9,247		294 1,101 9,063		1,101 8,664		441 1,424 12,045	29.34%

Continued on next page

Governing Body & General Administration Actuals Amended Actuals Budget P70221 to P70201 to Expenditure Detail Caudistod Laundited Budget P70221 to P70201 to Expenditure Detail Caudistod			FY2020	FY2021	FY2021		%(+/-)
100-1303-521200	Governing	Body & General Administration	Actuals	Amended	Actuals	FY2022	• •
100-1330-623200 Communications		Expenditure Detail	(Audited)	Budget	(Unaudited)	Budget	FY2022
100-1330-523300	100-1330-521200	Professional Services	-	10,000	-	10,000	0.00%
100-1330-523500	100-1330-523200	Communications	434	1,200	613	600	-50.00%
100-1330-623600 Dues and Faes	100-1330-523300	Advertising	-	250	-	-	-100.00%
100-1330-523700	100-1330-523500	Travel	1,273	2,500	1,981	3,500	40.00%
100-1330-523900 Other Expenditures	100-1330-523600	Dues and Fees	4,440	7,500	7,285	7,500	0.00%
100-1330-523900 Other Expenditures	100-1330-523700	Education and Training	1,415	1,000	579	1,500	50.00%
100-1330-531120 General Supplies and Materials - Postage . 100 99 100 0.00%	100-1330-523900		408	750	130	500	-33.33%
100-1330-531120 General Supplies and Materials - Postage . 100 99 100 0.00%	100-1330-531100	General Supplies and Materials	261	500	453	500	0.00%
100-1330-531630 Software - 4,000 318 7,500 87.50%	100-1330-531120		-	100	99	100	0.00%
100-1330-531630 Software - 4,000 318 7,500 87.50%	100-1330-531600	Small Equipment	3,103	250	-	2,250	800.00%
100-1300-531700	100-1330-531630		-	4,000	318		
100-1500-579000 Contingency - 105.350 - 103,750 - 1.52% 100-1510-511100 Salaries & Wages - Overtime 436 - - 100.00% 100-1510-512100 Employee Benefits-Medical 39,417 60,860 53,304 71,832 18.03% 100-1510-512100 Employee Benefits-Dental 977 1,488 1,190 1,488 1,000% 100-1510-51210 Employee Benefits-Dental 977 1,488 1,190 1,488 0.00% 100-1510-51210 Employee Benefits-Dental 977 1,488 1,190 1,488 0.00% 100-1510-51210 Employee Benefits-Dental 977 1,488 1,190 1,488 0.00% 100-1510-51210 Employee Benefits-Disability 1,107 1,356 1,356 1,356 0.00% 100-1510-51220 Employee Benefits-Disability 1,107 1,356 1,356 1,356 0.00% 100-1510-51220 Employee Benefits-Disability 1,107 1,356 1,356 1,356 0.00% 100-1510-51220 Employee Benefits-Retirement 15,963 17,757 14,797 17,337 -2,37% 100-1510-512500 Employee Benefits-Retirement 103 150 114 80 -46,67% 100-1510-512500 Workers' Comp. Insurance 67 427 344 439 2,81% 100-1510-521210 Professional Services-Audit 31,140 35,000 34,360 27,750 2-20,71% 100-1510-523300 Advertising 1,301 2,000 1,232 1,500 2-5,50% 100-1510-523300 Advertising 1,301 2,000 1,232 1,500 2-5,50% 100-1510-523500 Employee Benefits-Retirement 3,333 - - - - -		Other Supplies-Uniforms	-	-	-		
100-1510-511100 Salaries & Wages 149,741 166,825 166,474 171,304 2.68% 100-1510-511300 Salaries & Wages - Overtime 436 -			_	105.350	_		-1.52%
100-1510-511300 Salaries & Wages - Overtime			149.741	,	166.474	•	2.68%
100-1510-512100				-	_	-	
100-1510-512110				60.860	53.304	71.832	
100-1510-512120		• •		,			
100-1510-512130		, ,	_	,	,	,	
100-1510-512200 FICA		' '					
100-1510-512300 Medicare							
100-1510-512400 Employee Benefits-Retirement 15,963 17,757 14,797 17,337 -2.37% 100-1510-512800 Unemployment 103 150 114 80 4-6.67% 100-1510-512700 Workers' Comp. Insurance 67 427 344 439 2.81% 100-1510-521210 Professional Services-Audit 31,140 35,000 34,360 27,750 -20,71% 100-1510-523300 Advertising 1,301 2,000 1,232 1,500 -25,00% 100-1510-523300 Printing and Binding 1,772 2,000 1,609 2,000 0.00% 100-1510-523600 Printing and Binding 1,772 2,000 1,609 2,000 0.00% 100-1510-523600 Dues and Fees 10,409 15,000 14,359 12,500 -16,67% 100-1510-523600 Dues and Fees 10,409 15,000 14,359 12,500 -16,67% 100-1510-523900 Dues and Fees 1,333 -						,	
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100-1516-512130 Employee Benefits-Disability - - - 161 100.00% 100-1516-512200 FICA - - - 1,263 100.00% 100-1516-512300 Medicare - - - 295 100.00% 100-1516-512400 Employee Benefits-Retirement - - - 2,062 100.00% 100-1516-512600 Unemployment - - - 13 100.00% 100-1516-512700 Workers' Comp. Insurance - - - 26 100.00% 100-1516-523850 Contract Labor - - - - 15,000 100.00% 100-1516-531100 General Supplies & Materials - - - - 100 100.00% 100-1516-531120 General Supplies-Postage 750 742 500 -33.33% 100-1516-531700 Other Supplies-Uniforms - - - - - - - - - - - <td></td> <td></td> <td>_</td> <td></td> <td></td> <td></td> <td></td>			_				
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100-1516-512600 Unemployment - - - - 13 100.00% 100-1516-512700 Workers' Comp. Insurance - - - - 26 100.00% 100-1516-523850 Contract Labor - - - - 15,000 100.00% 100-1516-531100 General Supplies & Materials - - - 100 100.00% 100-1516-531120 General Supplies-Postage 750 742 500 -33.33% 100-1516-531700 Other Supplies-Uniforms - - - - 75							
100-1516-512700 Workers' Comp. Insurance - - - 26 100.00% 100-1516-523850 Contract Labor - - - - 15,000 100.00% 100-1516-531100 General Supplies & Materials - - - - 100 100.00% 100-1516-531120 General Supplies-Postage 750 742 500 -33.33% 100-1516-531700 Other Supplies-Uniforms - - - - 75							
100-1516-523850 Contract Labor - - - 15,000 100.00% 100-1516-531100 General Supplies & Materials - - - - 100 100.00% 100-1516-531120 General Supplies-Postage 750 742 500 -33.33% 100-1516-531700 Other Supplies-Uniforms - - - - 75							
100-1516-531100 General Supplies & Materials - - - - 100 100.00% 100-1516-531120 General Supplies-Postage 750 742 500 -33.33% 100-1516-531700 Other Supplies-Uniforms - - - 75		·					
100-1516-531120 General Supplies-Postage 750 742 500 -33.33% 100-1516-531700 Other Supplies-Uniforms - - - 75			-		-		
100-1516-531700 Other Supplies-Uniforms 75			-	750	740		
		· · · · · · · · · · · · · · · · · · ·		750	142		-33.33%
THE CONTROL OF THE PROPERTY OF	100-1516-531700	Professional Services-Legal	18,660	45,000	14,399	25,000	-44.44%

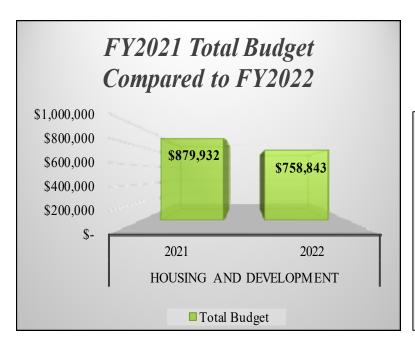
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Governing	Body & General Administration Expenditure Detail	FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Budget	% (+/-) FY2021 to FY2022
100-1535-511100	Salaries & Wages	55,076	55,488	55,497	57,153	3.00%
100-1535-512100	Employee Benefits-Medical	12,274	16,715	13,765	21,108	26.28%
100-1535-512110	Employee Benefits-Dental	808	1,120	839	1,120	0.00%
100-1535-512120	Employee Benefits-ADD Life	135	147	147	147	0.00%
100-1535-512130	Employee Benefits-Disability	433	453	453	453	0.00%
100-1535-512200	FICA	3,135	3,440	2,969	3,543	2.99%
100-1535-512300	Medicare	733	805	694	829	2.98%
100-1535-512400	Employee Benefits-Retirement	5,055	5,906	4,922	5,784	-2.07%
100-1535-512600	Unemployment	37	50	38	27	-46.00%
100-1535-512700	Workers' Comp. Insurance	20	142	114	146	2.82%
100-1535-523200	Communications	445	1,200	516	600	-50.00%
100-1535-523600	Dues and Fees	6,785	3,500	669	750	-78.57%
100-1535-523900	Other Expenditures	18	250	172	250	0.00%
100-1535-531100	General Supplies and Materials	686	1,500	295	750	-50.00%
100-1535-531600	Small Equipment	2,480	3,000	1,221	2,500	-16.67%
100-1535-531630	Software	281,667	125,000	122,498	132,000	5.60%
100-1555-521200	Professional Services	5,000	10,000	4,000	10,000	0.00%
100-1555-523100	Insurance	135,844	150,000	142,738	170,000	13.33%
100-1565-511100	Salaries & Wages	42,350	56,816	48,962	58,489	2.94%
100-1565-512100	Employee Benefits-Medical	6,907	8,572	8,427	10,117	18.02%
100-1565-512110	Employee Benefits-Dental	338	368	351	368	0.00%
100-1565-512120	Employee Benefits-ADD Life	135	147	147	147	0.00%
100-1565-512130	Employee Benefits-Disability	301	315	315	315	0.00%
100-1565-512200	FICA	2,612	3,523	3,008	3,626	2.92%
100-1565-512300	Medicare	611	824	704	848	2.91%
100-1565-512400	Employee Benefits-Retirement	3,513	5,054	5,040	4,124	-18.40%
100-1565-512600	Unemployment	45	75	69	53	-29.33%
100-1565-512700	Workers' Comp. Insurance	869	5,822	4,694	5,994	2.95%
100-1565-521200	Professional Services	-	250	195	250	0.00%
100-1565-522110	Disposal-Garbage	361	500	356	500	0.00%
100-1565-522140	Lawn Care	-	-	-	300	
100-1565-522150	Pest Control	815	1,500	860	1,250	-16.67%
100-1565-522200	Repairs & Maintenance	14,496	30,000	10,698	15,250	-49.17%
100-1565-522210	Repairs & Maintenance-Vehicles	1,470	2,500	348	2,000	-20.00%
100-1565-522320	Rental of Equipment	5,236	5,000	5,661	5,500	10.00%
100-1565-523200	Communications	11,566	15,000	12,755	12,000	-20.00%
100-1565-523600	Dues and Fees	2,925	1,000	825	500	-50.00%
100-1565-523900	Other Expenditures	1,993	5,000	3,629	2,000	-60.00%
100-1565-531100	General Supplies and Materials	8,236	10,000	6,105	8,000	-20.00%
100-1565-531210	Water/Sewer	4,301	2,500	2,504	4,000	60.00%
100-1565-531220	Natural Gas	1,639	2,500	1,806	2,500	0.00%
100-1565-531230	Electricity	13,235	15,000	13,447	15,000	0.00%
100-1565-531270	Gasoline/Diesel	1,537	2,500	2,385	2,500	0.00%
100-1565-531600	Small Equipment	1,043	2,500	2,734	1,000	-60.00%
100-1565-531630	Software	675	1,500	650	1,000	-33.33%
100-1565-531700	Other Supplies-Uniforms	-	-	-	100	
100-1565-541100	Capital Outlay-Sites	-	196,071	196,071	<u> </u>	-100.00%
Total General Admini		\$ 1,329,542	\$ 1,658,153	\$ 1,410,154	\$ 1,583,097	-4.53%
100-9000-611000	Transfer to Other Funds	400,000	450,000	450,000		-100.00%
Total Other Financing	g uses	\$ 400,000	\$ 450,000	\$ 450,000	\$ -	-100.00%
TOTAL EXPENDITURI	ES	\$ 1,855,956	\$ 2,260,204	\$ 1,979,956	\$ 1,752,912	-22.44%

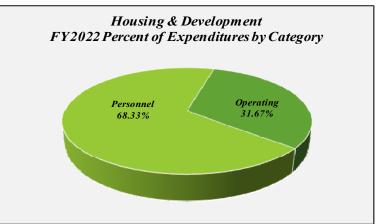
Housing and Development

The Housing and Development Department is comprised of planning and zoning as well as building inspections. Using teamwork, creativity, professionalism, and unprecedented customer care, the Housing and Development Department provides our clients and citizens with outstanding building safety, environmental protection, regulatory oversight, planning practices, land use techniques, infrastructure systems, economic development, GIS, and problem solving services to overcome challenges, create opportunities, promote the highest quality of life for our community to achieve the future vision and enduring legacy of a highly livable and economically successful City.

The total expenditures allocated for appropriation for the Housing and Development Department are anticipated to be \$758,843 (\$518,493 for salaries and benefits and \$240,350 for operating). This is a 13.76% decrease in budgeted expenditures from \$879,932 in 2021.



FY2022 Total Expenditures by Category							
Personnel	\$	518,493					
Operating		240,350					
Total	\$	758,843					



Total Expenditures by Category								
	FY2020 Actual (audited)		FY	2021 Amended	FY2021 Actual		FY2022 Adopted	
			Budget		(Unaudited)		Budget	
Personnel	\$	496,063	\$	562,457	\$	528,108	\$	518,493
Operating		303,148		317,475		174,271		240,350
Total	\$	799,211	\$	879,932	\$	702,379	\$	758,843

Personnel

The FY2022 personnel allocation recommendation in the Housing and Development Department is as follows:

Community Development Director	One	(1)	FT
Building Inspector	Two	(2)	FT
Chief Building Official	One	(1)	FT
Permit Clerk	One	(1)	FT
Administrative Assistant	One half	(.5)	FT

The Administrative Assistant position will be split with Licensing in the FY2022 budget.

One of the goals in this department is to hire another inspector and a City Planner on the upswing of the building and development market so that we can continue to provide the same level of service when it is needed.

Summary Table of Personnel									
	FY2	020	FY2021		+/-		FY2022		
Department	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T	
Housing & Development	6.00	0.00	6.00	0.00	(0.50)	0.00	5.50	0.00	
Total	6.00	0.00	6.00	0.00	-0.50	0.00	5.50	0.00	

Goals, Objectives, and Performance Measures

The Housing and Development Department coordinates with organizations to enhance community aesthetics, revive distressed neighborhoods, offer long-term solutions to land development, promote citizen participation in community functions, and maintain responsible growth and redevelopment in the City. This department is also responsible for reviewing building permit applications and performing inspections to ensure compliance with the Georgia Building Code.

Goal:

The goal of the Housing and Development Department is to implement long range planning and further economic development in the City by increasing citizen participation and engaging the public in the planning process through proactive meetings with neighborhood associations, business and service organizations

Objectives:

- Work with Cherokee County to comply with the provisions of Annexation and Land Use Dispute Resolutions imposed by the Georgia legislature in 2004.
- Encourage new developments to set aside greenspace for their residents.
- Conduct fire plan reviews for all commercial and multi-family structures.
- Foster business growth.

Strategic Goal	Partarmanca Massuras I				FY2022 Budget
	Output				
Foster and Maintain Regional Partnerships	# of acres annexed into the City	24.35	30	23.52	30
Sustain and Protect Natural Resources	# of acres of greenspace added	23.43	65	56.461	65
Promote a Well-Planned City	# of businesses opened in the City	89	80	87	80
	Effectiveness				
Promote a Well-Planned City	% of buildings that meet fire safety code requirements	100%	100%	100%	100%
	Efficiency				
Insist Upon Responsive Service Delivery	Average # of days to complete inspection requests	1	1	1	1

		Fiscal Year 202	2			
	sing & Development te & Expenditure Detail	FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
	Revenues					
100-0000-322210	Zoning & Land Use Fees	\$ 11,710	\$ 7,500	\$ 8,488	\$ 12,500	66.67%
100-0000-322230	Sign Permits	2,654	1,500	1,772	2,500	66.67%
100-0000-322990	Other Licenses & Permits	775	4,000	11,010	2,500	-37.50%
100-0000-323120	Building Permit Revenue	933,885	1,570,000	1,640,429	1,000,000	-36.31%
100-0000-323125	Certificate of Occupancy Fees	184,000	240,000	271,000	180,000	-25.00%
100-0000-324100	Building Permit - Reinspection Fees	16,200	25,000	41,900	25,000	0.00%
100-0000-324105	Building Permit - Sub Fees	74,160	90,000	101,503	75,000	-16.67%
100-0000-341300	Planning & Development Fees	9,433	15,000	13,930	15,000	0.00%
100-0000-341305	Fire Plan Review	20,103	255,000	256,776	75,000	-70.59%
TOTAL REVENUES		\$ 1,252,921	\$ 2,208,000	\$ 2,346,808	\$ 1,387,500	-37.16%
	Expenditures					
100-6240-522200	Repairs & Maintenance	\$ -	\$ 22,000	\$ -	\$ 31,500	43.18%
100-6240-523500	Travel	-	750	-	750	0.00%
100-6240-523600	Dues and Fees	-	500	233	500	0.00%
100-6240-523700	Education and Training	-	1,000	-	1,000	0.00%
100-6240-531100	General Supplies and Materials	440	750	3,031	750	0.00%
100-6240-531400	Books and Periodicals	-	500	-	500	0.00%
100-6500-571000	Intergovernmental-Sequoyah	4,000	4,000	4,000	4,000	0.00%
100-7200-511100	Salaries & Wages	199,363	202,617	204,135	207,284	2.30%
100-7200-511300	Overtime	-	500	-	500	0.00%
100-7200-512100	Employee Benefits-Medical	25,874	44,573	17,500	20,234	-54.60%
100-7200-512110	Employee Benefits-Dental	1,773	2,224	1,920	2,224	0.00%
100-7200-512120	Employee Benefits-ADD Life	423	588	446	434	-26.19%
100-7200-512130	Employee Benefits-Disability	1,528	1,664	1,697	1,664	0.00%
100-7200-512200	FICA	12,039	12,593	12,602	12,883	2.30%
100-7200-512300	M edicare	2,816	2,945	2,947	3,013	2.31%
100-7200-512400	Employee Benefits-Retirement	21,537	21,620	18,017	21,029	-2.73%
100-7200-512600	Unemployment	179	200	152	106	-47.00%
100-7200-512700	Workers' Compensation	3,034	3,472	3,353	3,551	2.28%
100-7200-521220	Professional Services-Engineering	76,247	75,000	-	-	-100.00%
100-7200-521230	Professional Services-Legal	8,250	6,000	-	1,000	-83.33%
100-7200-522210	Repairs & Maintenance - Vehicles	1,087	2,500	3,046	3,000	20.00%
100-7200-523200	Communication	2,463	5,000	3,159	3,500	-30.00%
100-7200-523300	Advertising	550	2,500	550	500	-80.00%
100-7200-523400	Printing and Binding	65	100	112	100	0.00%
100-7200-523500	Travel	-	250	-	1,000	300.00%
100-7200-523600	Dues and Fees	2,096	3,500	787	1,000	-71.43%
100-7200-523700	Education and Training	-	1,000	90	1,000	0.00%

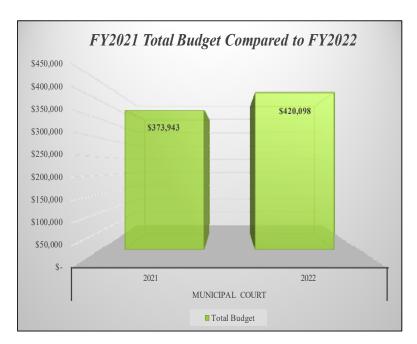
	using & Development	FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
100-7200-523850	ue & Expenditure Detail Contract Labor	25,913	30,000	17,400	30,000	0.00%
100-7200-523900	Other Expenditures	411	500	153	100	-80.00%
100-7200-531100	General Supplies and Materials	213	500	346	250	-50.00%
100-7200-531100	General Supplies-Postage	213	400	277	100	-75.00%
100-7200-531120	Gasoline/Diesel	2,879	4,000	3,471	4,000	0.00%
100-7200-531270	Books and Periodicals-Code Books	2,079	100	3,4/1	100	0.00%
100-7200-531400	Small Equipment	3,844	500	367	1,500	200.00%
	* *	3,844				
100-7200-531700	Other Supplies - Uniforms	750	1,000	892	750	-25.00%
100-7300-571000	Intergovernmental	750	110.022	120.052	102 114	14.140/
100-7400-511100	Salaries & Wages	119,366	118,932	130,053	102,114	-14.14%
100-7400-512100	Employee Benefits-Medical	18,120	27,866	23,723	21,483	-22.91%
100-7400-512110	Employee Benefits-Dental	788	1,120	847	560	-50.00%
100-7400-512120	Employee Benefits-ADD Life	273	350	309	221	-36.86%
100-7400-512130	Employee Benefits-Disability	1,056	970	1,002	809	-16.60%
100-7400-512200	FICA	6,950	7,374	7,546	6,331	-14.14%
100-7400-512300	M edicare	1,629	1,725	1,764	1,481	-14.14%
100-7400-512400	Employee Benefits-Retirement	8,679	12,659	9,682	10,334	-18.37%
100-7400-512600	Unemployment	83	125	123	40	-68.00%
100-7400-512700	Workers' Compensation	(2,124)	4,717	959	4,780	1.34%
100-7400-521200	Professional Services-LCI	-	500	-	-	-100.00%
100-7400-521220	Professional Services-Engineering	-	75,000	98,155	75,000	0.00%
100-7400-521230	Professional Services-Legal	-	8,000	5,044	7,000	-12.50%
100-7400-521300	Technical Services-Planning	-	-	-	2,500	
100-7400-523200	Communication	492	1,200	584	600	-50.00%
100-7400-523300	Advertising/Promotions	20,056	20,000	10,485	20,000	0.00%
100-7400-523400	Printing and Binding	-	750	400	400	-46.67%
100-7400-523500	Travel	521	500	-	1,000	100.00%
100-7400-523600	Dues and Fees	4,288	4,000	1,829	1,750	-56.25%
100-7400-523700	Education and Training	55	500	-	750	50.00%
100-7400-523860	Planning & Zoning Meetings	1,862	3,000	1,666	3,000	0.00%
100-7400-523900	Other Expenditures	102	750	472	250	-66.67%
100-7400-531100	General Supplies and Materials	147	500	235	250	-50.00%
100-7400-531120	General Supplies and Materials-Postage	-	75	56	100	33.33%
100-7400-531270	Gasoline/Diesel	ı	50	1	50	0.00%
100-7400-531600	Small Equipment	3,141	750	349	250	-66.67%
100-7520-511100	Salaries & Wages	-	10,609	10,959	10,609	0.00%
100-7520-512200	FICA	-	658	646	658	0.00%
100-7520-512300	Medicare	-	154	151	154	0.00%
100-7520-512400	Employee Benefits-Retirement	-	1,129	941	1,074	-4.87%
100-7520-512700	Workers' Compensation	-	46	37	46	0.00%
100-7520-571000	Intergovernmental-Cherokee Office	10,000	13,000	13,000	13,000	0.00%
100-7520-573000	Payments to Other Agencies	126,418	-	-	-	

	lousing & Development nue & Expenditure Detail	FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
100-7550-511100	Salaries & Wages	52,616	52,189	51,426	53,361	2.25%
100-7550-511300	Salaries & Wages Overtime	-	1,000	-	-	-100.00%
100-7550-512100	Employee Benefits-Medical	12,307	16,715	14,906	19,729	18.03%
100-7550-512110	Employee Benefits-Dental	338	368	839	1,120	204.35%
100-7550-512120	Employee Benefits-ADD Life	135	147	147	147	0.00%
100-7550-512130	Employee Benefits-Disability	572	598	598	598	0.00%
100-7550-512200	FICA	3,119	3,298	3,033	3,370	2.18%
100-7550-512300	M edicare	729	771	709	788	2.20%
100-7550-512400	Employee Benefits-Retirement	2,882	5,661	4,718	5,502	-2.81%
100-7550-512600	Unemployment	37	50	32	27	-46.00%
100-7550-512700	Workers' Compensation	(56)	230	185	235	2.17%
100-7550-523200	Communication	413	1,200	560	600	-50.00%
100-7550-523500	Travel	-	600	-	700	16.67%
100-7550-523600	Dues and Fees	959	1,500	1,180	1,000	-33.33%
100-7550-523700	Education and Training	239	750	750	1,700	126.67%
100-7550-523850	Contract Labor	900	5,000	1,300	6,000	20.00%
100-7550-531100	Supplies - Special Events	2,657	15,000	292	16,000	6.67%
100-7550-531600	Small Equipment	1,689	-	-	250	
100-7550-531630	Software	-	-	-	1,300	
100-7550-572000	Payments to Other Agencies	-	2,500	-	-	-100.00%
TOTAL EXPENDIT	TURES	\$ 799,211	\$ 879,932	\$ 702,379	\$ 758,843	-13.76%

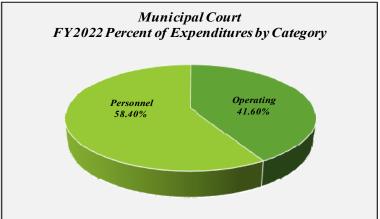
* Municipal Court

The Municipal Court Services is comprised of both full-time and part-time staff members as well as appointed judicial officials and contract employees. The mission of the Municipal Court Services is to support the process of adjudicating cases in accordance with the laws of the state of Georgia and the ordinances of the City of Holly Springs in a fair, courteous, efficient and professional manner.

The total expenditures allocated for appropriation for the Municipal Court Services are anticipated to be \$420,098 (\$245,323 for salaries and benefits and \$174,775 for operating). This is a 12.34% increase in budgeted expenditures from \$373,943 in 2021.



FY2022 Total Expenditures by Category							
Personnel	\$	245,323					
Operating		174,775					
Total	\$	420,098					



Total Expenditures by Category								
	FY2020 Actual FY2021 Amended FY2021 Actual FY2022 Adopt (audited) Budget (Unaudited) Budget					•		
Personnel	\$	204,739	\$	220,668	\$	217,819	\$	245,323
Operating		135,284		153,275		132,357		174,775
Total	\$	340,024	\$	373,943	\$	350,177	\$	420,098

Personnel

The FY2022 personnel allocation recommendation for the Municipal Court Services is as follows:

Court Administrator	One	(1)	FT
Court Clerk	One	(1)	FT
Senior Court Clerk	One	(1)	FT
Civilian Bailiff	One	(1)	PT

The Municipal Court Services department did not have any personnel changes in the 2022 budget.

The following court officials are contracted personnel:

Appointed Judge One (1)
Appointed Associate Judge One (1)

Contract Personnel Five and a half (5.5) contract personnel

Summary Table of Personnel									
FY2020 FY2021 +/- FY2022									
Department	F/T	P/T	F/T	P/T	F/T P/T F/T H			P/T	
Municipal Court	Municipal Court 3.00 1.00 3.00 1.00 0.00 3.00 1.00								
Total	3.00 1.00 3.00 1.00 0.00 0.00 3.00 1.00								

Judicial Designation	FY2021 Amended Budgeted Expenditures	Proposed Compensation	FY2022 Budgeted Expenditures
Judge (1)	\$47,250	\$1,500 per session	\$60,500
Associate Judge (1)	6,250	1,250 per session	9,000
Chief Solicitor (1)	35,000	1,250 per session	38,500
Solicitor (1)	9,000	1,250 per session	12,000
Public Defender (2.5)	8,350	300 per session	9,150
Translator (1)	3,000	130 per session	3,600
Totals:	\$108,850		\$132,750

Goals, Objectives, and Performance Measures

The Municipal Court Services is responsible for presiding over cases for people with business before the court, such as misdemeanors, including traffic and non-traffic offenses and civil matters pertaining to non-compliance with city ordinances.

Goal:

The goal of the Municipal Court Services is to administer effective, timely, and impartial justice for all persons with business before the court.

Objectives:

- Comply with all applicable Georgia requirements to electronically transmit the disposition of adjudicated traffic cases in a timely manner.
- Accommodate first-time offenders with a diversion program including community service which would allow re-instatement of all driving privileges.

