City of Holly Springs
Adopted Budget FY2023 January 1 – December 31



Adopted Version - 11/21/2022

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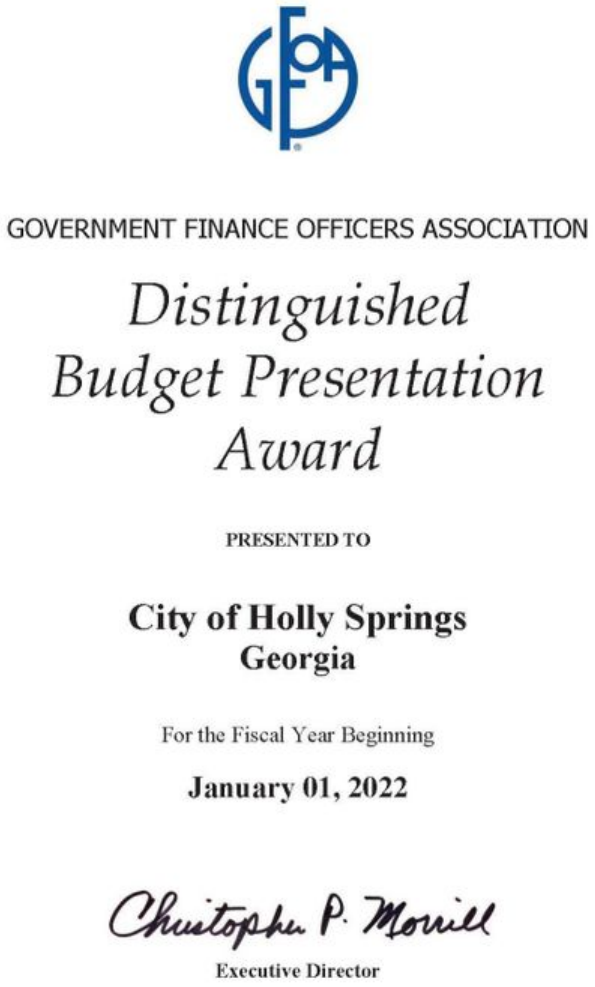
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INTRODUCTION

Distinguished Budget Award



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, 2022. 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.

City of Holly Springs Council Members



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.

Councilmembers
From top to bottom:
Kyle Whitaker – Ward 1
Dee Phillips – Ward 2
Kevin Moore – Ward 4
Jeff Wilbur – Ward 5









City of Holly Springs Council, City Manager, and Budget Development Team

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

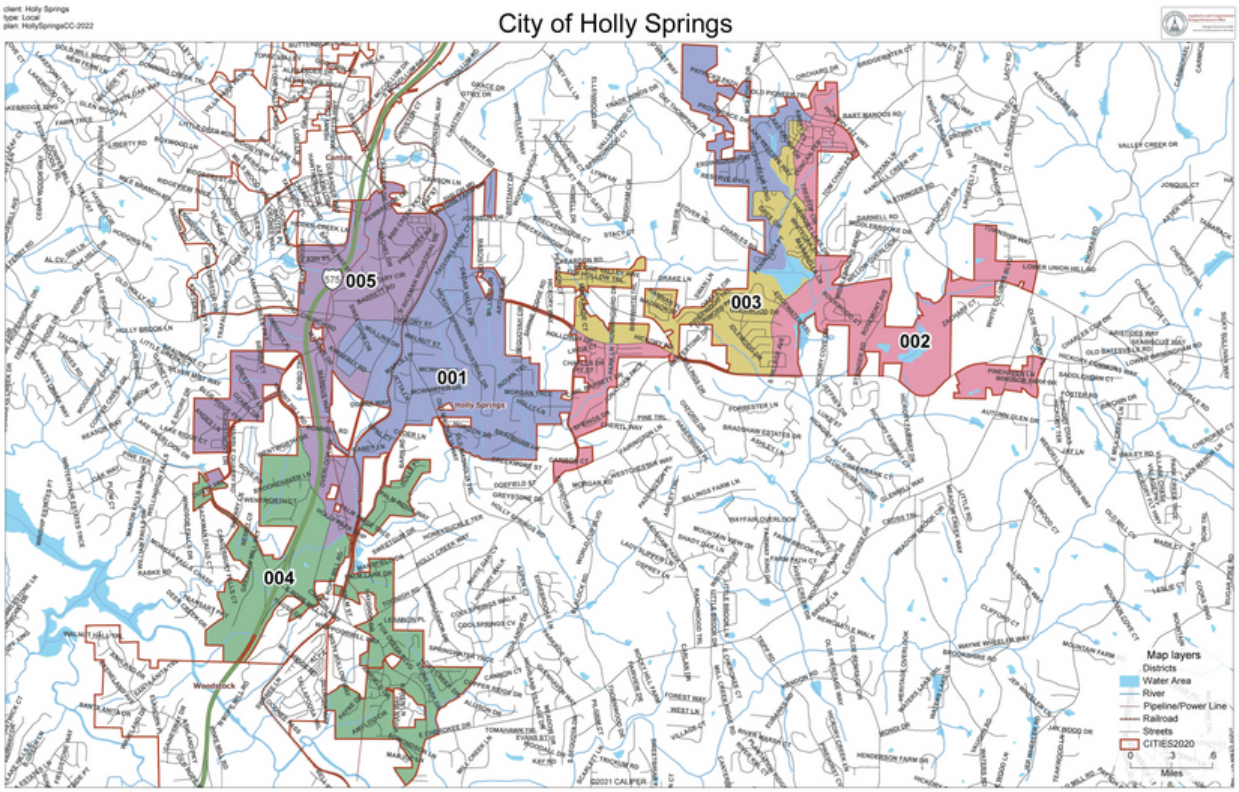
City Manager

Robert H. Logan

Budget Development Team

Robert H. Logan	City Manager
Nancy Moon	Community Development Director
Erin Honea	Communications & External Affairs Director
Ron Carter	IT and Facilities Manager
Denise Lamazares	Finance Director

City of Holly Springs Ward Map



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.

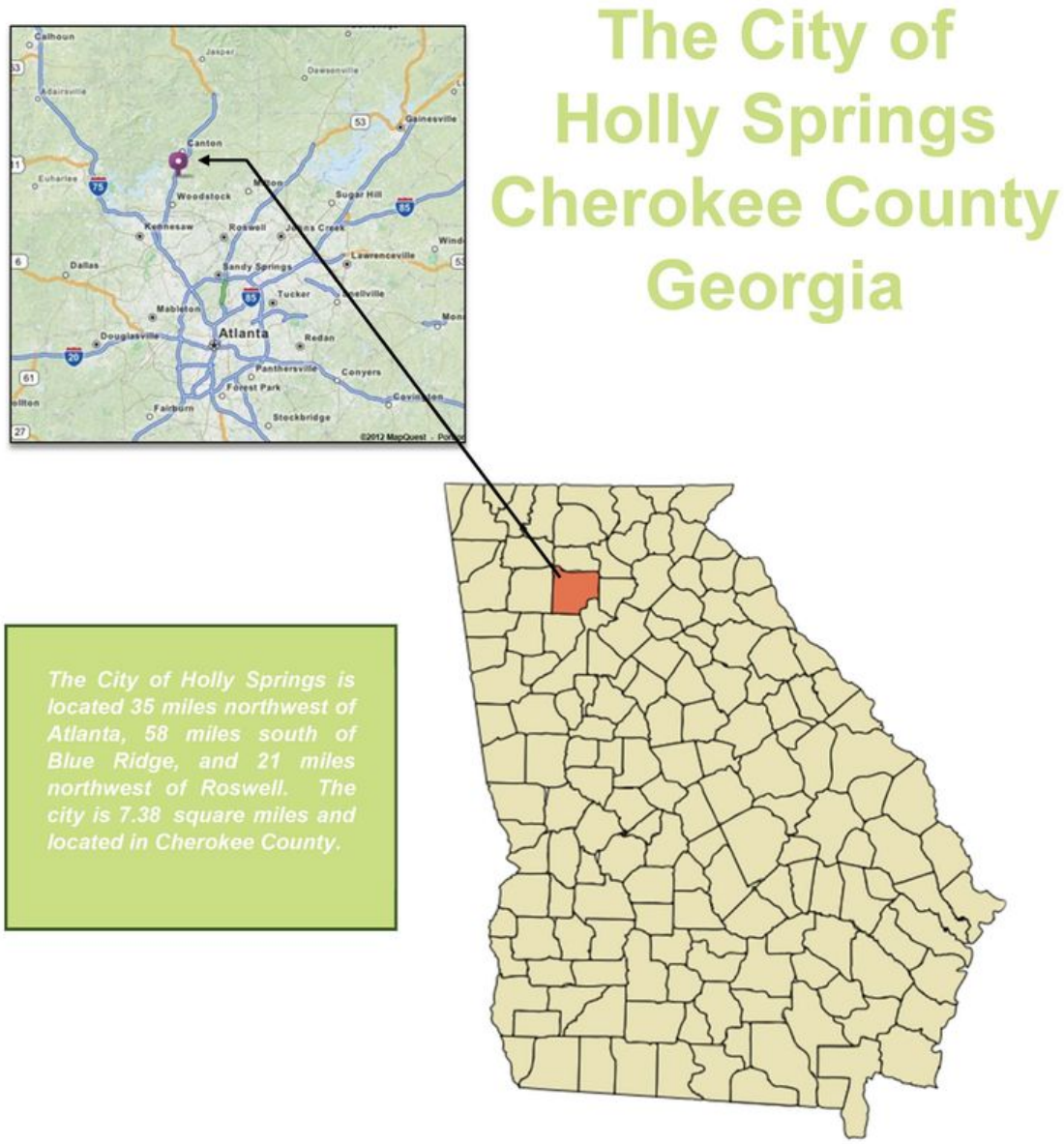
The City of Holly Springs activated the Holly Springs Parks and Recreation Authority in 2016 to facilitate the acquisition of the Cagle Family Farm through the issuance of a back door general obligation bond in the amount of $3,200,000 on July 11, 2016. The City makes semi-annual debt payments on behalf 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 the 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

Map of City's Location



History of Holly Springs



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 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 (http://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

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 in the National Transportation Enhancement 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.



JACK TUSZYNSKI / Special

Work began in 1999 to restore the train depot on Holly Springs' main street after its use as City Hall. Roof restoration wasn't included in the first grant from the National Transportation Enhancement Fund.

During 2001 renovations

Present Day Depot



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.

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 192 people within the City of Holly Springs and added approximately $87,000 to the City's 2022 tax digest. In addition to Walmart, some of the other major contributors to the City's tax digest are listed below.

Principal Taxpayers	*Taxable Assessed Value*	*Rank*	*% of Taxable Assessed Value*
BCORE MF Holly Springs	$20,066,880	1	2.78%
MA Darby at Holly Springs LLC	17,882,760	2	2.47%
MAR Harbor Creek LLC	15,501,560	3	2.14%
Kohn Pamela Trustee: Walmart	10,720,090	4	1.48%
Home Depot USA Inc.	5,326,009	5	0.74%
Holly Springs Buildings LLC	4,313,360	6	0.60%
Cherokee Auto Land LLC	3,850,760	7	0.53%
PMAT East Cherokee LLC	3,552,120	8	0.49%
WOJV Canton LLC	3,387,120	9	0.47%
Northside Hospital-Cherokee	3,280,200	10	0.45%

Principal Employers	***Number of Employees***	***Rank***	***% of Total Employee Population***
Walmart #5814	192	1	5.16%
Cherokee County School District	191	2	5.13%
Home Depot USA Inc.	110	3	2.96%
Publix Super Markets Inc.	91	4	2.45%
Kroger Store #430	89	5	2.39%
USF AF Georgia LLC	59	6	1.59%
Nor-Ral Plastics Inc.	56	7	1.51%
Sutherlin Nissan Cherokee	50	8	1.34%
North Georgia Foundations Inc.	47	9	1.26%
Windsor House OPCO LLC	43	10	1.16%

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 has resumed in late 2022 and is expected to increase in 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 The Retreat, a new single-family residential development, started in late 2020. This project was completed in late 2022 and added an additional 49 homes. 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 if occupied this year and in subsequent years.

New Residential Development

Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupied
Avery Creek	129	72	57
Charlotte's Ridge*	50	0	50
Crest Brooke	154	154	0
Edgewater	302	297	5
Enclave at Edgewater**	41	0	41
Estates at Riverside	135	124	11
Magnolia Trace	78	68	10
Palm Street (Idle Towne)**	63	0	63
Parc Terrace	70	9	61
Pebblewood*	75	0	75
Province**	20	0	20
Sagebrooke	17	3	14
Town Walk*	14	0	14
Spring Meadows	136	134	2
The Retreat	49	49	0
Turner Village	98	93	5
Total Shown	**1,431**	**1,003**	**428**

*Site Development **Plan Review

Apartments			
The Linz	252	0	252

Town Center			
Townhomes	35	0	35
City Homes	30	0	30
Flats	270	0	270

Population Overview

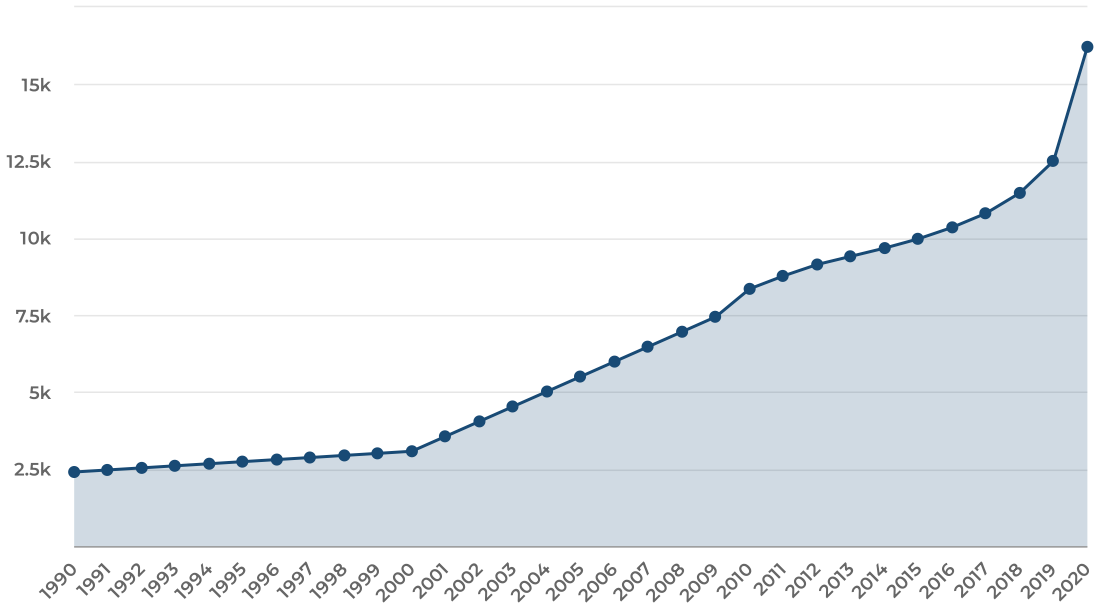
TOTAL POPULATION

16,213

▲ 29.6%
vs. 2019

GROWTH RANK

28 out of **538**
Municipalities in Georgia



** Data Source: U.S. Census Bureau American Community Survey 5-year Data and the 2020, 2010, 2000, and 1990 Decennial Censuses*

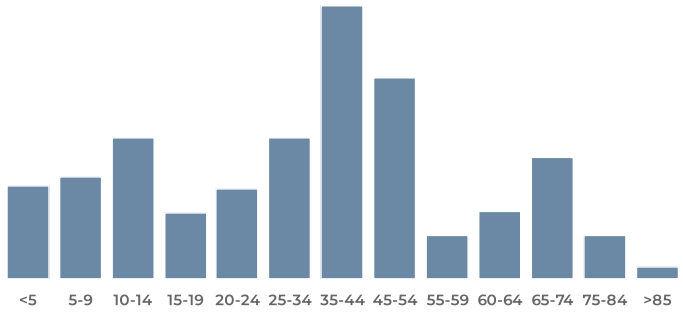
DAYTIME POPULATION

10,988

Daytime population represents the effect of persons coming into or leaving a community for work, entertainment, shopping, etc. during the typical workday. An increased daytime population puts greater demand on host community services which directly impacts operational costs.

** Data Source: American Community Survey 5-year estimates*

POPULATION BY AGE GROUP



Aging affects the needs and lifestyle choices of residents. Municipalities must adjust and plan services accordingly.

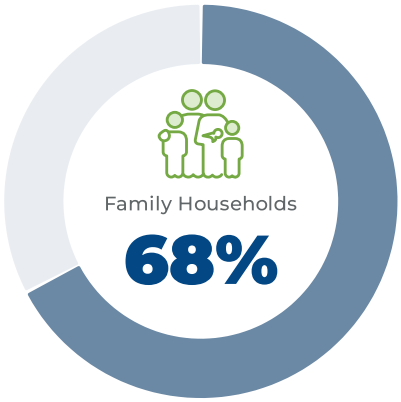
** Data Source: American Community Survey 5-year estimates*

Household Analysis

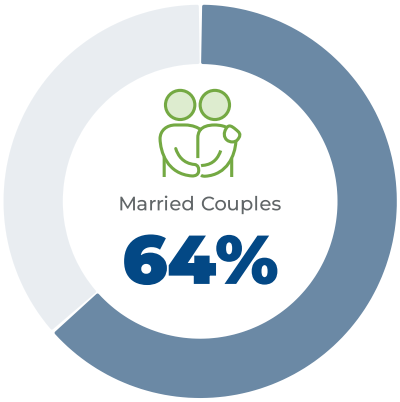
TOTAL HOUSEHOLDS

4,674

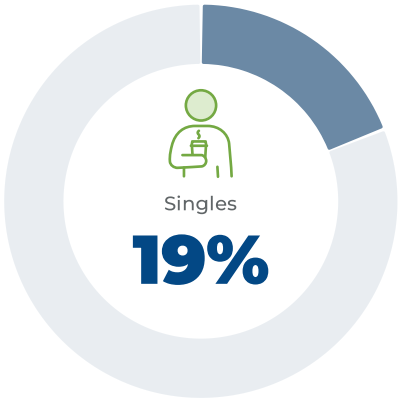
Municipalities must consider the dynamics of household types to plan for and provide services effectively. Household type also has a general correlation to income levels which affect the municipal tax base.



▲ 42%
higher than state average



▲ 33%
higher than state average



▼ 30%
lower than state average

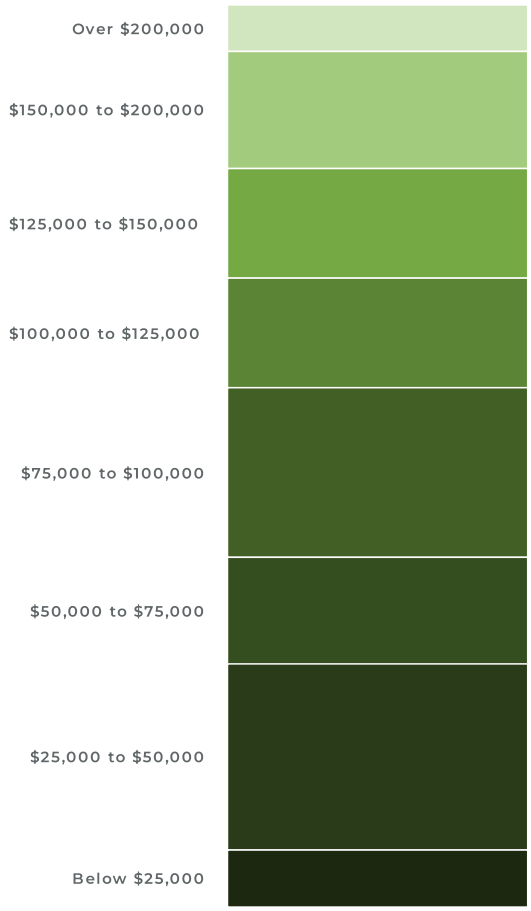


▼ 26%
lower than state average

** Data Source: American Community Survey 5-year estimates*

Economic Analysis

Household income is a key data point in evaluating a community's wealth and spending power. Pay levels and earnings typically vary by geographic regions and should be looked at in context of the overall cost of living.