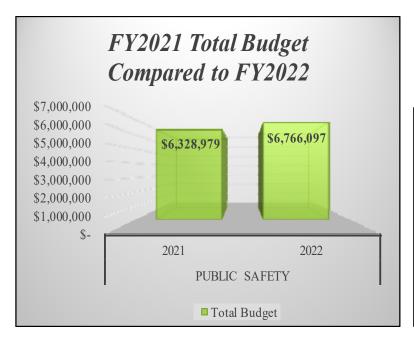
Strategic Goal	Performance Measures		FY2021 Budget		
	Output				
Insist Upon Responsive Service Delivery	#of pre-trial diversions	23	25	16	25
	Effectiveness				
Insist Upon Responsive Service Delivery	% of successful transmissions to the Department of Driver Services	76%	98%	98%	98%
Insist Upon Responsive Service Delivery	% of court cases transferred to probation	2.08%	3.00%	2.06%	3.00%
	Efficiency				
Insist Upon Responsive Service Delivery	Average number of court hours per session - arraignments	6	7	7	7
Insist Upon Responsive Service Delivery	Average number of court hours per session - trials	5	6	6	6

		Fiscal Year 20)22					
Reven	Municipal Court ne & Expenditure Detail	FY2020 Actuals (Audited)		FY2021 Amended Budget	(u	FY2021 Actuals naudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
	Revenues							
100-0000-341100	Court Costs	\$ 9,921	\$	13,000	\$	14,214	\$ 10,000	-23.08%
100-0000-341120	Probation Fees	31,579		20,000		22,566	25,000	25.00%
100-0000-341130	Drug Testing Fees	80		-		-	250	
100-0000-342120	Accident/Incident Reports	2,604		1,800		2,470	2,500	38.89%
100-0000-342900	Expungements	-		-		-	50	
100-0000-346400	Background Checks	545		700		780	1,000	42.86%
100-0000-351170	Municipal Court Fines	635,594		600,000		617,267	600,000	0.00%
100-0000-351320	Forfeitures	-		-			250	
TOTAL REVENUES	3	\$ 680,323	\$	635,500	\$	657,297	\$ 639,050	0.56%
	Expenditures	Ź				ĺ	ĺ	
100-2650-511100	Salaries & Wages	\$ 146,542	\$	146,179	\$	144,361	\$ 152,308	4.19%
100-2650-511300	Overtime	590		1,000		-	1,000	0.00%
100-2650-512100	Employee Benefits-Medical	31,600		43,287		45,632	60,703	40.23%
100-2650-512110	Employee Benefits-Dental	1,926		2,607		2,517	3,359	28.85%
100-2650-512120	Employee Benefits-ADD Life	382		441		441	441	0.00%
100-2650-512130	Employee Benefits-Disability	1,013		1,086		1,086	1,086	0.00%
100-2650-512200	FICA	8,319		9,125		8,329	9,505	4.16%
100-2650-512300	M edicare	1,946		2,134		1,948	2,223	4.17%
100-2650-512400	Employee Benefits-Retirement	12,236		14,282		13,055	14,200	-0.57%
100-2650-512600	Unemployment	129		150		147	106	-29.33%
100-2650-512700	Workers' Compensation	56		377		304	392	3.98%
100-2650-521200	Professional Services- Public Defender	7,245		11,350		9,097	12,750	12.33%
100-2650-521230	Professional Services - Solicitor/Judge	88,692		97,500		83,896	120,000	23.08%
100-2650-522320	Rental of Equipment	1,362		1,750		1,689	1,750	0.00%
100-2650-523200	Communications	-		750		475	500	-33.33%
100-2650-523300	Advertising	-		50		-	50	0.00%
100-2650-523400	Printing & Binding	251		250		-	100	-60.00%
100-2650-523500	Travel	231		500		-	500	0.00%
100-2650-523600	Dues and Fees	348		650		1,438	500	-23.08%
100-2650-523700	Education and Training	1,000		675		60	675	0.00%
100-2650-523900	Other Expenditures	260		250		136	150	-40.00%
100-2650-531100	General Supplies and Materials	1,776		2,500		2,292	2,000	-20.00%
100-2650-531120	General Supplies and Materials-Postage	484		750		647	500	-33.33%
100-2650-531270	Gasoline/Diesel	26		50		-	50	0.00%
100-2650-531300	Food Supplies	2,802		4,500		3,309	4,500	0.00%
100-2650-531600	Small Equipment	7,269		1,500		1,280	500	-66.67%
100-2650-531630	Software	18,674		25,000		19,877	25,000	0.00%
100-2650-531700	Other Supplies - Uniforms	-		250		216	250	0.00%
100-2650-571000	Intergovernmental Cherokee County	4,865		5,000		7,945	5,000	0.00%
TOTAL EXPENDIT	URES	\$ 340,024	\$	373,943	\$	350,177	\$ 420,098	12.34%

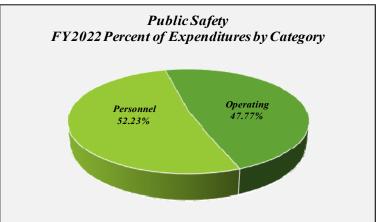
Public Safety

Public Safety includes police services, code enforcement and fire services. The Police Department is comprised of administrative and support staff, criminal investigations, uniform patrol and professional standards. As a whole, their mission is to maintain social order within prescribed ethical and constitutional limits, while providing professional law enforcement services. Fire services are provided by the Cherokee County Fire and Emergency Services through an intergovernmental agreement between the City of Holly Springs and Cherokee County Board of Commissioners.

The total expenditures allocated for appropriation for the Police Department and fire services are anticipated to be \$6,766,097 (\$3,533,717 for salaries and benefits and \$3,232,380 for operating). This is a 6.91% increase in budgeted expenditures from \$6,328,979 in 2021.



FY2022 Total Expenditures by Category							
Personnel	\$	3,533,717					
Operating		3,232,380					
Total	\$	6,766,097					



	Tot	al E	xpenditures by	Cate	egory			
	FY2020 Actual (Audited)		FY2021 Amended Budget		FY2021 Actual (Unaudited)		FY2022 Adopted Budget	
Personnel	\$ 3,003,988	\$	3,414,591	\$	3,047,026	\$	3,533,717	
Operating	2,386,597		2,901,888		2,748,336		3,232,380	
Capital	-		12,500		40,000		-	
Total	\$ 5,390,585	\$	6,328,979	\$	5,835,362	\$	6,766,097	

Personnel

The FY2022 personnel allocation recommendation for Public Safety is as follows:

Chief of Police	One	(1)	FT
Deputy Chief	One	(1)	FT
Lieutenant	Three	(3)	FT
Sergeant	Five	(5)	FT
Administrative Assistant	One	(1)	FT
Uniform Patrol Officer	Twenty-Three	(23)	FT
Detective	Two	(2)	FT
Code Enforcement Officer	One	(1)	FT
Probation Officer	One	(1)	FT
Reserve Officer	One	(1)	PT

The Public Safety Department did not have any personnel changes in FY2022.

Summary Table of Personnel										
	FY2020 FY202			2021	+/-			FY2022		
Department	F/T	P/T	F/T	P/T		F/T	P/T	F/T	P/T	
Public Safety	40.00	1.00	38.00	1.00		0.00	0.00	38.00	1.00	
Total	40.00	1.00	38.00	1.00		0.00	0.00	38.00	1.00	

Goals, Objectives, and Performance Measures

The Police Department is responsible for the development and implementation of programs which successfully address the changing and ever-growing law enforcement problems facing our citizens. Our Police Department is committed to providing a responsive police presence that improves the quality of life and builds problem-solving partnerships within the community.

Pursuant to the agreement between the City of Holly Springs and the Cherokee County Board of Commissioners dated January 20, 2009, the County shall respond to all emergency fire, hazardous material, and lifesaving related alarms within the corporate limits of the City within 8 minutes and provide fire prevention, pre-fire inspection, hydrant flow, community services, and other usual and customary services as provided by Cherokee County Fire and Emergency Services throughout the County. In addition, Cherokee County stations an ambulance (squad) within the City of Holly Springs.

Goal:

The goal of Public Safety is to provide citizens with enhanced quality of life by maintaining and improving effective, efficient public safety services through public education, crime prevention, and quick response.

Objectives:

- Work with Cherokee County Fire and Emergency Services to provide services to our residents and lower the Insurance Service Office (ISO) rating.
- Provide a wide range of public education and special events for our citizens.
- To deter crime, apprehend criminals, and enhance public safety.

Strategic Goal	Performance Measures	FY2020 Actual			FY2022 Budget
	Output				
Promote a Well-Planned City	# of COPS meetings conducted	6 ⁽¹⁾	12	11	12
Insist Upon Responsive Service Delivery	8189	7500	8216	7500	
	Effectiveness				
Foster and Maintain Regional Partnerships	Maintain ISO protection class rating of two (2)	Yes	Yes	Yes	Yes
Foster and Maintain Regional Partnerships	Institute measures to reduce ISO protection class rating to One (1)	Yes	Yes	Yes	Yes
	Efficiency				
Insist Upon Responsive Service Delivery	Average response time for all calls for service (in minutes)	1:35	2:00	8:59 ⁽²⁾	8:30

- (1) Due to the COVID-19 pandemic, in-person COPS meetings were limited in 2020.
- (2) In 2021, 911 Dispatch transitioned to a new system. The new system captures all calls received in the 911 call center. The old system included any self-initiated activity such as traffic stops. The response time is below the national average.
- * During 2018 Cherokee County Fire and Emergency Services (CCFES) called for an ISO inspection. As a result of the inspection, ISO granted Cherokee County a rating of two (2). The CCFES opened a new fire station (station #3 replacement) in the City of Holly Springs in 2016. CCFES also implemented procedures to allocate personnel and apparatus to more effectively provide fire protection coverage within the City in 2016.

		Fis	scal Year 20	22					
			FY2020		FY2021		FY2021	FY2022	% (+/-)
	Public Safety		Actuals	4	Amended		Actuals	Adopted	FY2021 to
Revenue	& Expenditure Detail	(Audited)		Budget	(Uı	naudited)	Budget	FY2022
	Revenues								
100-0000-331000	Grant Revenue	\$	830,148	\$	43,200	\$	15,486	\$ 5,000	-88.43%
TOTAL REVENUES		\$	830,148	\$	43,200	\$	15,486	\$ 5,000	-88.43%
	<u> </u> Expenditures								
Police Department	_								
100-3210-511100	Salaries & Wages	\$	448,207	\$	409,214	\$	402,791	\$ 353,342	-13.65%
100-3210-511300	Salaries & Wages-Overtime		51		6,000		1,219	6,000	0.00%
100-3210-512100	Employee Benefits-Medical		60,137		87,432		75,567	112,807	29.02%
100-3210-512110	Employee Benefits-Dental		4,272		5,966		4,240	6,717	12.59%
100-3210-512120	Employee Benefits-ADD Life		900		882		723	809	-8.28%
100-3210-512130	Employee Benefits-Disability		3,601		3,225		2,710	2,975	-7.75%
100-3210-512200	FICA		26,793		25,677		23,931	22,403	-12.75%
100-3210-512300	M edicare		6,266		5,992		5,597	5,239	-12.57%
100-3210-512400	Employee Benefits-Retirement		42,033		43,983		36,652	33,495	-23.85%
100-3210-512600	Unemployment		288		300		266	186	-38.00%
100-3210-512700	Workers' Compensation		2,770		16,840		16,346	14,439	-14.26%
100-3210-521200	Professional Services		125		2,000		1,975	1,000	-50.00%
100-3210-522210	Repair & Maintenance-Vehicle		5,642		5,000		3,886	5,000	0.00%
100-3210-522320	Rental of Equipment		4,453		5,000		4,743	5,000	0.00%
100-3210-523200	Communications		2,975		6,000		2,702	3,300	-45.00%
100-3210-523300	Advertising		1,253		1,000		803	3,000	200.00%
100-3210-523400	Printing & Binding		342		500		357	500	0.00%
100-3210-523500	Travel		3,485		4,000		2,864	6,000	50.00%
100-3210-523600	Dues and Fees		3,987		4,000		2,168	5,000	25.00%
100-3210-523700	Education and Training		2,045		3,000		2,894	9,000	200.00%
100-3210-523900	Other Expenditures		1,392		2,000		2,032	2,000	0.00%
100-3210-531100	General Supplies and Materials		2,275		4,500		343	3,000	-33.33%
100-3210-531120	General Supplies - Postage		347		400		161	250	-37.50%
100-3210-531270	Gasoline/Diesel		8,916		10,000		10,075	9,000	-10.00%
100-3210-531600	Small Equipment		8,366		1,000		792	4,000	300.00%
100-3210-531630	Software		2,945		2,600		214	5,000	92.31%
100-3210-531700	Other Supplies-Uniforms		6,951		3,000		2,831	3,000	0.00%
100-3221-511100	Salaries & Wages		229,554		242,392		246,968	246,269	1.60%
100-3221-511300	Salaries & Wages-Overtime		7,194		6,000		1,680	6,000	0.00%
100-3221-512100	Employee Benefits-Medical		46,555		51,859		46,627	62,589	20.69%
100-3221-512110	Employee Benefits-Dental		2,213		2,224		2,380	2,975	33.77%
100-3221-512120	Employee Benefits-ADD Life		528		588		600	588	0.00%
100-3221-512130	Employee Benefits-Disability		1,661		1,754		1,780	1,746	-0.46%
100-3221-512200	FICA		12,077		15,210		14,717	15,641	2.83%
100-3221-512300	M edicare		2,825		3,544		3,442	3,658	3.22%
100-3221-512400	Employee Benefits-Retirement		20,784		26,013		21,678	25,531	-1.85%
100-3221-512600	Unemployment		147		200		150	106	-47.00%
100-3221-512700	Workers' Compensation		1,543		11,066		8,922	11,423	3.23%

	Public Safety	FY2020 Actuals	FY2021 Amended	FY2021 Actuals	FY2022 Adopted	% (+/-) FY2021 to
Revent	ue & Expenditure Detail	(Audited)	Budget	(Unaudited)	Budget	FY2022
100-3221-522210	Repair & Maintenance-Vehicle	2,852	5,000	3,105	3,000	-40.00%
100-3221-523200	Communications	1,343	4,000	2,295	2,300	-42.50%
100-3221-523400	Printing & Binding	-	150	112	100	-33.33%
100-3221-523500	Travel	1,568	1,000	550	1,500	50.00%
100-3221-523600	Dues and Fees	918	1,000	920	1,000	0.00%
100-3221-523700	Education and Training	1,343	2,500	1,235	2,500	0.00%
100-3221-523900	Other Expenditures	-	200	40	200	0.00%
100-3221-531100	General Supplies and Materials	179	1,000	699	1,500	50.00%
100-3221-531120	General Supplies-Postage	-	50	-	50	0.00%
100-3221-531270	Gasoline/Diesel	3,673	6,000	4,115	4,500	-25.00%
100-3221-531600	Small Equipment	3,799	1,500	1,008	5,500	266.67%
100-3221-531630	Software	1,956	7,000	5,156	7,000	0.00%
100-3221-531700	Other Supplies-Uniforms	2,392	1,000	709	1,000	0.00%
100-3222-511100	Salaries & Wages	52,618	51,476	51,934	51,989	1.00%
100-3222-511300	Salaries & Wages-Overtime	3,711	8,500	7,595	2,000	-76.47%
100-3222-512100	Employee Benefits-Medical	9,808	8,572	8,485	10,117	18.02%
100-3222-512110	Employee Benefits-Dental	612	368	351	368	0.00%
100-3222-512120	Employee Benefits-ADD Life	135	147	147	147	0.00%
100-3222-512130	Employee Benefits-Disability	368	364	374	374	2.75%
100-3222-512200	FICA	3,312	3,269	3,599	3,347	2.39%
100-3222-512300	Medicare	774	761	842	783	2.89%
100-3222-512400	Employee Benefits-Retirement	4,868	5,586	4,655	5,464	-2.18%
100-3222-512600	Unemployment	37	50	38	27	-46.00%
100-3222-512700	Workers' Compensation	363	2,376	1,916	2,445	2.90%
100-3222-522210	Repair & Maintenance-Vehicle	1,419	2,000	1,700	2,000	0.00%
100-3222-523200	Communications	-	600	-	-	-100.00%
100-3222-523600	Dues and Fees	19	100	74	150	50.00%
100-3222-531270	Gasoline/Diesel	1,778	3,500	3,726	4,000	14.29%
100-3223-511100	Salaries & Wages	1,253,205	1,334,737	1,229,552	1,443,046	8.11%
100-3223-511300	Salaries & Wages-Overtime	81,125	50,000	57,593	54,000	8.00%
100-3223-512100	Employee Benefits-Medical	289,432	475,744	321,199	487,445	2.46%
100-3223-512110	Employee Benefits-Dental	15,773	21,977	14,298	20,076	-8.65%
100-3223-512120	Employee Benefits-ADD Life	3,249	3,822	3,344	4,116	7.69%
100-3223-512130	Employee Benefits-Disability	8,599	9,320	8,814	10,816	16.05%
100-3223-512200	FICA	79,382	84,962	75,193	92,817	9.25%
100-3223-512300	Medicare	18,565	19,789	17,586	21,707	9.69%
100-3223-512400	Employee Benefits-Retirement	116,027	144,047	121,052	151,509	5.18%
100-3223-512600	Unemployment	1,024	1,200	1,156	745	-37.92%
100-3223-512700	Workers' Compensation	12,402	61,795	50,080	67,786	9.69%
100-3223-521200	Professional Services	4,299	5,500	3,922	3,500	-36.36%
100-3223-522200	Repair & Maintenance	1,803	3,000	1,059	20,700	590.00%
100-3223-522210	Repair & Maintenance-Vehicle	62,655	70,000	66,226	60,000	-14.29%
100-3223-523200	Communications	13,768	22,000	21,409	22,500	2.27%
100-3223-523400	Printing and Binding	250	500	753	500	0.00%
100-3223-523500	Travel	4,427	5,000	3,067	7,000	40.00%
100-3223-523600	Dues and Fees	610	2,500	2,270	2,500	0.00%
100-3223-523700	Education and Training	487	12,000	4,617	12,000	0.00%

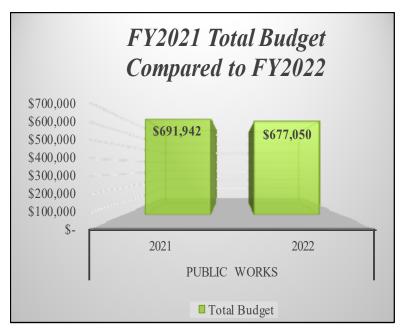
Downwa	Public Safety e & Expenditure Detail	FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
100-3223-523850	Contract Labor	875	1,000	(Chaudited)	Buuget	-100.00%
100-3223-523900	Other Expenditures	4,043	5,500	3,778	4,000	-27.27%
100-3223-523900	General Supplies and Materials	3,357	4,000	4,159	4,000	0.00%
100-3223-531100	Weapon Supplies and Ammunition	3,695	4,000	4,139	4,000	0.0070
100-3223-531110	Gasoline/Diesel	72,720	100,000	105,577	95,000	-5.00%
100-3223-531270	Small Equipment	8,152	18,000	6,486	15,000	-16.67%
100-3223-531630	Software	14,390	18,000	16,798	20,000	11.11%
100-3223-531030	Other Supplies-Uniforms	48,358	35,000	16,063	35,000	0.00%
100-3223-572000	Payment to Other Agencies	2,219	7,500	8,893	33,000	-100.00%
100-3240-511100	Salaries & Wages	52,302	57,948	53,989	57,773	-0.30%
100-3240-511100	Salaries & Wages-Overtime	749	2,000	239	2,000	0.00%
100-3240-511300	Employee Benefits-Medical	777	13,500	11,115	19,729	46.14%
100-3240-512110	Employee Benefits-Dental		800	629	1,120	40.1476
100-3240-512110	Employee Benefits-ADD Life	112	147	147	147	0.00%
100-3240-512120	Employee Benefits-Disability	388	405	401	399	-1.48%
100-3240-512200	FICA	3,289	3,670	3,229	3,706	0.98%
100-3240-512300	M edicare	769	855	755	867	1.40%
100-3240-512400	Employee Benefits-Retirement	4,868	6,274	5,229	6,049	-3.59%
100-3240-512600	Unemployment	37	50	32	27	-46.00%
100-3240-512700	Workers' Compensation	378	2,669	2,152	2,707	1.42%
100-3240-522200	Repair & Maintenance	93	2,007	2,132	2,707	1.42/0
100-3240-522210	Repair & Maintenance-Vehicle	1,830	2,000	308	2,000	0.00%
100-3240-523200	Communications	387	1,200	58	500	-58.33%
100-3240-523500	Travel	247	2,000	834	4,000	100.00%
100-3240-523600	Dues and Fees	65	75	53	1,500	1900.00%
100-3240-523700	Education and Training	990	3,000	1,870	6,000	100.00%
100-3240-531100	General Supplies and Materials	1,241	2,000	307	2,000	0.00%
100-3240-531110	Weapon Supplies and Ammunition	37,172	25,000	23,022	40,000	60.00%
100-3240-531270	Gasoline/Diesel	1,455	2,000	1,393	1,500	-25.00%
100-3240-531600	Small Equipment	1,133	10,000	252	10,000	0.00%
100-3240-531700	Other Supplies-Uniforms	240	500	478	300	-40.00%
100-3240-571000	Intergovernmental	5,000	5,000	- 70	2,500	-50.00%
100-3240-571000	Professional Services	3,000	250	195	250	0.00%
100-3260-522110	Disposal - Garbage	1,147	1,500	1,069	1,500	0.00%
100-3260-522150	Pest Control	545	1,000	860	1,000	0.00%
100-3260-522200	Repair & Maintenance	14,202	12,345	13,673	12,800	3.69%
100-3260-523200	Communications	11,098	15,000	12,195	12,000	-20.00%
100-3260-531100	General Supplies and Materials	4,113	5,000	2,524	3,500	-30.00%
100-3260-531210	Water/Sewer	5,964	7,000	4,911	6,000	-14.29%
100-3260-531210	Electricity	10,869	15,000	11,109	13,500	-10.00%
100-3260-531230	Small Equipment	1,636	2,500	3,459	6,500	160.00%
100-3260-531630	Software	1,205	3,500	1,151	1,300	-62.86%
100-3260-541300	Capital Outlay-Buildings	1,203	12,500	40,000	1,500	-100.00%
100-3250-341300	Salaries & Wages	49,682	50,275	50,879	50,753	0.95%
100-3450-511100	Employee Benefits-Medical	6,327	8,572	8,477	10,117	18.02%

Revenu	Public Safety e & Expenditure Detail	FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
100-3450-512110	Employee Benefits-Dental	281	368	351	368	0.00%
100-3450-512120	Employee Benefits-ADD Life	124	147	147	147	0.00%
100-3450-512130	Employee Benefits-Disability	282	393	402	402	2.29%
100-3450-512200	FICA	3,035	3,055	3,126	3,147	3.01%
100-3450-512300	M edicare	710	714	731	736	3.08%
100-3450-512400	Employee Benefits-Retirement	4,523	5,245	4,371	5,136	-2.08%
100-3450-512600	Unemployment	37	50	38	27	-46.00%
100-3450-512700	Workers' Compensation	307	2,231	1,799	2,298	3.00%
100-3450-523200	Communications	395	1,200	566	600	-50.00%
100-3450-523500	Travel	-	250	-	250	0.00%
100-3450-523600	Dues and Fees	107	300	175	300	0.00%
100-3450-523700	Education and Training	-	200	103	250	25.00%
100-3450-531100	General Supplies and Materials	137	300	20	150	-50.00%
100-3450-531270	Gasoline/Diesel	-	2,000	-	-	-100.00%
100-3450-531600	Small Equipment	811	500	-	250	-50.00%
100-3450-531630	Software	3,000	3,000	3,000	3,000	0.00%
100-3450-531700	Other Supplies-Uniforms	447	1,000	15	1,000	0.00%
Total Police Departn	nent I	\$ 3,433,229	\$ 3,951,811	\$ 3,499,982	\$ 4,070,217	3.00%
Fire Services						
100-3500-571000	Intergovernmental-Fire Services	1,957,356	2,377,168	2,335,380	2,695,880	13.41%
Total Fire Services		\$ 1,957,356	\$ 2,377,168	\$ 2,335,380	\$ 2,695,880	13.41%
TOTAL EXPENDIT	URES	\$ 5,390,585	\$ 6,328,979	\$ 5,835,362	\$ 6,766,097	6.91%

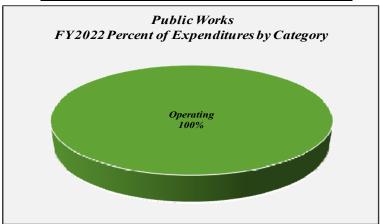
Public Works

The Public Works Department is responsible for maintaining our streets, rights-of-way, public facilities and property which includes our park areas. Their mission is to provide cost effective maintenance and design solutions through professionalism while protecting, preserving, and improving the City's infrastructure and capital assets to ensure a safe, fun, and livable community.

The total expenditures allocated for appropriation for the Public Works Department are anticipated to be \$677,050 (all expenditures shown are for operating costs). This is a 2.15% decrease in expenditures from \$691,942 in 2021.



FY2022 Total Expenditures by Category							
Operating	677,050						
Total	\$ 677,050						



	Total Expenditures by Category										
FY2020 Actual		FY	FY2021 Amended		FY2021 Actual		FY2022 Adopted				
		(Audite d)		Budget		(Unaudited)		Budget			
Operating	\$	584,291	\$	691,942	\$	658,283	\$	677,050			
Total	\$	584,291	\$	691,942	\$	658,283	\$	677,050			

196

Personnel

The Public Works Department will not have personnel allocated in the FY2022 budget.

Summary Table of Personnel										
	FY2020		FY2	021	-	- /-	FY2022			
Department	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T		
Public Works	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		
Total	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00		

In order to continue maintaining grounds, the City works with the probation officer to secure community service workers to assist with general lawn and grounds maintenance. The goal is to continue to operate with the existing staff while supplanting the vacancies with these community service workers to help them achieve their probationary hours.

Goals, Objectives, and Performance Measures

The Public Works Department is responsible for the maintenance of the City's infrastructure, municipal facilities, and parks. Staff has also included fleet maintenance as an additional responsibility.

Goal:

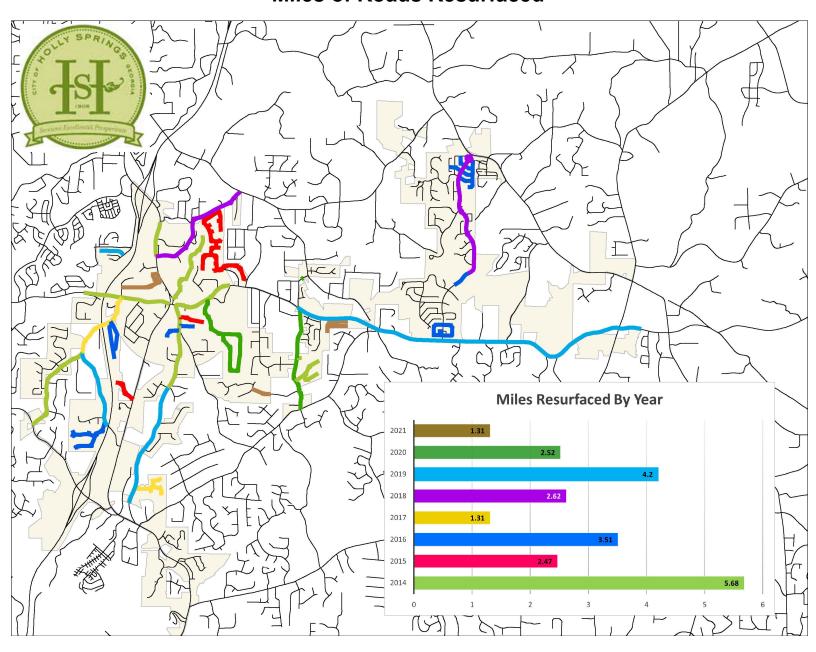
The goal of the Public Works Department is to provide services for the maintenance, procurement, beautification, and preservation of all municipal facilities, roadways, rights-of-way, materials and equipment in the most responsive and cost-effective manner to the community.