HOUSEHOLD INCOME

Above $200,000

5%

▼ 29%
lower than state average

Median Income

$94,824

▲ 55%
higher than state average

Below $25,000

6%

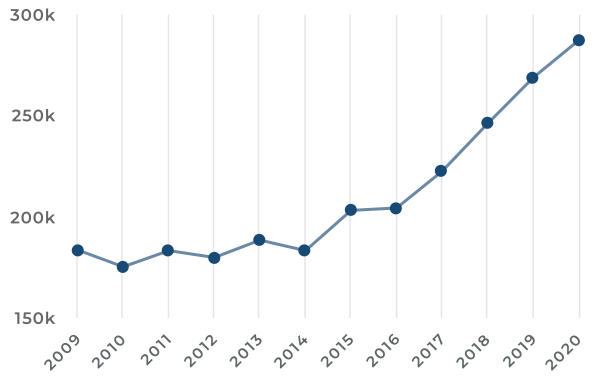
▼ 68%
lower than state average

** Data Source: American Community Survey 5-year estimates*

Housing Overview

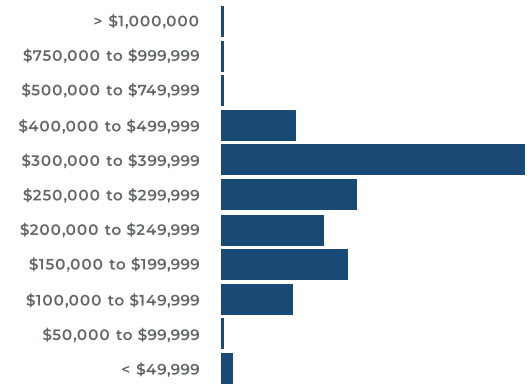
2020 MEDIAN HOME VALUE

$287,400



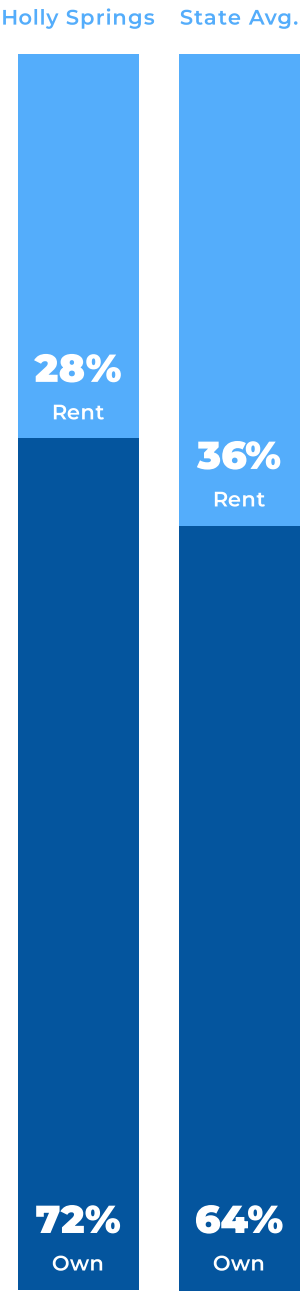
** Data Source: 2020 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME VALUE DISTRIBUTION



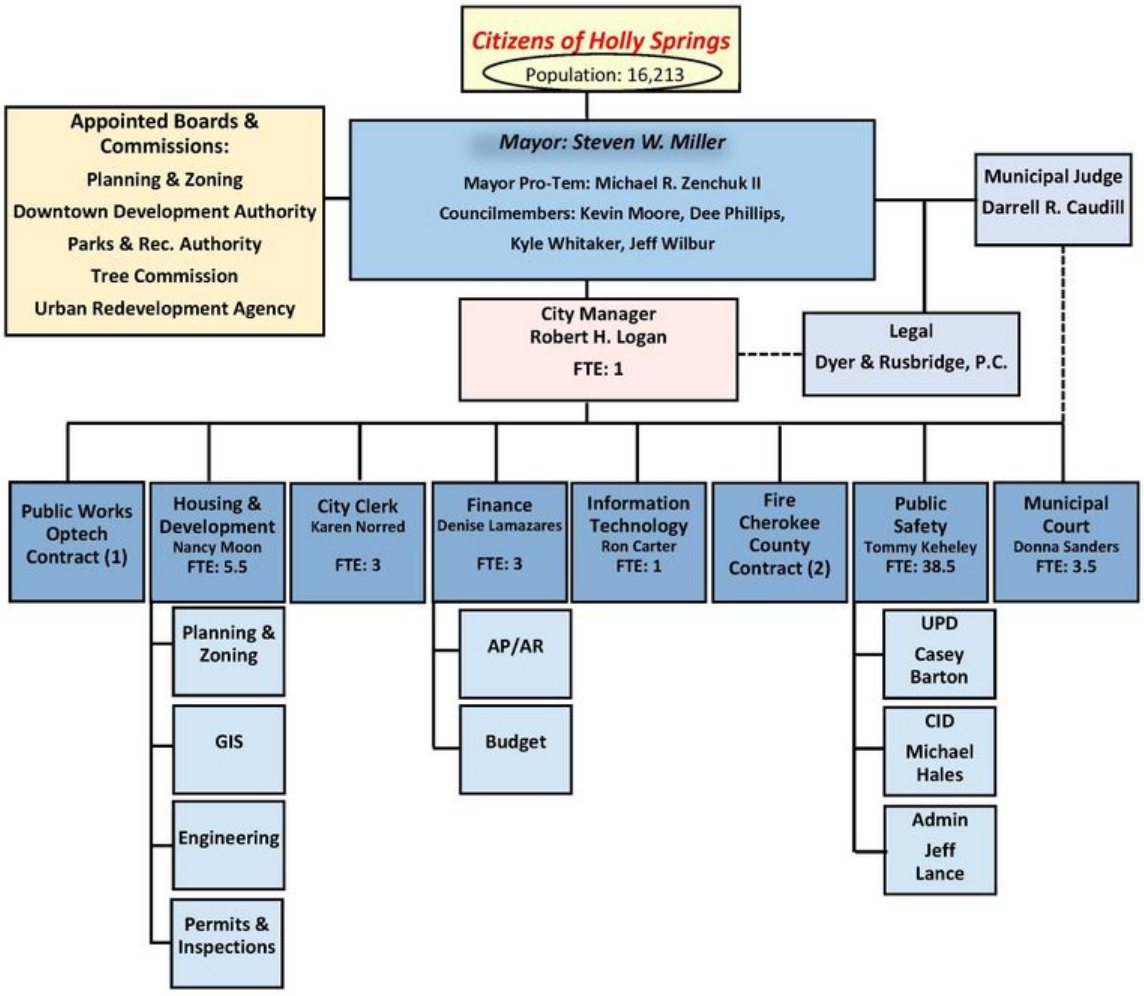
** Data Source: 2020 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

HOME OWNERS VS RENTERS



** Data Source: 2020 US Census Bureau (http://www.census.gov/data/developers/data-sets.html), American Community Survey. Home value data includes all types of owner-occupied housing.*

Organization 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

City Contacts



City Manager
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770-345-5536 ext. 101
rlogan@hollyspringsga.us



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Finance Director
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Chief Building Official
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jpage@hollyspringsga.us

State Contacts



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

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 of the 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 and one proprietary 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.

General Fund: 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.

Special Revenue Funds: 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.

Capital Project Funds: 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.

Debt Service Fund: 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.

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.

The major source of revenues for the Enterprise Fund is stormwater utility fees.

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

Internal Service Fund: 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 does not have any Fiduciary Funds.

Pension (and other employee benefit) Trust Fund: 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.

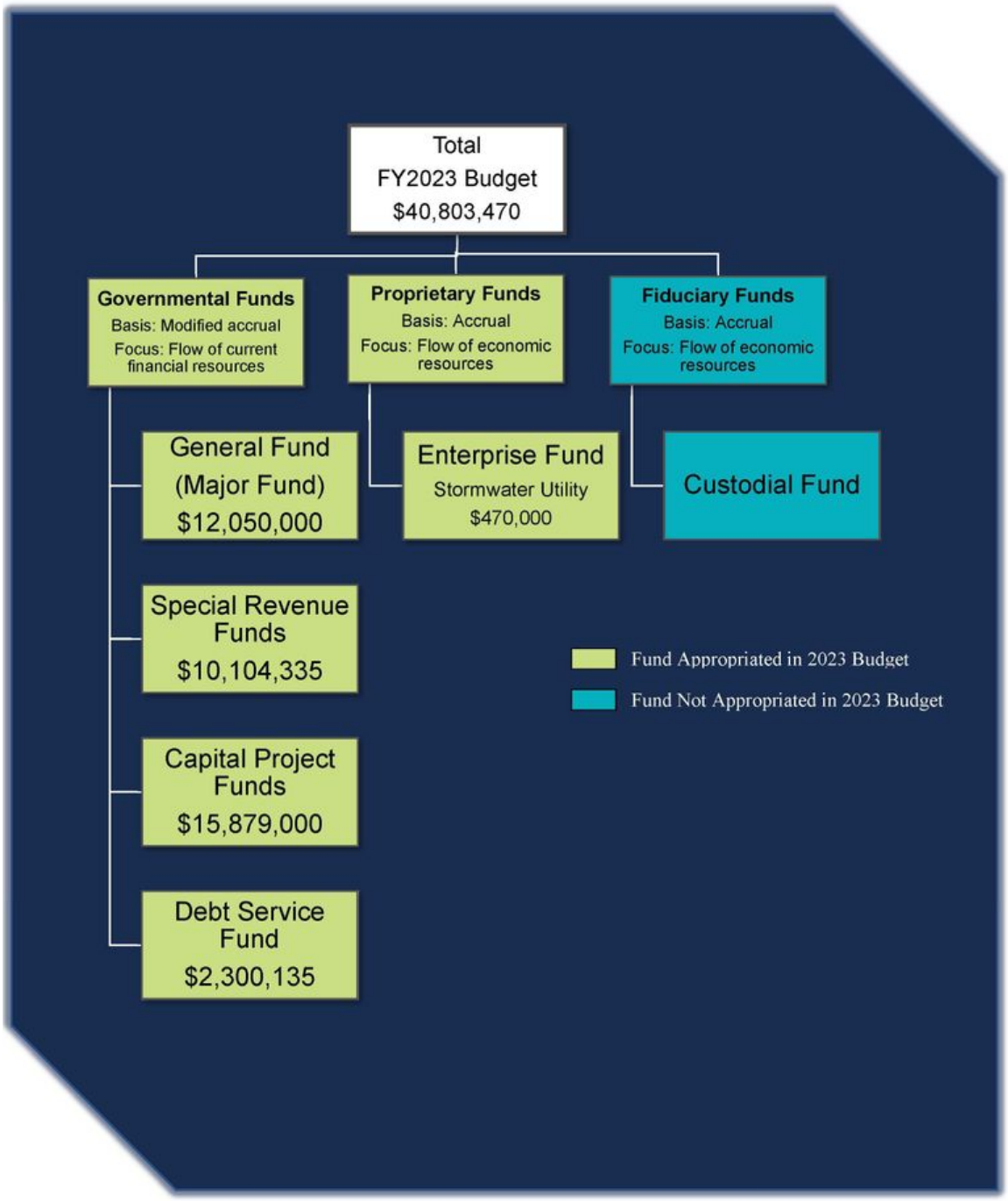
Investment Trust Fund: The Investment Trust Fund is used to report the external portion of the Local Government Investment Pool, which is reported by the City as the sponsoring government.

Private-Purpose Trust Fund: 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.

Custodial Fund: 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 does not currently have a Fiduciary 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 272 - Tax Allocation District Fund

Fund 275 – Hotel/Motel Excise Tax Fund

Fund 360 – Urban Redevelopment Agency Fund

Capital Projects Funds:

Fund 320 – SPLOST III 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

Department-Fund Relationship

The following shows which departments are represented within each budgeted fund for Fiscal Year 2023.

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
Human Resources	100	1540
Risk Management	100	1555
General Government Buildings	100	1565
Judicial		
	Fund	Function
Municipal Court	100	2650
Public Safety		
	Fund	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/Recreation		
	Fund	Function
Tree Commission	100	6240
Libraries	100	6500
Housing and Development		
	Fund	Function
Building Inspections	100	7200
Planning and Zoning	100	7400
Economic Development	100	7520
Main Street	100	7550

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
Fire Services		
	Fund	Function
American Rescue Plan Act	230	3500
Health and Welfare		
	Fund	Function
Parks and Recreation Fund	270	5530
Culture/Recreation		
	Fund	Function
Parks and Recreation Fund	270	6220
Other Financing Uses		
	Fund	Function
Urban Redevelopment Agency	360	9000
Stormwater		
	Fund	Function
American Rescue Plan Act	230	4910
Capital Project Funds		
General Administration		
	Fund	Function
Town Center Fund	350	1565
Public Works		
	Fund	Function
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	Function
Debt Service Fund	400	8000
Enterprise Fund		
Public Works		
	Fund	Function
Stormwater Utility Management	560	4910

Basis of Budgeting

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 will also follow the Financial Accounting Standards Board's (FASB) pronouncements, as applicable.

Financial Policies

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 self-supporting 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 on 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 the Finance Director's 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 make the final decision.

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 FY2023, the legal debt limit for the City of Holly Springs is $106,270,649.

- 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
- 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).

Introduction to the Budget Process

Jul 5, 2022

Calendar prepared & distributed

Jul 18, 2022

Property Tax Digest & Millage Rate discussed at Finance and Administration Committee

Aug 1, 2022

Property Tax Digest & Millage Rate discussed at Council Work Session

Aug 15, 2022

City Manager meets to discuss anticipated revenues with staff

Aug 15, 2022

Millage Rate recommended and approved

Aug 22, 2022

Budget preparation forms made available on "P" drive for Department Directors

Sep 12, 2022

City Manager meets with Department Directors and Division Leaders for Q&A

Oct 3, 2022

Expenditure estimates are made and returned to City Manager

Oct 10, 2022

Budget requests summarized

Oct 17, 2022

Requests analyzed and adjusted
Proposed expenditure plan is assembled

Oct 24, 2022

Department Head meetings
Proposed budget is reviewed

Nov 10, 2022

Public hearing on budget is held
Work Session to propose 2023 budget

Nov 21, 2022

Budget adopted
Appropriation Ordinance adopted
Revenue Ordinance adopted

Jan 3, 2023

2023 Budget entered in Financial system

Planning Process

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, 2023, thereby being the Fiscal Year 2023 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's appropriations. Planning processes for 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 achieve 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 appropriations 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

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.

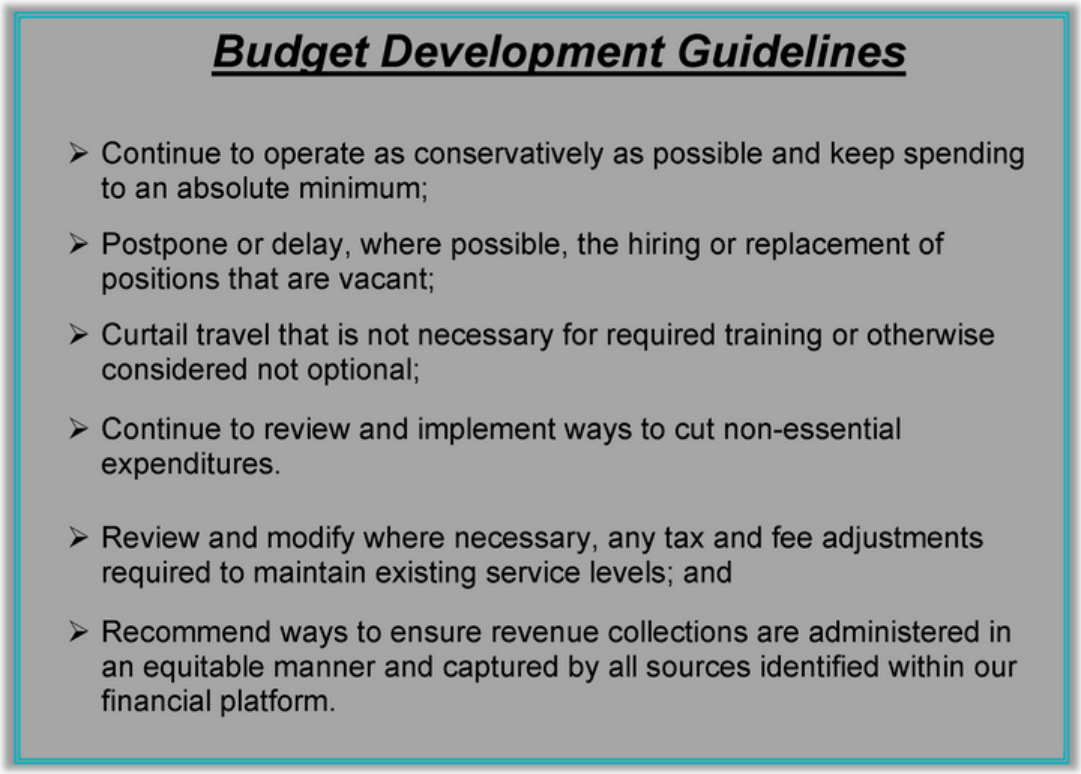
Capital Budget Process

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

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:



The balanced budget being presented to you carefully weighed these principles in its development. The total budget for FY2023 presented to Council for approval is $40,803,470.

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.

The City of Holly Springs regularly reviews and updates its Financial Policies 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
O.C.G.A. 36-81-2	Provides the budget requirements for Georgia local governments
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
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
O.C.G.A. 36-81-6	Adoption of budget ordinance or resolution; form of budget
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
O.C.G.A. 48-13-51	County and municipal levies on public accommodations, charges for promotion of tourism, conventions, and trade shows
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.
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.
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.
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.
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.

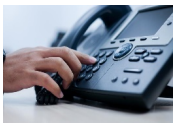
The following are tools used by the City of Holly Springs to communicate with our residents and the public. We encourage everyone to explore the City's information on each of the platforms listed below, engage in communication with us, and attend our public meetings.



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



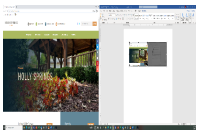
EMAIL – Find staff emails at https://hollyspringsga.us/departments/index.php



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 OVERVIEW

Executive Overview

Dear Mayor and City Councilmembers,

In accordance with 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 2023 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 providing 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 28.24% 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 revenue have increased and have placed the City in a better position to make some changes.

Service Level Change

In 2023, the City of Holly Springs did not implement any service level changes. The 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 negotiated a new 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 3.841 on August 15, 2022 for its FY2023 operations. This was a decrease of 8.98% from the rate of 4.220 in the prior year.

City of Holly Springs Millage Rate from FY2022 to FY2023				
	FY2022	FY2023	$ Change	% Change
Average Home Value From Digest	$ 292,523	$ 353,198	$ 60,675	20.74%
Assessed Value (40%)	$ 117,009	$ 141,279	$ 24,270	20.74%
Millage Rate per $1,000	0.004220	0.003841	(0.00038)	-8.98%
City Taxes	$ 493.78	$ 542.65	$ 48.87	9.90%

FY2023 Highlights

The primary emphasis of the FY2023 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 FY2023 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 2023 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

- New step and grade plan proposed by Condrey and Associates - General Fund Revenues ($320,834)
- Contingency - General Fund revenues ($120,500)

Public Safety

- Capital lease payments - two (2) Ford F150 - General Fund revenues ($21,960)
- Capital lease payments - five (5) Ford Explorer Police Interceptor Utility - General Fund revenues ($73,450)
- Fingerprint machine - SPLOST V revenues ($10,000)

Public Works

- Hickory Road/Hickory Springs Parkway/Hickory Springs Industrial Drive project - General Fund revenues ($3,035,480) and American Rescue Plan Act of 2021 revenues ($2,618,225)
- Downtown Square and Streetscapes project - Fund Balance ($290,000)
- New Public Works building - SPLOST V revenues ($250,000)
- Purchase of right-of-way for the Holly Springs Parkway Widening Phase III project - SPLOST V revenues ($1,500,000)
- Purchase of snow plow equipment - SPLOST V revenues ($25,000)
- Repaving various roads throughout the city – SPLOST V revenues ($600,000)
- Preliminary construction of Industrial Connector - SPLOST V revenues ($250,000)
- Widening of Holly Springs Parkway (Phase II and Phase III) – SRTA grant revenues ($850,000) and GTIB loan ($8,000,000)
- Construction of sidewalks along Holly Springs Parkway – SPLOST V revenues ($100,000)
- Construction of sidewalks along Hickory Road – SPLOST V revenues ($1,000,000)
- Intersection improvements at Fox Creek/Turner Village - SPLOST V revenues ($250,000)

Housing and Development

- Capital lease payments - two (2) Ford Explorer XLT - General Fund revenues ($18,372)

Parks and Recreation

- Community Center (Train Depot) renovations - Excise Tax revenues ($250,000)
- Playground equipment for Barrett Park and Taylor's Farm Park - 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 2023 fiscal year is $40,803,470; an 11.71% decrease from last year's adopted budget.

The 2023 budget net decrease of 11.71% compared to 2022 is due to either an increase or decrease in the following funds:

- 16.4% increase ($1,675,000) in the General Fund

The majority of the General Fund's increase is attributable to the step/grade plan implemented this budget year and the associated personnel expenses.

- 35.4% decrease ($5,541,515) in Special Revenue Funds

The decrease in Special Revenue Funds is mainly attributable to the Urban Redevelopment Agency fund. This is due to a decrease in transfers from the URA to the Town Center Fund for the remaining 2021 bond proceeds.

- 10.46% decrease ($1,854,400) in Capital Project Funds

The decrease in Capital Project Funds is because the proposed budget does not include appropriations for projects that were completed in the previous year's budget. It also includes the remaining bond proceeds from the Urban Redevelopment Agency (URA) for the Town Center Project, which is significantly less than the balance in fiscal year 2022.

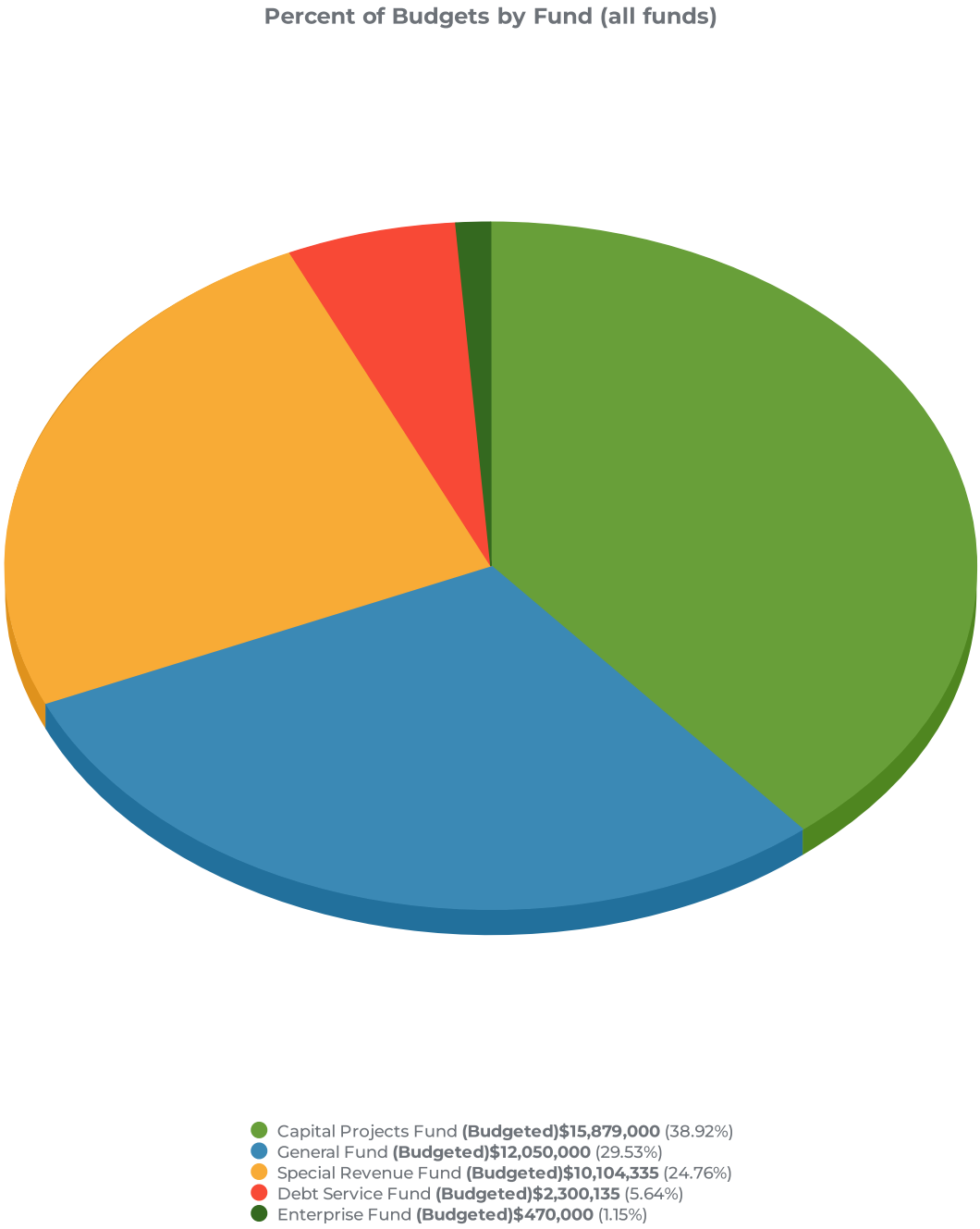
- 15.0% increase ($300,135) in Debt Service Fund

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 $300,135 from the Tax Allocation District fund.