Objectives:

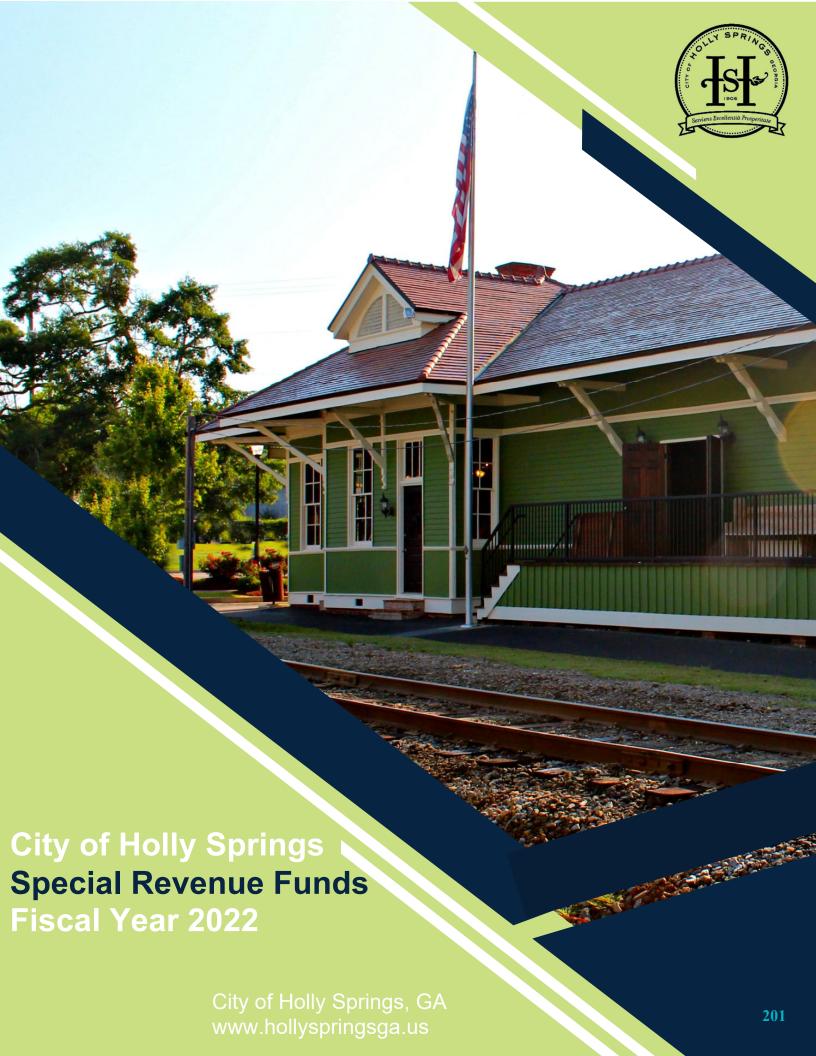
- Work with the Georgia Department of Transportation, Local Maintenance Improvement Grant (LMIG) program to maintain City streets.
- Present to the public clean, physically-attractive, and well-maintained facilities.
- Provide a well-designed and carefully maintained network of parks and other green space.
- Ensure timely completion of repairs on work projects to ensure minimal disruption to our citizens.

Strategic Goal	Performance Measures				FY2022 Budget
	Output				
Foster and Maintain Regional Partnerships	# of miles of roads resurfaced	2.52	1.86	1.31	2.39
Sustain and Protect Natural Resources	# of re-landscaped sites	1	1	1	1
	Effectiveness				
Promote a Well-Planned City	Percent of hazardous street conditions (potholes) repaired	100%	100%	100%	100%
	Efficiency				
Insist Upon Responsive Service Delivery	Average number of days to complete work order	3	3	3	3

Miles of Roads Resurfaced



		Fisca	l Year 2022	2					
			FY2020		FY2021		FY2021	FY2022	0/0 (+/-)
	Public Works		Actuals	4	Amended		Actuals	Adopted	FY2021 to
	Expenditure Detail	(.	Audited)		Budget	(U	naudited)	Budget	FY2022
	Expenditures								
Highways and Streets									
100-4200-521220	Professional Services-Engineering	\$	2,000	\$	2,000	\$	-	\$ 2,000	0.00%
100-4200-522110	Disposal-Garbage/Recycling		1,014		1,500		1,134	1,500	0.00%
100-4200-522140	Lawn Care		215		1,200		215	1,200	0.00%
100-4200-522150	Pest Control		1,080		750		(45)	750	0.00%
100-4200-522200	Repairs & Maintenance		23,064		56,202		52,582	51,100	-9.08%
100-4200-522210	Repairs & Maintenance-Vehicles		10,935		10,000		5,204	7,500	-25.00%
100-4200-522320	Rental of Equipment		1,344		2,500		-	2,500	0.00%
100-4200-523850	Contract Labor		418,176		426,540		426,540	450,000	5.50%
100-4200-523900	Other Expenditures		25		250		-	250	0.00%
100-4200-531100	General Supplies and Materials		149		1,000		554	750	-25.00%
100-4200-531230	Electricity		3,474		4,500		1,108	2,500	-44.44%
100-4200-531270	Gasoline/Diesel		4,726		5,000		4,315	5,000	0.00%
100-4200-531600	Small Equipment		1,082		2,500		(5)	2,000	-20.00%
Total Highways and S	treets	\$	467,283	\$	513,942	\$	491,602	\$ 527,050	2.55%
Street Lights									
100-4260-522200	Street Lights - Repairs & Maintenance		1,495		4,500		3,735	5,000	11.11%
100-4260-531230	Electricity-Street Lights		112,446		120,000		114,744	120,000	0.00%
Total Street Lights		\$	113,941	\$	124,500	\$	118,479	\$ 125,000	0.40%
Traffic Lights									
100-4270-522200	Traffic Lights - Repairs & Maintenance		860		50,000		46,232	22,000	-56.00%
100-4270-531230	Electricity-Traffic Lights		2,207		3,500		1,969	3,000	-14.29%
Total Traffic Lights		\$	3,067	\$	53,500	\$	48,202	\$ 25,000	-53.27%
TOTAL EXPENDITU	J VRES	\$	584,291	\$	691,942	\$	658,283	\$ 677,050	-2.15%



Special Revenue Funds

Special Revenue Funds are used to account for specific revenue sources that can be legitimately spent for designated purposes only. All special revenue funds use the modified accrual basis of accounting and budgeting. The modified accrual basis of accounting and budgeting is explained in detail in the "Fund Structure and Basis of Budgeting" section. The City of Holly Springs has four Special Revenue Funds: Parks and Recreation Fund, a Hotel/Motel Tax Fund, an Operating Grants Fund and the Urban Redevelopment Agency Fund.

Budget Overview Special Revenue Funds

	Amended Budget	Adopted Budget	Dollar	Percent
	2021	2022	Change	Change
Total Cost	\$14,179,415	15,645,850	\$1,466,435	10.34%

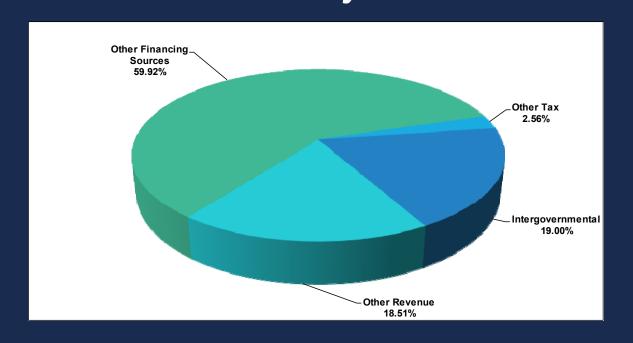
Revenues by Department & Category												
Oth	er Tax	Inter	governmental	Other Re	venue	Other Financing Sources			Total			
\$	- 395,100 6,000	\$	2,883,302 - -		,	\$	- - -	\$	5,767,700 407,150 6,000			
\$	- - 401,100	\$	90,000 - 2,973,302	\$ 2,896	- - 6,448			\$	90,000 9,375,000 15,645,850			
	\$	Other Tax \$ - 395,100	Other Tax Inter \$ - \$ 395,100 6,000 -	Other Tax Intergovernmental \$ - \$ 2,883,302 395,100 - 6,000 - - 90,000 - -	Other Tax Intergovernmental Other Re \$ - \$ 2,883,302 \$ 2,884 395,100 - 12 6,000 - 90,000 - 90,000 -	Other Tax Intergovernmental Other Revenue \$ - \$ 2,883,302 \$ 2,884,398 395,100 - 12,050 6,000 - - - 90,000 - - - -	Other Tax Intergovernmental Other Revenue Other Source \$ - \$ 2,883,302 \$ 2,884,398 \$ 395,100 6,000 - 12,050 6,000 - - - 90,000 - - - 9,33	Other Tax Intergovernmental Other Revenue Other Financing Sources \$ - \$ 2,883,302 \$ 2,884,398 \$ - 395,100 - 12,050 - 6,000 - - - - 90,000 - - - 9,375,000 -	Other Tax Intergovernmental Other Revenue Other Financing Sources \$ - \$ 2,883,302 \$ 2,884,398 \$ - \$ 395,100 - 12,050 - - 6,000 -			

Expenditures by Department & Category													
	Personr	nel	(Operating		Capital	Oth Finan Use	cing		Total			
American Rescue Plan Parks and Recreation Hotel/Motel Tax	\$	-	\$	5,767,700 154,550 6.000	\$	- 252,600	\$	-	\$	5,767,700 407,150 6,000			
Operating Grant Urban Redevelopment Agency Total	\$	<u>-</u>	-\$	90,000	<u> </u>	- - 252.600	9,37 \$ 9,37	- 5,000 5,000	-\$1	90,000 9,375,000 5,645,850			

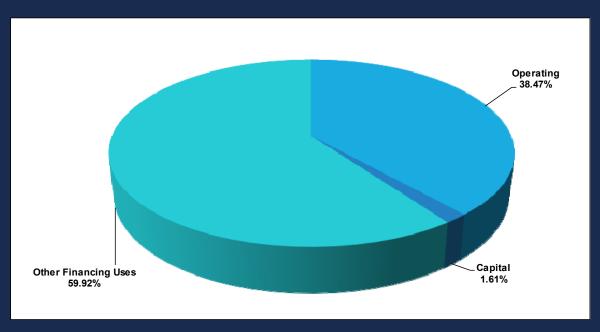
Explanation of Major Variances

The 2022 budget includes the distribution of the remaining funds for the Town Center Project from the 2020 and 2021 URA bonds.

Budget Overview Special Revenue Funds Revenues By Source



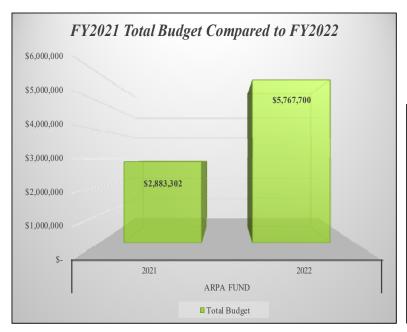
Expenditures By Category



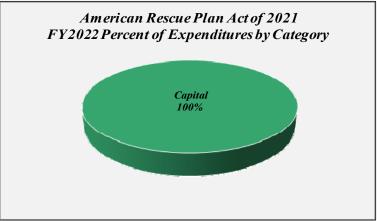
Departmental Funding Highlights

American Rescue Plan Act of 2021

The total expenditures allocated for appropriation for the American Rescue Plan Act of 2021 Fund are anticipated to be \$5,767,700. This is a 100.04% increase in expenditures from \$2,883,302 in 2021.



FY2022 Total Expenditures by Category										
Capital	5,767,700									
Total	\$ 5,767,700									



	Total Expenditures by Category												
	FY2020 Actual	FY2021 Amended	FY2021 Actual	FY2022 Adopted									
	(Audited)	Budget	(Unaudited)	Budget									
Capital	-	\$ 2,883,302	-	\$ 5,767,700									
Total	\$ -	\$ 2,883,302	-	\$ 5,767,700									

What are the American Rescue Plan Act of 2021 funds?

On March 11, 2021, the American Rescue Plan Act (ARPA) was signed into law and established the Coronavirus State Fiscal Recovery Fund and Coronavirus Local Fiscal Recovery Funds, which together make up the Coronavirus State and Local Fiscal Recovery Funds ("SLFRF") program. This program is intended to provide support to State, territorial, local, and Tribal governments in responding to the economic and public health impacts of COVID-19 and in their efforts to contain impacts on their communities, residents, and businesses.

The COVID-19 pandemic and the corresponding economic crisis have undermined the health and economic wellbeing of American workers. Millions of Americans, many of whom are people of color, immigrants, and low-wage workers, continue to put their lives on the line every day to keep the country functioning through the pandemic. And more than 9.5 million workers have lost their jobs in the wake of COVID-19, with 4 million out of work for half a year or longer. Without additional government assistance, the economic and public health crises could drag on and our national vaccination program will be hobbled at a critical moment. The American Rescue Plan will change the course of the pandemic and deliver immediate relief for American workers. The plan will build a bridge to an equitable economic recovery and immediately reduce child poverty.

What will the funds be used for?

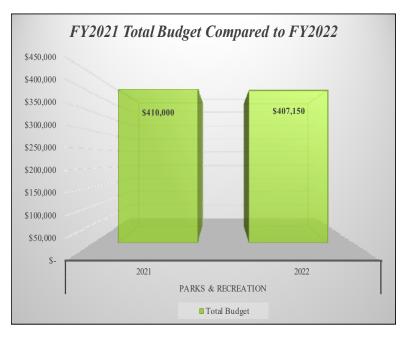
- Mount a national vaccination program, contain COVID-19, and safely reopen schools
- Deliver immediate relief to American families bearing the brunt of this crisis.
- Support communities that are struggling in the wake of COVID-19

On July 14, 201, the City of Holly Springs received \$2,883,302 in ARPA funds.

		Fiscal Year 202	22			
American Rescue Plan Act of 2021 Revenue & Expenditure Detail		FY2020 Actuals (Audited)	FY2021 Amended Budget	FY2021 Actuals (Unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
	Revenues					
230-0000-331000	Grant Revenue	\$ -	\$ 2,883,302	\$ 2,883,302	\$ 2,883,302	0.00%
230-0000-361000	Interest Revenue	-	-	469	1,096	100.00%
230-0000-380000	Fund Balance	-	-	-	2,883,302	100.00%
TOTAL REVENUES	8	\$ -	\$ 2,883,302	\$ 2,883,771	\$ 5,767,700	100.04%
	Expenditures					
230-4910-541400	Capital Outlay - Infrastructure	\$ -	\$ 2,883,302	\$ -	\$ 5,767,700	100.04%
TOTAL EXPENDIT	URES	\$ -	\$ 2,883,302	\$ -	\$ 5,767,700	100.04%

Parks and Recreation

The total expenditures allocated for appropriation for the Parks and Recreation Fund are anticipated to be \$407,150. This is a .70% decrease in expenditures from \$410,000 in 2021.



FY2022 Total Expenditures by Category									
Operating	154,550								
Capital	252,600								
Total	\$ 407,150								



	Total Expenditures by Category											
	FY	FY2020 Actual F		2021 Amended	F	Y2021 Actual	FY	2022 Adopted				
		(Audited)		Budget		(Unaudited)	Budget					
Operating	\$	89,326	\$	160,000	\$	132,776	\$	154,550				
Capital		-		250,000		60,375		252,600				
Total	\$	89,326	\$	410,000	\$	193,151	\$	407,150				

Personnel

The Parks and Recreation Department will not have personnel allocated in the FY2022 budget.

Summary Table of Personnel											
	FY2	020	FY2	021		+,	FY2022				
Department	F/T	P/T	F/T	P/T		F/T	P/T	1	F/T	P/T	
Parks and Recreation	0.00	0.00	0.00	0.00		0.00	0.00	C	0.00	0.00	
Total	0.00	0.00	0.00	0.00		0.00	0.00	0	0.00	0.00	

Optech provides maintenance of the area parks and facilities related to park operations.

Holly Springs entered into an agreement with Optech on December 21, 2015, to provide public works management, including all current operations and maintenance services of the Holly Springs Public Works Operations, which broadly and currently consists of the following activities: Streets and Drainage, Parks and Grounds Maintenance, Landscaping of medians, Solid Waste (yard debris and non - household refuse -not garbage).



Goals, Objectives, and Performance Measures

The Parks and Recreation Fund is responsible for preserving, improving, and maintaining the landscapes throughout the City for the passive and active enjoyment of all residents. In 2015, the City of Holly Springs opened J. B. Owens Park. The park is a 33-acre passive park with walking trails, a playground, pavilions and an open field. The park was funded from an allocation of park bond money from Cherokee County. The City of Holly Springs incurred expenditures as a result of this project.

Goal:

The goal of the Parks and Recreation Fund is to provide, protect and preserve a park system that promotes quality recreational, cultural and outdoor experiences for the Holly Springs community.

Objectives:

- Work with Cherokee County Recreation and Parks Agency to build new parks throughout the City.
- Present to the public clean, physically-attractive, and well-maintained facilities.
- Provide a well-designed and carefully maintained network of parks and other green space.
- Provide for the design, construction, and maintenance of park areas.

Strategic Goal	Performance Measures		FY2021 Budget		FY2022 Budget
	Output				
Promote a Well-Planned City	# of acres of land set aside for future park construction	58	58	58	58
Foster and Maintain Regional Partnerships	# of acres of developed park land per 1,000 city residents	0.0464	0.0464	0.0035	0.0035
	Effectiveness (*)				
Insist Upon Responsive Service Delivery	% of days park facilities are available for rent by citizens	75%	100%	100%	100%
Insist Upon Responsive Service Delivery	% of days community center is available for rent by citizens	75%	100%	100%	100%
	Efficiency				
Insist Upon Responsive Service Delivery	Average operating cost per resident - parks	\$6.63	\$10.03	\$9.38	\$9.71
Insist Upon Responsive Service Delivery	Average operating cost per resident - community center	\$0.99	\$2.13	\$0.97	\$2.04

^{*} Due to COVID-19 restrictions, the City's parks and community center were closed from March 16, 2020 – June 15, 2020.

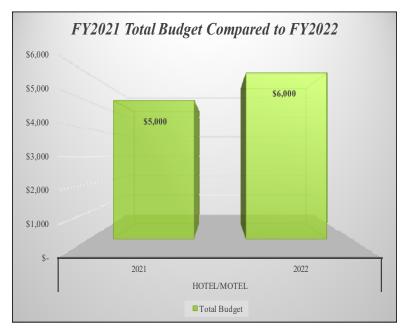
		Fiscal	Year 2022							
	Parks and Recreation countries the state of	FY2020 Actuals (Audited)		FY2021 Amended Budget		J)	FY2021 Actuals Jnaudited)		FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
2.0 (Revenues		,		0		,		Ü	
270-0000-314200	Alcoholic Beverage Excise Tax-Beer	\$	288,225	\$	250,000	\$	277,732	\$	255,000	2.00%
270-0000-314210	Alcoholic Beverage Excise Tax-Liquor		108,880		91,450		110,672		90,000	-1.59%
270-0000-314300	Local Option Mixed Drink Tax		47,517		50,000		57,835		50,000	0.00%
270-0000-319100	Penalties & Interest		-		100		-		100	0.00%
270-0000-349300	Bad Check Fees		25		50		-		50	0.00%
270-0000-361000	Interest Earnings		199		150		119		-	-100.00%
270-0000-380000	Miscellaneous Revenue		-		250		-		-	-100.00%
270-0000-381000	Rents and Royalties		8,315		18,000		19,967		12,000	-33.33%
TOTAL REVENUES		\$	453,160	\$	410,000	\$	466,325	\$	407,150	-0.70%
TO THE REVERSE	Expenditures		130,100	Ψ.	110,000	Ψ	100,025	Ψ	107,150	0.7070
270-5530-522110	Disposal - Garbage Depot	\$	617	\$	750	\$	617	\$	750	0.00%
270-5530-522150	Pest Control - Depot		810	Ť	750	Ť	670		750	0.00%
270-5530-522200	Repairs & Maintenance - Depot		4,169		20,000		6,407		20,000	0.00%
270-5530-523200	Communications		1,666		2,000		2,273		2,300	15.00%
270-5330-531100	General Supplies & Materials - Depot		23		2,000		1,370		1,500	-25.00%
270-5530-531210	Water/Sewer - Depot		123		500		120		250	-50.00%
270-5530-531220	Natural Gas - Depot		1,683		2,000		1,843		2,000	0.00%
270-5530-531230	Electricity - Depot		2,517		5,000		2,224		5,000	0.00%
270-5530-531600	Small Equipment - Depot		554		1,500		-		500	-66.67%
270-5530-541300	Capital Outlay - Buildings		-		200,000		-		152,600	-23.70%
270-6220-522110	Disposal - Garbage Parks		617		750		617		750	0.00%
270-6220-522140	Lawn Care		6,705		9,000		6,705		8,000	-11.11%
270-6220-522150	Pest Control - Parks		445		750		585		750	0.00%
270-6220-522200	Repairs & Maintenance - Parks		18,877		52,500		47,960		50,000	-4.76%
270-6220-522320	Rental of Equipment		-		1,000		-		1,000	0.00%
270-6220-523600	Dues and Fees		363		500		367		500	0.00%
270-6220-523850	Contract Labor		41,815		50,000		49,413		50,000	0.00%
270-6220-531100	General Supplies & Materials - Parks		470		1,000		938		1,000	0.00%
270-6220-531210	Water/Sewer - Parks		6,892		6,000		7,481		6,000	0.00%
270-6220-531230	Electricity - Parks		981		3,500		3,188		3,000	-14.29%
270-6220-531600	Small Equipment - Parks		_		500		_		500	0.00%
270-6220-541200	Capital Outlay Site Improvements		-		50,000		60,375		100,000	100.00%
TOTAL EXPENDIT	URES	\$	89,326	\$	410,000	\$	193,151	\$	407,150	-0.70%

Non-Routine Capital Expenditure								
Product	Amount	Notes						
Community Center (Train Depot)	\$152,600	Building improvements at the Community Center (Train Depo						
Playground equipment	100,000	Replace playground equipment at 2 parks						
Total	\$252,600	, , , , , , , , , , , , , , , , , , , ,						

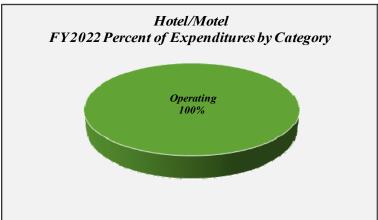
Hotel/Motel Tax Fund

In March of 2008, the Mayor and Council approved the creation of a Hotel/Motel Tax Fund. This fund accounts for the levy and collection of excise tax upon hotels and motels. Funds can be used for the purpose of promoting conventions, tourism, and trade shows, while also providing funds to develop economic vitality in downtown areas. Currently, the City of Holly Springs levies a 3% tax on its one existing hotel/motel.

The total expenditures allocated for appropriation for the Hotel/Motel Tax Fund are anticipated to be \$6,000. This is an 20% increase in expenditures from \$5.000 in 2021.



FY2022 Total Expenditures by Category									
Operating		6,000							
Total	\$	6,000							



Total Expenditures by Category										
		20 Actual udited)	FY2	021 Amended Budget		Y2021 Actual (Unaudited)	FY2	022 Adopted Budget		
Operating	\$	1,540	\$	5,000	\$	5,295	\$	6,000		
Total	\$	1,540	\$	5,000	\$	5,295	\$	6,000		

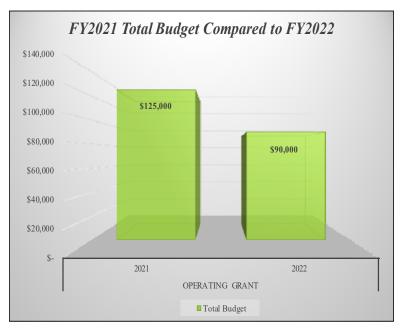
According to Georgia Code (O.C.G.A. 48-13-51), these monies can only be used to advance tourism and promote the City. The City is using Hotel/Motel tax revenues in the amount of \$6,000 to promote the City's activities and events that attract visitors.

		Fiscal	Year 202	22						
Hotel/Motel Revenue & Expenditure Detail Revenues		A	FY2020 Actuals (Audited)		FY2021 Amended Budget		Y2021 ctuals audited)	A	FY2022 dopted Budget	% (+/-) FY2021 to FY2022
275-0000-314100	Hotel/Motel Taxes	\$	3,576	\$	4,995	\$	5,023	\$	6,000	20.12%
275-0000-361000	Interest Revenue		3		5		1		-	-100.00%
TOTAL REVENUE	S	\$	3,578	\$	5,000	\$	5,024	\$	6,000	20.00%
	Expenditures									
275-7540-523300	Advertising/Promotions	\$	1,540	\$	5,000	\$	5,295	\$	6,000	20.00%
TOTAL EXPENDITURES		\$	1,540	\$	5,000	\$	5,295	\$	6,000	20.00%

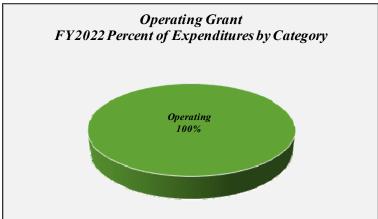
Operating Grants Fund

This fund accounts for resources received from state and federal grants that are earmarked for specific purposes outlined in the grant award. The Operating Grants Fund accounts for transactions related to grants that supplement maintenance and operating projects.

For FY2022, we have budgeted \$90,000 for the Operating Grants Fund. These expenditures are broken down in the table below:



FY2022 Total Expenditures by Category									
Operating		90,000							
Total	\$	90,000							



The City supports Families of Cherokee United in Service (F.O.C.U.S.) by serving as their fiscal agent for their grants received from the Atlanta Regional Commission (ARC). While the funds are entirely reimbursable through the ARC as invoiced by F.O.C.U.S., the City must budget accordingly for these expenditures as we are the pass-through entity.

	Total Expenditures by Category										
	FY2020 Actual			2021 Amended	1	FY2021 Actual	FY2022 Adopted Budget				
	(Audited)		Budget			(Unaudited)					
Operating	\$	118,907	\$	125,000	\$	135,667	\$	90,000			
Total	\$	118,907	\$	125,000	\$	135,667	\$	90,000			

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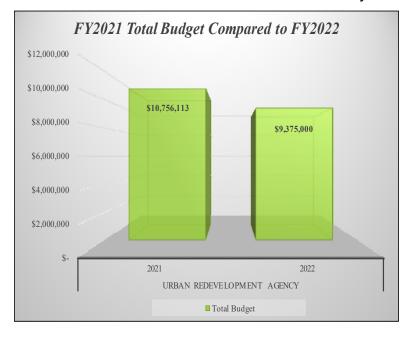
		Fiscal	Year 2022							
Operating Grant Revenue & Expenditure Detail			FY2020 Actuals Audited)	FY2021 Amended Budget		A	Y2021 ctuals audited)	1	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
Revenues										
250-0000-331000	Grant Revenue	\$	118,907	\$	124,990	\$	128,555	\$	90,000	-27.99%
250-0000-361000	Interest Revenue		8		10		3		-	-100.00%
TOTAL REVENUE	S	\$	118,915	\$	125,000	\$	128,558	\$	90,000	-28.00%
	Expenditures									
250-7640-572000	Payments to Other Agencies	\$	118,907	\$	125,000	\$	135,667	\$	90,000	-28.00%
TOTAL EXPENDITURES		\$	118,907	\$	125,000	\$	135,667	\$	90,000	-28.00%

Urban Redevelopment Agency Fund

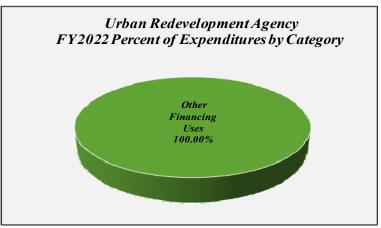
On July 15, 2019, the Council of the City of Holly Springs, Georgia by resolution activated the Urban Redevelopment Agency and authorized the Agency to exercise the City's "urban redevelopment powers". The Council of the City determined that the area of the City known as the "City of Holly Springs Main Street District" (the "Urban Redevelopment Area") was a "pocket of blight" and designated it as appropriate for urban redevelopment projects, all in accordance with the Urban Redevelopment Law of the State of Georgia (Chapter 61 of Title 36 of the Official Code of Georgia Annotated, as amended) (the "Urban Redevelopment Law").

The total expenditures allocated for appropriation in the Urban Redevelopment Agency Fund are anticipated to be \$9,375,000 which will be used for the following projects:

- Town Center Road Network Project
- Industrial Connector Project
- Town Center Project



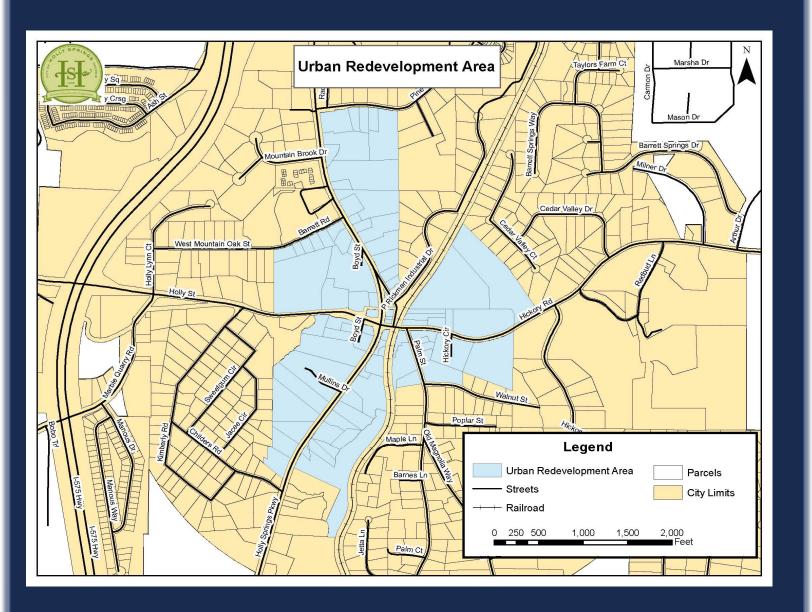
FY2022 Total Expenditures by Category									
Other Financing Uses	9,375,000								
Total	\$ 9,375,000								



Total Expenditures by Category											
	FY2020 Actual (Audited)			2021 Amended	F	Y2021 Actual	FY	2022 Adopted			
				Budget		(Unaudited)	Budget				
Operating	\$	60,990	\$	71,000	\$	70,873	\$	-			
Other Financing Uses		5,723,113		10,685,113		1,098,678		9,375,000			
Total	\$	5,784,104	\$	10,756,113	\$	1,169,551	\$	9,375,000			

City of Holly Springs, GA

	Fiscal Year 2022											
	n Redevelopment Agency nue & Expenditure Detail	FY2020 Actuals (audited)	FY2021 Amended Budget	FY2021 Actuals (unaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022						
	Revenues											
360-0000-393000	Proceeds of General Long-Term Debt	\$ 5,784,104	\$ 10,756,113	\$ 1,169,551	\$ 9,375,000	-12.84%						
TOTAL REVENUES		\$ 5,784,104	\$10,756,113	\$ 1,169,551	\$ 9,375,000	-12.84%						
	Expenditures											
360-1510-584000	Issuance Cost	\$ 60,990	\$ 71,000	\$ 70,873	\$ -							
360-9000-611000	Transfer to Other Funds	5,723,113	10,685,113	1,098,678	9,375,000	-12.26%						
TOTAL EXPENDITURES		\$ 5,784,104	\$10,756,113	\$ 1,169,551	\$ 9,375,000	-12.84%						





Capital Project Funds

Capital Project Funds are used to account for major capital construction or acquisition. The City has four Capital Project Funds at this time which account for general capital projects and fleet acquisition. Capital Project Funds use the modified accrual basis of accounting and budgeting.

A special-purpose local-option sales tax (SPLOST) can be levied by any county, for the purpose of funding the building and maintenance of parks, schools, roads, and other public facilities. Georgia's state sales tax is currently 4% (groceries and prescription drugs exempted), with the counties allowed to add up to 2% more for SPLOST. A SPLOST is passed by a county commission and voted upon by residents in a referendum, usually during the next scheduled election. Generally, SPLOST lasts five to six years. At that time, if the funds are still needed, it must be voted upon again.

The City receives SPLOST revenues from the County on a monthly basis that are used for capital projects. These monthly revenues vary based on sales. Consequently, we must be cognizant of the market and budget on the conservative side.

Budget Overview Capital Project Funds

	Amended Budget	Adopted Budget	Dollar	Percent
	2021	2022	Change	Change
Total Cost	\$12,194,745	\$17,733,400	\$5,538,655	45.42%

	Revenues by Department & Category												
	Specia	ıl Tax	Interg	overnmental	(Other		Other inancing Sources		Total			
SPLOST III SPLOST IV SPLOST V Town Center	·	- - 31,200 -	\$	- - 168,800 -	\$	5,964 420 - -		280,036 68,580 5,500,000 9,428,400		286,000 69,000 7,950,000 9,428,400			
Total	\$ 2,28	31,200	_\$	168,800	<u>\$</u>	6,384	<u>\$ 1</u>	5,277,016	<u>\$ 1</u>	7,733,400			

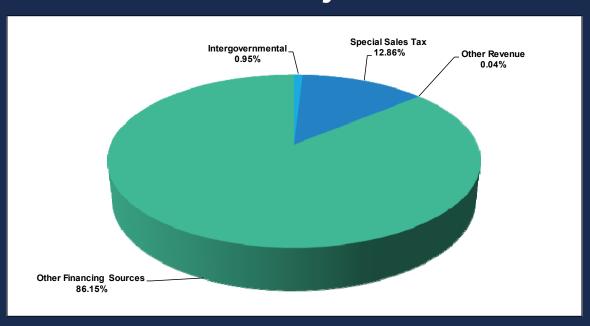
Expenditures by Department & Category										
	Perso	onnel	Оре	rating		Capital		Total		
SPLOST III	\$	-	\$	_	\$	286,000	\$	286,000		
SPLOST IV		-		-		69,000		69,000		
SPLOST V		-		-		7,950,000		7,950,000		
Town Center		-		-		9,428,400		9,428,400		
Total	\$	-	\$	-	\$ 1	7,733,400	\$	17,733,400		

Explanation of Major Variances

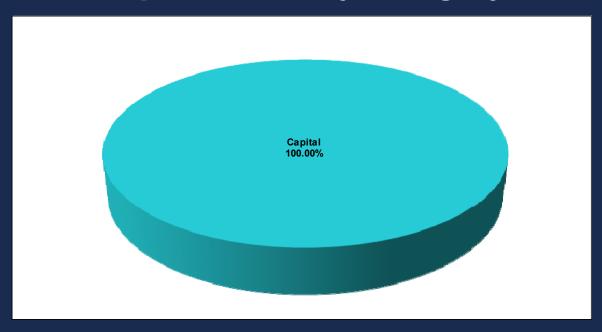
The 2022 budget includes funding for several large capital projects including the Holly Springs Parkway Widening Project Phase II and the development of our Town Center.

Budget Overview Capital Project Funds

Revenues By Source



Expenditures By Category



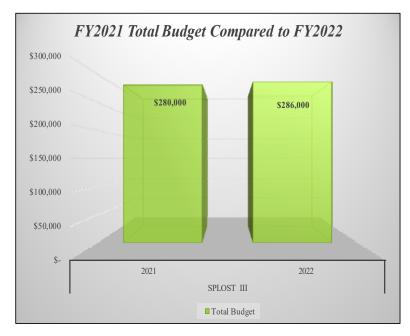
Departmental Funding Highlights

SPLOST III (Special Purpose Local Option Sales Tax) Fund

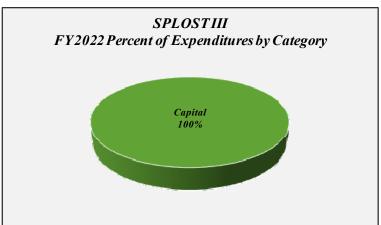
The City of Holly Springs started receiving SPLOST III funds on July 1, 2006. The duration of SPLOST III spanned six (6) years and included the following approved projects and/or capital expenditures:

- Road repair
- Streets and sidewalks
- Downtown square
- City Hall
- Streetscapes

The City is anticipating using \$286,000 of prior year accumulated fund balance for FY2022. Collections under SPLOST III ended June 30, 2012.



FY2022 Total Expenditures by Category								
Capital	286,000							
Total	\$ 286,000							



	Total Expenditures by Category										
	FY2020 Actual	FY2021 Amended	FY2021 Actual	FY2022 Adopted							
	(Audited)	Budget	(Unaudited)	Budget							
Capital	\$ -	\$ 280,000	\$ -	\$ 286,000							
Total	\$ -	\$ 280,000	\$ -	\$ 286,000							

		Fisca	l Year 202	2						
SPLOST III Revenue & Expenditure Detail		A	Y2020 actuals udited)	FY2021 Amended Budget		A	FY2021 Actuals naudited)	FY2022 Adopted Budget		% (+/-) FY2021 to FY2022
	Revenues									
320-0000-134000	Fund Balance	\$	-	\$	273,936	\$	-	\$	280,036	2.23%
320-0000-343200	Special Assessment - Crestmont		5,964		5,964		5,964		5,964	0.00%
320-0000-361000	Interest Revenue		164		100		75		-	-100.00%
TOTAL REVENUES		\$	6,128	\$	280,000	\$	6,039	\$	286,000	2.14%
	Expenditures									
320-4224-541400	Capital Outlay - Infrastructure	\$	-	\$	280,000	\$	-	\$	286,000	2.14%
TOTAL EXPENDIT	URES	\$	-	\$	280,000	\$	-	\$	286,000	2.14%

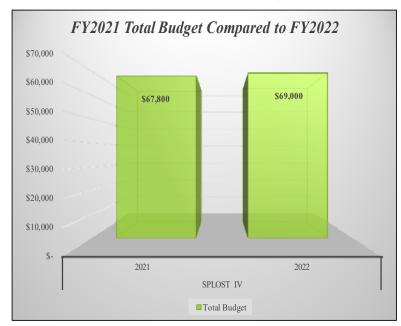
	Non-Routin	e Capital Expenditures						
Description	Amount	Notes						
City-wide	\$ 286,000 S	reetscapes						
Total	\$ 286,000							
Impact on operating budget: these expenditures will not initially impact the City's operating budget as these								
	•	the voters and paid for by an additional 1% sales tax on consum						

SPLOST IV (Special Purpose Local Option Sales Tax) Fund

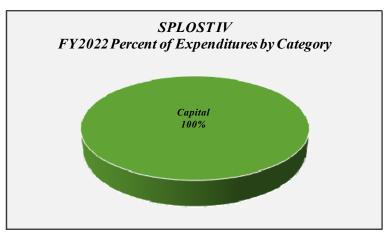
The City of Holly Springs started receiving SPLOST IV funds on July 1, 2012. Voters in Cherokee County approved the referendum for SPLOST IV in 2010. The duration of SPLOST IV spans six (6) years and includes the following approved projects and/or capital expenditures:

- Transportation facilities and improvements
- Law enforcement facilities, vehicles, and equipment
- Sewer system infrastructure, facilities, and equipment
- City Hall administrative offices, facilities, and equipment
- Public Works vehicles and equipment

The City is anticipating using \$69,000 of prior year accumulated fund balance for FY2022. Collections under SPLOST IV ended June 30, 2018.



FY2022 Total Expenditures by Category									
Capital	69,000								
Total	\$ 69,000								



Total Expenditures by Category									
	FY2020 Actual F (Audited)		FY2	021 Amended Budget	FY2021 Actual (Unaudited)		FY20	FY2022 Adopted Budget	
Capital	\$	-	\$	67,800	\$	-	\$	69,000	
Total	\$	-	\$	67,800	\$	-	\$	69,000	

	Fiscal Year 2022									
SPLOST IV Revenue & Expenditure Detail			FY2020 actuals audited)	A	FY2021 Amended Budget		FY2021 Actuals (naudited)		FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
	Revenues									
325-0000-134000	Fund Balance	\$	-	\$	66,705	\$	-	\$	68,580	2.81%
325-0000-343200	Special Assessments - Topping Fees		2,310		1,050		-		420	-60.00%
325-0000-361000	Interest Revenue		38		45		6		-	-100.00%
TOTAL REVENUES		\$	2,348	\$	67,800	\$	6	\$	69,000	1.77%
	Expenditures									
325-1500-541400	Capital Outlay - Infrastructure	\$	-	\$	67,800	\$	-	\$	69,000	
TOTAL EXPENDITURES			-	\$	67,800	\$	-	\$	69,000	1.77%

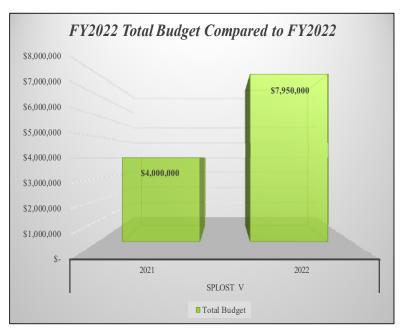
Non-Routine Capital Expenditures								
Description	Amount	Notes						
City Hall	\$ 69,000	City Hall administrative offices, facilities, and equipment						
Total	\$ 69,000	_						
Impact on operating but	dget: these expe	nditures will not initially impact the City's operating budget as these						
are special purpose local	option sales tax	projects approved by the voters and paid for by an additional 1% sale						
tax on consumables.								

SPLOST V (Special Purpose Local Option Sales Tax) Fund

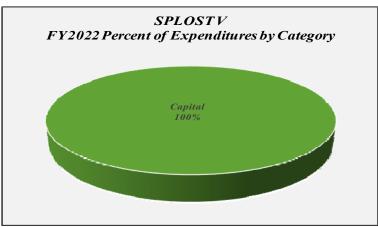
The City of Holly Springs started receiving SPLOST V funds on July 1, 2018. Voters in Cherokee County approved the referendum for SPLOST V in November of 2017. The duration of SPLOST V spans six (6) years and includes the following approved projects and/or capital expenditures:

- · Transportation facilities, improvements, and related debt
- Public Safety vehicles, equipment, and related debt
- Emergency communications systems improvements and equipment
- Parks and Recreation facilities and related debt
- Public Works and fleet vehicles and equipment
- General Government buildings and related debt

The City is budgeting \$2,281,2000 in SPLOST revenues for FY2022. We are budgeting for an average monthly revenue collection of \$190,100 in FY2022.



FY2022 Total Expenditures by Category									
Capital	7,950,000								
Total	\$ 7,950,000								



Total Expenditures by Category								
		2020 Actual (Audited)	FY	2021 Amended Budget	led FY2021 Actual (Unaudited)		FY2022 Adopt Budget	
Capital	\$	1,663,596	\$	4,000,000	\$	1,225,712	\$	7,950,000
Total	\$	1,663,596	\$	4,000,000	\$	1,225,712	\$	7,950,000

	Fiscal Year 2022								
		FY2020	FY2021	FY2021	FY2022	% (+/-)			
	SPLOST V	Actuals	Amended	Actuals	Adopted	FY2021 to			
Revenu	ie & Expenditure Detail	(Audited)	Budget	(Unaudited)	Budget	FY2022			
	Revenues								
326-0000-313200	SPLOST V Revenue	\$ 2,065,830	\$ 2,250,000	\$ 2,313,623	\$ 2,281,200	1.39%			
326-0000-331001	Grant Revenue - LMIG	292,096	142,030		156,520	10.20%			
326-0000-331002	Grant Revenue - SRTA	-	1,237,720	188,124	12,280	-99.01%			
326-0000-343230	Assessments- Roads	32,000	360,000	363,618	-	-100.00%			
326-0000-361000	Interest Revenue	491	250	87	-	-100.00%			
326-0000-380000	Miscellaneous Revenue	-	10,000	10,000	-	-100.00%			
326-0000-393000	Issuance of Long-Term Debt	35,000	-	60,000	5,500,000				
TOTAL REVENUES		\$ 2,425,417	\$ 4,000,000	\$ 2,935,452	\$ 7,950,000	98.75%			
	Expenditures								
326-1565-541300	Capital Outlay-Buildings	\$ 14,173	\$ 1,000	\$ 800	\$ 50,000	4900.00%			
326-3200-542100	Capital Outlay-E911/Police Equipment	211,728	170,192	170,192	-	-100.00%			
326-3200-542100	Capital Outlay-Police Equipment	-	79,808	76,222	145,000	81.69%			
326-3200-542200	Capital Outlay-Police Cars	167,813	205,000	202,158	241,000	17.56%			
326-4200-541200	Capital Outlay - Sites	-	100	26	-	-100.00%			
326-4200-541410	Capital Outlay-LMIG	613,798	586,288	289,750	461,090	-21.35%			
326-4200-541425	Capital Outlay Industrial Connector	105	30,000	46,000	250,000	733.33%			
326-4200-541430	Capital Outlay-HS Parkway	415	-	-	-				
326-4200-541435	Capital Outlay-HS Parkway Ph II	129,246	1,400,612	201,456	3,500,000	149.89%			
326-4200-541445	Capital Outlay-HS Parkway Ph III	26,429	60,000	17,884	2,002,910	3238.18%			
326-4200-541450	Capital Outlay-Holly Street	425	100,000	47,739	100,000	0.00%			
326-4200-542100	Capital Outlay-Equipment	-	19,000	18,996	-	-100.00%			
326-4200-584000	Issuance Costs	35,000	60,000	60,000	-	-100.00%			
326-4224-541430	Capital Outlay-HS Pkwy Sidewalk	3,036	100,000	-	100,000	0.00%			
326-4224-541440	Capital Outlay-Hickory Sidewalk	129,623	900,000	-	1,000,000	11.11%			
326-4224-541450	Capital Outlay-Palm Street Sidewalk	331,805	1,500	1,151	50,000	3233.33%			
326-4224-541460	Capital Outlay-Hardin House Sidewalk	-	-	325	-				
326-4270-541400	Capital Outlay-Fox Creek/Turner Village	-	201,500	8,762	50,000	-75.19%			
326-6220-5411300	Capital Outlay-Cagle Park	-	85,000	84,250	-	-100.00%			
TOTAL EXPENDITU	RES	\$ 1,663,596	\$ 4,000,000	\$ 1,225,712	\$ 7,950,000	98.75%			

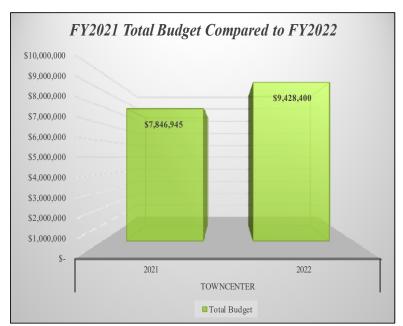
I	Non-Routine Capital Expenditures						
Description	Amount	Notes					
Streets and sidewalks	\$ 461,090	Resurfacing streets throughout the city					
Buildings	50,000	City buildings					
Industrial Connector	250,000	Hickory Springs Parkway new roadway construction					
Sidewalks	1,200,000	Palm Street, Holly Springs Parkway, Hickory Road, Fox Creek/Turner					
		Village, and various other sidewalks throughout the City.					
Holly Street	100,000	Streetscapes					
Police equipment	145,000	Cameras, radios and equipment for police cars					
Holly Springs Parkway Ph II	3,500,000	Holly Springs Parkway widening project					
Holly Springs Parkway Ph III	2,002,910	Holly Springs Parkway widening project					
Police vehicles	241,000	Five (5) police vehicles					
Total	\$7,950,000						
Impact on operating budget:	Impact on operating budget: these expenditures will not initially impact the City's operating budget as these						
are special purpose local option	are special purpose local option sales tax projects approved by the voters and paid for by an additional 1% sales						
tax on consumables.							

* Town Center Fund

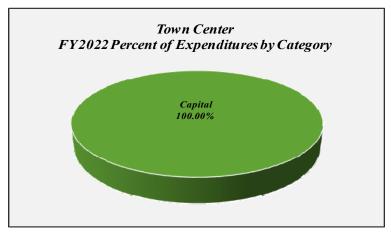
The City of Holly Springs budgeted the proceeds from the sale of real estate for planning the construction of the Town Center project to include the following approved capital expenditures:

- Engineering services
- Architectural services
- Landscape Design services
- Construction of Town Center infrastructure

The City is anticipating using \$53,400 of prior year accumulated fund balance and \$9,375,000 in transfers for FY2022 in planning the construction of the Town Center project.



FY2022 Total Expenditures by Category						
Capital	9,428,400					
Total	\$ 9,428,400					



Total Expenditures by Category								
	F	FY2020 Actual (Audited) FY2021 Amended Budget		FY2021 Actual (Unaudited)		FY2022 Adopted Budget		
Capital	\$	6,235,614	\$	7,846,945	\$	1,700,438	\$	9,428,400
Total	\$	6,235,614	\$	7,846,945	\$	1,700,438	\$	9,428,400

	Fiscal Year 2022									
Town Center Revenue & Expenditure Detail				FY2021 Amended Budget		FY2021 Actuals (Unaudited)		FY2022 Adopted Budget		% (+/-) FY2021 to FY2022
	Revenues									
350-0000-135000	Prior Year Fund Balance	\$	-	\$	168,839	\$	-	\$	53,400	-68.37%
350-0000-361000	Interest Revenue		351		50		17		-	-100.00%
350-0000-391000	Transfers from Other Funds	6,07	3,113	,	7,678,056		1,398,678		9,375,000	22.10%
TOTAL REVENUES	3	\$ 6,073	,464	\$ 7,	,846,945	\$	1,398,696	\$	9,428,400	20.15%
	Expenditures									
350-1565-521200	Professional Services	\$	9,590	\$	167,692	\$	7,680	\$	53,400	-68.16%
350-1565-541100	Capital Outlay-Sites	559	9,430		250		201		-	-100.00%
350-1565-541200	Capital Outlay-Site Improvements	1,29	8,982	,	7,602,503		1,623,256		3,378,057	-55.57%
350-1565-541300	Capital Outlay-Buildings	2,119	9,236		75,000		68,250		5,996,943	7895.92%
350-1565-541440	Capital Outlay-TCP Road Network	2,24	8,376		1,500		1,051		-	-100.00%
TOTAL EXPENDIT	URES	\$ 6,235	,614	\$ 7,	,846,945	\$	1,700,438	\$	9,428,400	20.15%

Description	Amount	Notes
Professional Services	\$ 53,400	Engineering services for site improvements for the Town Center
Town Center Project	3,378,057	Site improvements
Town Center Project	5,996,943	Buildings
Total	\$9,428,400	-



Debt Service Fund

Debt Service Funds accumulate resources that are restricted, committed, or assigned for the principal and interest payments on long-term obligations of the governmental funds. All debt service funds use the modified accrual basis of accounting and budgeting. The modified accrual basis of accounting and budgeting is explained in detail in the "Fund Structure and Basis of Budgeting" section. The City of Holly Springs has one Debt Service Fund.

Budget Overview Debt Service Fund

	Amended Budget 2021	Adopted Budget 2022	Dollar Change	Percent Change
Total Cost	\$1,102,952	\$2,000,000	\$897,048	81.33%

	Revenues by Department & Category	
	Other Financing Sources Total	
Debt Service Total	\$ 2,000,000 \$ 2,000,000 \$ 2,000,000	

Expenditures by Department & Category				
	Debt Service	Total		
Debt Service Total	\$ 2,000,000 \$ 2,000,000	\$ 2,000,000 \$ 2,000,000		
	Ψ 2,000,000	Ψ 2,000,000		

Explanation of Major Variances

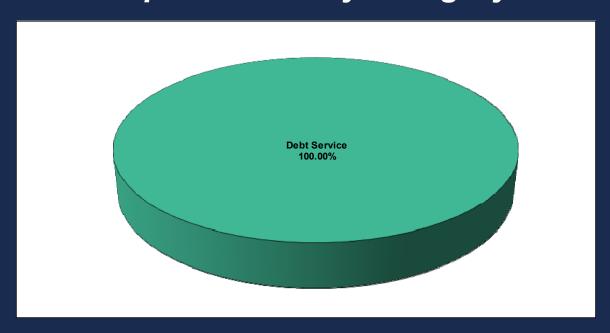
The 2022 budget in the Debt Service Fund includes principal payments for the Urban Redevelopment Agency's 2020 bond. No such provisions were included in the 2021 budget as principal payments start in FY2022.

Budget Overview Debt Service Fund

Revenues By Source



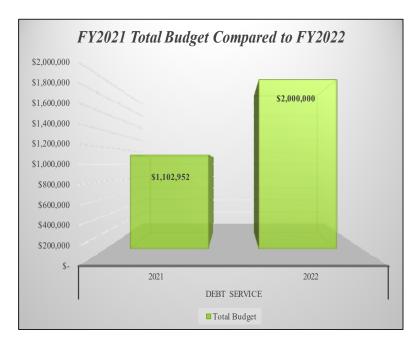
Expenditures By Category



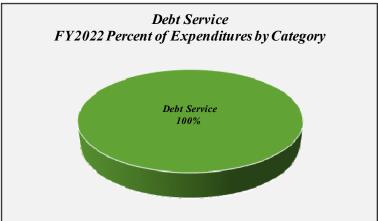
Departmental Funding Highlights

Debt Service Fund

The total expenditures allocated for appropriation in the Debt Service Fund are anticipated to be \$2,000,000. These funds will be used to pay principal and interest on bonds and notes payable.



FY2022 Total Expenditures by Category						
Debt Service	2,000,000					
Total	\$ 2,000,000					



Total Expenditures by Category						
	FY2020 Actual (Audited)	FY2021 Amended Budget	FY2021 Actual (Unaudited)	FY2022 Adopted Budget		
Debt Service	,	1,102,952	1,307,698	2,000,000		
Total	\$ 279,985	\$ 1,102,952	\$ 1,307,698	\$ 2,000,000		

Goals and Objectives

The Debt Service Fund is responsible for optimizing City resources in obtaining funds for City projects.

Goal:

To finance projects and refund existing debts utilizing the most cost-effective methods, while minimizing the restrictions that would hinder the future borrowing capacity of the City.

Objectives:

- > To account for the servicing of general long-term debt.
- > To maintain the highest possible bond ratings for the marketability of the City's debt.

		Fisca	al Year 202	2					
Reven	Debt Service Fund nue & Expenditure Detail		FY2020 Actuals Audited)	,	FY2021 Amended Budget	J)	FY2021 Actuals Inaudited)	FY2022 Adopted Budget	% (+/-) FY2021 to FY2022
	Revenues								
400-0000-134000	Prior Year Fund Balance	\$	-	\$	952,452	\$	-	\$ -	-100.00%
400-0000-361000	Interest		1,932		500		373	-	-100.00%
400-0000-391000	Transfer from Other Funds		50,000		150,000		150,000	2,000,000	1233.33%
TOTAL REVENUES		\$	51,932	\$	1,102,952	\$	150,373	\$ 2,000,000	81.33%
	Expenditures								
400-8000-579000	Contingency	\$	-	\$	-	\$	-	\$ 608,672	
400-8000-581100	Debt Service-Bond Principal		154,926		874,037		1,030,395	993,025	13.61%
400-8000-582100	Debt Service-Bond Interest		125,059		228,915		277,303	398,303	74.00%

^{*}FY2017 was the first year the City created a Debt Service Fund

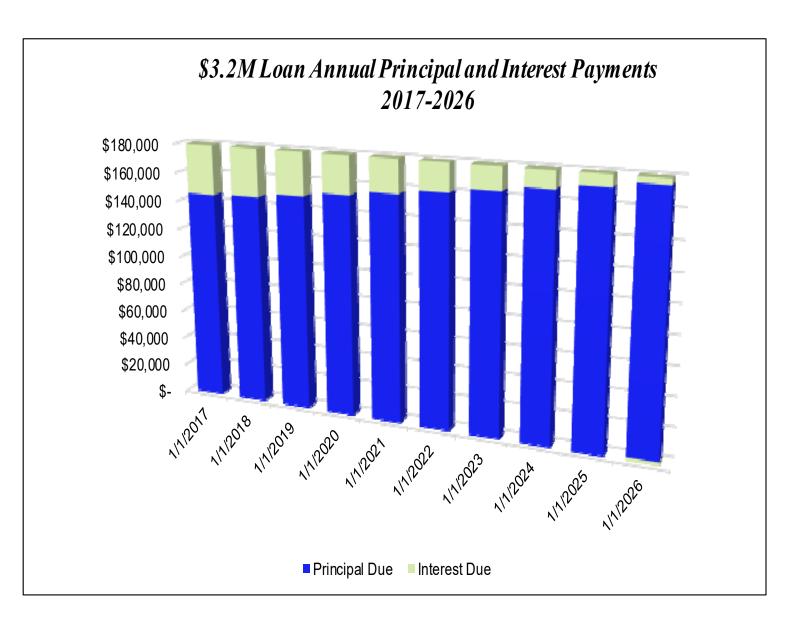
The Effect of Existing Debt on Current Operations

In 2019, the City of Holly Springs General Fund transferred \$2,179,368 to the Debt Service Fund to retire future debt. The reported long-term debt of \$10,881,856 as of December 31, 2020 exclusive of interest expense, will have no effects on current operations. Future payments will be made utilizing the remaining funds transferred from the General Fund in 2019 and proceeds of land sales into the Debt Service Fund in future years for the construction of the Town Center Project.

In addition to utilizing fund balance and proceeds from the sale of land, the City intends to use funds generated through our Tax-Allocation District (TAD). A TAD is a defined area where real estate property tax monies gathered above a set a property tax baseline, for a certain period of time (typically 20 years), is diverted to a special fund separate from the local government's general fund. These funds will be saved for a specified improvement which typically include revitalization and to complete redevelopment efforts in a specified area. The City is currently in negotiations with the Cherokee County Board of Commissioners and the Cherokee County Board of Education to enter into an intergovernmental agreement for a Tax-Allocation District (TAD). On December 20, 2021, the City presented the intergovernmental agreement to our Council. The City's Tax Allocation Increment Base was certified by the State Revenue Commissioner as of December 31, 2015 in the amount of \$16,426,360.