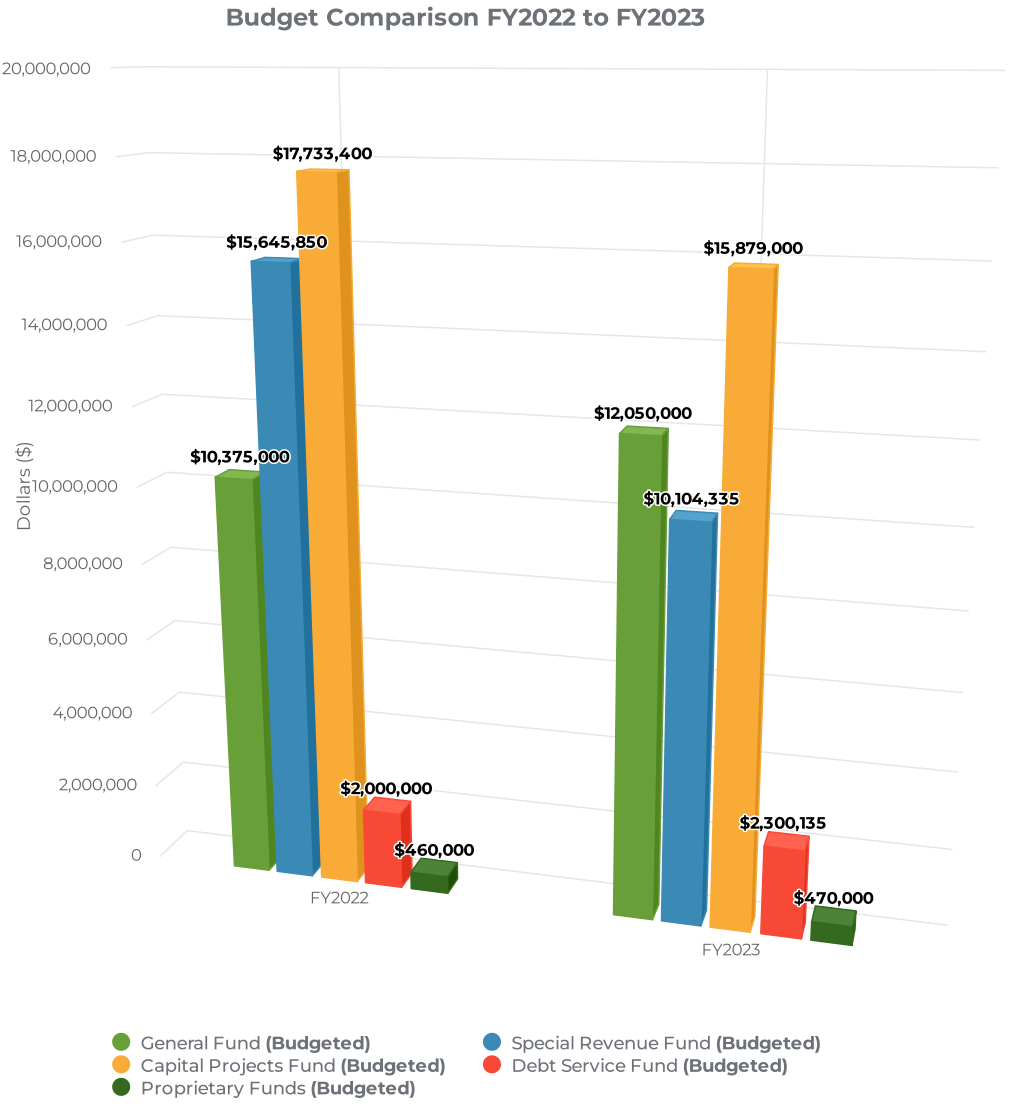
- 2.17% increase ($10,000) in the Enterprise Fund

There were no significant variances between the 2022 and 2023 operating budgets in the Stormwater Utility Management Fund.

Percent of Budgets by Fund (all funds)



Budget Comparison



Change from FY2022 to FY2023				
Fund	**FY2022 Adopted Budget**	**FY2023 Adopted Budget**	**$ (+/-)**	**% (+/-)**
General Fund	$ 10,375,000	$ 12,050,000	$ 1,675,000	16.14%
Special Revenue Funds	$ 15,645,850	$ 10,104,335	$ (5,541,515)	-35.42%
Capital Project Funds	$ 17,733,400	$ 15,879,000	$ (1,854,400)	-10.46%
Debt Service Fund	$ 2,000,000	$ 2,300,135	$ 300,135	15.01%
Enterprise Fund	$ 460,000	$ 470,000	$ 10,000	2.17%
Total	***$ 46,214,250***	***$ 40,803,470***	***$ (5,410,780)***	***-11.71%***

Basis of Revenue Estimates

$40,803,470

Description

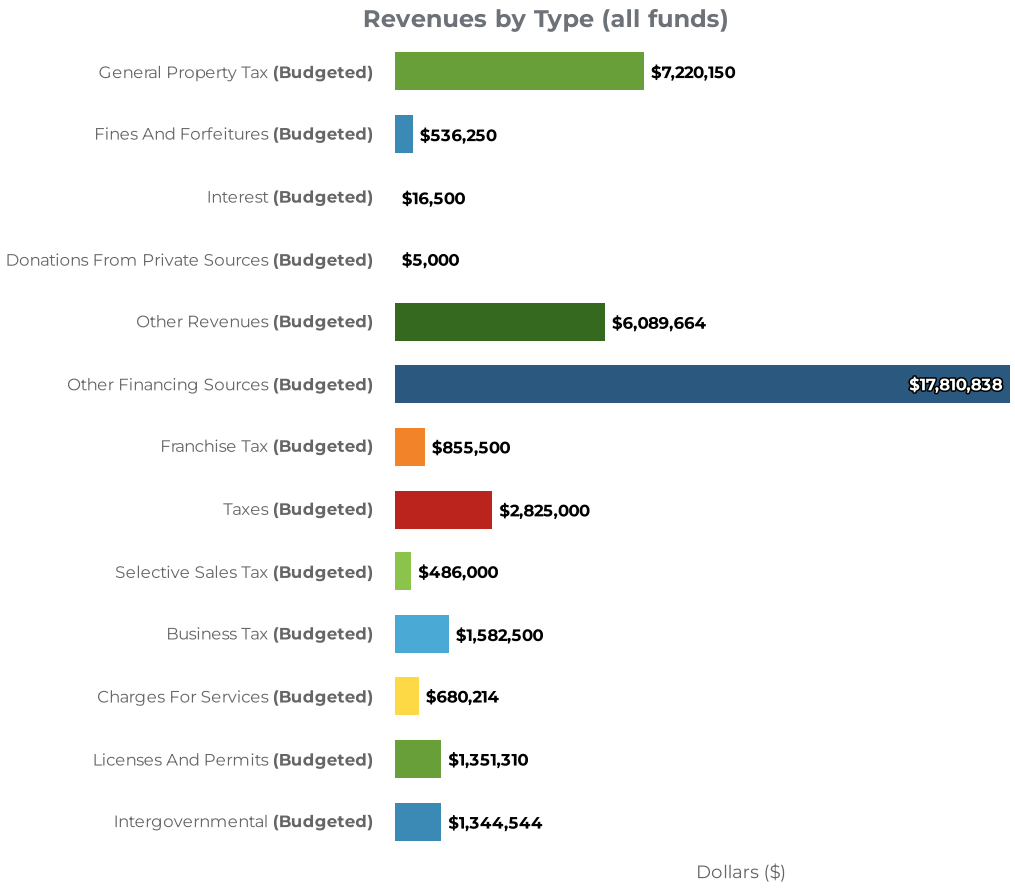
The City will focus its efforts to strengthen and diversify its property tax base to ensure the ongoing stability of the City's income. Charges for Services are usually intended to fully recover the cost of providing those services. The City actively supports economic development activities to diversify 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 3.841
- Revenue from other major sources to remain constant (based on historical data from prior years)
- Population and property growth

Funds						
Revenues	General	Special Revenue	Capital Project	Debt Service	Proprierary	Total
General Property	$7,220,150					$7,220,150
Fines and Forefeitures	$536,250					$536,250
Interest	$15,000	$1,500				$16,500
Donations from Private Sources	$5,000					$5,000
Other Revenues	$17,928	$5,787,700	$284,036			$6,089,664
Other Financing Sources	$257,112	$3,499,591	$11,754,000	$2,300,135		$17,810,838
Franchise Tax	$855,500					$855,500
Taxes			$2,825,000			$2,825,000
Selective Sales Tax		$486,000				$486,000
Business Tax	$1,582,500					$1,582,500
Charges for Services	$204,250		$5,964		$470,000	$680,214
Licenses and Permits	$1,351,310					$1,351,310
Intergovernmental	$5,000	$329,544	$1,010,000			$1,344,544
Total	$12,050,000	$10,104,335	$15,879,000	$2,300,135	$470,000	$40,803,470


Revenues by Type (all funds)
General Property Tax (Budgeted)
$7,220,150
Fines And Forfeitures (Budgeted)
$536,250
Interest (Budgeted)
$16,500
Donations From Private Sources (Budgeted)
$5,000
Other Revenues (Budgeted)
$6,089,664
Other Financing Sources (Budgeted)
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$486,000
Business Tax (Budgeted)
$1,582,500
Charges For Services (Budgeted)
$680,214
Licenses And Permits (Budgeted)
$1,351,310
Intergovernmental (Budgeted)
$1,344,544
Dollars ($)

Basis of Expenditure Estimates

$40,803,470

Personal 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 personal services budget is based on the following assumptions:

- The new step and grade plan proposed by Condrey & Associates are reflected in this budget at a cost of $320,834.
- No new positions in FY2023.
- Workers' Compensation - The risk rates for each employment classification are modified based on projected cost.
- Health insurance – increase of 10% in the City's net annual cost.
- Dental Insurance - increase of 6% 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 guidelines 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.

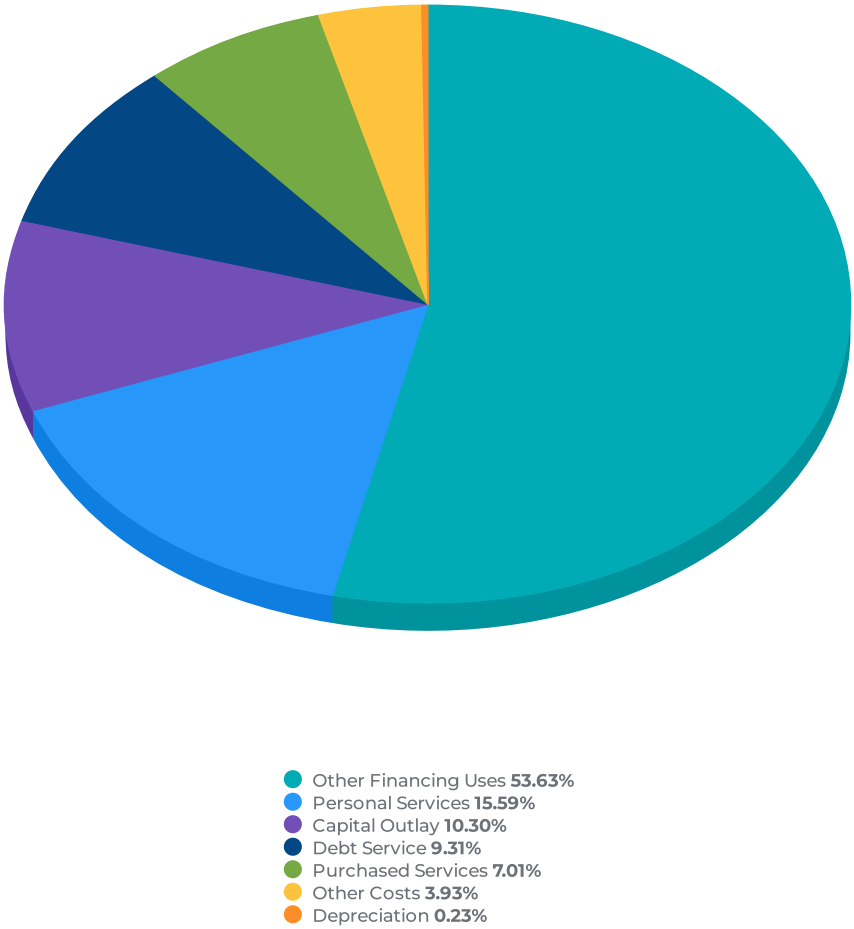
Significant Assumptions

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.

Fund	Personal Services	Purchased Services	Capital Outlay	Depreciation	Other Costs	Debt Service	Other Financing Uses	Total
General	$6,280,198	$2,419,950	$3,035,480		$155,000	$113,781	$45,591	$12,050,000
Special Revenue		$155,000	$2,968,225		$3,226,975		$3,754,135	$10,104,335
Capital Project			$15,879,000					$15,879,000
Debt Service					$814,869	$1,485,266		$2,300,135
Proprietary	$81,386	$285,414		$95,000	$4,700	$3,500		$470,000
Total	$6,361,584	$2,860,364	$21,882,705	$95,000	$4,201,544	$1,602,547	$3,799,726	$40,803,470

Percent of Expenditures by Type (all funds)



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

Strategic Plan

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 achieve goals, and what opportunities are available to address the Council's priorities and establish an overall direction for the 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 FY2023 budget includes prior year accomplishments, and departmental goals in accordance with the strategic plan. The FY2023 Strategic Goals and Objectives are consistent with the original strategic plan approved by Council

Strategic Goals

Foster and Maintain Regional Partnerships

The City will seek to coordinate operations to reduce the duplication of services for 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 for being responsive and efficient while being fair and impartial to all who seek our services and assistance.

Mission and Goals



Mission:

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.

City of Holly Springs' Goals	General Administration	Housing & Development	Municipal Court	Public Safety	Public Works	Parks & Recreation	Stormwater
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	X
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 network of parks and other green spaces.						X	
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						

Departmental Objectives and Performance Measures

Departmental Objectives	*Performance Measures*
Strategic Goals: Foster and Maintain 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 services.	Number of years compliant with Cherokee County Service Delivery Strategy
Housing and Development Work with Cherokee County to comply with the provisions of Annexation and Land Use Dispute Resolutions imposed by the Georgia legislature in 2009.	Number of acres successfully annexed into the City of Holly Springs
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
Strategic Goals: Sustain and Protect Natural Resources	
Housing and Development Encourage new developments to set aside greenspace for their residents.	Number of acres of greenspace added
Public Works/Parks and Recreation 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.	Number of re-landscaped sites Number of acres of developed park land per 1,000 city residents
Stormwater Inspect stormwater collection and detention facilities.	Number of facilities inspected
Strategic Goals: Promote a Well-Planned City	
General Administration 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. Foster business growth.	% of buildings that meet fire safety code requirements Number of new businesses opened in the City
Public Safety 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.	Number of acres of land set aside for new park construction
Stormwater	Number of new stormwater outfall structures, catch basins, and detention facilities

Provide for the design, construction and maintenance of stormwater infrastructure.	
Strategic Goals: Insist Upon 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 Percent of court cases transferred to probation
Public Safety 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 includes 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 the 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.

Tree Protection and Preservation of the Tree Canopy

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 of 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 land 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 the 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.

Objectives Underway

- Complete the construction of 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 a $1.25 million grant award from SRTA as well as a $3.5 million loan award from GTIB. Construction of this project started in the fall of 2022.

- Complete the engineering and right-of-way acquisition for Holly Springs Parkway Phase III by the summer of 2023.

- 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 summer 2023.

- Complete all the infrastructure within the Town Center in 2023.

- Start vertical construction of buildings and structures in the Town Center in 2024.

- Start preliminary engineering on the Holly Street Pedestrian Improvement Project in the spring of 2023.

- Start construction of Phase I of the Hickory Springs Parkway Project in the summer of 2023.

Short-term Factors

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 in the Long-Range Financial Planning (Economic Overview) section, 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 City also recognizes that our residents require a range of services covering a broad spectrum of health, public safety, transportation, social, recreational, and environmental services. The development of our budget each year takes into consideration our strategic goals, which serve as a tool to use when policy decisions must be made to allocate financial resources during each budget year. Information is provided to the Council each budget year which outlines efforts by departments to achieve goals, and what opportunities are available to address the Council's priorities and establish an overall direction for the allocation of the City's financial resources to meet the long-term needs and service demands of our citizens.

As mentioned in the Executive Overview, the city took into account several factors in the development of this year's budget: the impact of COVID over the past several years, our budget objectives for the current fiscal year, current economic conditions, service level changes, and available revenue sources..

Priorities & Issues

Budget development should be guided by a long-term or strategic budget plan proposed by the City Manager and adopted by the Mayor and City Council. The City of Holly Springs' approach to budgeting matches available resources with community priorities. We evaluate the relative importance of individual programs and services rather than entire departments. This approach helps to provide ways in which to make better-informed financial and budgeting decisions and helps to ensure that our community can identify and preserve those programs and services that are most highly valued. The City of Holly Springs has identified programs and services that answer the question "Why are we in business?"

Programs and services offered by the city align with the following strategic goals:

- Foster and maintain regional relationships.
- Sustain and protect natural resources.
- Promote a well-planned city.
- Insist upon responsive service delivery.

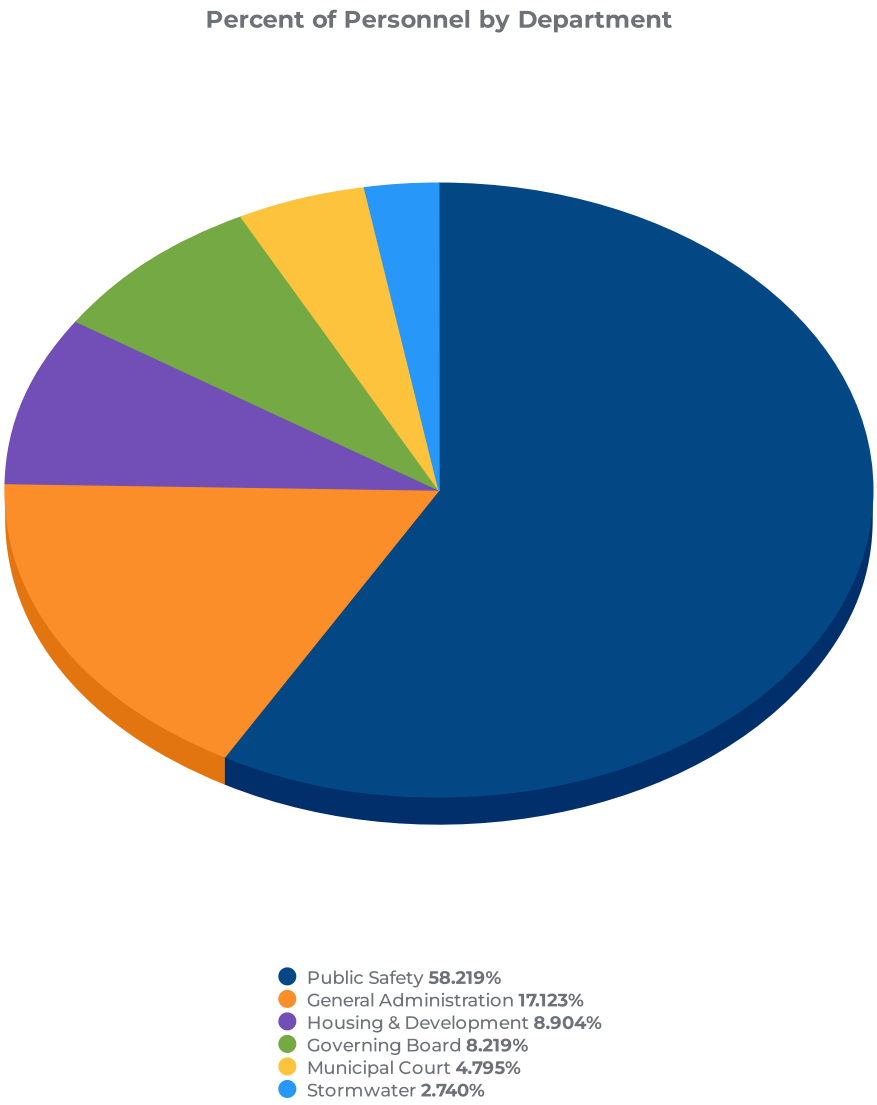
The City of Holly Springs has allocated resources according to how effectively a program or service achieves the goals and objectives that are of greatest value to the community. We've identified the most important strategic priorities, and then, selected programs or services according to how well they align with the priorities. The city then allocated funding in accordance with these selections. We also evaluated current economic factors, service level changes, revenue sources, and regulatory requirements.