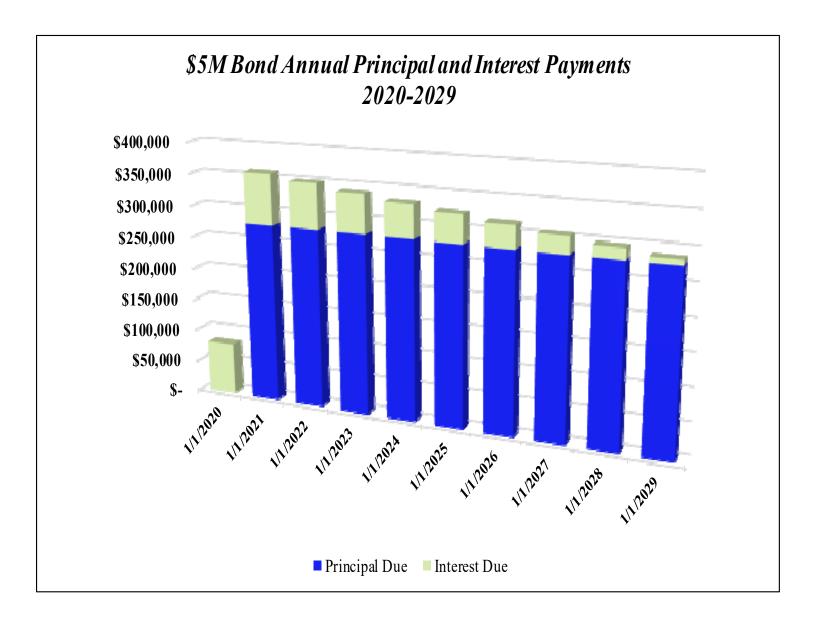
During the year ended December 31, 2016, Holly Springs Parks and Recreation Authority issued notes payable in the amount of \$3,200,000 for the purpose of purchasing real estate for future park development. Terms of the note require semi-annual payments of \$179,367.87 at an interest rate of 2.25% maturing in July 2026.

Date	Principal Due	Interest Due	Principal Balance	Payment Amount	Balloon
8/15/16			\$ 3,200,000.00		
1/1/2017	\$ 151,567.87	\$ 27,800.00	\$ 3,048,432.13	\$ 179,367.87	\$ 3,227,800.00
7/1/2017	\$ 144,882.48	\$ \$ 34,485.39	\$ 2,903,549.65	\$ 179,367.87	\$ 3,082,917.52
1/1/2018	\$ 145,977.05	\$ 33,390.82	\$ 2,757,572.60	\$ 179,367.87	\$ 2,936,940.47
7/1/2018	\$ 148,172.83	\$ \$ 31,195.04	\$ 2,609,399.77	\$ 179,367.87	\$ 2,788,767.64
1/1/2019	\$ 149,359.77	\$ 30,008.10	\$ 2,460,040.00	\$ 179,367.87	\$ 2,639,407.87
7/1/2019	\$ 151,538.66	\$ \$ 27,829.20	\$ 2,308,501.34	\$ 179,367.86	\$ 2,487,869.20
1/1/2020	\$ 152,820.10	\$ 26,547.77	\$ 2,155,681.24	\$ 179,367.87	\$ 2,335,049.11
7/1/2020	\$ 154,846.99	\$ 24,520.87	\$ 2,000,834.25	\$ 179,367.86	\$ 2,180,202.11
1/1/2021	\$ 156,358.27	\$ 23,009.59	\$ 1,844,475.98	\$ 179,367.86	\$ 2,023,843.84
7/1/2021	\$ 158,502.23	\$ \$ 20,865.63	\$ 1,685,973.75	\$ 179,367.86	\$ 1,865,341.61
1/1/2022	\$ 159,979.17	19,388.70	\$ 1,525,994.58	\$ 179,367.87	\$ 1,705,362.45
7/1/2022	\$ 162,105.05	\$ 17,262.81	\$ 1,363,889.53	\$ 179,367.86	\$ 1,543,257.39
1/1/2023	\$ 163,683.14	\$ 15,684.73	\$ 1,200,206.39	\$ 179,367.87	\$ 1,379,574.26
7/1/2023	\$ 165,790.53	\$ \$ 13,577.33	\$ 1,034,415.86	\$ 179,367.86	\$ 1,213,783.72
1/1/2024	\$ 167,472.08	\$ \$ 11,895.78	\$ 866,943.78	\$ 179,367.86	\$ 1,046,311.64
7/1/2024	\$ 169,506.38	9,861.49	\$ 697,437.40	\$ 179,367.87	\$ 876,805.27
1/1/2025	\$ 171,347.34	\$ 8,020.53	\$ 526,090.06	\$ 179,367.87	\$ 705,457.93
7/1/2025	\$ 173,416.47	\$ 5,951.39	\$ 352,673.59	\$ 179,367.86	\$ 532,041.45
1/1/2026	\$ 175,312.12	4,055.75	\$ 177,361.47	\$ 179,367.87	\$ 356,729.34
7/1/2026	\$ -	\$ 2,006.40	\$ 177,361.47	\$ 2,006.40	\$ 179,367.87



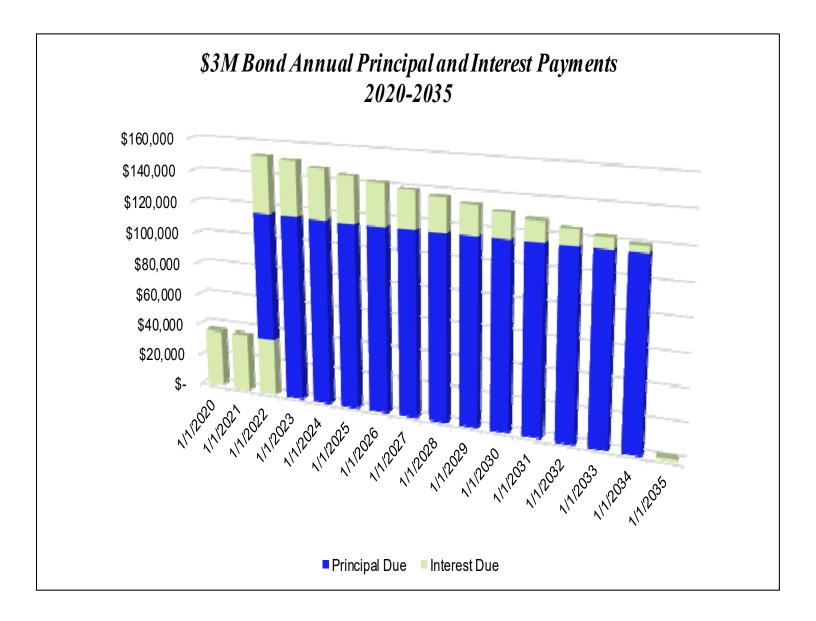
During the year ended December 31, 2019, the Urban Redevelopment Agency issued notes payable in the amount of \$5,000,000 for the purpose of financing infrastructure needs. Terms of the note require semi-annual payments of principal and interest on February 14th and August 14th of each year at an interest rate of 3.10% maturing in August 2029.

Date	Pr	incipal Due	lr	nterest Due	Principal Balance	Pav	ment Amount	Balloon
8/14/19		meipai bac	- 11	nerest bac	\$ 5,000,000.00	, uy	ment Amount	Danoon
2/14/2020	\$	-	\$	79,222.22	\$ 5,000,000.00	\$	79,222.22	\$ 5,079,222.22
8/14/2020	\$	-	\$	78,361.11	\$ 5,000,000.00	\$	78,361.11	\$ 5,078,361.11
2/14/2021	\$	277,777.77	\$	79,222.22	\$ 4,722,222.23	\$	356,999.99	\$ 5,079,222.22
8/14/2021	\$	277,777.77	\$	73,601.08	\$ 4,444,444.46	\$	351,378.85	\$ 4,795,823.31
2/14/2022	\$	277,777.77	\$	70,419.75	\$ 4,166,666.69	\$	348,197.52	\$ 4,514,864.21
8/14/2022	\$	277,777.77	\$	64,942.13	\$ 3,888,888.92	\$	342,719.90	\$ 4,231,608.82
2/14/2023	\$	277,777.77	\$	61,617.28	\$ 3,611,111.15	\$	339,395.05	\$ 3,950,506.20
8/14/2023	\$	277,777.77	\$	56,283.18	\$ 3,333,333.38	\$	334,060.95	\$ 3,667,394.33
2/14/2024	\$	277,777.77	\$	52,814.82	\$ 3,055,555.61	\$	330,592.59	\$ 3,386,148.20
8/14/2024	\$	277,777.77	\$	47,887.35	\$ 2,777,777.84	\$	325,665.12	\$ 3,103,442.96
2/14/2025	\$	277,777.77	\$	44,012.35	\$ 2,500,000.07	\$	321,790.12	\$ 2,821,790.19
8/14/2025	\$	277,777.77	\$	38,965.28	\$ 2,222,222.30	\$	316,743.05	\$ 2,538,965.35
2/14/2026	\$	277,777.77	\$	35,209.88	\$ 1,944,444.53	\$	312,987.65	\$ 2,257,432.18
8/14/2026	\$	277,777.77	\$	30,306.33	\$ 1,666,666.76	\$	308,084.10	\$ 1,974,750.86
2/14/2027	\$	277,777.77	\$	26,407.41	\$ 1,388,888.99	\$	304,185.18	\$ 1,693,074.17
8/14/2027	\$	277,777.77	\$	21,647.38	\$ 1,111,111.22	\$	299,425.15	\$ 1,410,536.37
2/14/2028	\$	277,777.77	\$	17,604.94	\$ 833,333.45	\$	295,382.71	\$ 1,128,716.16
8/14/2028	\$	277,777.77	\$	13,060.19	\$ 555,555.68	\$	290,837.96	\$ 846,393.64
2/14/2029	\$	277,777.77	\$	8,802.47	\$ 277,777.91	\$	286,580.24	\$ 564,358.15
8/14/2029	\$	277,777.91	\$	4,329.48	\$ -	\$	282,107.39	\$ 282,107.39



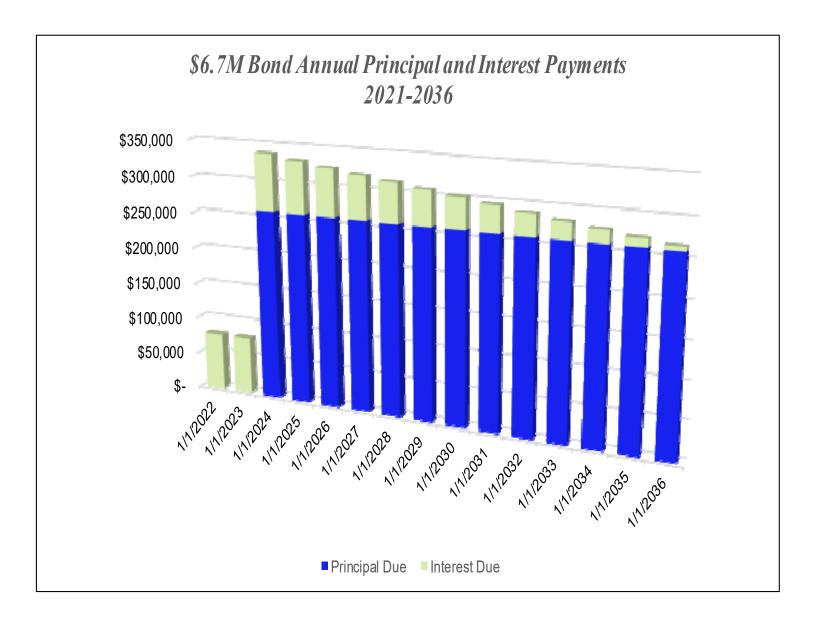
During the year ended December 31, 2020, the Urban Redevelopment Agency issued notes payable in the amount of \$3,000,000 for the purpose of financing infrastructure needs. Terms of the note require semi-annual payments of principal and interest on June 1st and December 1st of each year at an interest rate of 2.35% maturing in June 2035.

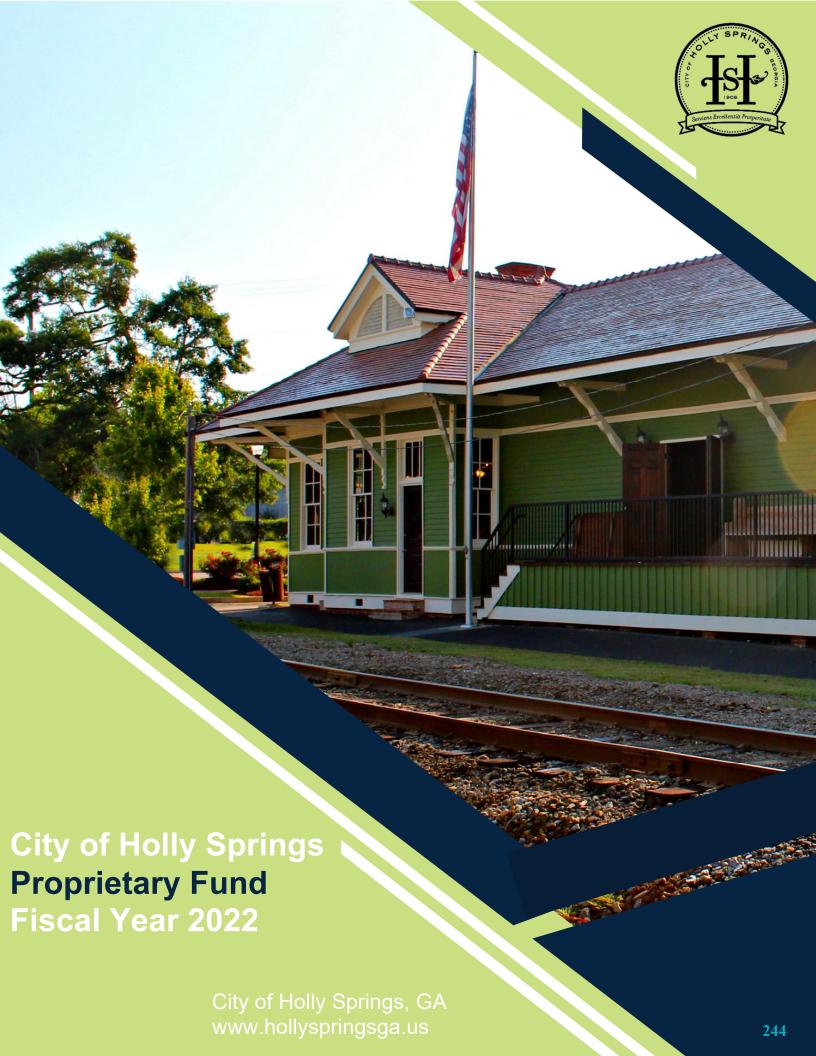
	- ·				- ·					5 "
Date	Princ	cipal Due	Ir	iterest Due		ncipal Balance	Pay	yment Amount		Balloon
6/1/2020	ď		\$	25 927 50	\$	3,000,000.00	φ	25 927 50	φ	2 025 027 50
12/1/2020 6/1/2021	\$	-	\$	35,837.50 35,641.67	\$	3,000,000.00	\$	35,837.50 35,641.67		3,035,837.50 3,035,641.67
12/1/2021	\$	-	\$	•	\$		\$			
	\$	-	\$	35,837.50	\$	3,000,000.00	\$	35,837.50		3,035,837.50
6/1/2022		45 204 62	\$	35,641.67		3,000,000.00	\$	35,641.67		3,035,641.67
12/1/2022		15,384.62	-	35,837.50	\$	2,884,615.38		151,222.12		3,035,837.50
6/1/2023		15,384.62	\$	34,270.83	\$	2,769,230.76	\$	149,655.45		2,918,886.21
12/1/2023		15,384.62	\$	33,080.77	\$	2,653,846.14	\$	148,465.39		2,802,311.53
6/1/2024		15,384.62	\$	31,702.40	\$	2,538,461.52	\$	147,087.02		2,685,548.54
12/1/2024		15,384.62	\$	30,324.04	\$	2,423,076.90	\$	145,708.66		2,568,785.56
6/1/2025		15,384.62	\$	28,787.50	\$	2,307,692.28	\$	144,172.12		2,451,864.40
12/1/2025		15,384.62	\$	27,567.31	\$	2,192,307.66	\$	142,951.93		2,335,259.59
6/1/2026		15,384.62	\$	26,045.83	\$	2,076,923.04	\$	141,430.45	_	2,218,353.49
12/1/2026		15,384.62	\$	24,810.58	\$	1,961,538.42	\$	140,195.20		2,101,733.62
6/1/2027		15,384.62	\$	23,304.17	\$	1,846,153.80	\$	138,688.79		1,984,842.59
12/1/2027	\$ 1	15,384.62	\$	22,053.85	\$	1,730,769.18	\$	137,438.47	\$	1,868,207.65
6/1/2028	\$ 1	15,384.62	\$	20,675.48	\$	1,615,384.56	\$	136,060.10	\$	1,751,444.66
12/1/2028	\$ 1	15,384.62	\$	19,297.12	\$	1,499,999.94	\$	134,681.74	\$	1,634,681.68
6/1/2029	\$ 1	15,384.62	\$	17,820.83	\$	1,384,615.32	\$	133,205.45	\$	1,517,820.77
12/1/2029	\$ 1	15,384.62	\$	16,540.38	\$	1,269,230.70	\$	131,925.00	\$	1,401,155.70
6/1/2030	\$ 1	15,384.62	\$	15,079.17	\$	1,153,846.08	\$	130,463.79	\$	1,284,309.87
12/1/2030	\$ 1	15,384.62	\$	13,783.65	\$	1,038,461.46	\$	129,168.27	\$	1,167,629.73
6/1/2031	\$ 1	15,384.62	\$	12,337.50	\$	923,076.84	\$	127,722.12	\$	1,050,798.96
12/1/2031	\$ 1	15,384.62	\$	11,026.92	\$	807,692.22	\$	126,411.54	\$	934,103.76
6/1/2032	\$ 1	15,384.62	\$	9,648.56	\$	692,307.60	\$	125,033.18	\$	817,340.78
12/1/2032	\$ 1	15,384.62	\$	8,270.19	\$	576,922.98	\$	123,654.81	\$	700,577.79
6/1/2033	\$ 1	15,384.62	\$	6,854.17	\$	461,538.36	\$	122,238.79	\$	583,777.15
12/1/2033	<u> </u>	15,384.62	\$	5,513.46	\$	346,153.74	\$	120,898.08	\$	467,051.82
6/1/2034		15,384.62	\$	4,112.50	\$	230,769.12	\$	119,497.12	\$	350,266.24
12/1/2034		15,384.62	\$	2,756.73	\$	115,384.50	\$	118,141.35	\$	233,525.85
6/1/2035	\$, -	\$	1,370.83	\$	-	\$	1,370.83	\$	116,755.33



During the year ended December 31, 2021, the Urban Redevelopment Agency issued notes payable in the amount of \$6,756,113 for the purpose of financing infrastructure needs. Terms of the note require semi-annual payments of principal and interest on September 1st and March 1st of each year at an interest rate of 2.26% maturing in September 2036.

Date	P	rincipal Due	I	nterest Due	ncipal Balance	Pa	yment Amount	Balloon
9/1/2021					\$ 6,756,113.00			
3/1/2022	\$	-	\$	76,768.21	\$ 6,756,113.00	\$	76,768.21	\$ 6,832,881.21
9/1/2022	\$	-	\$	78,040.61	\$ 6,756,113.00	\$	78,040.61	\$ 6,834,153.61
3/1/2023	\$	-	\$	76,768.21	\$ 6,756,113.00	\$	76,768.21	\$ 6,832,881.21
9/1/2023	\$	-	\$	78,040.51	\$ 6,756,113.00	\$	78,040.51	\$ 6,834,153.51
3/1/2024	\$	259,851.00	\$	77,192.34	\$ 6,496,262.00	\$	337,043.34	\$ 6,833,305.34
9/1/2024	\$	259,851.00	\$	75,039.04	\$ 6,236,411.00	\$	334,890.04	\$ 6,571,301.04
3/1/2025	\$	259,851.00	\$	70,862.95	\$ 5,976,560.00	\$	330,713.95	\$ 6,307,273.95
9/1/2025	\$	259,851.00	\$	69,035.91	\$ 5,716,709.00	\$	328,886.91	\$ 6,045,595.91
3/1/2026	\$	259,851.00	\$	64,957.69	\$ 5,456,858.00	\$	324,808.69	\$ 5,781,666.69
9/1/2026	\$	259,851.00	\$	63,032.77	\$ 5,197,007.00	\$	322,883.77	\$ 5,519,890.77
3/1/2027	\$	259,851.00	\$	59,052.44	\$ 4,937,156.00	\$	318,903.44	\$ 5,256,059.44
9/1/2027	\$	259,851.00	\$	57,029.64	\$ 4,677,305.00	\$	316,880.64	\$ 4,994,185.64
3/1/2028	\$	259,851.00	\$	53,440.81	\$ 4,417,454.00	\$	313,291.81	\$ 4,730,745.81
9/1/2028	\$	259,851.00	\$	51,026.50	\$ 4,157,603.00	\$	310,877.50	\$ 4,468,480.50
3/1/2029	\$	259,851.00	\$	47,241.92	\$ 3,897,752.00	\$	307,092.92	\$ 4,204,844.92
9/1/2029	\$	259,851.00	\$	45,023.37	\$ 3,637,901.00	\$	304,874.37	\$ 3,942,775.37
3/1/2030	\$	259,851.00	\$	41,336.66	\$ 3,378,050.00	\$	301,187.66	\$ 3,679,237.66
9/1/2030	\$	259,851.00	\$	39,020.23	\$ 3,118,199.00	\$	298,871.23	\$ 3,417,070.23
3/1/2031	\$	259,851.00	\$	35,431.40	\$ 2,858,348.00	\$	295,282.40	\$ 3,153,630.40
9/1/2031	\$	259,851.00	\$	33,017.10	\$ 2,598,497.00	\$	292,868.10	\$ 2,891,365.10
3/1/2032	\$	259,851.00	\$	29,689.27	\$ 2,338,646.00	\$	289,540.27	\$ 2,628,186.27
9/1/2032	\$	259,851.00	\$	27,013.96	\$ 2,078,795.00	\$	286,864.96	\$ 2,365,659.96
3/1/2033	\$	259,851.00	\$	23,620.89	\$ 1,818,944.00	\$	283,471.89	\$ 2,102,415.89
9/1/2033	\$	259,851.00	\$	21,010.82	\$ 1,559,093.00	\$	280,861.82	\$ 1,839,954.82
3/1/2034	\$	259,851.00	\$	17,715.63	\$ 1,299,242.00	\$	277,566.63	\$ 1,576,808.63
9/1/2034	\$	259,851.00	\$	15,007.69	\$ 1,039,391.00	\$	274,858.69	\$ 1,314,249.69
3/1/2035	\$	259,851.00	\$	11,810.37	\$ 779,540.00	\$	271,661.37	\$ 1,051,201.37
9/1/2035	\$	259,851.00	\$	9,004.55	\$ 519,689.00	\$	268,855.55	\$ 788,544.55
3/1/2036	\$	259,851.00	\$	5,937.74	\$ 259,838.00	\$	265,788.74	\$ 525,626.74
9/1/2036	\$	-	\$	3,001.42	\$ -	\$	-	\$ 262,839.42







City of Holly Springs
Enterprise Fund
Fiscal Year 2022

Enterprise Fund

The Enterprise Fund of a government accounts for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs 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 periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Budget Overview Enterprise Fund

	Amended Budget	Adopted Budget	Dollar	Percent
	2021	2022	Change	Change
Total Cost	\$376,500	\$460,000	\$83,500	22.18%

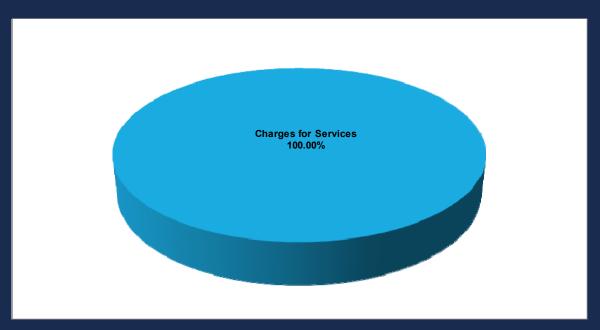
Revenues by Department & Category										
	Charge	es for Services	Investmer	nt Earnings	Net A	ssets		Total		
Stormwater	\$	460,000	\$	-	\$	-	\$	460,000		
Total	\$	460,000	\$	-	\$		\$	460,000		

	Expenses by Department & Category											
Personnel Operating Non-Operating Total												
Stormwater	\$	147,008	\$	307,992	\$	5,000	\$	460,000				
Total	\$	147,008	\$	307,992	\$	5,000	\$	460,000				
		· · · · · · · · · · · · · · · · · · ·		<u> </u>				· ·				

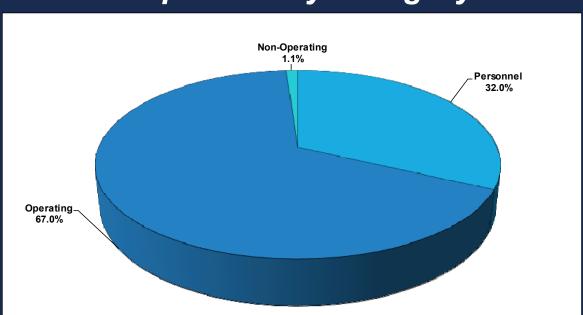
Explanation of Major Variances

The 22.18% increase in the FY2022 budget from 2021 is due to the addition of one Stormwater Inspector.

Budget Overview Enterprise Fund Revenues By Source



Expenses By Category

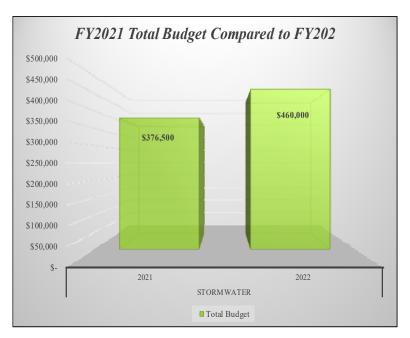


Departmental Funding Highlights

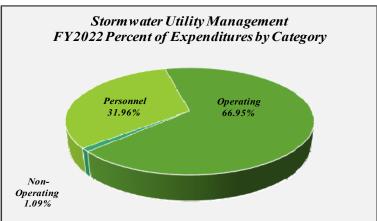
Stormwater Utility Management

Stormwater Utility Management is the department responsible for the daily operations of the City's stormwater management program, including maintaining compliance with the City's National Pollutant Discharge Elimination System (NPDES) stormwater permit and the Metropolitan North Georgia Water Planning District's Watershed Management Plan. The NPDES permit and the Metro District Watershed Plan constitute an unfunded mandate, requiring the City of Holly Springs to direct resources towards stormwater management activities such as inspection and maintenance of the storm sewer system, regulation of construction and development activities, pollution prevention, and public outreach and involvement.

The revenues expenses for the Stormwater Utility Management budget for FY2022 are estimated to be \$460,000 and are broken down in the following table.



FY2022 Total Exper	nditur	es by Category
Personnel	\$	147,008
Operating		307,992
Non-Operating		5,000
Total	\$	460,000



	Total Expenditures by Category											
	F	Y2020 Actual (Audited)	FY	2021 Amended Budget	F	Y2021 Actual (Unaudited)	FY	2022 Adopted Budget				
Personnel	\$	71,412	\$	70,083	\$	70,080	\$	147,008				
Operating		257,022		300,354		157,368		307,992				
Non-Operating Expense		1,528		6,063		6,063		5,000				
Total	\$	329,962	\$	376,500	\$	233,510	\$	460,000				

Holly Springs is facing issues of aging infrastructure or inadequate drainage systems in many areas throughout the City. The adoption of the Stormwater Utility is a display of the City's commitment to improving its drainage infrastructure throughout the city in order to benefit all citizens as well as our natural resources.

The Home Rule of the Georgia Constitution grants local governments the power to provide stormwater collection and disposal systems and to prescribe, revise, and collect rates, fees, tolls or charges for the services, facilities or commodities furnished or made available by such undertaking.

The primary effort for 2022 will focus on expanding the level of service for inspection and maintenance operations. Along with improving inspection capabilities, there will be a focus on expanding the City's routine maintenance capabilities. Funding needs include supplies (rip-rap, etc.), minor repairs to structures, inlet and pipe cleaning, detention pond maintenance, and any equipment needed for routine maintenance work.

Along with expanding inspection and maintenance operations, there will be an effort to develop an asset management system that will allow staff to prioritize maintenance & capital improvement tasks based on the calculated risk of failure for system components. Such a system would allow staff to focus inspection and maintenance efforts on those portions of the system identified as being at high risk for failure. Over time, this asset management approach should increase the efficiency and cost effectiveness of the City's inspection and maintenance efforts.