In addition to prioritizing programs and services, budget objectives are analyzed to provide for general government operations of the city and maintain the working capital necessary for the city's financial health and stability. Annual budgets for each special revenue fund that demonstrate any legally restricted revenue sources are used consistently with the applicable laws and/or regulations (i.e. American Rescue Plan Act of 2021, Parks and Recreation Fund, Tax Allocation District, Hotel/Motel Tax Fund, and Operating Grant Fund). Budgets for each of our capital project funds are adopted and we ensure appropriations do not lapse at the end of a fiscal year; rather, they remain in effect until project completion or re-appropriation by the City Council. Budgets for our debt service funds utilize any remaining fund balances from prior years plus we ensure current year's projected revenues meet all annual debt service requirements, and although Generally Accepted Accounting Principles (GAAP) and Georgia statutes do not require the City to adopt a budget for its enterprise fund, the City adopts a budget for its enterprise fund in order to monitor revenues and control expenses. The City uses a business approach when budgeting for our enterprise fund. Enterprise funds shall be self-supporting whenever possible and subsidized losses will be minimized when break-even is not possible.

Personnel Changes

In FY2023, the City will employ 76 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 73 full-time equivalent employees (70 full-time and 6 part-time) in FY2023.

The City did not have any personnel changes in FY2023.

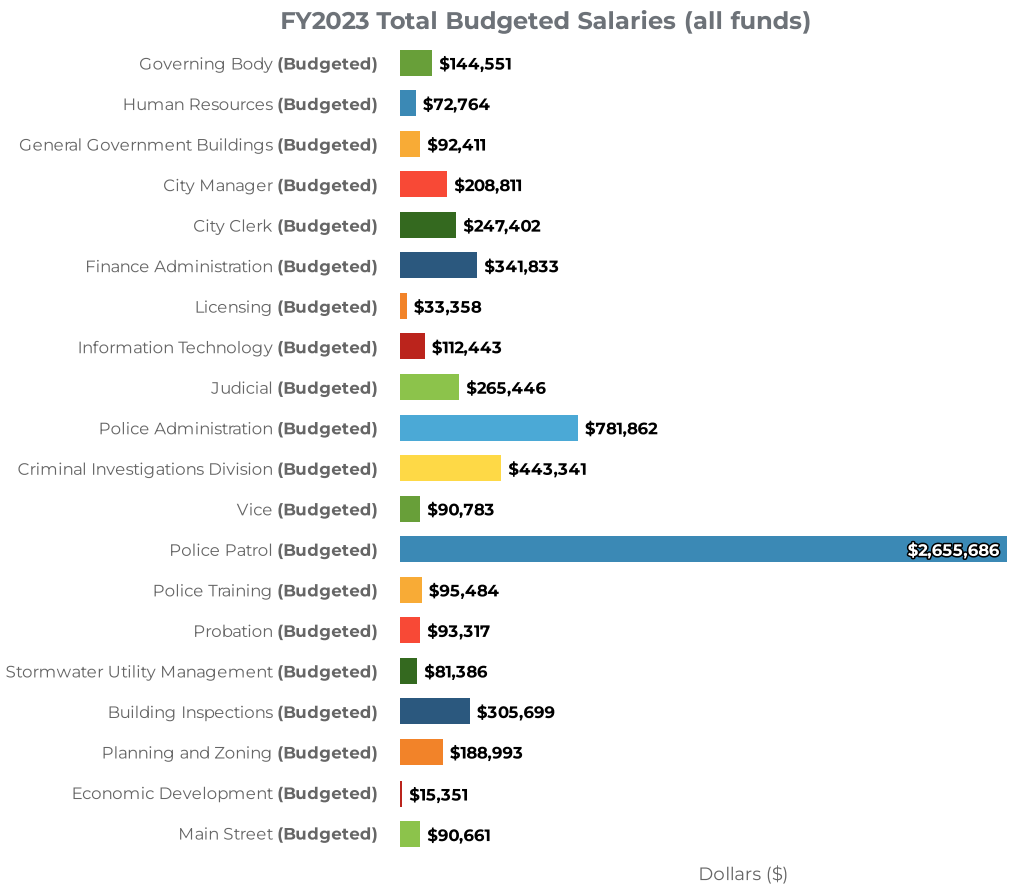


Explanation of Changes in Personnel

The City did not have any personnel changes in FY2023. Position details can be found in the "Departments" section.

Summary Table of Personnel									
	FY2021		FY2022		+/-		FY2023		FTE
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	10.50	4.00	0.00	0.00	10.50	4.00	12.50
Housing & Development	6.00	0.00	6.50	0.00	0.00	0.00	6.50	0.00	6.50
Municipal Court	3.00	1.00	3.00	1.00	0.00	0.00	3.00	1.00	3.50
Public Safety	38.00	1.00	42.00	1.00	0.00	0.00	42.00	1.00	42.50
Stormwater Utility Management	1.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00	2.00
Total	*63.00*	*6.00*	*70.00*	*6.00*	*0.00*	*0.00*	*70.00*	*6.00*	*73.00*

FY2023 Total Budgeted Salaries (all funds)



LONG-RANGE OPERATING AND FINANCIAL PLANS

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 2018-2022, 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 $579.7 billion in 2022, representing an increase of 2.0% from 2021. Georgia's GDP has grown at an annualized rate of 2.1% over the five years to 2022. Additionally, according to the U.S. Bureau of Labor Statistics, the state has recorded an unemployment rate of 3% at December 2022, while the United States recorded an unemployment rate of 3.5%.

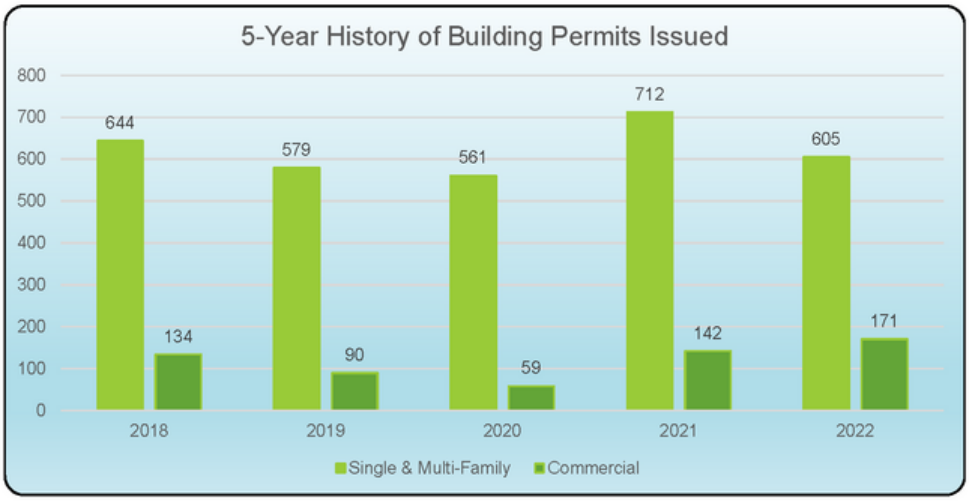
The most critical driver of growth in Georgia has been an influx of laborers and businesses to the state. Businesses have been attracted to the state due to a comparatively lower cost of living. Although home prices have steadily increased over the past few years, the median home price in Georgia is $306,113, well below the national median which is $392,000. 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 $10.9 billion in 2022. This sector has experienced a 3.3% growth rate from 2017-2022. Residential construction was valued at $329.9 million in 2022 and experienced a growth rate of 10.5% over the five-year period from 2017-2022. Trends in the construction sector are important because it creates jobs, income and tax revenue for the state. In addition, construction sector activity impacts other sectors in its supply chain, including manufacturing, wholesaling, warehousing, transportation, and real estate, rental and leasing services. Therefore, construction trends are important indicators of the health of an economy.

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 rebound 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 values 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 2021, per capita income increased to $35,472 in Holly Springs from $32,427 in 2020. The combined median household income in Holly Springs was calculated to be $91,082 in 2021, an increase of 6.3% 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 11.61% over the past five years. As shown in the table of our tax digest five-year projection, 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 are essential as they 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 increased by .40% from .80% to 1.2% from June 2021 to June 2022. 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 single and multi-family permits issued by the City has decreased from 2021 to 2022 by 15.02%. The decrease in the number of permits issued during this time period was because several subdivisions were in the site development phase in 2022 and the new home construction phase had not begun to start applying for permits. Commercial permits increased 20.4% from 2021 to 2022.

5 Year History of Building Permits Issued



History of Governmental Funds Fund Balance

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, 2021, the City's governmental funds audited ending fund balance was $9,476,777.

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	Beginning Fund Balance	Revenues	Expenditures	Ending Fund Balance	Fund Balance Increase (Decrease)	Percent Change
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%
2021	$ 7,617,374	$ 17,264,496	$ 15,405,093	$ 9,476,777	$ 1,859,403	24.41%

Changes in Net Position

The statement of Net Position presents information on all the City's assets, deferred outflows of resources, deferred inflows of resources, and liabilities. The 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, 2021, the City was able to present positive balances for its governmental and business-type funds.

	2021	2020	2019	2018	2017
Changes in Net Position					
	Total	Total	Total	Total	Total
Revenues					
Program Reveues:					
Charges for Service	$ 3,976,644	$ 2,546,072	$ 2,624,400	$ 3,242,623	$ 2,187,697
Operating grants & contributions	151,923	960,555	207,780	227,619	235,203
Capital grants & contributions	7,230,498	3,449,393	2,416,876	6,043,562	2,378,027
General Revenues:					
Property taxes	5,898,943	5,317,852	4,746,878	4,150,720	4,062,016
Other taxes	2,194,695	2,158,928	1,960,712	1,871,850	1,764,443
Investment earnings	24,649	32,256	65,537	41,144	15,296
Other revenues	108,962	57,980	73,252	48,679	21,773
Total Revenues	19,586,314	14,523,036	12,095,435	15,626,197	10,664,455
Expenses					
General government	1,411,629	1,465,002	1,157,638	1,044,094	1,040,174
Judicial	350,410	341,441	272,503	231,180	255,842
Public Safety	6,075,444	5,764,524	5,253,835	4,373,129	4,341,176
Public Works	1,952,642	1,544,921	1,329,733	1,252,467	878,923
Health and welfare	135,667	118,907	183,219	172,892	179,437
Culture and recreation	219,934	167,587	307,982	172,860	165,714
Housing and development	700,689	823,734	823,982	768,455	663,374
Interest on long-term debt	249,052	208,040	64,745	61,049	931
Stormwater	335,099	329,963	263,042	275,411	252,740
Total Expenses	11,430,566	10,764,119	9,656,679	8,351,537	7,778,311
Increase (decrease) in net position before transfers	8,155,748	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	*8,155,748*	*3,758,917*	*2,438,756*	*7,259,230*	*2,886,144*
Beginning net position	50,382,027	46,623,110	44,184,354	37,487,369	33,094,798
Restatements			-	(3,486,529)	-
Ending net position	$ 58,537,775	$ 50,382,027	$ 46,623,110	$ 41,260,070	$ 35,980,942

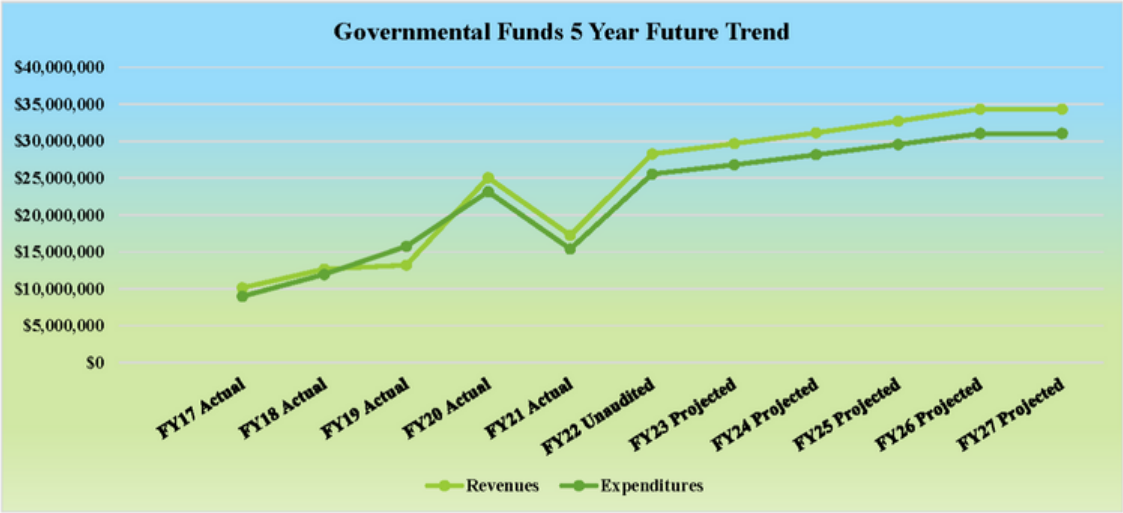
Long-Range Financial Planning

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.

Governmental Funds History of Revenues and Expenditures and 5 Year Projections

Fiscal Year	Revenues	Expenditures	% of Revenue Increase/ (Decrease)	% of Expenditure Increase/ (Decrease)
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 Actual	$ 17,264,496	$ 15,405,093	-31.03%	-33.44%
FY22 Unaudited	$ 28,256,883	$ 25,542,120	63.67%	65.80%
FY23 Projected	$ 29,669,727	$ 26,819,226	5.00%	5.00%
FY24 Projected	$ 31,153,214	$ 28,160,188	5.00%	5.00%
FY25 Projected	$ 32,710,874	$ 29,568,197	5.00%	5.00%
FY26 Projected	$ 34,346,418	$ 31,046,607	5.00%	5.00%
FY27 Projected	$ 34,346,418	$ 31,046,607	5.00%	5.00%

Governmental Funds Future Trend



Tax Digest 5 Year History

	2018	2019	2020	2021	2022
Real & Personal	$ 551,395,168	$ 644,980,613	$ 729,472,702	$ 825,355,172	$ 1,059,334,976
Motor Vehicles	$ 5,522,860	$ 4,516,000	$ 3,875,040	$ 3,338,490	$ 3,351,660
Mobile Homes	$ 102,720	$ 30,720	$ 19,376	$ 17,683	$ 19,852
Gross Digest	$ 557,020,748	$ 649,527,333	$ 733,367,118	$ 828,711,345	$ 1,062,706,488
Less M&O Exemptions	$ 69,339,110	$ 94,700,140	$ 119,338,526	$ 175,009,449	$ 253,541,404
Net M&O Exemptions	$ 487,681,638	$ 554,827,193	$ 614,028,592	$ 653,701,896	$ 809,165,084
Gross M&O Millage Rate:					
Holly Springs Millage Rate	4.730	4.610	4.400	4.220	3.841
Fire District Millage Rate	3.269	3.269	3.292	3.292	2.984
Net M&O Millage Rate	7.999	7.879	7.692	7.512	6.825
Net Millage Rate % Increase (Decrease)	-1.83%	-1.50%	-2.37%	-2.34%	-9.15%
Net Taxes Levied:					
Holly Springs Taxes Levied	$ 2,306,734	$ 2,557,753	$ 2,701,726	$ 2,758,622	$ 3,108,003
Fire District Taxes Levied	$ 1,726,921	$ 2,003,070	$ 2,196,929	$ 2,695,880	$ 3,150,975
Total Net Taxes levied	$ 4,033,655	$ 4,560,823	$ 4,898,655	$ 5,454,502	$ 6,258,978
Net Taxes $ Increase (Decrease)	$ 415,677	$ 527,168	$ 337,831	$ 555,847	$ 804,476
Net Taxes % Increase (Decrease)	11.49%	13.07%	7.41%	11.35%	14.75%

Tax Digest 5 Year Projection

	2023	2024	2025	2026	2027
Real & Personal	$ 1,182,323,767	$ 1,319,591,556	$ 1,472,796,136	$ 1,643,787,767	$ 1,834,631,527
Motor Vehicles	$ 3,696,211	$ 4,076,181	$ 4,495,213	$ 4,957,320	$ 4,957,320
Mobile Homes	$ 21,893	$ 24,143	$ 26,625	$ 29,362	$ 29,362
Gross Digest	$ 1,186,041,870	$ 1,323,691,880	$ 1,477,317,974	$ 1,648,774,450	$ 1,839,618,210
Less M&O Exemptions	$ 279,605,460	$ 308,348,902	$ 340,047,169	$ 375,004,018	$ 375,004,018
Net M&O Exemptions	$ 906,436,410	$ 1,015,342,979	$ 1,137,270,805	$ 1,273,770,432	$ 1,464,614,192
Gross M&O Millage Rate:					
Holly Springs Millage Rate	3.841	3.841	3.841	3.841	3.841
Fire District Millage Rate	2.984	2.984	2.984	2.984	2.984
Net M&O Millage Rate	6.825	6.825	6.825	6.825	6.825
Net Millage Rate % Increase (Decrease)	0.00%	0.00%	0.00%	0.00%	0.00%
Net Taxes Levied:					
Holly Springs Taxes Levied	$ 3,263,403	$ 3,426,573	$ 3,597,902	$ 3,777,797	$ 3,777,797
Fire District Taxes Levied	$ 3,308,524	$ 3,473,950	$ 3,647,647	$ 3,830,030	$ 3,830,030
Total Net Taxes levied	$ 6,571,927	$ 6,900,523	$ 7,245,550	$ 7,607,827	$ 7,607,827
Net Taxes $ Increase (Decrease)	$ 312,949	$ 328,596	$ 345,026	$ 362,277	$ 362,277
Net Taxes % Increase (Decrease)	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, and input from department heads and employees. These tools are used to guide us in the development of our goals for programs and services and lead our budget development process.

Goal #1

Goal:

- ***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 for 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.

Goal #2

Goal:

- ***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 TM Community from the National Main Street Center.

Goal #3

Goal:

- ***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.

Long-Range Policy and Financial Planning

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:

- 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

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 has 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 Expanded Town Center	*A Robust Economy 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 a 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

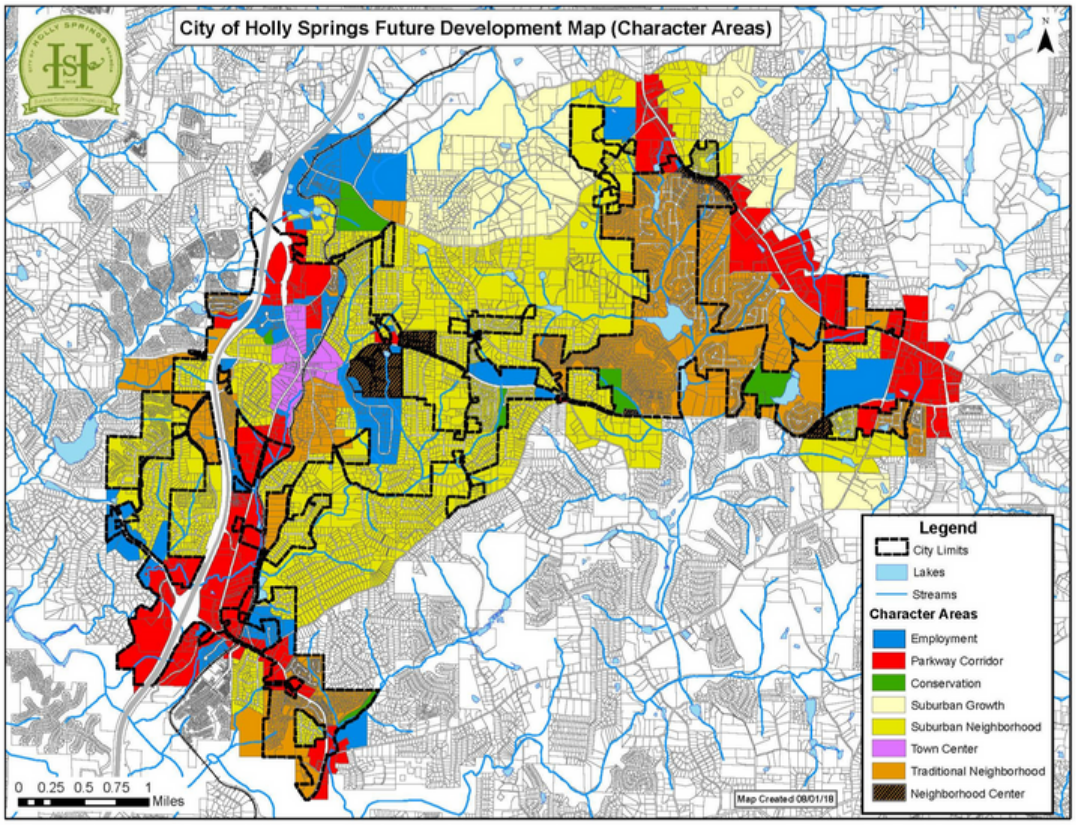
The City will be proactive in identifying future parks, recreation, open space, and conservation areas. Holly Springs will ensure that civic spaces, parks, recreation areas, and greenways are added to the City, collectively comprising a connected network, as development occurs. Holly Springs will protect 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 to 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 2024-2028

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

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.



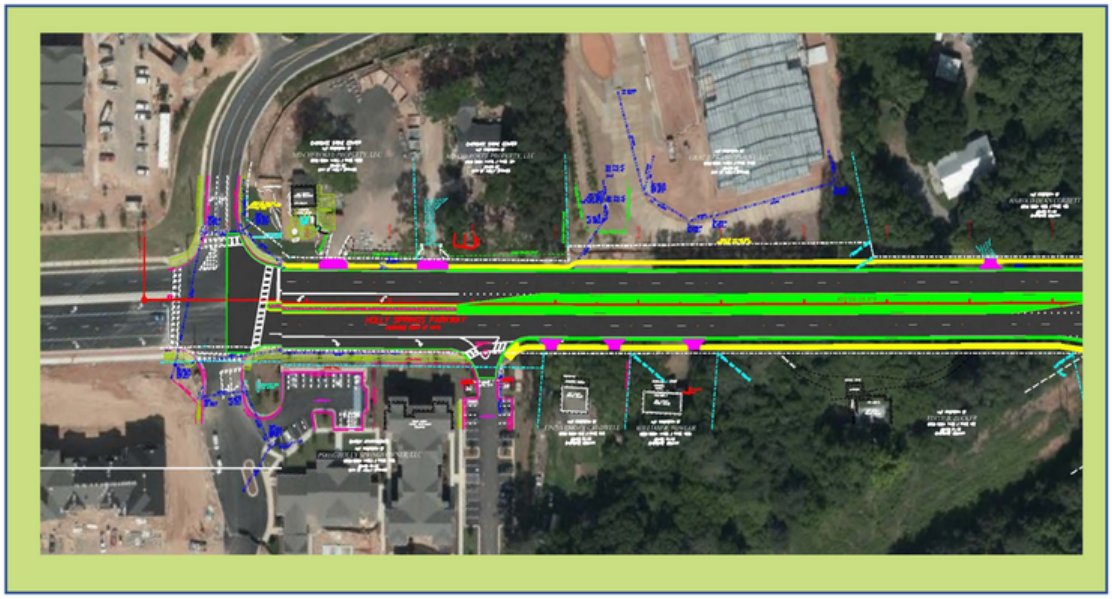
Holly Springs Parkway Widening Project Phase II

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) had 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 allocated 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 started construction in the fall of 2022 on this phase of the project.



Holly Springs Parkway Widening Project Phase III

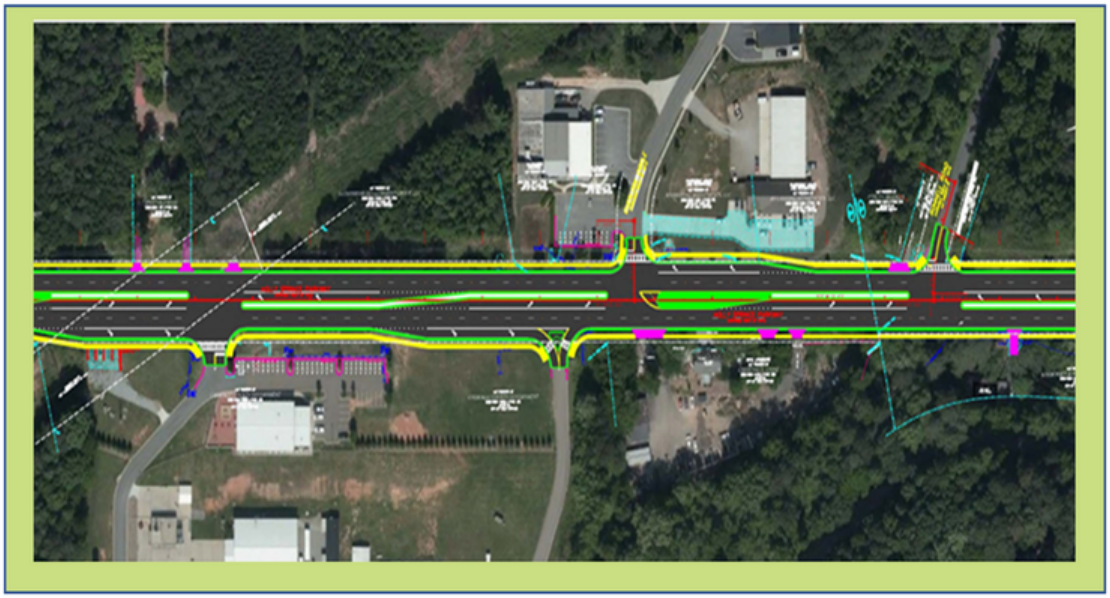
Phase III – This phase will be from Ronnell Rd. to Childers Road. Surveying was completed in the Fall of 2020. Preliminary engineering started in 2021 and was completed in the fall of 2022. Right-of-way acquisition started in the fall of 2022 and should be completed by the summer of 2023. Construction is expected to begin in 2024 after utility relocations have been completed.

On February 25, 2021, Governor Brian Kemp announced that the State Road and Tollway Authority (SRTA) had 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 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



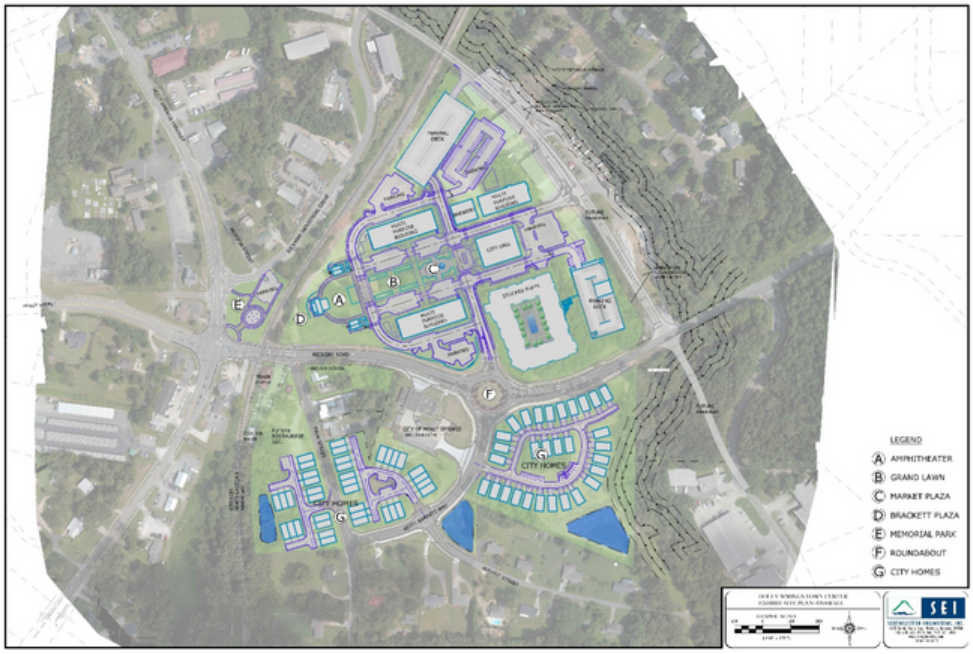
Downtown Holly Springs Town Center Project

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 towards 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. for 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 the summer of 2023. 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 mixeduse 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 2023. The City of Holly Sprigs contracted with KimleyHorn for the design of a structured parking deck within the Town Center. Construction is anticipated to begin in early 2024 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 2024 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:

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


LEGEND
A AMPHITHEATER
B GRAND LAWN
C MARKET PLAZA
D BRACKETT PLAZA
E MEMORIAL PARK
F ROUNDABOUT
G CITY HOMES
SEI





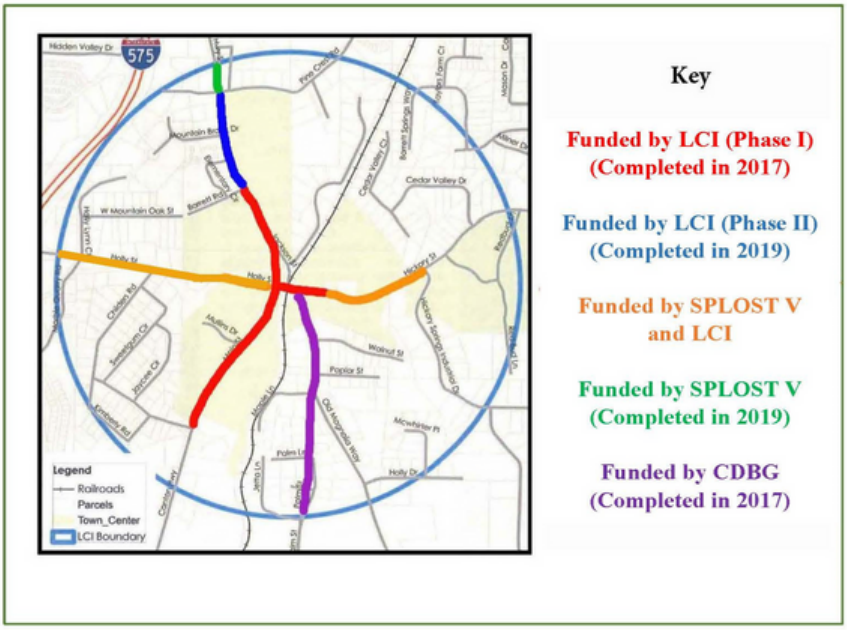
Pedestrian Network Project

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 a local match of $136,381 for a grand total of $681,903. The City of Holly Springs sent out a request for proposals for the preliminary engineering in the fall 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 historical identity. The development of this project will provide for the following:

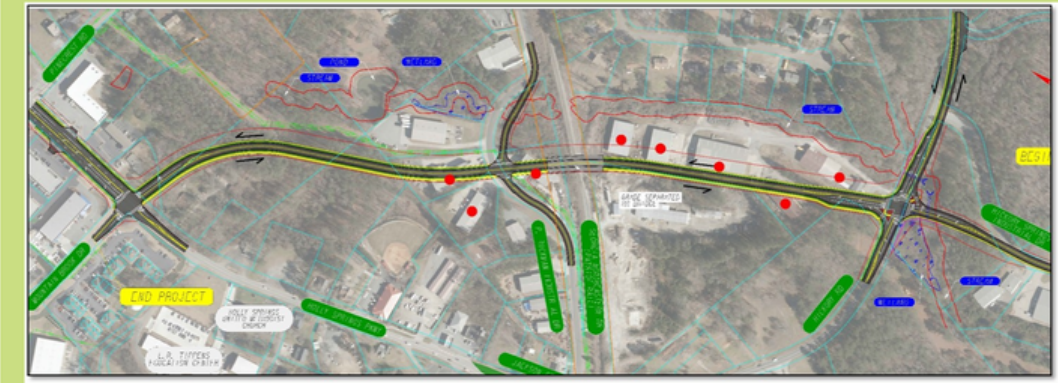
- Pedestrian improvements in the Town Center District
- Hard surface walking/jogging trails
- Economic development



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 five-foot sidewalks and a 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. Construction of Phase I will begin in the summer of 2023. 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:

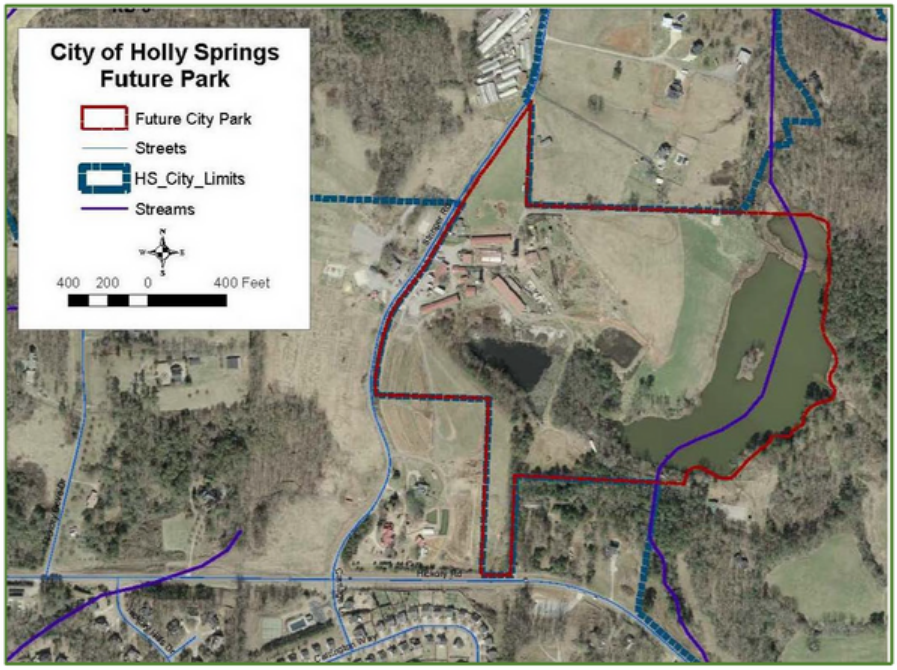
- Street improvements and traffic flow in the Town Center District
- Economic development



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:

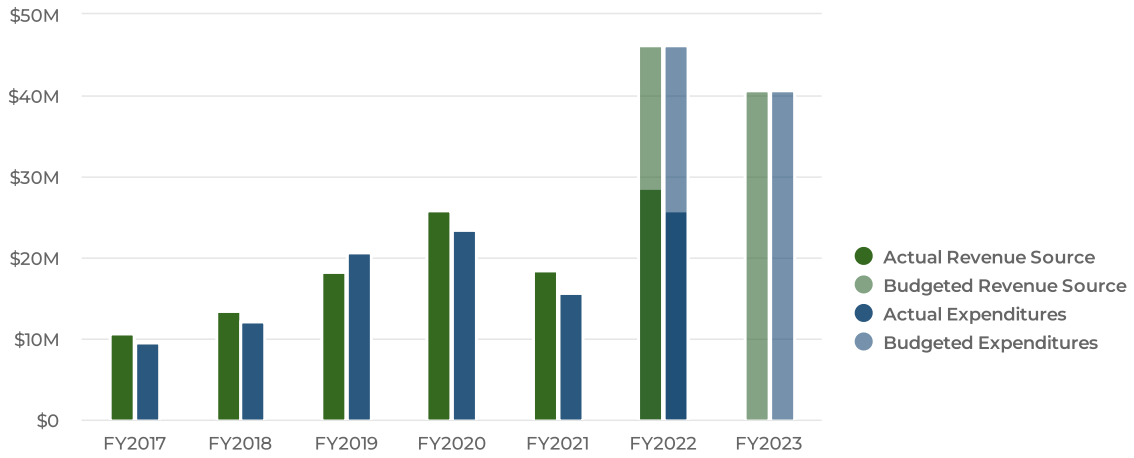
- Hard and soft surface walking/jogging trails
- Pavilions for picnics and other related functions
- Preservation of open space with a small public lake for fishing



FUND SUMMARIES

Summary

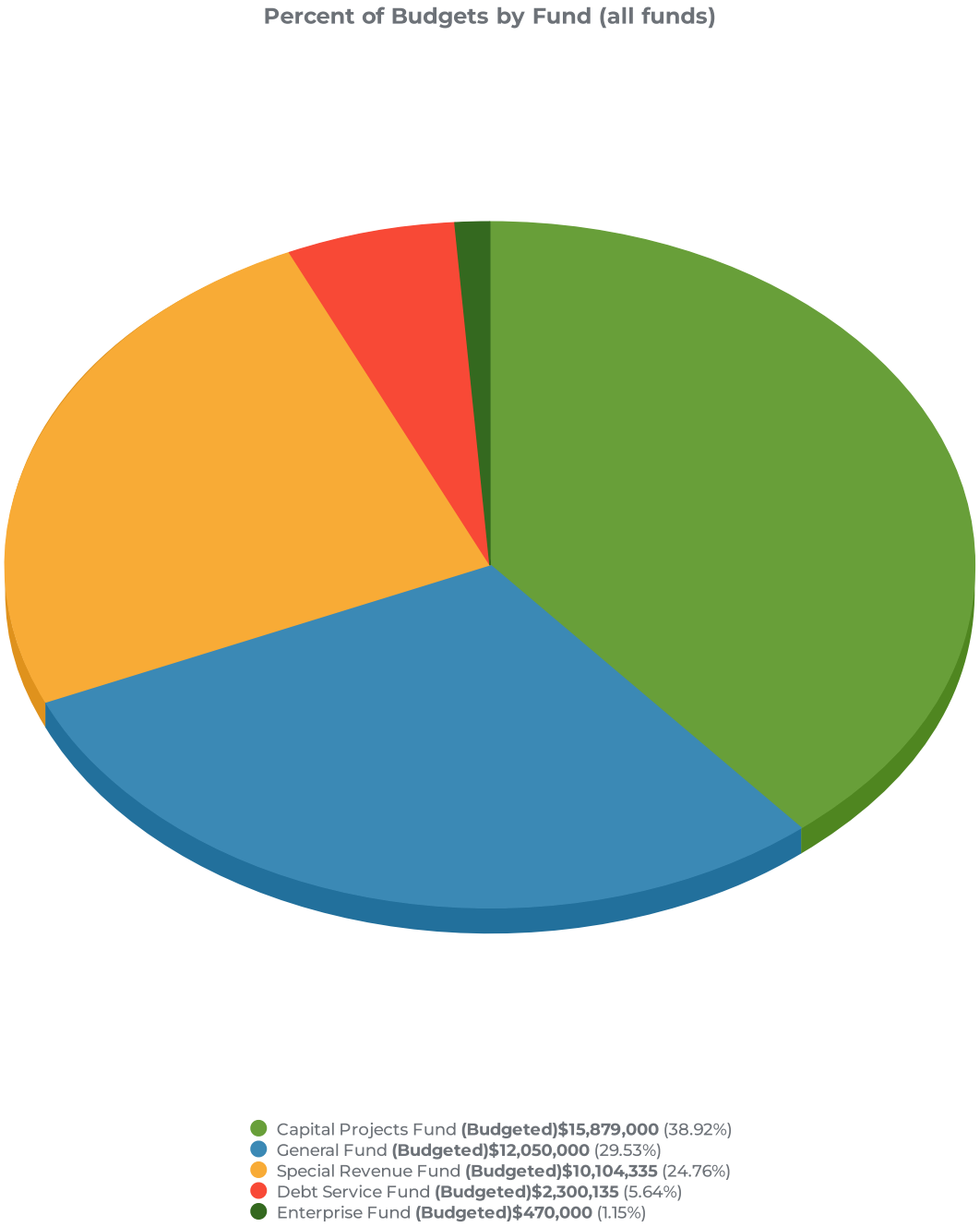
The City of Holly Springs is projecting $40.8M of revenue in FY2023, which represents a 11.7% decrease over the prior year. Budgeted expenditures are projected to decrease by 11.7% or $5.41M to $40.8M in FY2023.



Summary of Budgets by Fund

Fund	FY2022 Adopted Budget	% of Total Budget	FY2023 Adopted Budget	% of Total Budget	$ Change from FY2022 to FY2023	% Change from FY2022 to FY2023
General Fund	$ 10,375,000	22.45%	$ 12,050,000	29.53%	$ 1,675,000	16.14%
Special Revenue Funds	15,645,850	33.86%	10,104,335	24.76%	(5,541,515)	-35.42%
Capital Project Funds	17,733,400	38.37%	15,879,000	38.92%	(1,854,400)	-10.46%
Debt Service Fund	2,000,000	4.33%	2,300,135	5.64%	300,135	15.01%
Enterprise Fund	460,000	1.00%	470,000	1.15%	10,000	2.17%
Total	$ 46,214,250	100.00%	$ 40,803,470	100.00%	$ (5,410,780)	-11.71%

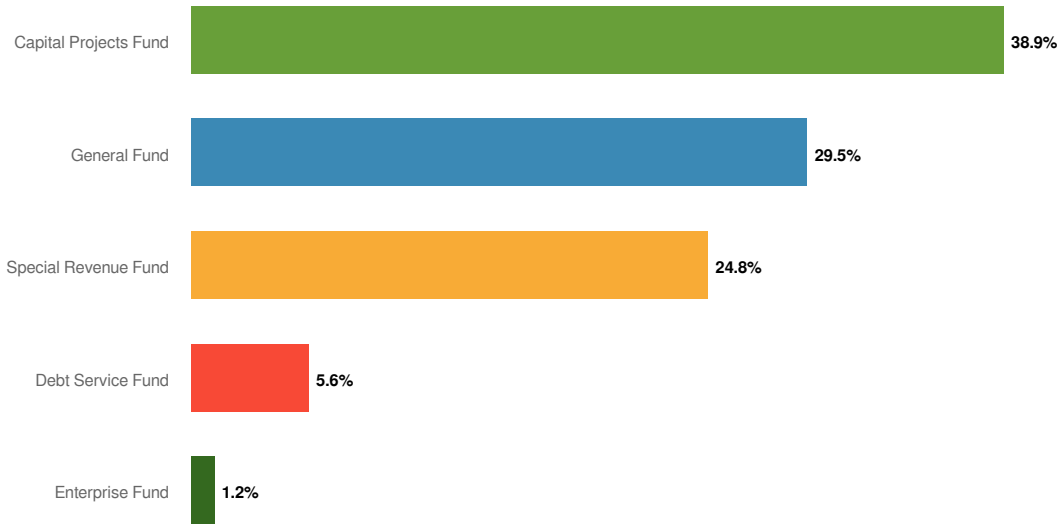
Percent of Budgets by Fund (all funds)



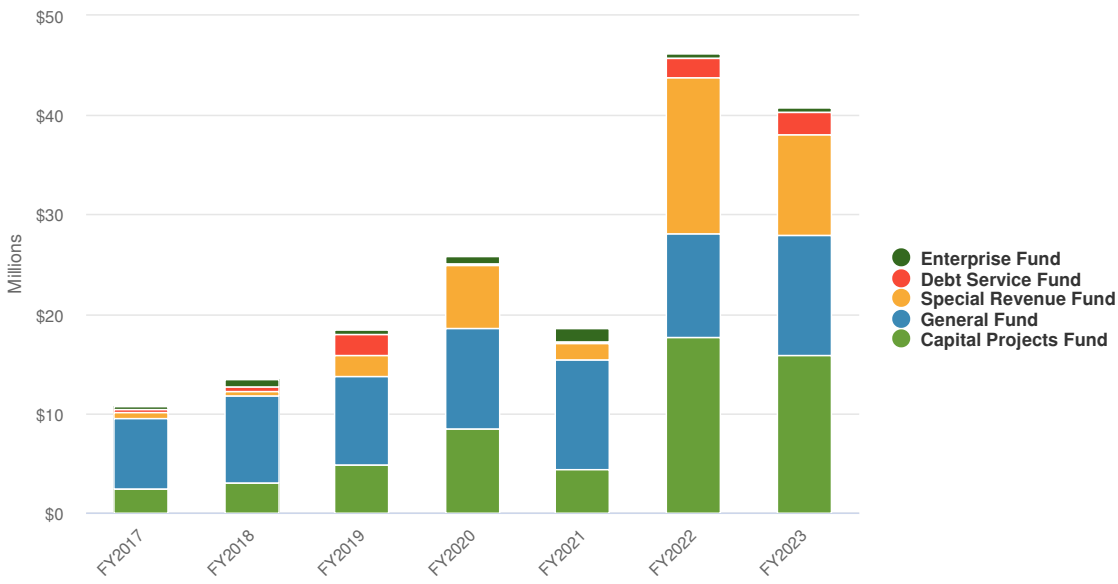
Budget Summary (all funds)