Personnel

The FY2022 personnel allocation recommendation for the Stormwater Utility Management Department is as follows:

Land Development Manager/GIS Technician One (1) FT Stormwater Inspector One (1) FT

The Stormwater Utility Management Department added one (1) Stormwater Inspector position in the 2022 budget.

S	Summary Table of Personnel											
FY2020 FY2021 +/- FY2022												
Department	F/T	P/T	F/T	P/T	F/T	P/T	F/T	P/T				
Stormwater Utility Management	1.00	0.00	1.00	0.00	1.00	0.00	2.00	0.00				
Total 1.00 0.00 1.00 0.00 1.00 0.00 2.00 0.00												

Goals, Objectives, and Performance Measures

Federal laws regulating stormwater runoff require local governments to reevaluate the way it manages the water that runs off impervious surfaces such as concrete, asphalt, or rooftops. Stormwater runoff carries pollutants directly to our streams and rivers and creates drainage and flooding problems throughout the city. The Stormwater Utility Management Department is responsible for maintaining and improving drainage and flood protection to preserve water quality.

Goal:

The goal of the Stormwater Utility Management Department is to ensure maintenance of existing infrastructure, prevent adverse impacts by new development or current uses, and ensure compliance with Federal and State requirements.

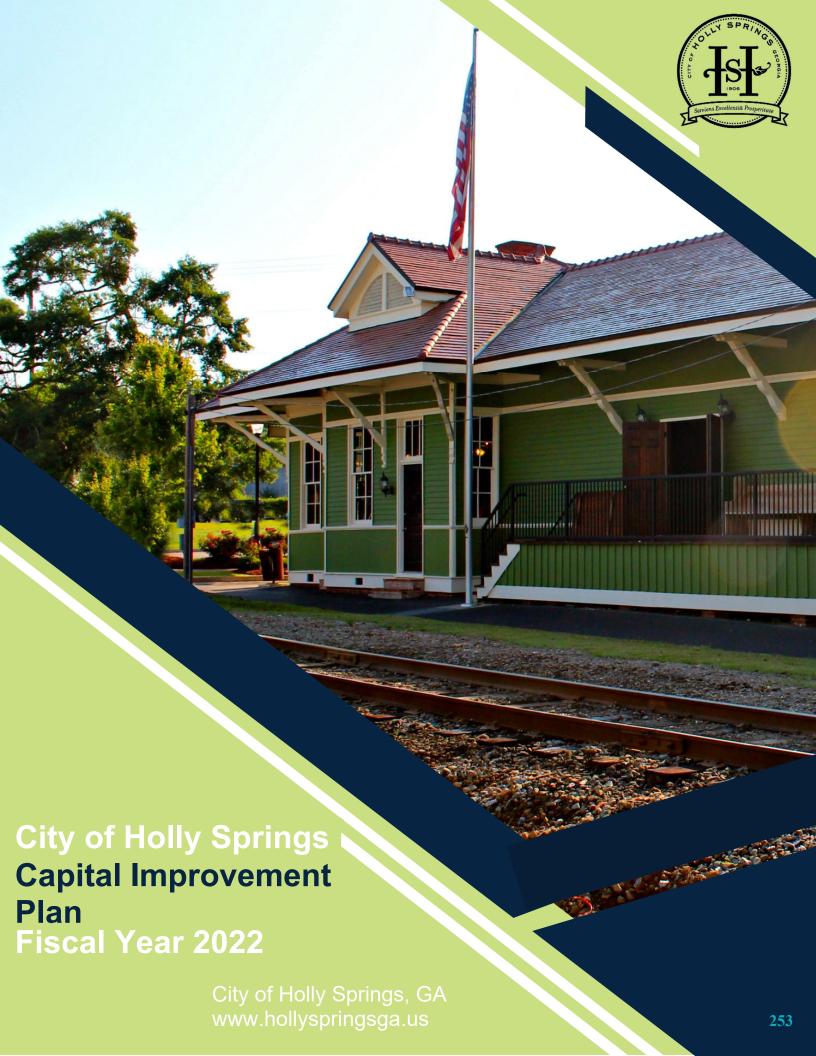
Objectives:

- Maintain requirements pursuant to Georgia Senate Bill 130 to address the pressing need for comprehensive water resource management.
- Inspect stormwater collection and detention facilities.
- Provide for the design, construction, and maintenance of stormwater infrastructure.

Strategic Goal	Performance Measures	FY2020 Actual	FY2021 Budget	FY2021 Actual	FY2022 Budget
	Output				
Promote a Well-Planned City	# of new stormwater outfall structures, catch basins, and detention facilities (1)	322	350	209	350
Sustain and Protect Natural Resources	# of structures inspected	935	975	1,221	975
Foster and Maintain Regional Partnerships	# of water samples conducted pursuant to the North Georgia Water Planning District requirements		10	0	5
	Effectiveness				
Insist Upon Responsive Service Delivery	% of stormwater structures inspected	18%	25%	31%	25%
	Efficiency				
Insist Upon Responsive Service Delivery	Average number of days to respond to stormwater complaints	1	1	1	1

(1) Three subdivisions: Woodhaven Court, Oakhaven and Morgan's Run were accepted by the City of Holly Springs in 2020.

Fiscal Year 2022										
Stormwater Utility Management Revenue & Expense Detail		FY2020 Actuals (Audited)		FY2021 Amended Budget			FY2021		FY2022	% (+/-)
						Actuals (Unaudited)		Adopted		FY2021 to
									Budget	FY2022
Revenues										
560-0000-344260	Stormwater Utility Fees	\$	421,320	\$	376,450	\$	457,619	\$	460,000	22.19%
560-0000-361000	Interest Revenue		509		50		59		-	-100.00%
560-0000-371000	Contributions From Private Source		449,573				-		-	
TOTAL REVENUES		\$	871,402	\$	376,500	\$	457,678	\$	460,000	22.18%
Expenses										
560-4910-511100	Salaries & Wages	\$	46,578	\$	48,804	\$	48,804	\$	101,058	107.07%
560-4910-512100	Employee Benefits - Medical Insurance		7,956		8,572		8,568		20,234	136.05%
560-4910-512110	Employee Benefits - Dental		372		368		372		736	100.00%
560-4910-512125	Employee Benefits - Disability		264		398		396		796	100.00%
560-4910-512150	Employee Benefits - ADD Life		144		147		144		294	100.00%
560-4910-512200	FICA		2,890		3,026		3,024		6,266	107.07%
560-4910-512300	M edicare		672		708		708		1,465	106.92%
560-4910-512400	Employee Benefits - Retirement		9,752		5,195		5,196		10,228	96.88%
560-4910-512600	Unemployment		24		27		24		53	96.30%
560-4910-512700	Workers Comp Insurance		2,760		2,838		2,844		5,878	107.12%
560-4910-521200	Legal & Professional Services		340		2,500		70		1,000	-60.00%
560-4910-521300	Regional Stormwater		-		2,500		-		-	-100.00%
560-4910-521325	Pollution Prevention		34		1,500		84		-	-100.00%
560-4910-521350	Watershed Planning		-		500		-		-	-100.00%
560-4910-522100	Professional Services - Engineering		81,299		120,000		99,456		100,000	-16.67%
560-4910-522200	Repairs & Maintenance		44,054		88,989		6,366		67,510	-24.14%
560-4910-522210	Repairs & Maintenance - Vehicles		3,658		6,000		4,613		2,500	-58.33%
560-4910-522320	Rental of Equipment		7,234		10,500		1,825		5,000	-52.38%
560-4910-523200	Communications		1,066		2,000		1,893		3,000	50.00%
560-4910-523300	Advertising		-		250		-		_	-100.00%
560-4910-523400	Printing & Binding		56		100		112		100	0.00%
560-4910-523600	Dues and Fees		5,355		6,500		149		6,500	0.00%
560-4910-523700	Training/Education & Public Awareness		1,349		2,000		895		2,500	25.00%
560-4910-523850	Contract Labor		17,600		42,500		35,200		15,000	-64.71%
560-4910-523900	Other Expenditures		_		250		73		100	-60.00%
560-4910-531100	General Supplies and Materials		16		1,000		143		500	-50.00%
560-4910-531120	General Supplies-Postage		74		500		359		250	-50.00%
560-4910-531210	Water/Sewer		111		2,500		685		2,500	0.00%
560-4910-531270	Gasoline/Diesel		1,752		4,000		3,772		4,000	0.00%
560-4910-531600	Small Equipment		1,985		1,500		55		2,100	40.00%
560-4910-531700	Other Supplies Uniforms		365		1,000		1,619		1,000	0.00%
560-4910-561000	Depreciation		90,675		-,		-,	t	89,832	2.23/0
560-4910-579000	Contingency	l			3,765		_	t	4,600	22.18%
560-8000-582200	Capital Lease Interest		1,528		6,063		6,063		5,000	-17.53%
TOTAL EXPENSES	•		329,962	\$	376,500	\$	233,510	\$	460,000	22.18%



Policies that guide the development of the CIP

The City will prepare a five-year capital improvement plan (CIP) which will be updated annually. This plan will assist in the planning, acquisition, and financing of capital projects. A major capital project generally is defined as an expenditure that has an expected useful life of more than 3 years with an estimated total cost of \$50,000 or more, or an improvement/addition to an existing capital asset. Examples include building/infrastructure construction, park improvements, streetscapes, and land acquisitions.

Major capital projects will be budgeted in the Capital Improvement Fund consistent with all available resources. The City will prepare the capital budget in conjunction with the operating budget.

- 1. The City has developed a multi-year plan for capital improvements that is updated annually with documentation of deviations, if any, from the plan.
- 2. The City will maintain its physical assets at a level adequate to protect the City's capital investment and minimize future maintenance and replacement costs. The budget will provide for the adequate maintenance and timely replacement of the capital plant and equipment from current revenues whenever possible.
- 3. The City has provided sufficient funds to replace and upgrade equipment as well as to take advantage of new technology, thereby ensuring that employees have safe and efficient tools to serve the public. It reflects a commitment to further automation and the use of available technology to improve productivity of the City's work force. The objective for upgrading and replacing equipment includes:
 - o Normal replacement as equipment completes its useful life
 - Upgrades to new technology
 - Additional equipment necessary to serve the needs of the City
- 4. The City will attempt to ensure, according to its Comprehensive Land Use Plan, that the necessary infrastructure is in place in order to facilitate the orderly development of vacant land.
- 5. The City will use the following criteria to evaluate the relative merit of each capital project. Capital expenditures will foster goals of:
 - o Economic and neighborhood vitality.
 - Infrastructure and heritage preservation.
 - o Capital projects that implement a component of an approved redevelopment plan.
 - o Projects specifically included in an approved replacement schedule.
 - o Projects specifically included in an approved replacement schedule.
 - Projects that reduce the cost of operations, and projects that increase the cost of operations shall have identified trade-offs or objectives to support those additional costs.
 - Projects that significantly improve safety and reduce risk exposure.
 - Projects supporting private development must include satisfactory return on investment
 ratios or a fully documented cost/benefit analysis.

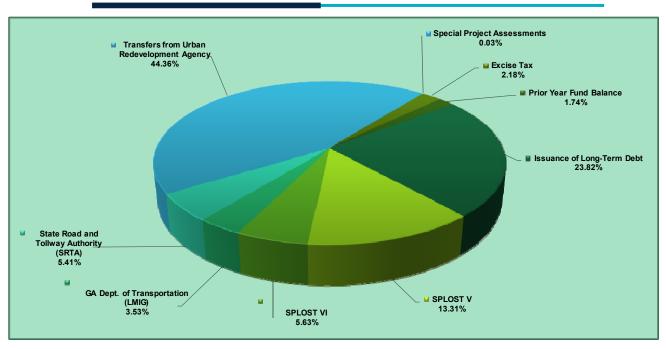
5 Year Capital Improvement Plan

All major capital projects are funded utilizing Special Purpose Local Option Sales Tax, grant funds, special assessments, prior year fund balance, issuance of debt, and interest earnings. Funding from SPLOST V revenue will be provided from FY2022-FY2025 to fund projects totaling \$3,073,872 and we are anticipating SPLOST VI revenue in the amount of \$1,299,572. In addition to SPLOST revenue, grant funds totaling \$2,064,535 from Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority (SRTA) will be used to fund improvement projects. Special assessments, prior year fund balance, proceeds from the issuance of debt, and interest in the amount of \$16,655,131 will also be used to fund capital projects. Major capital projects totaling \$23,093,110 are listed on the following pages:

Capital Costs by Funding Source 2022 - 2026

Funding Source	FY2022)	FY2023	FY2024	FY2025	FY2026		Total
SPLOSTV	\$ 2,281,	200	\$ -	\$ 792,672	\$ -	\$ -	\$	3,073,872
SPLOSTVI			-	-	457,090	842,482		1,299,572
GA Dept. of Transportation (LMIG)	156,	520	159,650	162,843	166,100	169,422		814,535
State Road and Tollway Authority (SRTA)	12,	280	1,237,720	-		-		1,250,000
Transfers from Urban Redevelopment Agency	9,375,	000	380,726	488,405	•	-		10,244,131
Special Project Assessments	6,	384	-	-	•	-		6,384
Excise Tax	252,	600	250,000	-	-	-		502,600
Prior Year Fund Balance	402,	016	-	-	•	-		402,016
Issuance of Long-Term Debt	5,500,	000	-	-	•	-		5,500,000
Total	\$ 17,986,0	00	\$ 2,028,096	\$ 1,443,920	\$ 623,190	\$ 1,011,904	\$2	23,093,110

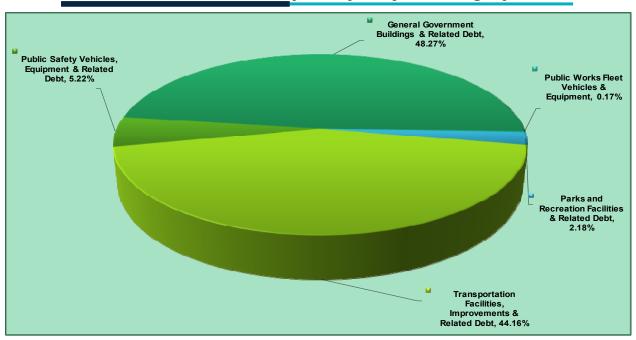
Percent of Capital Costs by Funding Source



Capital Cost by Project Category 2022 – 2026

Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Transportation Facilities, Improvements & Related Debt	\$ 7,800,000	\$ 753,096	\$ 418,920	\$ 418,190	\$ 806,904	\$ 10,197,110
Public Safety Vehicles, Equipment & Related Debt	386,000	205,000	205,000	205,000	205,000	1,206,000
General Government Buildings & Related Debt	9,547,400	800,000	800,000	-	-	11,147,400
Public Works Fleet Vehicles & Equipment	-	20,000	20,000	-	-	40,000
Parks and Recreation Facilities & Related Debt	252,600	250,000	-	-	-	502,600
Total	\$17,986,000	\$2,028,096	\$1,443,920	\$ 623,190	\$1,011,904	\$23,093,110

Percent of Total Capital by Project Category



CIP Impact on the Operating Budget

The \$23,093,110 expenditure plan consists of \$4,373,444 of projects to be financed internally through the use of Special Purpose Local Option Sales Tax proceeds, \$10,244,131 will be funded from transfers from the URA, \$1,250,000 from the State Road and Tollway Authority, \$6,384 from Developer Contributions, \$5,902,016 from Fund Balance and the issuance of debt, and \$814,535 will come from Georgia Department of Transportation, and \$502,6000 will come from Excise Tax. The capital improvement plan is mainly comprised of road resurfacing projects, law enforcement vehicles and equipment, park improvements, government buildings, and replacement of items such as motor vehicles. These items will improve but not expand the level of service the City provides, and the associated operating impact is negligible. The estimated impact on the operating budget relative to each project is detailed on the following pages.

Project: Transportation Facilities, Improvements and Related Debt - This project involves the clearing of rights-of-way, road resurfacing, and the replacement of drainpipe as needed throughout the City. The City Engineer has compiled a list of approximately 11 miles of roadway and drainage needing improvements.

Project Total: \$10,197,110

Project Status: Scheduled to begin in FY2022 and end in FY2026

<u>Funding Source</u>: SPLOST V (Special Purpose Local Option Sales Tax) 2018-2024, SPLOST VI (Special Purpose Local Option Sales Tax) 2024-2030, Atlanta Regional Commission, Cherokee County, State Road and Tollway Authority and Georgia Department of Transportation

Transport	ation Facilities	, Improvemen	ts & Related	Debt		
Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Ash Street	\$ -	\$ -	\$ -	\$ -	\$ 165,223	\$ 165,223
Carl Barrett Drive	79,219	-	-	-	-	79,219
Cedar Valley Court	-	-	57,636	-	-	57,636
Cedar Valley Drive	-	-	57,636	-	-	57,636
Charles Drive	38,187	-	-	-	-	38,187
Crestmont Lane	-	174,829	-	-	-	174,829
Crown Avenue	-	-	-	-	30,739	30,739
Cypress Court	-	-	42,266	-	-	42,266
Fox Creek Blvd	-	-	48,030	-	-	48,030
Fox Creek Crossing	-	-	57,636	-	-	57,636
Fox Creek Drive	-	-	24,976	-	-	24,976
Fox Creek/Turner Village Sidewalks	50,000	-	-	-	-	50,000
Fox Overlook	-	-	5,764	-	-	5,764
Hampton Way	25,187	-	-	-	-	25,187
Harmony Lake Drive Bridge Deck Replacement	-	40,330	-	-	-	40,330
Hickory Road Sidewalk Project	1,000,000	-	-	-	-	1,000,000
Holly Commons Parkway	-	-	-	-	38,424	38,424
Holly Lane	-	140,248	-	-	-	140,248
Holly Lynn Court	59,718	-	-	-	-	59,718
Holly Springs Parkway (Home Depot to Kroger)	37,375	-	-	-	-	37,375
Holly Springs Parkway Sidewalks (Serenity)	100,000	-	-	-	-	100,000
Holly Springs Parkway Widening Project Ph II	3,500,000	-	-	-	-	3,500,000
Holly Springs Parkway Widening Project Ph III	2,002,910	-	-	-	-	2,002,910
Holly Street	144,281	-	-	-	-	144,281
Indian Trail	-	28,818	-	-	-	28,818
Industrial Connector (Hickory Springs Parkway)	250,000	-	-	-	-	250,000
Jay Street	17,062	-	-	-	_	17,062

Transport	ation Facilities,	, Improvemen	ts & Related I	Debt		
Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Joel Court	-	19,212	-	-	-	19,212
Kimberly Place	-	96,060	-	-	-	96,060
Laurel Lane	-	15,370	-	-	-	15,370
Lee Court	37,781	-	-	-	-	37,781
Linda Court	16,656	-	-	-	-	16,656
Longbow Court	-	38,424	-	-	-	38,424
Marabella Lane	-	-	-	57,636	-	57,636
Morgan Trace	-	96,060	-	-	-	96,060
Morgan Walk	-	30,739	-	-	-	30,739
Mountain Brook Court	-	-	-	32,660	-	32,660
Mountain Brook Drive	-	-	-	15,370	-	15,370
Old Holly Springs Road	-	38,424	-	-	-	38,424
Palm Street Sidewalk Project (LCI)	50,000	-	-	-	-	50,000
Paper Trail Way	-	-	-	-	11,527	11,527
Peninsula Point	-	-	-	134,484	-	134,484
Peninsula Point Bridge Deck Replacement	-	-	-	43,556	-	43,556
Rachel Drive	-	19,212	-	-	-	19,212
Red Coat Lane	-	-	24,976	-	-	24,976
Reece Street	19,094	-	-	-	-	19,094
Royal Crescent Court	-	-	-	-	7,685	7,685
Royal Crescent Terrace	-	-	-	-	76,848	76,848
Serena Lane	-	-	-	19,212	-	19,212
Sixes Road	-	-	-	-	461,088	461,088
Spring Place	-	15,370	-	-	-	15,370
Spring Trail	28,843	-	-	-	-	28,843
St. James Place	-	-	-	-	15,370	15,370
Wellstar Way	-	-	-	76,848	-	76,848
West Mountain Oak Street	57,687	-	-	-	-	57,687
White Oak Court	-	-	-	9,606	-	9,606
White Oak Terrace	-	-	-	28,818	-	28,818
Town Center Streetscapes	286,000	-	-			286,000
Other Transportation Improvement Projects	-	-	100,000	-	-	100,000
Total	\$ 7,800,000	\$ 753,096	\$ 418,920	\$ 418,190	\$ 806,904	\$10,197,110

Impact on the Operating Budget

The only impact to the operating budget that this project will have is continued maintenance of the roadways as shown in the table below:

Expenditures	FY2022	FY2023	FY2024	FY2025	FY2026
Repairs and Maintenance	\$ 2,500	\$ 5,000	\$ 7,500	\$10,000	\$12,500
Total Expenditures	\$ 2,500	\$ 5,000	\$ 7,500	\$10,000	\$12,500

<u>Project: Public Safety Vehicles, Equipment and Related Debt</u> - Funds will be used to purchase police vehicles and equipment.

Project Total: \$1,206,000

Project Status: Scheduled to begin in FY2022 and end in FY2026

<u>Funding Source</u>: SPLOST V (Special Purpose Local Option Sales Tax) 2018-2024, and SPLOST VI (Special Purpose Local Option Sales Tax) 2024-2030.

Public Safety Vehicles, Equipment & Related Debt							
Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total	
Police Vehicles	\$ 241,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$1,061,000	
Mobile Data Terminals and Software	145,000	-	-	-	-	145,000	
Total	\$ 386,000	\$ 205,000	\$ 205,000	\$ 205,000	\$ 205,000	\$1,206,000	

Impact on the Operating Budget

The impact on the operating budget will be the necessary repairs and/or maintenance of the purchased vehicles and equipment will be the responsibility of the General Fund in future years as shown in the table below:

Expenditures	FY2022	FY2023	FY2024	FY2025	FY2026
Gasoline	1,500	1,545	1,591	1,639	1,688
Repairs and Maintenance	3,000	5,000	7,500	10,000	12,500
Total Expenditures	\$ 4,500	\$ 6,545	\$ 9,091	\$11,639	\$14,188

^{*}The majority of vehicles purchased are replacement vehicles and will not result in additional operating costs to the City.

Project: General Government Buildings and Related Debt - This project includes the installation of an audio/video system for Council, a computer data center to include new servers and computer equipment, and the purchase of furniture, fixtures, and equipment for a new city hall to be located in downtown.

Project Total: \$11,147,400

Project Status: Scheduled to begin in FY2022

<u>Funding Source</u>: SPLOST V (Special Purpose Local Option Sales Tax) 2018-2024, and SPLOST VI (Special Purpose Local Option Sales Tax) 2024-2030.

General Government Buildings & Related Debt								
Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total		
General Government Buildings	\$ 6,115,943	\$ 800,000	\$ 800,000	\$ -	\$ -	\$ 7,715,943		
General Government Site Improvements	3,431,457	-	-	-	-	3,431,457		
Total	\$ 9,547,400	\$ 800,000	\$ 800,000	\$ -	\$ -	\$ 11,147,400		

Impact on the Operating Budget

The impact on the operating budget will be the maintenance and necessary repairs of the purchased equipment. This will be the responsibility of the General Fund in future years. Construction is anticipated for completion in FY2024; therefore, the operating costs will not impact the budget until FY2025.

Expenditures	FY2022	FY2023	FY2024	FY2025	FY2026
Repairs and Maintenance	\$ -	\$ -	\$ -	\$ 2,500	\$ 2,575
Electric	-	-	-	12,600	12,978
Water/Sewer	-	-	-	800	824
Natural Gas	-	-	-	480	494
Total Expenditures	\$ -	\$ -	\$ -	\$16,380	\$16,871

<u>Project: Public Works Fleet Vehicles and Equipment</u> - Funds will be used to purchase additional public works vehicles, tractors, trucks, and other equipment.

Project Total: \$40,000

Project Status: Scheduled to begin in FY2023 and end in FY2024

<u>Funding Source</u>: SPLOST V (Special Purpose Local Option Sales Tax) 2018-2024, and SPLOST VI (Special Purpose Local Option Sales Tax) 2024-2030.

Public Works Fleet Vehicles & Equipment								
Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total		
Public Works Equipment	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 40,000		
Total	1 1 7 7 17 17 17 17 17 17 17 17 17 17 17							

Impact on the Operating Budget

The impact on the operating budget will be the maintenance and necessary repairs of the purchased equipment and vehicles. This will be the responsibility of the General Fund in future years.

Expenditures	FY2022	FY2023	FY2024	FY2025	FY2026
Repairs and Maintenance	\$ -	\$ 4,000	\$ 5,000	\$ 5,305	\$ 5,464
Gasoline/Diesel	-	1,020	1,051	1,093	1,126
Total Expenditures	\$ -	\$ 5,020	\$ 6,051	\$ 6,398	\$ 6,590

Project: Parks and Recreation Facilities and Related Debt – This project includes the renovations to the Community Center (Train Depot), and construction of active and passive recreational use facilities to include playgrounds, ball fields, trails, and pavilions.

Project Total: \$502,600

<u>Project Status</u>: Demolition began in 2019 with construction anticipated to start in 2022. The projected completion date will be in 2023.