	Funds					
	General	Special Revenue	Capital Project	Debt Service	Enterprise	Total
Beginning Fund Balance/Net Assets	**$ 8,778,918**	**$ 832,631**	**$ (570,089)**	**$ 435,317**	**$ 5,648,083**	**$ 15,124,860**
Estimated Revenues						
General Property Tax	7,220,150	-	-	-	-	7,220,150
Franchise Tax	855,500	-	-	-	-	855,500
Taxes	-	-	2,825,000	-	-	2,825,000
Selective Sales Tax	-	486,000	-	-	-	486,000
Business Tax	1,582,500	-	-	-	-	1,582,500
Charges for Services	204,250	-	5,964	-	470,000	680,214
Licenses and Permits	1,351,310					1,351,310
Intergovernmental	5,000	329,544	1,010,000	-	-	1,344,544
Fines & Forfeitures	536,250	-	-	-	-	536,250
Investment Earnings	15,000	1,500	-	-	-	16,500
Donations from Private Sources	5,000	-	-	-	-	5,000
Other Revenues	17,928	5,787,700	284,036	-	-	6,089,664
Other Financing Sources	257,112	3,499,591	11,754,000	2,300,135	-	17,810,838
Total Estimated Revenues	**$ 12,050,000**	**$ 10,104,335**	**$ 15,879,000**	**$ 2,300,135**	**$ 470,000**	**$ 40,803,470**
Estimated Expenditures/Expenses						
Governing Body	152,751	-	-	-	-	152,751
General Administration	1,910,197	-	-	-	-	1,910,197
Housing and Development	832,905	-	-	-	-	832,905
Public Safety	4,799,724	6,000	-	-	-	4,805,724
Public Works	3,760,280	-	-	-	-	3,760,280
Judicial	434,771	-	-	-	-	434,771
ARPA	-	5,769,200	-	-	-	5,769,200
Culture and Recreation	-	150,000	-	-	-	150,000
Health and Welfare	-	75,000	-	-	-	75,000
Stormwater Management	-	-	-	-	470,000	470,000
Capital Outlay	-	350,000	15,879,000	-	-	16,229,000
Debt Service	113,781	-	-	2,300,135	-	2,413,916
Other Financing Uses	45,591	3,754,135	-	-	-	3,799,726
Total Estimated Expenditures/Expenses	**$ 12,050,000**	**$ 10,104,335**	**$ 15,879,000**	**$ 2,300,135**	**$ 470,000**	**$ 40,803,470**
Ending Fund Balance/Net Assets	**$ 8,778,918**	**$ 832,631**	**$ (570,089)**	**$ 435,317**	**$ 5,648,083**	**$ 15,124,860**

Revenue by Fund



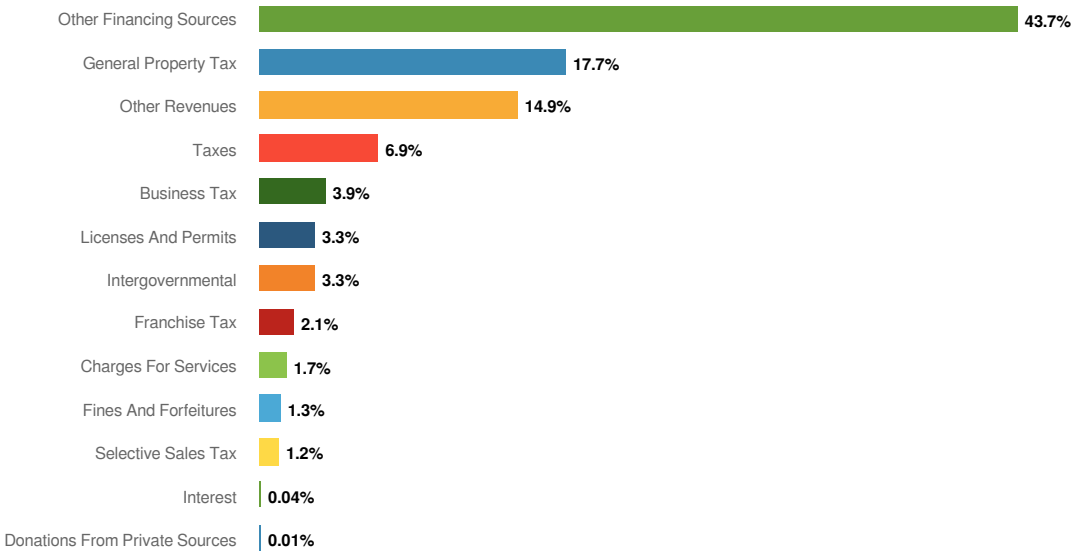
Budgeted and Historical 2023 Revenue by Fund



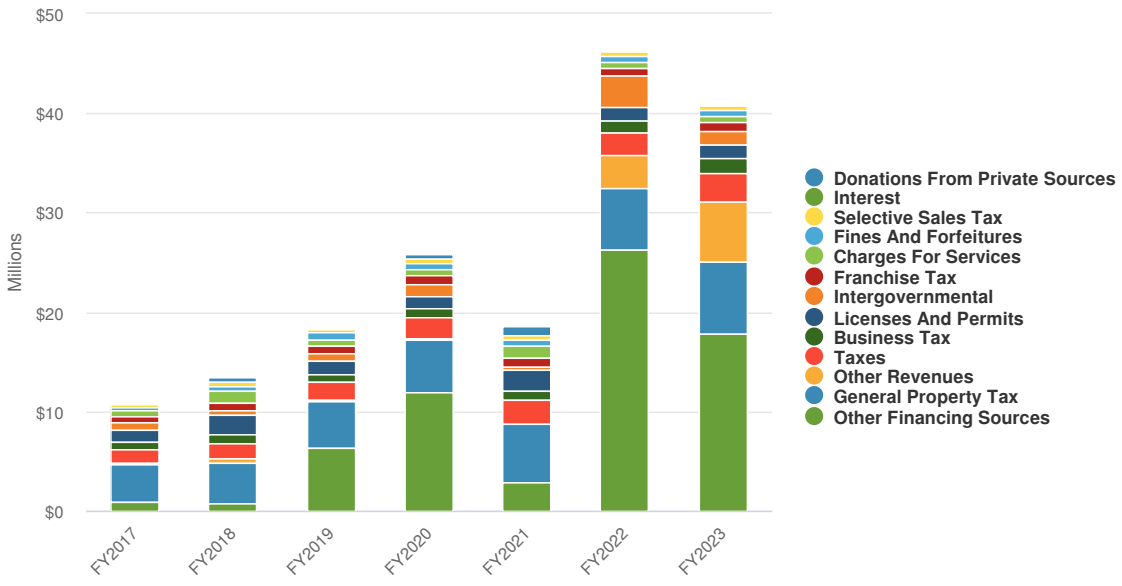
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$10,928,072	$10,375,000	$11,823,291	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund	$469	$5,767,700	$2,885,305	$5,769,200	0%	$1,500
Operating Grant Fund	$135,670	$90,000	$78,258	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$468,146	$407,150	$485,514	$500,000	22.8%	$92,850
Tax Allocation District	$0	$0	$122,010	$300,135	N/A	$300,135
Hotel Motel Tax Fund	$4,945	$6,000	$4,470	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Special Revenue Fund:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**
Capital Projects Fund						
SPLOST III Fund	$6,039	$286,000	$2,982	$290,000	1.4%	$4,000
SPLOST IV Fund	$6	$69,000	$348	$0	-100%	-$69,000
SPLOST V Fund	$3,002,527	$7,950,000	$4,233,338	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,398,696	$9,428,400	$4,185,668	$3,754,000	-60.2%	-$5,674,400
Total Capital Projects Fund:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**
Debt Service Fund						
Debt Service Fund	$150,373	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Enterprise Fund						
Stormwater Utility Management Fund	$1,286,476	$460,000	$477,702	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total:	**$18,550,970**	**$46,214,250**	**$28,733,921**	**$40,803,470**	**-11.7%**	**-$5,410,780**

Revenues by Source

The FY2023 Adopted Budget is supported by $40.8 million in total revenues, a decrease of $5.4 million or 11.71%, from the adopted FY2022 budget. The FY2023 adopted budget includes $15.5 million in recurring revenue and $25.3 in non-recurring revenue. The City's recurring revenue budget can be divided into several main categories: Tax - Property, Franchise, SPLOST, and Other (83.36% of total recurring revenues), Licenses & Permits (8.69% of recurring revenues), and Other revenues such as Charges for Services and Fines & Forfeitures (7.82% of recurring revenues).



Budgeted and Historical 2023 Revenues by Source



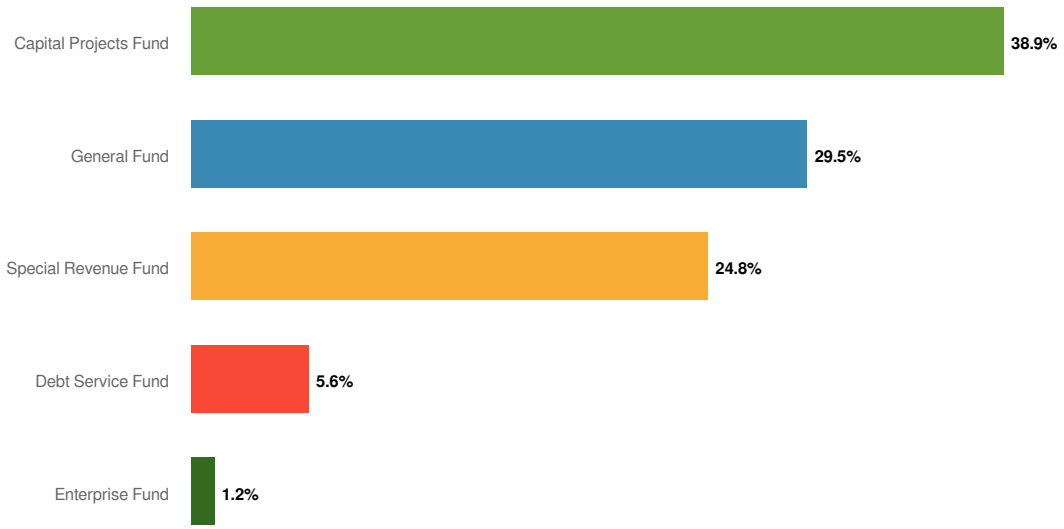
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax						
REAL PROPERTY TAX	$4,739,570	$5,250,000	$6,161,019	$6,105,000	16.3%	$855,000
REAL PROPERTY TAX - PUBLIC UTI	$65,302	$60,000	$61,903	$58,000	-3.3%	-$2,000
PERSONAL PROPERTY TAX	$183,312	$185,000	$178,320	$180,000	-2.7%	-$5,000
MOTOR VEHICLE TAX	$24,771	$25,000	$34,720	$40,000	60%	$15,000
TITLE AD VALOREM TAX (TAVT)	$749,562	$550,000	$777,614	$700,000	27.3%	$150,000
APPORTIONED VEHICLES (AAVT)	$3,195	$3,000	$3,988	$4,000	33.3%	$1,000
MOBILE HOME TAX	$166	$150	$148	$150	0%	$0
INTANGIBLE TAX	$102,698	$110,000	$95,003	$100,000	-9.1%	-$10,000
RAILROAD EQUIPMENT CAR TAX	$0	$1,000	$1,182	$1,000	0%	$0
REAL ESTATE TRANSFER TAX	$11,772	$15,000	$22,405	$20,000	33.3%	$5,000
PENALTIES & INTEREST	$12,190	$10,000	$14,320	$10,000	0%	$0
FIFA FEES (FIERI FACIAS)	$2,249	$2,000	$3,070	$2,000	0%	$0
Total General Property Tax:	**$5,894,787**	**$6,211,150**	**$7,353,693**	**$7,220,150**	**16.2%**	**$1,009,000**
Franchise Tax						
FRANCHISE TAX - ELECTRIC	$512,739	$475,000	$512,739	$525,000	10.5%	$50,000
FRANCHISE TAX - GAS	$93,155	$80,000	$76,559	$100,000	25%	$20,000
FRANCHISE TAX - CABLE	$218,756	$235,000	$209,675	$225,000	-4.3%	-$10,000
FRANCHISE TAX - TELEPHONE	$5,744	$5,000	$5,597	$5,500	10%	$500
Total Franchise Tax:	**$830,394**	**$795,000**	**$804,570**	**$855,500**	**7.6%**	**$60,500**
Taxes						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Total Taxes:	**$2,380,699**	**$2,281,200**	**$2,641,752**	**$2,825,000**	**23.8%**	**$543,800**
Selective Sales Tax						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
Total Selective Sales Tax:	**$452,829**	**$401,000**	**$462,552**	**$486,000**	**21.2%**	**$85,000**
Business Tax						
BUSINESS AND OCCUPATIONAL TAX	$135,332	$135,000	$158,539	$80,000	-40.7%	-$55,000
INSURANCE PREMIUM TAX	$772,761	$950,000	$1,431,785	$1,500,000	57.9%	$550,000
FINANCIAL INSTITUTIONS TAX	$3,378	$3,500	$1,862	$2,500	-28.6%	-$1,000
Total Business Tax:	**$911,471**	**$1,088,500**	**$1,592,186**	**$1,582,500**	**45.4%**	**$494,000**
Charges For Services						

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
COURT COSTS	$14,214	$10,000	$24,935	$12,000	20%	$2,000
PROBATION FEES	$22,566	$25,000	$23,440	$20,000	-20%	-$5,000
DRUG TESTING FEES	$0	$250	$0	$150	-40%	-$100
PLANNING AND DEVELOPMENT FEES	$13,930	$15,000	$2,625	$25,000	66.7%	$10,000
PLAN REVIEW FEES	$256,776	$75,000	$55,070	$125,000	66.7%	$50,000
PRINTING AND DUPLICATING SERVI	$921	$250	$233	$200	-20%	-$50
ELECTION QUALIFYING FEE	$180	$540	$1,080		-100%	-$540
ADVERTISING FEE	$0	$7,500	$0	$500	-93.3%	-$7,000
ACCIDENT/INCIDENT REPORTS	$2,470	$2,500	$2,595	$2,000	-20%	-$500
WRECKER SERVICE CONTRACT	$18,500	$18,500	$18,500	$18,500	0%	$0
EXPUNGEMENTS	$0	$50	$0	$50	0%	$0
BACKGROUND CHECKS	$780	$1,000	$520	$750	-25%	-$250
BAD CHECK FEES	$100	$50	$225	$100	100%	$50
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
SPECIAL ASSESSMENTS	$0	$420	$0		-100%	-$420
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Total Charges For Services:	**$1,148,363**	**$622,174**	**$667,515**	**$680,214**	**9.3%**	**$58,040**
Licenses And Permits						
ALCOHOLIC BEVERAGES LICENSE	$72,000	$75,000	$81,800	$75,000	0%	$0
POURING PERMIT FEES	$4,275	$2,500	$5,815	$5,000	100%	$2,500
ZONING AND LAND USE PERMITS	$8,488	$12,500	$16,316	$12,500	0%	$0
SIGN PERMITS	$1,772	$2,500	$3,150	$2,500	0%	$0
PERSONAL TRANS VEHICLE PERMIT	$20	$30	$0	$30	0%	$0
SPECIAL EVENT PERMITS	$200	$250	$100	$250	0%	$0
VACANT LOT REGISTRATION		$30	$0	$30	0%	$0
OTHER LICENSES AND PERMITS	$11,010	$2,500	$3,825	$5,000	100%	$2,500
BUILDING PERMIT REVENUE	$1,640,429	$1,000,000	$827,591	$1,000,000	0%	$0
CERTIFICATE OF OCCUPANCY FEES	$271,000	$180,000	$162,500	$150,000	-16.7%	-$30,000
BUILDING PERMIT - REINSPECTION	$41,900	$25,000	$23,950	$25,000	0%	$0
BUILDING PERMIT - SUB FEE	$101,503	$75,000	$71,125	$75,000	0%	$0
OCCUPATION TAX LATE FEES	$1,541	$1,250	$891	$1,000	-20%	-$250
Total Licenses And Permits:	**$2,154,138**	**$1,376,560**	**$1,197,062**	**$1,351,310**	**-1.8%**	**-$25,250**
Intergovernmental						
GRANT REVENUE	$15,486	$5,000	$51,150	$5,000	0%	$0
AMERICAN RESCUE PLAN (ARP) ACT OF 2021	$0	$2,883,302	$2,883,302		-100%	-$2,883,302
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000

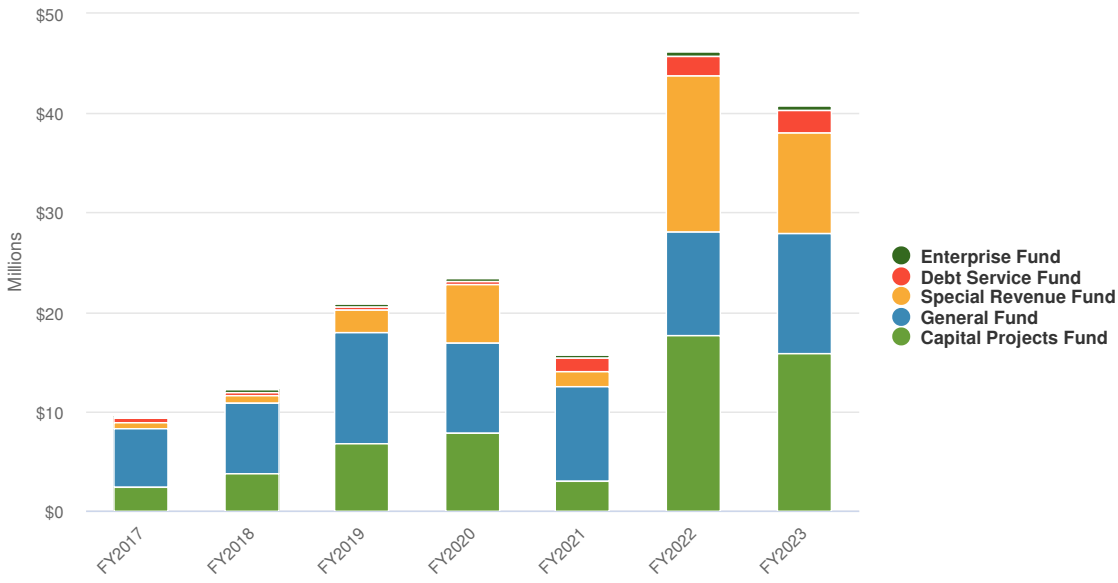
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Intergovernmental - Cherokee County Government			$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District			$68,256	$195,255	N/A	$195,255
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
Total Intergovernmental:	**$339,277**	**$3,147,102**	**$3,715,279**	**$1,344,544**	**-57.3%**	**-$1,802,558**
Fines And Forfeitures						
TREE RECOMPENSE REVENUE	$4,000	$5,000	$0	$5,000	0%	$0
MUNICIPAL COURT FINES	$617,267	$600,000	$422,547	$500,000	-16.7%	-$100,000
CASH CONFISCATIONS-FORFEITURES	$0	$250	$0	$250	0%	$0
PROCEEDS FROM SALE OF CONFISCA	$0	$150	$1,075	$750	400%	$600
OTHER FINES & FORFEITURES-CODE	$61,929	$15,000	$82,975	$30,000	100%	$15,000
OTHER FORFEITURES	$0	$250	$1,808	$250	0%	$0
Total Fines And Forfeitures:	**$683,196**	**$620,650**	**$508,405**	**$536,250**	**-13.6%**	**-$84,400**
Interest						
INTEREST REVENUE	$20,526	$11,000	$20,330	$10,000	-9.1%	-$1,000
UNREALIZED GAIN OR LOSS ON INVESTMENTS	$3,578	$5,000	-$49,880	$5,000	0%	$0
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
INTEREST REVENUE	$3		$0		N/A	$0
INTEREST REVENUE	$119		$0		N/A	$0
INTEREST REVENUE	$1		$0		N/A	$0
INTEREST REVENUE	$75		$0		N/A	$0
INTEREST REVENUE	$6		$0		N/A	$0
INTEREST REVENUE	$87		$0		N/A	$0
INTEREST REVENUE	$17		$0		N/A	$0
INTEREST REVENUE	$373		$0		N/A	$0
INTEREST REVENUE	$59		$0		N/A	$0
Total Interest:	**$25,311**	**$17,096**	**-$27,548**	**$16,500**	**-3.5%**	**-$596**
Donations From Private Sources						
DONATIONS FROM PRIVATE SOURCES	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Donations From Private Sources:	**$838,842**	**$11,500**	**$2,456**	**$5,000**	**-56.5%**	**-$6,500**
Other Revenues						
MISCELLANEOUS REVENUE	$8,597	$10,000	$5,392	$10,428	4.3%	$428