Funding Source: Excise Tax

Parks and Recreation Facilities & Related Debt								
Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total		
Community Center (Train Depot)	\$ 152,600	\$ -	\$ -	\$ -	\$ -	\$ 152,600		
Other Park and Recreation Facilities	100,000	250,000	-	-	-	350,000		
Total	\$ 252,600	\$ 250,000	\$ -	\$ -	\$ -	\$ 502,600		

Impact on the Operating Budget

The \$502,600 is for renovations to the Community Center (Train Depot), and the development of a new park within the City which will include playgrounds, ball fields, trails, and pavilions. Upon completion, the Parks and Recreation Fund (a Special Revenue Fund of the City) will incur estimated annual maintenance and upkeep costs of approximately \$25,000. These costs will include water and sewer for restroom facilities, maintenance of the lawn and soft surface trail, and electricity for streetlights and park structures. The City will set aside funds to cover these expenditures in subsequent years' operating budgets. The impact on the operating budget will be the cost of maintenance and utilities for the new park as shown below:

Expenditures	FY20	022	FY2	2023	F	/2024	F	Y2025	F	/2026
Disposal - Garbage	\$	-	\$	-	\$	2,000	\$	2,060	\$	2,122
Lawn Care		-		-		3,500	\$	3,605		3,713
Pest Control		-		-		1,500	\$	1,545		1,591
Repairs and Maintenance		-		-		3,000	\$	3,090		3,183
Water/Sewer		-		-		5,000	\$	5,150		5,305
Electricity		-		-		10,000	\$	10,300		10,609
Total Expenditures	\$	-	\$	-	\$2	25,000	\$2	25,750	\$2	26,523

5 Year Capital Improvement Plan

Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Transportation Facilities, Improvements & Relate	ed Debt					\$ 10,197,110
Ash Street	-	-	-	-	165,223	165,223
Carl Barrett Drive	79,219	-	-	-	-	79,219
Cedar Valley Court	-	-	57,636	1	-	57,636
Cedar Valley Drive	-	-	57,636	-	-	57,636
Charles Drive	38,187	-	-	-	-	38,187
Crestmont Lane	-	174,829	-	-	-	174,829
Crown Avenue	-	-	-	-	30,739	30,739
Cypress Court	-	-	42,266	-	-	42,266
Fox Creek Blvd	-	-	48,030	-	-	48,030
Fox Creek Crossing	_	_	57,636		_	57,636
Fox Creek Drive	_		24,976		_	24,976
Fox Creek/Turner Village Sidewalks	50,000	_	21,070		_	50,000
Fox Overlook	00,000		5,764			5,764
Hampton Way	25,187	-	3,704		-	25,187
Harmony Lake Drive Bridge Deck Replacement	25,107	40.220	-		-	
	4 000 000	40,330	-	-	-	40,330
Hickory Road Sidewalk Project	1,000,000	-	-	-	-	1,000,000
Holly Commons Parkway	-	-	-	-	38,424	38,424
Holly Lane	-	140,248	-	-	-	140,248
Holly Lynn Court	59,718	-	-	-	-	59,718
Holly Springs Parkway (Home Depot to Kroger)	37,375	-	-	-	-	37,375
Holly Springs Parkway Sidewalks (Serenity)	100,000	-	-	-	-	100,000
Holly Springs Parkway Widening Project Ph II	3,500,000	-	-		-	3,500,000
Holly Springs Parkway Widening Project Ph III	2,002,910	-	-	-	-	2,002,910
Holly Street	144,281	-	-	-	-	144,281
Indian Trail	-	28,818	-	-	-	28,818
Industrial Connector	250,000	-	-	-	-	250,000
Jay Street	17,062	-	-	_	_	17,062
Joel Court	_	19,212	-	-	_	19,212
Kimberly Place	_	96,060	_		_	96,060
Laurel Lane	_	15,370	-		_	15,370
Lee Court	37,781	- 10,010	_	_	_	37,781
Linda Court	16,656				_	16,656
Longbow Court	10,030	38,424			_	38,424
Marabella Lane	-	30,424		57.636	-	57,636
Morgan Trace	-	96,060	-	37,030	-	96,060
- i	-	,	-	-	-	,
Morgan Walk	-	30,739	-		-	30,739
Mountain Brook Court	-	-	-	32,660	-	32,660
Mountain Brook Drive	-	-	-	15,370	-	15,370
Old Holly Springs Road	-	38,424	-	-	-	38,424
Palm Street Sidewalk Project (LCI)	50,000	-	-	-	-	50,000
Paper Trail Way	-	-	-	-	11,527	11,527
Peninsula Point	-	-	-	134,484	-	134,484
Peninsula Point Bridge Deck Replacement	-	-	-	43,556	-	43,556
Rachel Drive	-	19,212	-	-	-	19,212
Red Coat Lane	-	-	24,976	-	-	24,976
Reece Street	19,094	-			-	19,094
Royal Crescent Court	-	-	-	-	7,685	7,685
Royal Crescent Terrace	-	-	-	-	76,848	76,848
Serena Lane	-	-	-	19,212	-	19,212
Sixes Road	_	_	-		461,088	461,088
Spring Place	_	15,370	_	_		15,370
Spring Trail	28,843	10,010	-			28,843
St. James Place	20,043	-	-	-	15 270	15,370
	-	-	-	76 040	15,370	
Wellstar Way		-	-	76,848	-	76,848
West Mountain Oak Street	57,687	-	-		-	57,687
White Oak Court	-	-	-	9,606	-	9,606
White Oak Terrace	-	-	-	28,818	-	28,818
Town Center Streetscapes	286,000	-	-	-	-	286,000
Other Transportation Improvement Projects	-	-	100,000	-	-	100,000
Total	7,800,000	753,096	418,920	418,190	806,904	10,197,110

5 Year Capital Improvement Plan cont'd

Project Category	FY2022	FY2023	FY2024	FY2025	FY2026	Total
Public Safety Vehicles, Equipment & Related Debt						\$ 1,206,000
Police Vehicles	241,000	205,000	205,000	205,000	205,000	1,061,000
Mobile Data Terminals and Software	145,000		-		-	145,000
Total	386,000	205,000	205,000	205,000	205,000	1,206,000
General Government Buildings & Related Debt						\$11,147,400
General Government Buildings	6,115,943	800,000	800,000	-	-	7,715,943
General Government Site Improvements	3,431,457	-	-	-	-	3,431,457
Total	9,547,400	800,000	800,000	-	-	11,147,400
Public Works Fleet Vehicles & Equipment						\$ 40,000
Public Works Equipment	-	20,000	20,000	-	-	40,000
Total	-	20,000	20,000	-	-	40,000
Parks and Recreation Facilities & Related Debt						\$ 502,600
Community Center (Train Depot)	152,600	-	-	-	-	152,600
Other Park and Recreation Facilities	100,000	250,000	-	-	-	350,000
Total	252,600	250,000	-	-	-	502,600
Total	\$17,986,000	\$ 2,028,096	\$1,443,920	\$ 623,190	\$1,011,904	\$23,093,110



The City's Budget contains specialized and technical terminology that is unique to public finance and budgeting. To assist the reader of the Budget document in understanding these terms, a glossary has been included below:

ACCRUAL BASIS OF ACCOUNTING

A method of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the related cash flows.

ADOPTED (APPROVED) BUDGET

The funds appropriated by the City Council at the beginning of the year.

AD VALOREM TAX

Commonly referred to as property taxes, are levied on both real and personal property based upon the property's assessed valuation and the millage rate.

AGENCY/CUSTODIAL FUND

Funds used to account for resources held by the state in a purely custodial capacity for other governments, private organizations or individuals.

APPROPRIATION

A legal authorization to incur obligations and to make expenditures for specific purposes.

ASSESSED VALUATION

The valuation set upon real estate and certain personal property by the Property Appraiser as a basis for levying Ad Valorem (property) taxes.

AUDIT

A formal examination of an organization's or individual's accounts or financial situation, a methodical examination and review.

BACK-DOOR GENERAL OBLIGATION BOND

A general obligation bond is a common type of municipal bond in the United States that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bondholders. This type of bond bypasses the referendum requirement for standard GO bonds. General obligation bonds issued by local government require the approval of voters through a referendum. Back-door general obligation bonds issued by local authorities are not required to be approved by voters through a referendum

BALANCED BUDGET

To the extent that the Appropriated Revenues and Estimated Budget Savings equal or exceed the Appropriated Expenditures, the budget is considered balanced. Should the Appropriated Expenditures exceed the Appropriated Revenues and Estimated Budget Savings, the difference would be shown in the revenue section as Beginning Surplus. The amount of the Beginning Surplus would specify the amount by which the Fund Balance would be reduced.

BASIS OF ACCOUNTING

The timing of recognition, that is, when the effects of transactions or events should be recognized for financial reporting purposes. For example, the effects of transactions or events can be recognized on an accrual basis (that is, when the transactions or events take place), or on a cash basis (that is, when cash is received or paid). Basis of accounting is an essential part of measurement focus, ecause a particular timing of recognition is necessary to accomplish a particular measurement focus.

BOND

A long-term debt obligation primarily used to finance capital projects or other long-term obligations. A bond represents a promise to repay a specified sum of money called the face value or principal amount at a specified maturity date or dates in the future, together with periodic interest at a specified rate.

BUDGET

An operational guide of planned financial activity for a specified period of time (fiscal year or project length) estimating all anticipated revenues and expected expenditures/expenses for the budget period. A policy document, which communicates programmatic goals and objectives and the anticipated means for achieving them.

BUDGET AMENDMENT

The transfer of funds from one appropriation account to another, requiring approval of City Manager, Finance Director, and Department Director.

BUDGET CALENDAR

The schedule of target dates that a government follows in the preparation of preliminary budgets and the adoption of the final budget.

BUDGET RESOLUTION

The official enactment by the City Council legally authorizing City Officials to obligate and expend resources.

BUDGET OFFICER

"Budget officer" means that local government officials charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.

BUDGET ORDINANCE

"Ordinance," or "Resolution" means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.

BUDGET PERIOD

Budget period, means the period for which a budget is proposed or a budget ordinance or resolution is adopted.

BUDGETARY BASIS OF ACCOUNTING

This refers to the basis of accounting used to estimate when revenues and expenditures are recognized for budgetary purposes. This generally takes one of three forms: GAAP, cash, or modified accrual.

BUDGETARY CONTROL

The control or management of a government in accordance with the approved budget for the purpose of keeping expenditures within the limitations of available appropriations and resources. The level of budgetary controls that is the point at which expenditures cannot legally exceed the appropriated amount.

CAPITAL BUDGET

A plan of proposed capital outlays and the means of financing them for the current fiscal period. It is usually a part of the current budget.

CAPITAL EXPENDITURES

All charges incurred to acquire equipment, land, buildings, improvements of land or buildings, fixtures, and other permanent improvements. Pursuant to the City of Holly Springs Financial Policy, capital expenditures for the City have a value in excess of \$5,000 and a useful life expectancy of greater than 1 year.

CAPITAL IMPROVEMENTS

Expenditures related to the acquisition, expansion or rehabilitation of an element of the government's physical plant; sometimes referred to as "Infrastructure." See also "Capital Project".

CAPITAL PROJECT

Major construction, acquisition, or renovation activities which add value to a government's physical assets or significantly increase their useful life. Also called "Capital Improvements."

CASH BASIS OF ACCOUNTING

A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

CONTINGENCY

A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

DEBT

An obligation resulting from the borrowing of money or from the purchase of goods and services on credit. The City Council must approve all debt instruments.

DEBT SERVICE FUND

A governmental fund established to finance and account for the accumulation of resources for, and the payment of, general long-term debt principal and interest. Also known as "Sinking Fund".

DEPARTMENT

An organizational unit of government, which is functionally unique in its delivery of services.

DISTINGUISHED BUDGET PRESENTATION AWARD PROGRAM

A voluntary awards program administered by the Government Finance Officers Association (GFOA) to encourage governments to prepare effective budget documents.

EMPLOYEE (OR FRINGE) BENEFITS

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

ENCUMBRANCE

The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

ENTERPRISE FUND

A proprietary fund used to account for business-like operations of a government to provide goods and or services to the general public. The intent is that enterprise fund operations should be supported by user fees on a cost recovery basis. The periodic determination of revenues and expenses is appropriate for capital maintenance, management control, or other public policy. An example of an enterprise fund is Stormwater Utility.

EXPENDITURE

The incurring of a liability, the payment of cash, or the transfer of property for the purpose of acquiring an asset, or a service or settling a loss. A decrease in net financial resources under the current financial resources measurement focus not properly classified as "Other Financing Uses".

EXPENSE

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges. Decreases the net assets of a fund.

FIDUCIARY FUND

Fiduciary Fund are used to account for assets held in trust by the government for the benefit of individuals.

FISCAL POLICY

A government's policies with respect to revenues, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.

FISCAL YEAR

A twelve-month period designated as the operating year for accounting and budgeting purposes in an organization. The City's fiscal year runs from January 1st to December 31st.

FUND

An accounting and reporting entity with a self-balancing set of accounts. Funds are created to establish accountability for revenues and expenses, which are segregated for the purpose of carrying out a specific purpose or range of activities.

FUND BALANCE (undesignated/unreserved)

Refers to the excess of assets over liabilities and is therefore, generally known as amount available for appropriation.

FUND BALANCE (designated/reserved)

Refers to the excess of assets over liabilities and is designated or reserved for a particular item, e.g. "Fund Balance Reserved for Encumbrances".

FUND BALANCE (carried forward)

Funds on hand at year end resulting from collections of revenue in excess of anticipations and/or unexpended appropriations which are included as a revenue source in the budget of the ensuing year

GENERAL FUND

The chief operating fund used to account for both general government transactions and those financial resources not required to be accounted for in another fund.

GOALS

A measurable statement of desired conditions to be maintained or achieved.

GOVERNING AUTHORITY

Governing authority means that official or group of officials responsible for governance of the unit of local government.

GOVERNMENTAL FUNDS

Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities – except for those accounted for in proprietary funds and fiduciary funds.

INTERFUND TRANSFERS

Flows of assets (such as cash or goods) between funds of the primary government without equivalent flows of assets in return and without a requirement for repayment.

INTERGOVERNMENTAL REVENUE

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

LEGAL LEVEL OF CONTROL

Legal level of control is the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required. This does not preclude the governing authority of a local government from establishing a legal level of control at a more detailed level of budgetary control than the minimum required legal level of control.

MAJOR FUND

Funds with "revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item." (See also "Non-Major Funds," below.)

MILLAGE RATE

The ad valorem tax rate expressed in the amount levied per thousand dollars of the taxable assessed value of property. One mill is equal to one dollar per thousand.

MODIFIED ACCRUAL ACCOUNTING

A basis of accounting in which revenues are recorded when collected within the current period or soon enough thereafter to be used to pay liabilities of the current period and expenditures are recognized when the related liability is incurred.

NET ASSETS

The value of an entity's assets less the value of its liabilities.

NON-DEPARTMENTAL (CITY-WIDE)

A group of accounts which are not directly related to a department's primary service activities, or which are separate from departmental operations for control purposes.

NON-MAJOR FUND

Non-major funds are those that fail the test defining major funds in one or more aspects. Major funds have revenues, expenditures/expenses, assets, or liabilities (excluding extraordinary items) that are at least 10% of corresponding totals for all governmental or enterprise funds and at least 5% of the aggregate amount for all government and enterprise funds for the same item.

OBJECTIVES

Unambiguous statements of performance intentions expressed in measurable terms.

OPERATING BUDGET

The portion of the budget pertaining to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personal services, fringe benefits, commodities, services and capital outlay.

OPERATING EXPENSES

The cost for personnel, materials and equipment required for a department to function. Another example would be Proprietary Fund expenses related directly to the primary activities of the fund.

OPERATING REVENUES

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services. Another example would be Proprietary Fund user fees for goods and/or services that are directly related to the primary activities of the fund.

PERFORMANCE INDICATORS

Special quantitative and qualitative measure of work performed as an objective of a department.

PERSONNEL SERVICES

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

PROPRIETARY FUNDS

Used to account for government's ongoing organizations and activities that are similar to those found in the private sector.

RESERVE

An account to indicate that a portion of funds have been legally restricted for a specific purpose, or not available for appropriation and subsequent spending. A reserve for working capital is a budgetary reserve set aside for cash flow needs, emergencies, or unforeseen expenditure/revenue shortfalls.

REVENUE

Funds that the City receives as income. It includes such items as taxes, licenses, user fees, service charges, fines and penalties, and grants.

REVENUE BONDS

Bonds whose principal and interest are payable exclusively from specific projects or special assessments, rather than from general revenues. These bonds do not require approval by referendum.

ROLL BACK RATE

The millage rate which, exclusive of new construction, will provide the same property (Ad Valorem) tax revenue for each taxing entity as was levied during the prior year. The roll back rate controls for changes in the market value of property and represents "no tax increase". The only source of additional tax revenue, if the roll back rate is levied, is the tax upon new construction.

SINKING FUND

A reserve fund accumulated over a period of time for retirement of a debt.

SPECIAL REVENUE FUND

A fund in which the revenues are designated for use for specific purposes or activities.

TAX DIGEST

Official list of all property owners, the assessed value (100% of fair market value), and the tax due on their property.

TAXES

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. Taxes levied by the City of Holly Springs are approved by the City Council and are within limits determined by the State.

UNIT OF LOCAL GOVERNMENT

Unit of local government, "unit", or "local government" means a municipality, county, consolidated city-county government, or other political subdivision of the state. Such terms do not include any local school district or board of education. For purposes of this paragraph, "county" includes any county officer who is paid in whole or in part on a salary basis over whom the county governing authority exercises budgetary authority.

WORKING CAPITAL

A dollar amount reserved in (General Fund) fund balance that is available for unforeseen emergencies, to handle shortfalls caused by revenue declines, and to provide cash liquidity during periods of low cash flow.



Abbreviations & Acronyms

ACS American Community Survey

ADA Americans with Disabilities Act

APB Accounting Principles Board

ARC Atlanta Regional Commission

ARPA American Rescue Plan Act of 2021

ASE Automotive Service Excellence

BCBS Blue Cross/Blue Shield

BOC Board of Commissioners

CAFR Comprehensive Annual Financial Report

CCWSA Cherokee County Water and Sewerage Authority

CDBG Community Development Block Grant

CDC Center for Disease Control

CID Criminal Investigations Division

CIP Capital Improvement Plan

CFPD Consumer Financial Protection Bureau

CMAQ Congestion Mitigation and Air Quality

COLA Cost of Living Adjustment

COPS Community Operations Professional Services

DDA Downtown Development Authority

F/T Full-Time

FTE Full-Time Equivalent

FASB Financial Accounting Standards Board

FEMA Federal Emergency Management Agency

FICA Federal Insurance Contributions Act

FOCUS Families of Cherokee United in Service

FSA Flexible Spending Arrangement

FY Fiscal Year

GAAP Generally Accepted Accounting Principles

GAAS Generally Accepted Auditing Standards

GAGAS Generally Accepted Governmental Auditing Standards

GAO General Accounting Office

Abbreviations & Acronyms (cont'd)

GASB Governmental Accounting Standards Board

GDOT Georgia Department of Transportation

GFOA Government Finance Officers' Association

GIRMA Georgia Interlocal Risk Management Agency

GIS Geographic Information Systems

GMA Georgia Municipal Association

GMEBS Georgia Municipal Employees Benefit System

GTIB Georgia Transportation Infrastructure Bank

HOTL Harmony on the Lakes

ISO Insurance Service Office

IT Information Technology

LCI Livable Centers Initiative

LMIG Local Maintenance Improvement Grant

NPDES National Pollutant Discharge Elimination System

OMB Office of Management and Budget

OPS Office of Professional Standards

P/T Part-Time

SPLOST Special Purpose Local Option Sales Tax

SRTA State Road and Tollway Authority

TAD Tax Allocation District

TCP Town Center Project

TE Transportation Enhancement

TIP Transportation Improvement Plan

UPD Uniform Patrol Division

URA Urban Redevelopment Authority

USCB United States Census Bureau

City of Holly Springs City Council Work Session Meeting Minutes September 9, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilman Kyle Whitaker, Councilman Jeff Wilbur, and Mayor Pro Tem Michael Roy Zenchuk II.

Elected Officials Absent: Councilwoman Dee Phillips.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Tommy Keheley, Finance Director Denise Lamazares, Economic Development Director/Assistant City Clerk Erin Honea, and Information Technology Manager/Facilities Manager Ron Carter.

Mayor Miller called the Work Session to order.

Mayor Miller led the Pledge of Allegiance. Mayor Pro Tem Zenchuk gave the invocation.

City Clerk Karen Norred administered the Oath of Office to Kevin Moore.

Mayor Miller welcomed Councilman Moore to City Council. Councilman Moore thanked everyone for the opportunity to serve the residents of the City of Holly Springs.

Executive Director/CEO of Cherokee FOCUS Sonia Carruthers presented the City with a plaque showing her appreciation for its continued partnership.

Mayor Pro Tem Zenchuk thanked Ms. Carruthers for her dedication to the youth of Cherokee County.

No public comment.

Finance Director Denise Lamazares presented the Comprehensive Annual Financial Report for the year ending 2020.

No action taken.

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilman Whitaker seconded the motion. Motion carried 4-0.

Meeting adjourned.

City of Holly Springs September 9, 2021 Work Session & Special Called Meeting Minutes Page 1 of 2

City of Holly Springs City Council Special Called Meeting Minutes September 9, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilman Kyle Whitaker, Councilman Jeff Wilbur, and Mayor Pro Tem Michael Roy Zenchuk II.

Elected Officials Absent: Councilwoman Dee Phillips.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Tommy Keheley, Finance Director Denise Lamazares, Economic Development Director/Assistant City Clerk Erin Honea, and Information Technology Manager/Facilities Manager Ron Carter.

Mayor Miller called the Special Called Meeting to order.

Mayor Pro Tem Zenchuk made a motion to approve an ordinance to set the 2021 millage rate at 4.220 mills pursuant to Section 6.02 of the City Charter. Councilman Wilbur seconded the motion. Motion carried 4-0.

Mayor Pro Tem Zenchuk made a motion to approve the adoption of a resolution authorizing the execution of an intergovernmental contract with the Urban Redevelopment Agency of the City of Holly Springs, Georgia (URA) and other documents related to the issuance of the URA's revenue bond and authorize the Mayor to execute the documents. Councilman Wilbur seconded the motion. Motion carried 4-0.

Mayor Pro Tem Zenchuk made a motion to approve the Workforce Innovation and Opportunity Act Youth Services Contract by and between the Atlanta Regional Commission and the City of Holly Springs, Georgia and authorize the Mayor to execute the contract documents. Councilman Wilbur seconded the motion. Motion carried 4-0.

Councilman Whitaker made a motion to approve a Stormwater Inspector/Equipment Operator job description. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 4-0.

Mayor Pro Tem Zenchuk made a motion to adjourn and enter into Executive Session for the purpose of Real Estate. Councilman Whitaker seconded the motion. Motion carried 4-0.

FORGIA

Meeting adjourned.

Respectfully Submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

(Seal)

City of Holly Springs September 9, 2021 Work Session & Special Called Meeting Minutes

Page 2 of 2

ORD-04-2021

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA, TO SET THE 2021 AD VALOREM TAX RATE OF THE CITY OF HOLLY SPRINGS, GEORGIA FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022; AND FOR OTHER PURPOSES

Be it Ordained and Established by the Mayor and City Council of the City of Holly Springs, Georgia as follows:

<u>Section 1.</u> The 2021 ad valorem tax rate for the City of Holly Springs, Georgia on property subject to ad valorem taxation by the City is hereby set at 4.220 mills on forty percent (40%) of each \$1,000 of property subject to ad valorem tax by the City.

<u>Section 2.</u> Said rate of 4.220 mills on forty percent (40%) of each \$1,000 of taxable property is hereby levied for General Government purposes.

Section 3. All ordinances and parts of ordinances in conflict herewith are hereby repealed.

SO ORDAINED this 9th day of September 2021.

CITY OF HOLLY SPRINGS

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

(Seal)

Page 1 of 1

City of Holly Springs Public Hearing Minutes November 4, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilman Kyle Whitaker, and Mayor Pro Tem Michael Roy Zenchuk II.

Elected Officials Absent: Councilwoman Dee Phillips and Councilman Jeff Wilbur.

Staff Present: City Manager Robert H. Logan, Alicia Argo from the City Attorney's Office, City Clerk/Human Resources Director Karen Norred, Chief Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Economic Development Director/Assistant City Clerk Erin Honea, and Facilities Manager/Information Technology Manager Ron Carter.

Mayor Miller called the Public Hearing to order.

Finance Director Denise Lamazares presented the 2022 Budget Appropriations for the Year Ending December 31, 2022.

No public comments.

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilman Whitaker seconded the motion. Motion carried 3-0.

Meeting adjourned.

City of Holly Springs November 4, 2021 Public Hearing, Work Session & Special Called Meeting Minutes Page 1 of 3

City of Holly Springs City Council Work Session Meeting Minutes November 4, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilman Kyle Whitaker, and Mayor Pro Tem Michael Roy Zenchuk II.

Elected Officials Absent: Councilwoman Dee Phillips and Councilman Jeff Wilbur.

Staff Present: City Manager Robert H. Logan, Alicia Argo from the City Attorney's Office, City Clerk/Human Resources Director Karen Norred, Chief Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Economic Development Director/Assistant City Clerk Erin Honea, and Facilities Manager/Information Technology Manager Ron Carter.

Mayor Miller called the Work Session to order.

Mayor Miller led the Pledge of Allegiance. Mayor Pro Tem Zenchuk gave the invocation.

Lynne Saunders, Founder and Executive Director of Encompass Ministries, made a presentation regarding homelessness solutions in Cherokee County.

City resident Roger McIver spoke in favor of the homelessness solution presentation made by Lynne Saunders; asked if a preliminary ward map was available; voiced concern over Item 5 in the stipulations listed in ORD-06-2021, text amendment to the Holly Springs Zoning Ordinance, Article 7, Planned Development Districts, to permit additional type of planned development: PD-BTR, Planned Development – Built to Rent.

Mayor Pro Tem Zenchuk made a motion to adjourn the Work Session. Councilman Moore seconded the motion. Motion carried 3-0.

Meeting adjourned.

City of Holly Springs November 4, 2021 Public Hearing, Work Session & Special Called Meeting Minutes Page 2 of 3

City of Holly Springs City Council Special Called Meeting Minutes November 4, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilman Kyle Whitaker, and Mayor Pro Tem Michael Roy Zenchuk II.

Elected Officials Absent: Councilwoman Dee Phillips and Councilman Jeff Wilbur.

Staff Present: City Manager Robert H. Logan, Alicia Argo from the City Attorney's Office, City Clerk/Human Resources Director Karen Norred, Chief Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, and Economic Development Director/Assistant City Clerk Erin Honea, and Facilities Manager/Information Technology Manager Ron Carter.

Mayor Miller called the Special Called Meeting to order.

Mayor Pro Tem Zenchuk made a motion to approve a resolution to appoint Kyle Whitaker as Chair and Kevin Moore as Co-Chair of the Parks and Recreation Committee and Kevin Moore as Co-Chair of the Public Works Committee. Councilman Whitaker seconded the motion. Motion carried 3-0.

Mayor Pro Tem Zenchuk made a motion to approve the State Fiscal Recovery Fund Terms and Conditions for Public Safety Officials and First Responders Pay Supplement Agreement and authorize and ratify the signature of the Mayor. Councilman Whitaker seconded the motion. Motion carried 3-0.

Councilman Whitaker made a motion to approve a Right - of - Way Encroachment Agreement between Leia and Kevin Taylor and the City of Holly Springs, Georgia and authorize the Mayor to execute the agreement. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 3-0.

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilman Moore seconded the motion. Motion carried 3-0.

Respectfully Submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City C

(Seal)

City of Holly Springs

November 4, 2021 Public Hearing, Work Session & Special Called Meeting Minutes

Page 3 of 3

City of Holly Springs City Council Work Session Meeting Minutes November 15, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Kyle Whitaker, Councilman Jeff Wilbur, and Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, and Information Technology Manager/Facilities Manager Ron Carter.

Mayor Miller called the Work Session to order.

Public Comments

Cherokee County Commissioner Benny Carter discussed the efforts of the Keep Cherokee Beautiful committee.

Councilman Wilbur made a motion to adjourn. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Meeting adjourned.

City of Holly Springs November 15, 2021 Work Session & Business Meeting Minutes Page 1 of 4

City of Holly Springs City Council Business Meeting Minutes November 15, 2021

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Kyle Whitaker, Councilman Jeff Wilbur, and Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, and Information Technology Manager/Facilities Manager Ron Carter.

Mayor Miller called the Business Meeting to order.

Mayor Miller led the Pledge of Allegiance. Mayor Pro Tem Zenchuk gave the invocation.

Consent Agenda

- 1. October 4, 2021 Council Work Session and Special Called Meeting Minutes
- 2. October 18, 2021 Council Work Session and Business Meeting Minutes
- 3. A Lease Agreement between Duplicating Products, Inc. and the City of Holly Springs, Georgia, for a term of 48 months, in an amount not to exceed \$74 monthly payment amount
- 4. The release of the Magnolia Trace Additional Stormwater Bond for Offsite Stormwater Performance Bond #107404373
- 5. ORD-07-2021, text amendment to the Holly Springs Zoning Ordinance, Article 10, Section 10.7-3.3, Gasoline Service Station Pricing Signs to amend regulations
- 6. An ordinance of the City of Holly Springs, Georgia approving the amendments for the Fiscal Year 2021 budget for the General Fund, Parks & Recreation Fund, Special Purpose Local Option Sales Tax (SPLOST) V Fund, Town Center Fund, Urban Redevelopment Agency, Debt Service Fund, and Municipal Court Fund
- 7. An ordinance of the City of Holly Springs, Georgia approving appropriations for the year 2022 General Fund, American Rescue Plan Act of 2021 Fund, Operating Grant Fund, Parks and Recreation Fund, Hotel/Motel Tax Fund, Special Purpose Local Option Sales Tax (SPLOST) III Fund, SPLOST IV Fund, SPLOST V Fund, Town Center Fund, Debt Service Fund, Stormwater Fund, Urban Redevelopment Agency, and Municipal Court Fund
- 8. An ordinance of the City of Holly Springs Georgia approving the appropriations for the Five-Year Capital Improvement Plan (CIP) 2022-2026

City of Holly Springs November 15, 2021 Work Session & Business Meeting Minutes Page 2 of 4

- A Hosted Application Services Agreement between Guardian Tracking, LLC and the City
 of Holly Springs, Georgia in an amount not to exceed \$4,350 and authorize the Mayor to
 execute the agreement
- 10. An ordinance to amend the Code of the City of Holly Springs, Georgia to create Article VI Outdoor Burning of Chapter 34 Environment
- 11. A Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibit A, identified as Tract 1C located in Land Lot 306 of the 15th District, City of Holly Springs, Georgia and authorize the Mayor to execute the document
- 12. A Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibit A, identified as Tract 1D located in Land Lot 306 of the 15th District, City of Holly Springs, Georgia and authorize the Mayor to execute the document
- 13. A Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibit A, identified as Tract 1E located in Land Lot 306 of the 15th District, City of Holly Springs, Georgia and authorize the Mayor to execute the document
- 14. A Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibit A, identified as Tract 2A located in Land Lot 306 of the 15th District, City of Holly Springs, Georgia and authorize the Mayor to execute the document
- 15. A Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibit A, identified as Tract 10 located in Land Lot 306 of the 15th District, City of Holly Springs, Georgia and authorize the Mayor to execute the document
- 16. A Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibit A, identified as Tract 11 B located in Land Lot 306 of the 15th District, City of Holly Springs, Georgia and authorize the Mayor to execute the document

Mayor Pro Tem Zenchuk made a motion to approve the November 15, 2021 Consent Agenda. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve ORD-06-2021, text amendment to the Holly Springs Zoning Ordinance, Article 7, Planned Development Districts, to permit additional type of planned development: PD-BTR, Planned Development – Build to Rent. Councilman Wilbur seconded the motion. Motion carried 5-0.

Councilwoman Phillips made a motion to approve a quote a quote from Parker Young Construction, LLC for improvements to City Hall in an amount not to exceed \$65,749.67. Mayor Pro Tem seconded the motion. Motion carried 5-0.

City of Holly Springs November 15, 2021 Work Session & Business Meeting Minutes Page 3 of 4 Councilman Whitaker made a motion to deny an ordinance to amend the Code of the City of Holly Springs, Georgia, Chapter 2 – Administration; Article II – City Council; Sec. 2-36 – Meetings. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve the 2022 Meeting Calendar. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Finance Director Denise Lamazares announced the October finance report was included in the packet.

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Meeting adjourned.

Respectfully Submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

(Seal)

City of Holly Springs November 15, 2021 Work Session & Business Meeting Minutes Page 4 of 4

ORD-09-2021

AN ORDINANCE OF THE CITY OF HOLLY SPRINGS APPROVING APPROPRIATIONS FOR THE YEAR 2022 GENERAL FUND, AMERICAN RESCUE PLAN ACT OF 2021 FUND, OPERATING GRANT FUND, PARKS AND RECREATION FUND, HOTEL/MOTEL TAX FUND, SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST) III FUND, SPLOST IV FUND, SPLOST V FUND, TOWN CENTER FUND, DEBT SERVICE FUND, STORMWATER FUND, URBAN REDEVELOPMENT AGENCY, AND MUNICIPAL COURT FUND

WHEREAS, the Mayor and City Council of the City of Holly Springs have prepared budgets for fiscal year 2022; and

WHEREAS, those budgets show a balance between projected revenues and anticipated expenditures/expenses; and

WHEREAS, it is required by the State of Georgia that local governments adopt ordinances or resolutions approving the appropriations necessary to effectively carry out the aims and operations proposed in their budgets:

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Holly Springs, and it is hereby ordained that the following appropriations, and attached detailed line items as shown on "Exhibit A", are approved for the purpose of implementing the 2021 fiscal year budget:

GENERAL FUND	\$ 10,375,000
AMERICAN RESCUE PLAN ACT OF 2021 FUND	\$ 5,767,700
OPERATING GRANT FUND	\$ 90,000
PARKS AND RECREATION FUND	\$ 407,150
HOTEL/MOTEL TAX FUND	\$ 6,000
SPLOST III FUND	\$ 286,000
SPLOST IV FUND	\$ 69,000
SPLOST V FUND	\$ 7,950,000
TOWN CENTER FUND	\$ 9,428,400
URBAN REDEVELOPMENT AGENCY	\$ 9,375,000
DEBT SERVICE FUND	\$ 2,000,000
STORMWATER FUND	\$ 460,000
MUNICIPAL COURT FUND	\$ 940,500

SO ORDAINED, THIS 15^{TH} DAY OF NOVEMBER, 2021 BY THE MAYOR AND CITY COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA.

ORD-09-2021

CITY OF HOLLY SPRINGS

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

HOLLYS

(Seal)

ORD-10-2021

AN ORDINANCE OF THE CITY OF HOLLY SPRINGS APPROVING APPROPRIATIONS FOR THE FIVE-YEAR CAPITAL IMPROVEMENT PLAN (CIP) 2022-2026

WHEREAS, the Mayor and City Council of the City of Holly Springs have prepared a Five-Year Capital Improvement Plan (CIP) for fiscal years 2022-2026; and

WHEREAS, the Capital Improvement Plan provides guidance and direction to the City's capital project programming and budgeting process by identifying needed improvements to the capital facilities of the City as well as major actions to be undertaken by the City which include community and economic development initiatives or programs, major capital improvements or infrastructure expansions, regulatory measures or land development regulations over the next five years; and

WHEREAS, recommendations of the Capital Improvement Plan 2022-2026 for projects to be funded from sources anticipated, projected, or recommended have been updated to reflect current needs; and

WHEREAS, the specific funding recommendations of the Capital Improvement Plan 2022-2026 for projects to be funded from sources anticipated, projected, or recommended beyond 2022 are tentative and subject to further refinement; and

NOW, THEREFORE, BE IT ORDAINED by the Mayor and City Council of the City of Holly Springs, do hereby officially approve the City of Holly Springs Capital Improvement Plan 2022-2026, attached hereto as Exhibit "A" and incorporated herein by reference.

SO ORDAINED, THIS $15^{\rm th}$ DAY OF NOVEMBER 2021 BY THE MAYOR AND CITY COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA.

CITY OF HOLLY SPRINGS

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

(Seal)

Page 1 of 1

RES-17-2018

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA, ADOPTING THE COMPREHENSIVE PLAN 2018-2038; TO TRANSMIT THE ADOPTED COMPREHENSIVE PLAN TO THE ATLANTA REGIONAL COMMISSION; TO IMPLEMENT THE ADOPTED PLAN; ESTABLISH THE EFFECTIVE DATE; AND FOR OTHER PURPOSES

WHEREAS, the adoption of a comprehensive plan is required for municipalities and counties in Georgia to maintain the Qualified Local Government Status; and

WHEREAS, in accordance with Rules of the Georgia Department of Community Affairs, Chapter 110-12-1, the City of Holly Springs prepared a Comprehensive Plan; and

WHEREAS, the City held the required public hearings and involved the public in development of the plan in a manner appropriate to the city's dynamics and resources; and

WHEREAS, the Regional Water Plan and the Rules for Environmental Planning Criteria (O.C.G.A. 12-2-8) have been reviewed and incorporated into the plan; and

WHEREAS, the Comprehensive Plan was prepared with guidance from the Comprehensive Plan Steering Committee and public input; and

WHEREAS, the Planning Commission held an advertised public hearing on August 1, 2018, on the draft Comprehensive Plan, prior to the transmittal of the Plan to the Atlanta Regional Commission for regional and state review; and

WHEREAS, the City Council held an advertised public hearing on August 6, 2018, on the draft Comprehensive Plan, prior to the transmittal of the Plan to the Atlanta Regional Commission for regional and state review; and

WHEREAS, notice of said public hearings were given in advance; and

WHEREAS, drafts of the Comprehensive Plan were made available to the public on the City's website and at City Hall; and

WHEREAS, a letter authorizing transmittal for regional and state review was approved by the City Council, the Comprehensive Plan was submitted for review, and the state review of the Community Agenda was completed with City notification on October 5, 2018, authorizing the approval of the Comprehensive Plan with advisory comments; and

NOW THEREFORE IT IS HEREBY RESOLVED, by the City Council of the City of Holly Springs, Georgia, that the Comprehensive Plan, revised and dated October 15, 2018, is hereby adopted for implementation and attached hereto. The Comprehensive Plan specifically

Page 1 of 2

RES-17-2018

includes the future development (character area) map, policies, and short-term work program; and

IT IS HEREBY FURTHER RESOLVED, that the Comprehensive Plan may be revised by City Council from time to time, according to and in conjunction with regional and state regulations. Specifically, it is the intent of City Council to update the future development map as conditions warrant, and to amend and revise the Comprehensive Plan when appropriate or required to do so. It is the intent of the City Council to consult with the Holly Springs Planning and Zoning Commission in such processes of amending the Comprehensive Plan. The Holly Springs Planning and Zoning Commission is charged with responsibilities to monitor implementation of the Comprehensive Plan and may initiate recommended changes to the Holly Springs City Council for its consideration; and

IT IS HEREBY FURTHER RESOLVED, that City staff are directed to publish the adopted Comprehensive Plan and make it available for use by the public; and

IT IS HEREBY FURTHER RESOLVED, a copy of the approved Comprehensive Plan and this resolution shall be submitted to the Atlanta Regional Commission, upon adoption.

This resolution is adopted this 15th day of October, 2018.

Steven W. Miller, Mayor City of Holly Springs, Georgia

ATTEST:

Karen Norred, City Clerk City of Holly Springs, Georgia

Page 2 of 2

City of Holly Springs City Council Public Hearing Meeting Minutes July 15, 2019

Elected Officials Present: Mayor Steven W. Miller, Councilwoman Karen Barnett, Councilwoman Dee Phillips, Councilman Jeremy Smith, Councilman Kyle Whitaker, and Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Michael Carswell, Community Development Director Nancy Moon, and Information Technology Manager Ron Carter.

Mayor Miller called the Public Hearing to order.

City Manager Robert H. Logan presented the Urban Redevelopment Plan of the City of Holly Springs.

No public comments.

Public hearing closed.

Mayor Pro Tem Zenchuk made a motion to adjourn the public hearing. Councilman Whitaker seconded the motion. Motion carried 5-0.

City of Holly Springs July 15, 2019 City Council Public Hearing, Work Session, & Meeting Minutes Page 1 of 5

City of Holly Springs City Council Work Session Meeting Minutes July 15, 2019

Elected Officials Present: Mayor Steven W. Miller, Councilwoman Karen Barnett, Councilwoman Dee Phillips, Councilman Jeremy Smith, Councilman Kyle Whitaker, and Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Michael Carswell, Community Development Director Nancy Moon, and Information Technology Manager Ron Carter.

Mayor Miller called the Work Session to order.

Public Comments:

Holly Springs resident Roger McIver asked that Council add the stipulations he discussed during the July 1, 2019 Work Session regarding MA-05-2019. He asked that Council include prohibiting the installation of utilities or mechanical equipment in the three feet between the buildings for safety reasons on their list of stipulations.

No action taken.

Councilwoman Phillips made a motion to adjourn. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

City of Holly Springs July 15, 2019 City Council Public Hearing, Work Session, & Meeting Minutes Page 2 of 5

City of Holly Springs Council Meeting Minutes July 15, 2019

Elected Officials Present: Mayor Steven W. Miller, Councilwoman Karen Barnett, Councilwoman Dee Phillips, Councilman Jeremy Smith, Councilman Kyle Whitaker, and Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Chief Michael Carswell, Community Development Director Nancy Moon, and Information Technology Manager Ron Carter.

Mayor Miller called the meeting to order.

Mayor Miller led the Pledge of Allegiance. Councilman Smith gave the invocation.

Mayor Miller presented Holly Springs residents Bill & Deanna Morrell with the July Yard of the Month award.

Consent Agenda:

- 1. June 3, 2019 Council Meeting Minutes.
- 2. June 17, 2019 Council Meeting Minutes.
- 3. Resolution in support of the Cherokee Charter Birthday Celebration.
- Georgia Department of Transportation Regulations for Driveway and Encroachment Control Manual.

Mayor Pro Tem Zenchuk made a motion to approve the Consent Agenda. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Unfinished Business:

Mayor Pro Tem Zenchuk made a motion to approve A-05-2019, annexation of 13.4 +/- acres located off of Holly Springs Parkway, Cherokee County, GA, tax parcel 083 of 15N15. Councilman Smith seconded the motion. Motion carried 5-0.

Councilman Smith made a motion to approve MA-05-2019, rezoning of 13.4 +/- acres located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 083 of tax plat 15N15, from R-20, Single Family Residential (County) to GC, General Commercial and MXD, Mixed Use Overlay (City) with staff stipulations, plus the additional stipulation that placement of utility connections or mechanical equipment shall be prohibited in the three-foot space between buildings. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 4-1. Councilman Whitaker opposed.

Councilman Smith made a motion to approve MA-08-2019, rezoning of 3.58 +/- acres located off of Holly Springs Parkway, tax parcels 008, 009A, and 011 of tax plat 93N02, from GC, General Commercial (City) to GC/MXD-1, General Commercial with Mixed Use Overlay (City) with staff stipulations. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

City of Holly Springs July 15, 2019 City Council Public Hearing, Work Session, & Meeting Minutes Page 3 of 5 Mayor Pro Tem Zenchuk made a motion to approve ORD-10-2019, amendment to Holly Springs Zoning Ordinance, Article 14, Amendments and Zoning Procedures, to amend procedures and requirements. Councilman Whitaker seconded the motion. Motion carried 5-0.

New Business:

Mayor Pro Tem Zenchuk made a motion to approve a resolution to amend the adopted Municipal Services Master Fee Schedule. Councilwoman Phillips seconded the motion. Motion carried. 5-0.

Councilman Smith made a motion to approve sending a letter to the Cherokee County Board of Commissioners in regard to Rezoning Case #19-05-011. Councilwoman Barnett seconded the motion. Motion carried 5-0.

Councilwoman Barnett made a motion to approve a Lighting Services Agreement for service address 4300 Holly Springs Parkway between Georgia Power and the City of Holly Springs. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to approve a resolution authorizing the Urban Redevelopment Agency of the City of Holly Springs, Georgia to transact business and exercise powers under the provisions of the Urban Redevelopment Law. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilwoman Barnett made a motion to approve a resolution designating the Urban Redevelopment Area and approving the Urban Redevelopment Plan. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve a resolution authorizing the execution of an intergovernmental contract relating to the issuance of the Urban Redevelopment Agency of the City of Holly Springs, Georgia Revenue Bond, Series 2019. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilwoman Barnett made a motion to approve the Commitment Letter among South State Bank, the Urban Redevelopment Agency of the City of Holly Springs, and the City of Holly Springs, GA for financing the Town Center Project infrastructure, and to authorize the City Manager to execute the documents. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve Invoice #10663 from Earthscapes Products, Inc. for brick demolition, cleaning, and palletization from the structure located at 95 Palm Street, Holly Springs, Georgia, in an amount not to exceed \$10,000. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve a resolution to appoint Bonny Spears to the Cherokee County Library Board of Trustees. Councilwoman Barnett seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to enter into Executive Session for the purpose of real estate. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Councilwoman Phillips made a motion to return from Executive Session. Councilwoman Barnett seconded the motion. Motion carried 5-0.

City of Holly Springs July 15, 2019 City Council Public Hearing, Work Session, & Meeting Minutes Page 4 of 5

Reports:

City Manager Robert H. Logan announced that the June financial reports were in the agenda packet.

Mayor Miller asked Council to make an effort to attend the mediation regarding the Service Delivery Strategy on August 6, 2019, at 8:30 a.m. at the Cherokee County Administrative Building.

Councilwoman Phillips made a motion to adjourn. Councilman Whitaker seconded the motion. Motion carried 5-0.

Meeting adjourned.

Respectfully Submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

(Seal)

City of Holly Springs July 15, 2019 City Council Public Hearing, Work Session, & Meeting Minutes Page 5 of 5

RES-18-2019

A RESOLUTION OF NECESSITY PREREQUISITE TO EXERCISE OF POWERS UNDER URBAN REDEVELOPMENT LAW

WHEREAS, the Urban Redevelopment Law of the State of Georgia (Chapter 61 of Title 36 of the Official Code of Georgia Annotated, as amended) (the "Urban Redevelopment Law") requires the City of Holly Springs, Georgia (the "City"), as a condition to the exercise of any of the powers conferred upon the City by the Urban Redevelopment Law, to adopt a resolution finding that one or more "pockets of blight" (as defined under the Urban Redevelopment Law) exist in the City and that the rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City; and

WHEREAS, after careful study and investigation, the City desires to exercise the powers conferred upon the City by the Urban Redevelopment Law.

NOW, THEREFORE, BE IT RESOLVED by the Council of the City of Holly Springs that there is hereby found, determined, and declared that one or more pockets of blight exist in the City and that the rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of the public health, safety, morals, or welfare of the residents of the City.

BE IT FURTHER RESOLVED that this resolution shall be effective immediately upon its adoption, and from and after such adoption the City may exercise any of the powers conferred upon it by the Urban Redevelopment Law.

BE IT FURTHER RESOLVED that any and all resolutions in conflict with this resolution be and the same are hereby repealed.

ADOPTED on this 1st day of July 2019.

COUNCIL OF THE CITY OF HOLLY SPRINGS

(SEAL)

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk

CLERK'S CERTIFICATE

The undersigned Clerk to the Council of the City of Holly Springs, Georgia (the "City Council") DOES HEREBY CERTIFY that the foregoing pages of typewritten matter constitute a true and correct copy of a resolution adopted on July 1, 2019 by the City Council in a meeting duly called and assembled, which meeting was open to the public and at which a quorum was present and acting throughout, and that the original of the foregoing resolution appears of public record in the Minute Book of the City Council, which is in my custody and control.

GIVEN under my hand and the seal of the City Council, this 1st day of July 2019.

(SEAL)

RES-23-2019

RESOLUTION OF THE URBAN REDEVELOPMENT AGENCY OF THE CITY OF HOLLY SPRINGS, GEORGIA PROVIDING FOR THE ISSUANCE OF AN URBAN REDEVELOPMENT AGENCY OF THE CITY OF HOLLY SPRINGS, GEORGIA REVENUE BOND, SERIES 2019, IN THE PRINCIPAL FACE AMOUNT OF \$5,000,000; PROVIDING FOR THE CREATION OF CERTAIN FUNDS; PROVIDING FOR THE CREATION OF REMEDIES OF THE HOLDER OF THE REVENUE BOND ISSUED HEREUNDER; AUTHORIZING THE EXECUTION OF AN INTERGOVERNMENTAL CONTRACT WITH THE CITY OF HOLLY SPRINGS, GEORGIA; AND FOR OTHER RELATED PURPOSES

Adopted on

July 17, 2019

This document was prepared by: Murray Barnes Finister LLP 3525 Piedmont Road Building 5, Suite 515 Atlanta, GA 30305 (678) 999-0350

RES-14-2020

RESOLUTION OF THE URBAN REDEVELOPMENT AGENCY OF THE CITY OF HOLLY SPRINGS, GEORGIA PROVIDING FOR THE ISSUANCE OF AN URBAN REDEVELOPMENT AGENCY OF THE CITY OF HOLLY SPRINGS, GEORGIA REVENUE BOND, SERIES 2020, IN THE PRINCIPAL FACE AMOUNT OF \$3,000,000; PROVIDING FOR THE CREATION OF CERTAIN FUNDS; PROVIDING FOR THE CREATION OF REMEDIES OF THE HOLDER OF THE REVENUE BOND ISSUED HEREUNDER; AUTHORIZING THE EXECUTION OF AN INTERGOVERNMENTAL CONTRACT WITH THE CITY OF HOLLY SPRINGS, GEORGIA; AND FOR OTHER RELATED PURPOSES

Description (1)

Adopted on

May 4, 2020

This document was prepared by: Murray Barnes Finister LLP 3525 Piedmont Road Building 5, Suite 515 Atlanta, GA 30305 (678) 999-0350

RES 30-2021

RESOLUTION OF THE URBAN REDEVELOPMENT AGENCY OF THE CITY OF HOLLY SPRINGS, GEORGIA PROVIDING FOR THE ISSUANCE OF AN URBAN REDEVELOPMENT AGENCY OF THE CITY OF HOLLY SPRINGS, GEORGIA REVENUE BOND, SERIES 2021, IN THE PRINCIPAL FACE AMOUNT OF \$6,756,113; PROVIDING FOR THE CREATION OF CERTAIN FUNDS; PROVIDING FOR THE CREATION OF REMEDIES OF THE HOLDER OF THE REVENUE BOND ISSUED HEREUNDER; AUTHORIZING THE EXECUTION OF AN INTERGOVERNMENTAL CONTRACT WITH THE CITY OF HOLLY SPRINGS, GEORGIA; AND FOR OTHER RELATED PURPOSES

Adopted on

September 9, 2021

This document was prepared by: Murray Barnes Finister LLP 3525 Piedmont Road Building 5, Suite 515 Atlanta, GA 30305 (678) 999-0350

GEORGIA LAW ON LOCAL GOVERNMENT BUDGETS

36-81-2. Definitions

Statute Text

As used in this article, the term:

- (1) "Budget" means a plan of financial operation embodying an estimate of proposed expenditures during a budget period and the proposed means of financing them.
- (2) "Budget officer" means that local government official charged with budget preparation and administration for the local government. The official title of the local government budget officer shall be as provided by local law, charter, ordinance, or appropriate resolution of the governing authority.
- (3) "Budget ordinance," "ordinance," or "resolution" means that governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.
- (4) "Budget period" means the period for which a budget is proposed or a budget ordinance or resolution is adopted.
- (5) "Capital projects fund" means a fund used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from proprietary type activities which are accounted for in enterprise funds or those financed with funds held by the local government in a trustee capacity.
- (6) "Debt service fund" means a fund used to account for the accumulation of resources for and the payment of general long-term debt principal and interest.
- (7) "Enterprise fund" means a fund used to account for operations that are financed and operated in a manner similar to private business enterprises where the intent of the governing authority is that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges or where the governing authority has decided that periodic determination of revenues earned, expenses incurred, or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. For purposes of this paragraph, the term "costs" means expenses, including depreciation.
- (8) "Fiduciary fund" means those trust and agency funds used to account for assets held by a local government in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

- (9) "Fiscal year" means the period for which a budget is proposed, or a budget ordinance or resolution is adopted for the local government's general fund, each special revenue fund, if any, and each debt service fund, if any.
- (10) "Fund" means a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which is segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
- (11) "General fund" means the fund used to account for all financial resources except those required to be accounted for in another fund.
- (12) "Governing authority" means that official or group of officials responsible for governance of the unit of local government.
- (13) "Internal service fund" means a fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit or to other governmental units on a cost-reimbursement basis.
- (14) "Legal level of control" means the lowest level of budgetary detail at which a local government's management or budget officer may not reassign resources without approval of the governing authority. The legal level of control shall be, at a minimum, expenditures for each department for each fund for which a budget is required. This does not preclude the governing authority of a local government from establishing a legal level of control at a more detailed level of budgetary control than the minimum required legal level of control.
- (15) "Special revenue fund" means a fund used to account for the proceeds of specific revenue sources, other than those for major capital projects or those held by the government in a trustee capacity, that are legally restricted to expenditure for specified purposes.
- (16) "Unit of local government," "unit," or "local government" means a municipality, county, consolidated city-county government, or other political subdivision of the state. Such terms do not include any local school district or board of education. For purposes of this paragraph, "county" includes any county officer who is paid in whole or in part on a salary basis and over whom the county governing authority exercises budgetary authority.
- 36-81-3. Establishment of fiscal year; requirement of annual balanced budget; adoption of budget ordinances or resolutions generally; budget amendments; uniform chart of accounts
 - (a) The governing authority shall establish by ordinance, local law, or appropriate resolution a fiscal year for the operations of the local government.

- (1) Each unit of local government shall adopt and operate under an annual balanced budget for the general fund, each special revenue fund, and each debt service fund in use by the local government. The annual balanced budget shall be adopted by ordinance or resolution and administered in accordance with this article.
- (2) Each unit of local government shall adopt and operate under a project-length balanced budget for each capital projects fund in use by the government. The project-length balanced budget shall be adopted by ordinance or resolution in the year that the project initially begins and shall be administered in accordance with this article. The project-length balanced budget shall appropriate total expenditures for the duration of the capital project.
- (3) A budget ordinance or resolution is balanced when the sum of estimated revenues and appropriated fund balances is equal to appropriations.
- (4) Nothing contained in this Code section shall preclude a local government from adopting a budget for any funds used by the local government other than those specifically identified in paragraphs (1) and (2) of this subsection, including enterprise funds, internal service funds, and fiduciary funds.
- (b) For each fiscal year beginning on or after January 1, 1982, each unit of local government shall adopt and utilize a budget ordinance or resolution as provided in this article.
- (c) Nothing contained in this Code section shall preclude a local government from amending its budget so as to adapt to changing governmental needs during the budget period. Amendments shall be made as follows, unless otherwise provided by charter or local law:
- (1) Any increase in appropriation at the legal level of control of the local government, whether accomplished through a change in anticipated revenues in any fund or through a transfer of appropriations among departments, shall require the approval of the governing authority. Such amendment shall be adopted by ordinance or resolution;
- (2) Transfers of appropriations within any fund below the local government's legal level of control shall require only the approval of the budget officer; and
- (3) The governing authority of a local government may amend the legal level of control to establish a more detailed level of budgetary control at any time during the budget period. Said amendment shall be adopted by ordinance or resolution.
- (d) The Department of Community Affairs, in cooperation with the Association County Commissioners of Georgia and the Georgia Municipal Association, shall develop local government uniform charts of accounts. The uniform charts of accounts, including any subsequent revisions thereto, shall require approval of the state auditor prior to final adoption by the Department of Community Affairs. All units of local government shall

adopt and use such initial uniform charts of accounts within 18 months following adoption of the uniform charts of accounts by the Department of Community Affairs. The department shall adopt the initial local government uniform charts of accounts no later than December 31, 1998. The department shall be authorized to grant a waiver delaying adoption of the initial uniform charts of accounts for a period of time not to exceed two years upon a clear demonstration that conversion of the accounting system of the requesting local government, within the time period specified in this subsection, would be unduly burdensome.

- (f) The department's implementation of subsection (e) of this Code section shall be subject to Chapter 13 of Title 50, the "Georgia Administrative Procedure Act."
- 36-81-4. Appointment of budget officer; performance of duties by governing authority in absence of appointment; utilization of executive budget
 - (a) Unless provided to the contrary by local charter or local Act, each local government may appoint a budget officer to serve at the will of the governing authority.
 - (b) In those units of local government in which there is no budget officer, the governing authority shall perform all duties of the budget officer as set forth in Code Section 36-81-5.
 - (c) Nothing in this Code section shall preclude the utilization of an executive budget, under which an elected or appointed official, authorized by charter or local law and acting as the chief executive of the governmental unit, exercises the initial budgetary policy-making function, while another individual, designated as provided in this Code section as budget officer, exercises the administrative functions of budgetary preparation and control.
- 36-81-5. Preparation of proposed budget; submission to governing authority; public review of proposed budget; notice and conduct of budget hearing
 - (a) By the date established by each governing authority, in such manner and form as may be necessary to effect this article, and consistent with the local government's accounting system, the budget officer shall prepare a proposed budget for the local government for the ensuing budget period.
 - (b) The proposed budget shall, at a minimum, be an estimate of the financial requirements at the legal level of control for each fund requiring a budget for the appropriate budget period and shall be in such form and detail, with such supporting information and justifications, as may be prescribed by the budget officer or the governing authority. The budget document, at a minimum, shall provide, for the appropriate budget period, a statement of the amount budgeted for anticipated revenues by source and the amount budgeted for expenditures at the legal level of control. In accordance with the minimum required legal level of control, the budget document shall, at a minimum, provide a statement of the amount budgeted for expenditures by

department for each fund for which a budget is required. This does not preclude the governing authority of a local government from preparing a budget document or establishing a legal level of control at a more detailed level of budgetary control than the minimum required legal level of control.

- (c) On the date established by each governing authority, the proposed budget shall be submitted to the governing authority for that body's review prior to enactment of the budget ordinance or resolution.
- (d) On the day that the proposed budget is submitted to the governing authority for consideration, a copy of the budget shall be placed in a public location which is convenient to the residents of the unit of local government. The governing authority shall make every effort to provide convenient access to the residents during reasonable business hours so as to accord every opportunity to the public to review the budget prior to adoption by the governing authority. A copy of the budget shall also be made available, upon request, to the news media.
- (e) A statement advising the residents of the local unit of government of the availability of the proposed budget shall be published in a newspaper of general circulation within the jurisdiction of the governing authority. The notice shall be published during the week in which the proposed budget is submitted to the governing authority. In addition, the statement shall also advise the residents that a public hearing will be held at which time any persons wishing to be heard on the budget may appear. The statement shall be a prominently displayed advertisement or news article and shall not be placed in that section of the newspaper where legal notices appear.
- (f) At least one week prior to the meeting of the governing authority at which adoption of the budget ordinance or resolution will be considered, the governing authority shall conduct a public hearing, at which time any persons wishing to be heard on the budget may appear.
- (g) (1) the governing authority shall give notice of the time and place of the budget hearing required by subsection (f) of this Code section at least one week before the budget hearing is held. The notice shall be published in a newspaper of general circulation within the jurisdiction of the governing authority. The statement shall be a prominently displayed advertisement or news article and shall not be placed in that section of the newspaper where legal notices appear.
 - (2) The notice required by paragraph (1) of this subsection may be included in the statement published pursuant to subsection (e) of this Code section in lieu of separate publication of the notice.
- (h) Nothing in this Code section shall be deemed to preclude the conduct of further budget hearings if the governing body deems such hearings necessary and complies with the requirements of subsection (e) of this Code section.

36-81-6. Adoption of budget ordinance or resolution; form of budget

- (a) On a date after the conclusion of the hearing required in subsection (f) of Code Section 36-81-5, the governing authority shall adopt a budget ordinance or resolution making appropriations in such sums as the governing authority may deem sufficient, whether greater or less than the sums presented in the proposed budget. The budget ordinance or resolution shall be adopted at a public meeting which shall be advertised in accordance with the procedures set forth in subsection (e) of Code Section 36-81-5 at least one week prior to the meeting.
- (b) The budget may be prepared in any form that the governing authority deems most efficient in enabling it to make the fiscal policy decisions embodied in the budget, but such budget shall be subject to the provisions of this article.