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
RENTS AND ROYALTIES	$49,265	$50,000	$8,175	$5,000	-90%	-$45,000
REIMBURSEMENT FOR DAMAGED PROP	$8,817	$10,000	$14,773	$2,500	-75%	-$7,500
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
MISCELLANEOUS REVENUE	$0	$68,580	$0		-100%	-$68,580
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400
Total Other Revenues:	**$96,821**	**$3,367,318**	**$55,695**	**$6,089,664**	**80.8%**	**$2,722,346**
Other Financing Sources						
PROCEEDS FROM SALE OF ASSETS	$16,610	$25,000	$66,900	$25,000	0%	$0
Inception of Capital Leases			$118,855	$232,112	N/A	$232,112
Transfers from General Fund				$45,591	N/A	$45,591
TRANSFER FROM GENERAL FUND			$348		N/A	$0
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Other Financing Sources:	**$2,794,840**	**$26,275,000**	**$9,760,302**	**$17,810,838**	**-32.2%**	**-$8,464,162**
Total Revenue Source:	**$18,550,970**	**$46,214,250**	**$28,733,921**	**$40,803,470**	**-11.7%**	**-$5,410,780**

Expenditures by Fund

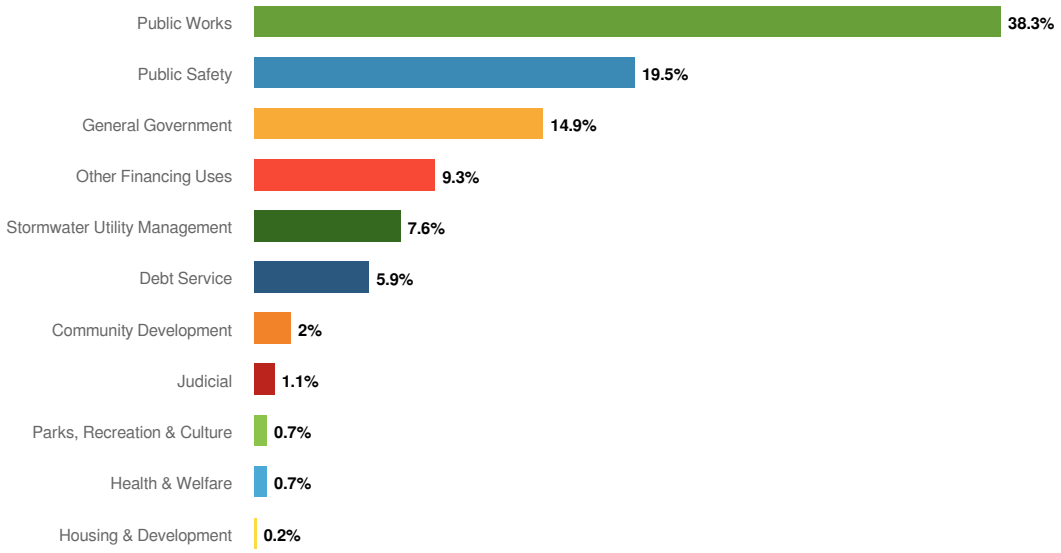


Budgeted and Historical 2023 Expenditures by Fund

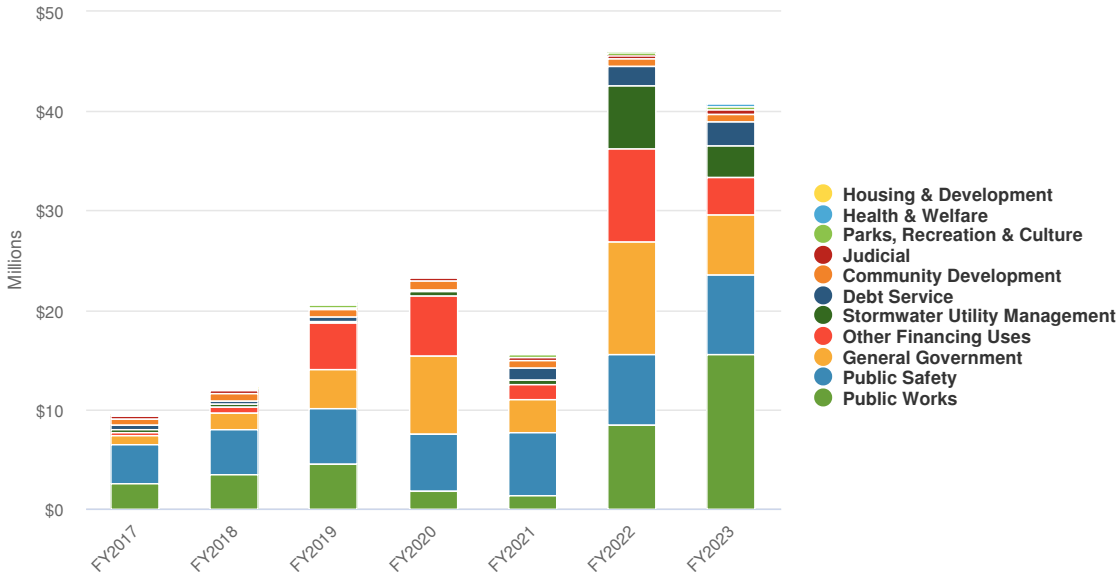


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$9,556,790	$10,375,000	$11,944,819	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund	$0	$5,767,700	$0	$5,769,200	0%	$1,500
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$194,977	$407,150	$293,585	$500,000	22.8%	$92,850
Tax Allocation District				$300,135	N/A	$300,135
Hotel Motel Tax Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Special Revenue Fund:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**
Capital Projects Fund						
SPLOST III Fund	$0	$286,000	$47,014	$290,000	1.4%	$4,000
SPLOST IV Fund	$0	$69,000	$69,418		-100%	-$69,000
SPLOST V Fund	$1,238,338	$7,950,000	$4,044,137	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,796,777	$9,428,400	$3,831,626	$3,754,000	-60.2%	-$5,674,400
Total Capital Projects Fund:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**
Debt Service Fund						
Debt Service Fund	$1,307,698	$2,000,000	$1,081,371	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**
Enterprise Fund						
Stormwater Utility Management Fund	$335,100	$460,000	$677,227	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**
Total:	**$15,740,194**	**$46,214,250**	**$25,848,913**	**$40,803,470**	**-11.7%**	**-$5,410,780**

Expenditures by Function

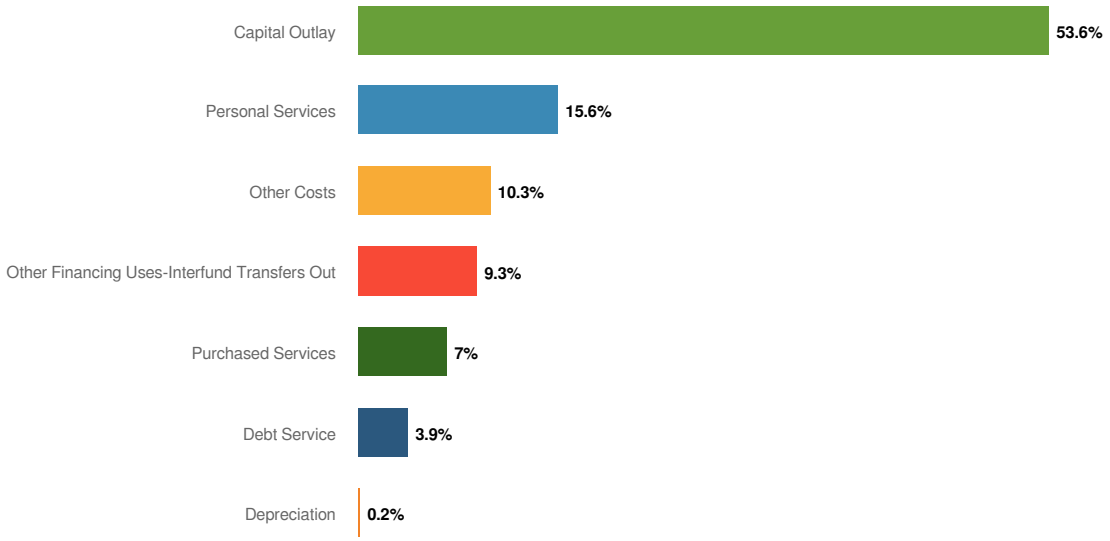


Budgeted and Historical Expenditures by Function

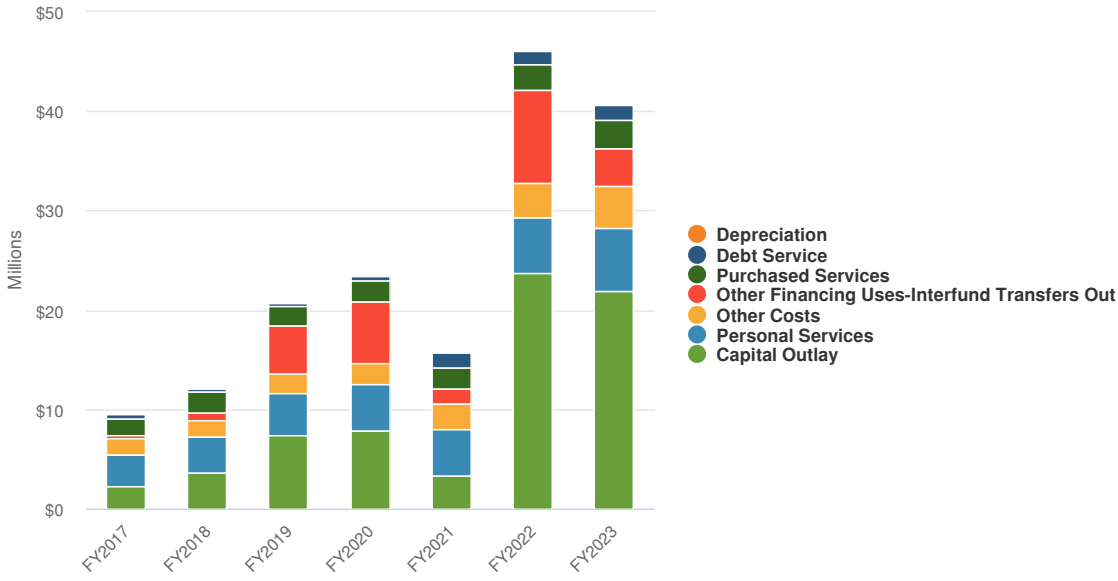


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government	$3,397,420	$11,300,312	$5,625,869	$6,066,948	-46.3%	-$5,233,364
Judicial	$354,016	$420,098	$400,131	$434,771	3.5%	$14,673
Public Safety	$6,300,761	$7,152,097	$6,917,110	$7,960,699	11.3%	$808,602
Public Works	$1,363,396	$8,477,050	$4,503,915	$15,625,280	84.3%	$7,148,230
Stormwater Utility Management	$329,404	$6,222,700	$672,618	$3,084,725	-50.4%	-$3,137,975
Health & Welfare	$14,916	$185,650	$9,021	$267,550	44.1%	$81,900
Parks, Recreation & Culture	$271,576	$260,500	$116,357	$271,450	4.2%	$10,950
Community Development	$710,965	$725,843	$812,425	$799,905	10.2%	$74,062
Housing & Development	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Debt Service	$1,313,394	$2,005,000	$1,085,980	$2,417,416	20.6%	$412,416
Other Financing Uses	$1,548,678	$9,375,000	$5,635,383	$3,799,726	-59.5%	-$5,575,274
Total Expenditures:	**$15,740,194**	**$46,214,250**	**$25,848,913**	**$40,803,470**	**-11.7%**	**-$5,410,780**

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$4,768,978	$5,545,178	$5,165,944	$6,361,584	14.7%	$816,406
Purchased Services	$2,110,250	$2,564,210	$2,858,462	$2,860,364	11.5%	$296,154
Capital Outlay	$3,263,631	$23,700,300	$8,172,998	$21,882,705	-7.7%	-$1,817,595
Depreciation	$98,251	$89,832	$0	$95,000	5.8%	$5,168
Other Costs	$2,506,138	$3,543,402	$2,924,774	$4,201,544	18.6%	$658,142
Debt Service	$1,444,267	$1,396,328	$1,091,352	$1,602,547	14.8%	$206,219
Other Financing Uses-Interfund Transfers Out	$1,548,678	$9,375,000	$5,635,383	$3,799,726	-59.5%	-$5,575,274
Total Expense Objects:	**$15,740,194**	**$46,214,250**	**$25,848,913**	**$40,803,470**	**-11.7%**	**-$5,410,780**

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.

Governmental Funds

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

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

The major sources of revenue 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.

Special Revenue Funds: 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.

Capital Project Funds: 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.

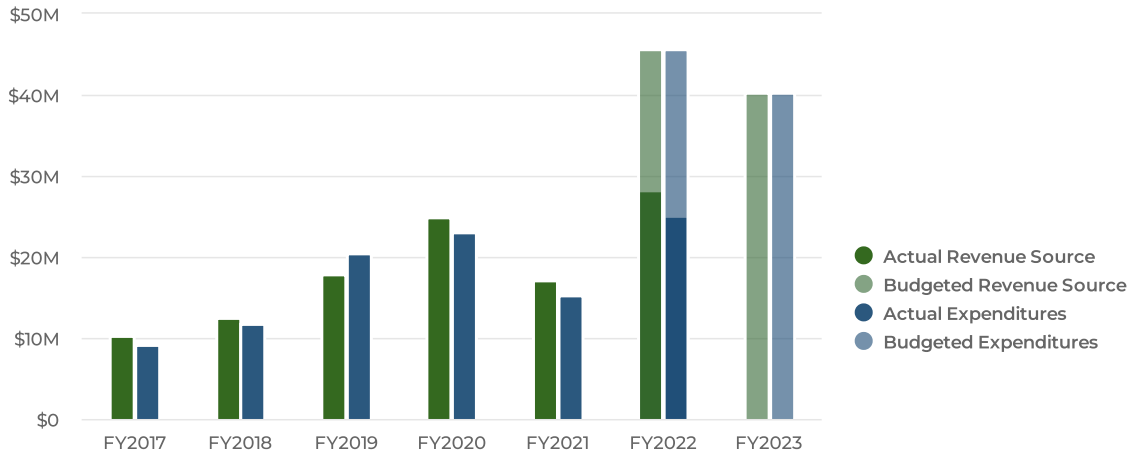
Debt Service Fund: The Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

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

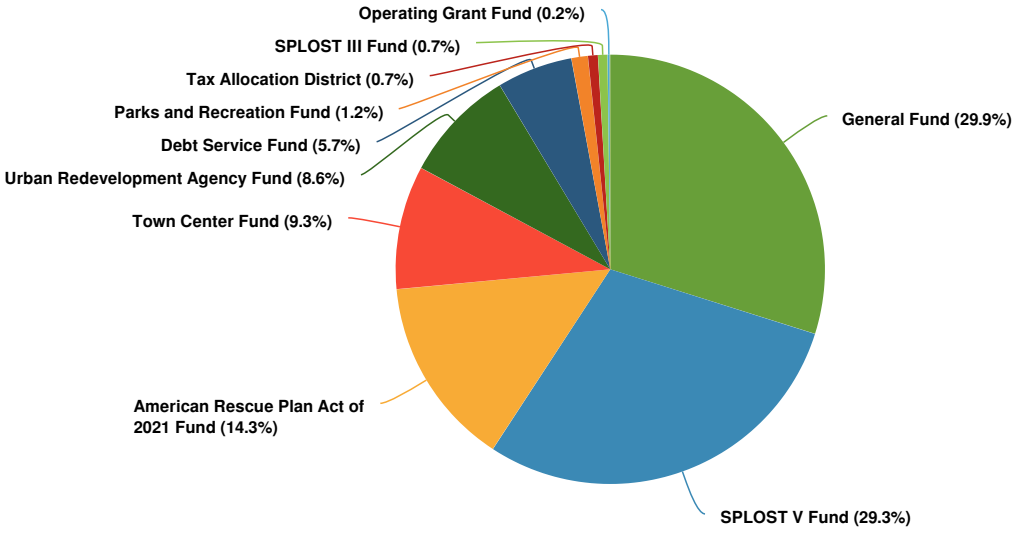
The major categories funded include: infrastructure and facilities.

Summary

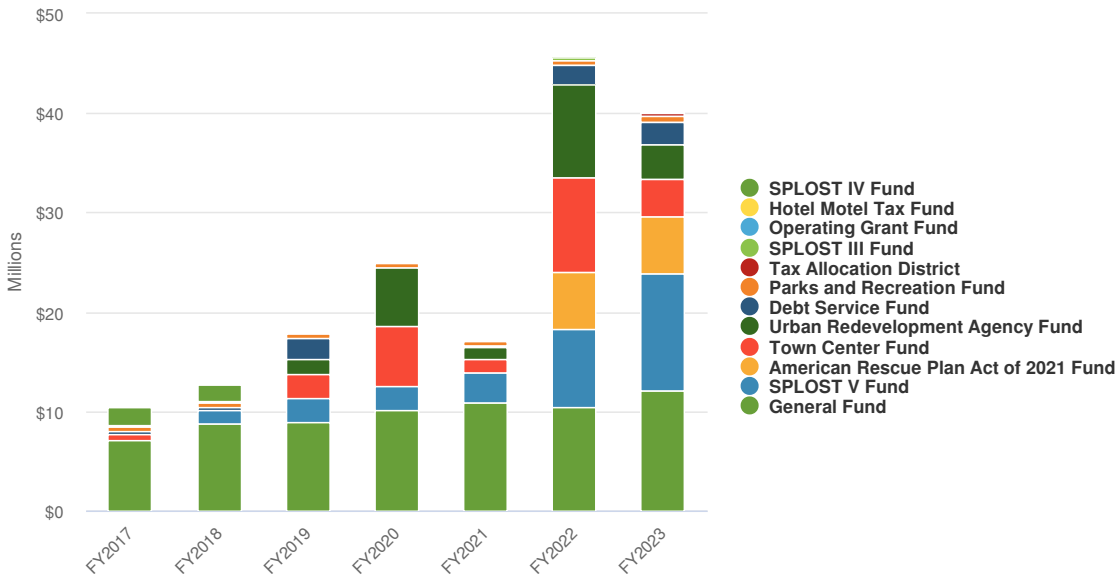
The City of Holly Springs is projecting $40.33M of revenue in FY2023, which represents a 11.8% decrease over the prior year. Budgeted expenditures are projected to decrease by 11.8% or $5.42M to $40.33M in FY2023.



Revenue by Fund

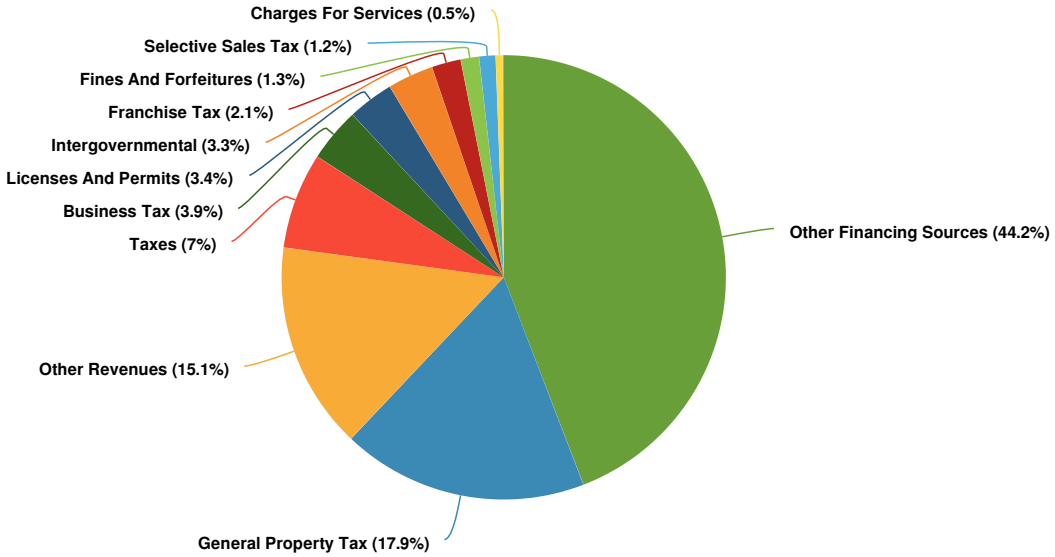


Budgeted and Historical 2023 Revenue by Fund

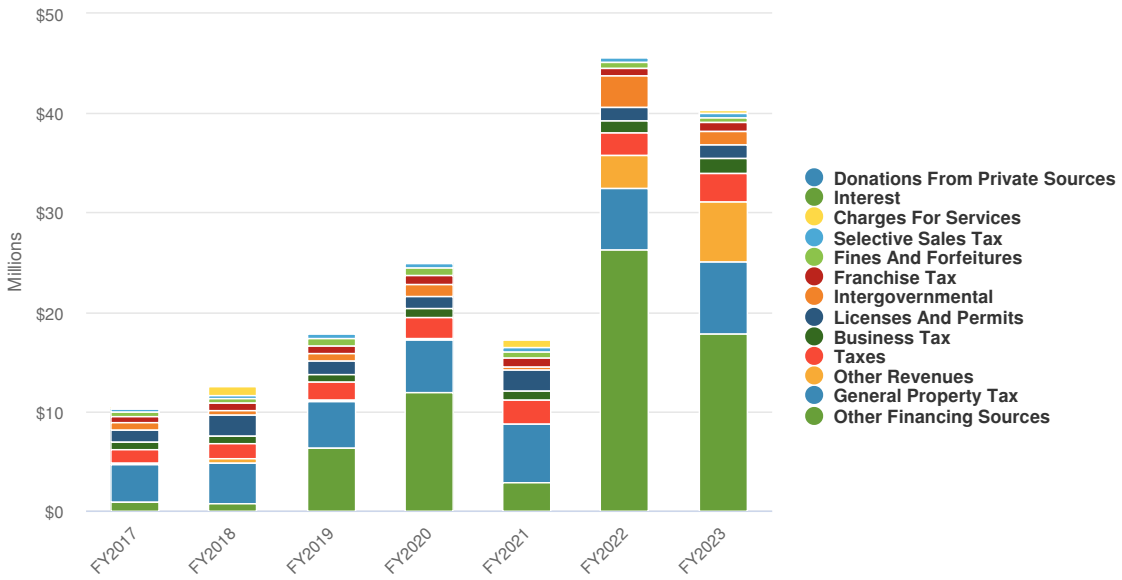


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund	$10,928,072	$10,375,000	$11,823,291	$12,050,000	16.1%	$1,675,000
American Rescue Plan Act of 2021 Fund	$469	$5,767,700	$2,885,305	$5,769,200	0%	$1,500
Operating Grant Fund	$135,670	$90,000	$78,258	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$468,146	$407,150	$485,514	$500,000	22.8%	$92,850
Tax Allocation District	$0	$0	$122,010	$300,135	N/A	$300,135
Hotel Motel Tax Fund	$4,945	$6,000	$4,470	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
SPLOST III Fund	$6,039	$286,000	$2,982	$290,000	1.4%	$4,000
SPLOST IV Fund	$6	$69,000	$348	$0	-100%	-$69,000
SPLOST V Fund	$3,002,527	$7,950,000	$4,233,338	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,398,696	$9,428,400	$4,185,668	$3,754,000	-60.2%	-$5,674,400
Debt Service Fund	$150,373	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total:	**$17,264,494**	**$45,754,250**	**$28,256,219**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Revenues by Source

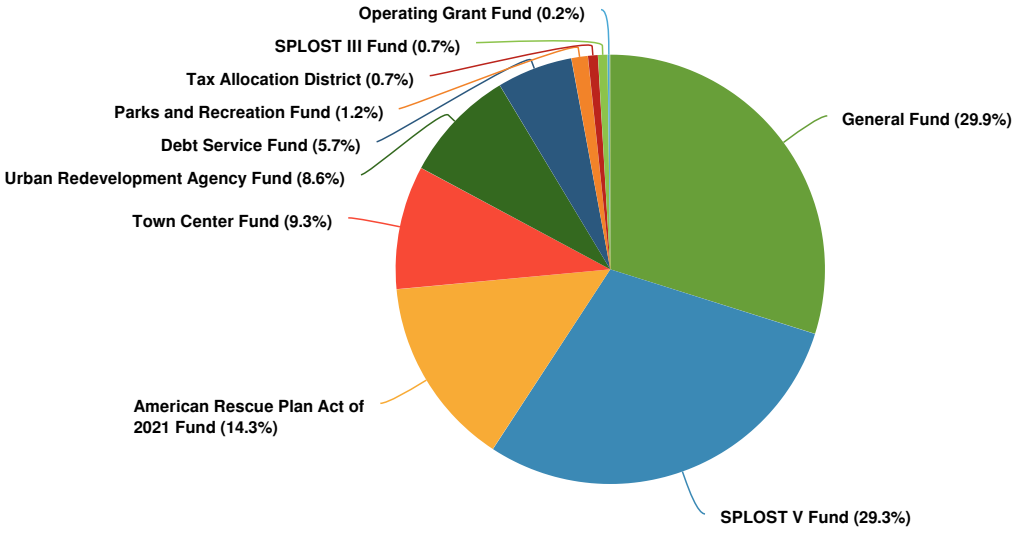


Budgeted and Historical 2023 Revenues by Source

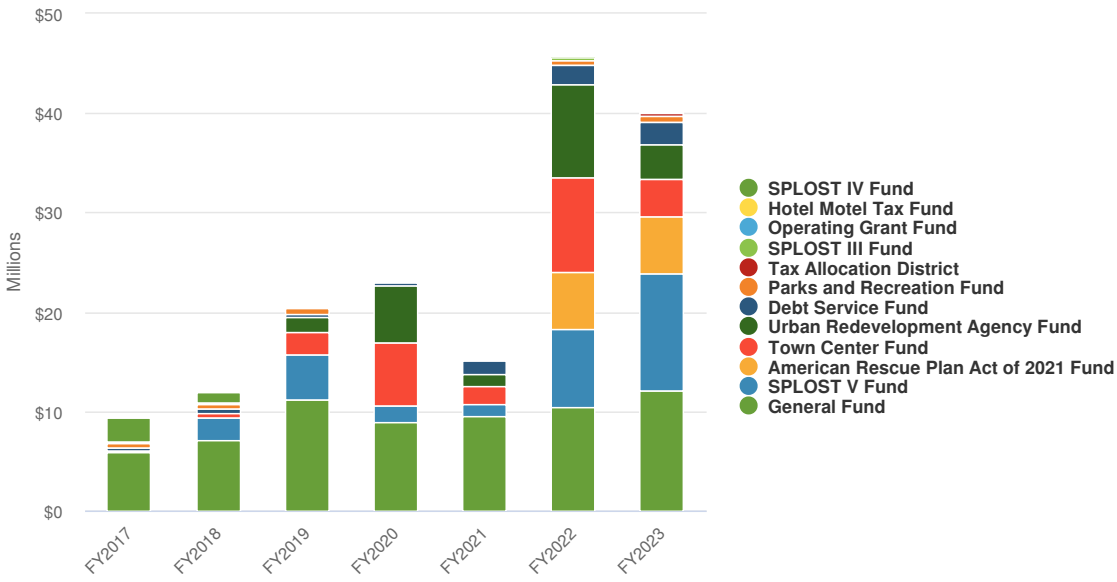


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax	$5,894,787	$6,211,150	$7,353,693	$7,220,150	16.2%	$1,009,000
Franchise Tax	$830,394	$795,000	$804,570	$855,500	7.6%	$60,500
Taxes	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Selective Sales Tax	$452,829	$401,000	$462,552	$486,000	21.2%	$85,000
Business Tax	$911,471	$1,088,500	$1,592,186	$1,582,500	45.4%	$494,000
Charges For Services	$700,018	$162,174	$189,813	$210,214	29.6%	$48,040
Licenses And Permits	$2,154,138	$1,376,560	$1,197,062	$1,351,310	-1.8%	-$25,250
Intergovernmental	$339,277	$3,147,102	$3,715,279	$1,344,544	-57.3%	-$1,802,558
Fines And Forfeitures	$683,196	$620,650	$508,405	$536,250	-13.6%	-$84,400
Interest	$25,253	$17,096	-$27,548	$16,500	-3.5%	-$596
Donations From Private Sources	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Other Revenues	$96,821	$3,367,318	$55,695	$6,089,664	80.8%	$2,722,346
Other Financing Sources	$2,794,840	$26,275,000	$9,760,302	$17,810,838	-32.2%	-$8,464,162
Total Revenue Source:	**$17,264,494**	**$45,754,250**	**$28,256,219**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Expenditures by Fund

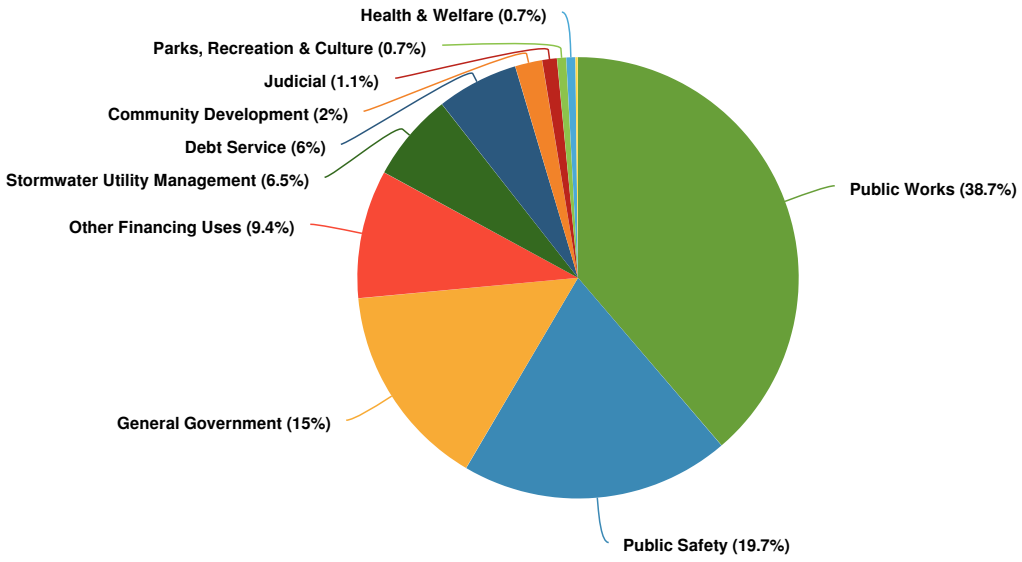


Budgeted and Historical 2023 Expenditures by Fund

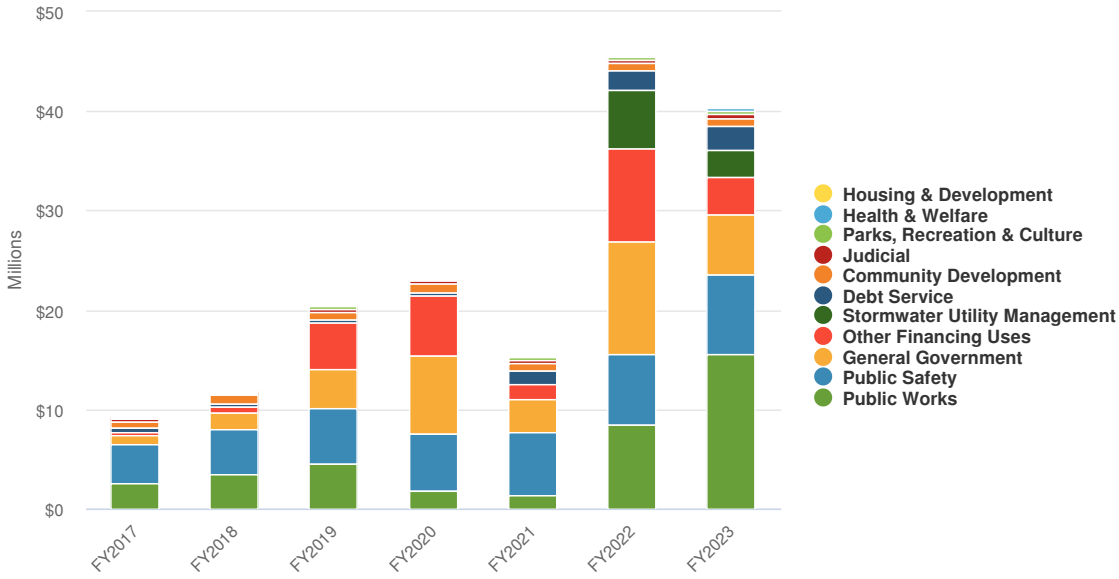


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund	$9,556,790	$10,375,000	$11,944,819	$12,050,000	16.1%	$1,675,000
American Rescue Plan Act of 2021 Fund	$0	$5,767,700	$0	$5,769,200	0%	$1,500
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$194,977	$407,150	$293,585	$500,000	22.8%	$92,850
Tax Allocation District				$300,135	N/A	$300,135
Hotel Motel Tax Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
SPLOST III Fund	$0	$286,000	$47,014	$290,000	1.4%	$4,000
SPLOST IV Fund	$0	$69,000	$69,418		-100%	-$69,000
SPLOST V Fund	$1,238,338	$7,950,000	$4,044,137	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,796,777	$9,428,400	$3,831,626	$3,754,000	-60.2%	-$5,674,400
Debt Service Fund	$1,307,698	$2,000,000	$1,081,371	$2,300,135	15%	$300,135
Total:	**$15,405,093**	**$45,754,250**	**$25,171,686**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Expenditures by Function

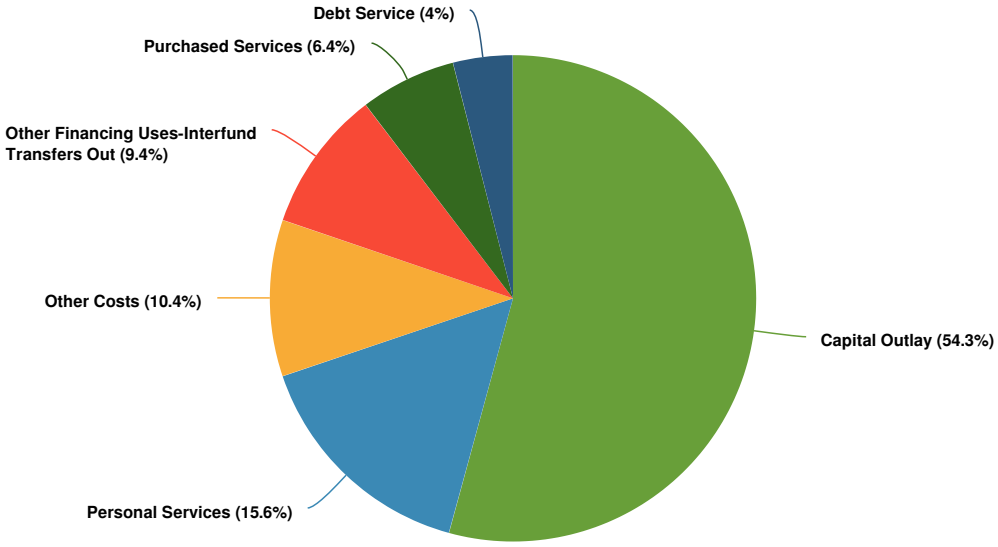


Budgeted and Historical Expenditures by Function

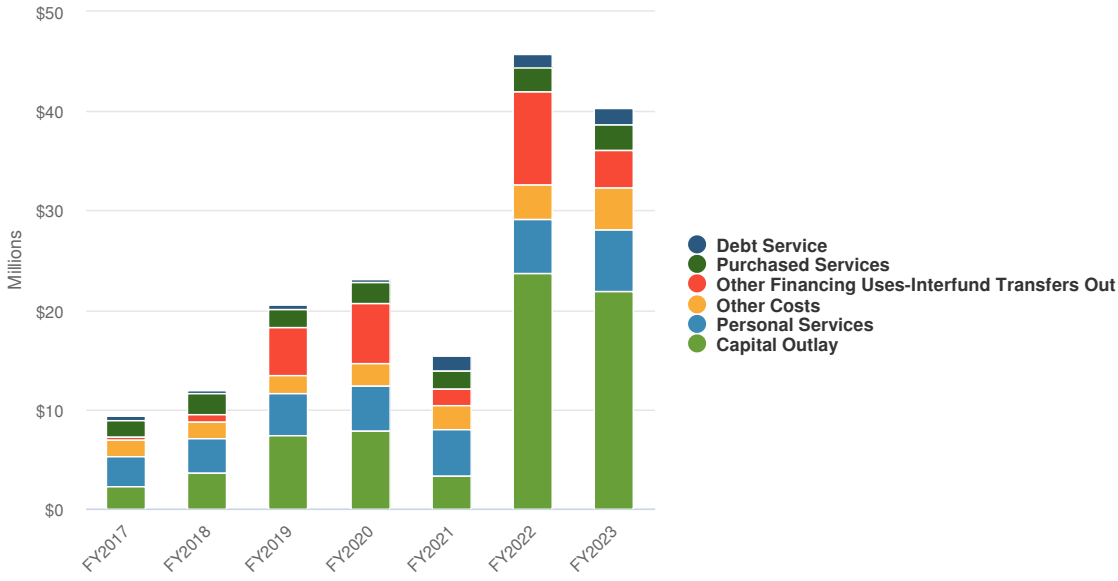


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government	$3,397,420	$11,300,312	$5,625,869	$6,066,948	-46.3%	-$5,233,364
Judicial	$354,016	$420,098	$400,131	$434,771	3.5%	$14,673
Public Safety	$6,300,761	$7,152,097	$6,917,110	$7,960,699	11.3%	$808,602
Public Works	$1,363,396	$8,477,050	$4,503,915	$15,625,280	84.3%	$7,148,230
Stormwater Utility Management	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475
Health & Welfare	$14,916	$185,650	$9,021	$267,550	44.1%	$81,900
Parks, Recreation & Culture	$271,576	$260,500	$116,357	$271,450	4.2%	$10,950
Community Development	$710,965	$725,843	$812,425	$799,905	10.2%	$74,062
Housing & Development	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Debt Service	$1,307,698	$2,000,000	$1,081,371	$2,413,916	20.7%	$413,916
Other Financing Uses	$1,548,678	$9,375,000	$5,635,383	$3,799,726	-59.5%	-$5,575,274
Total Expenditures:	**$15,405,093**	**$45,754,250**	**$25,171,686**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



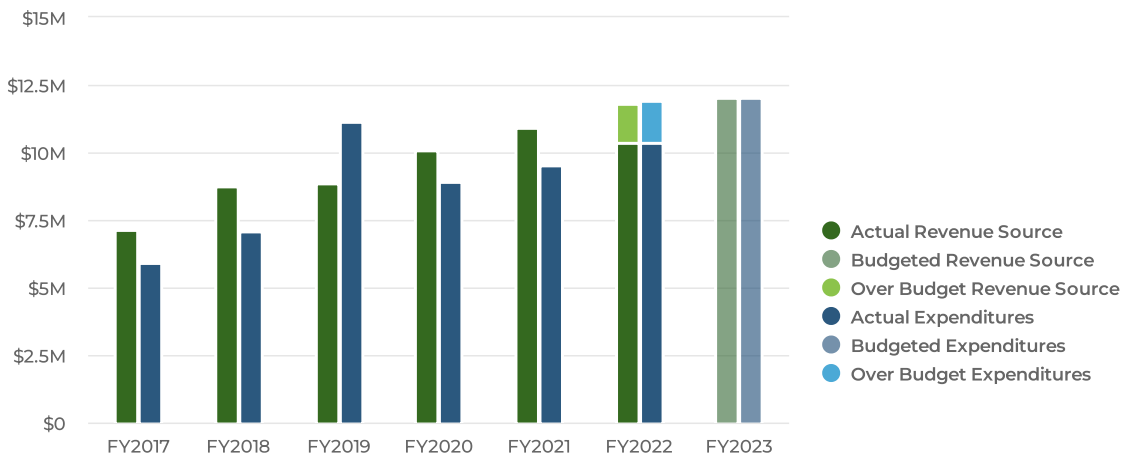
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$4,700,390	$5,398,170	$5,088,864	$6,280,198	16.3%	$882,028
Purchased Services	$1,947,685	$2,350,650	$2,262,924	$2,574,950	9.5%	$224,300
Capital Outlay	$3,263,631	$23,700,300	$8,172,998	$21,882,705	-7.7%	-$1,817,595
Other Costs	$2,506,138	$3,538,802	$2,924,774	$4,196,844	18.6%	$658,042
Debt Service	$1,438,571	$1,391,328	$1,086,743	$1,599,047	14.9%	$207,719
Other Financing Uses-Interfund Transfers Out	$1,548,678	$9,375,000	$5,635,383	$3,799,726	-59.5%	-$5,575,274
Total Expense Objects:	**$15,405,093**	**$45,754,250**	**$25,171,686**	**$40,333,470**	**-11.8%**	**-$5,420,780**

General Fund

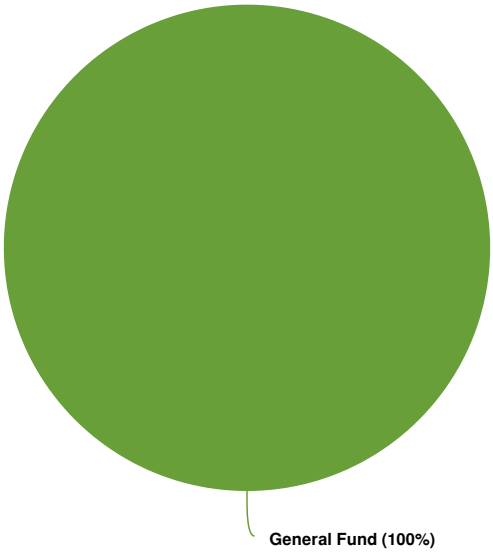
The General Fund of a governmental unit serves as the primary reporting fund for current government operations. The primary sources of revenue for the General Fund include property and franchise taxes. The major departments include General Administration, Municipal Court Services, Public Safety, and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

Summary

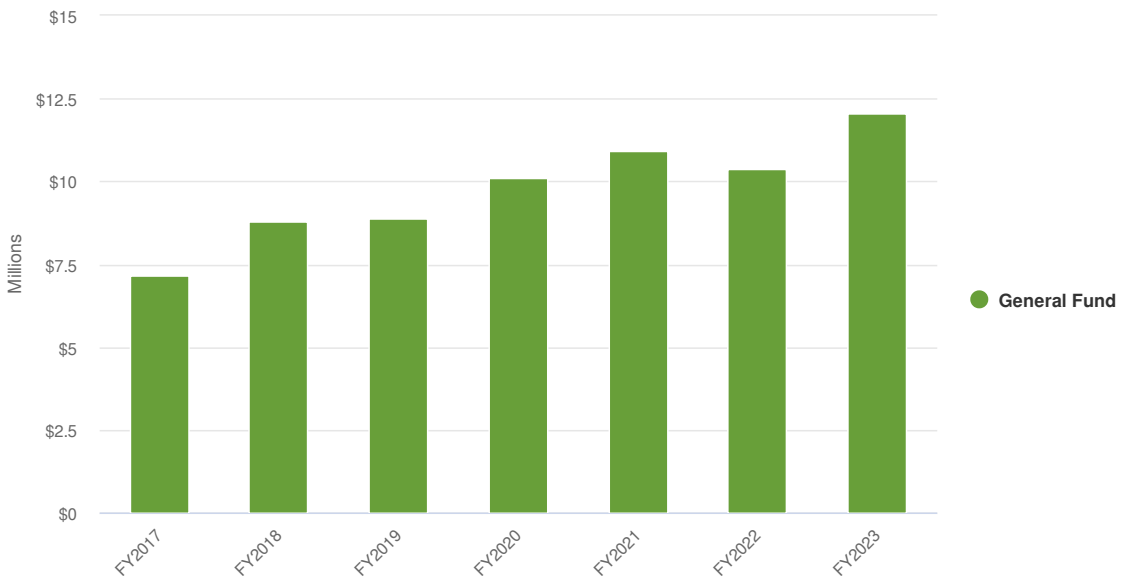
The City of Holly Springs is projecting $12.05M of revenue in FY2023, which represents a 16.1% increase over the prior year. Budgeted expenditures are projected to increase by 16.1% or $1.67M to $12.05M in FY2023.



Revenue by Fund

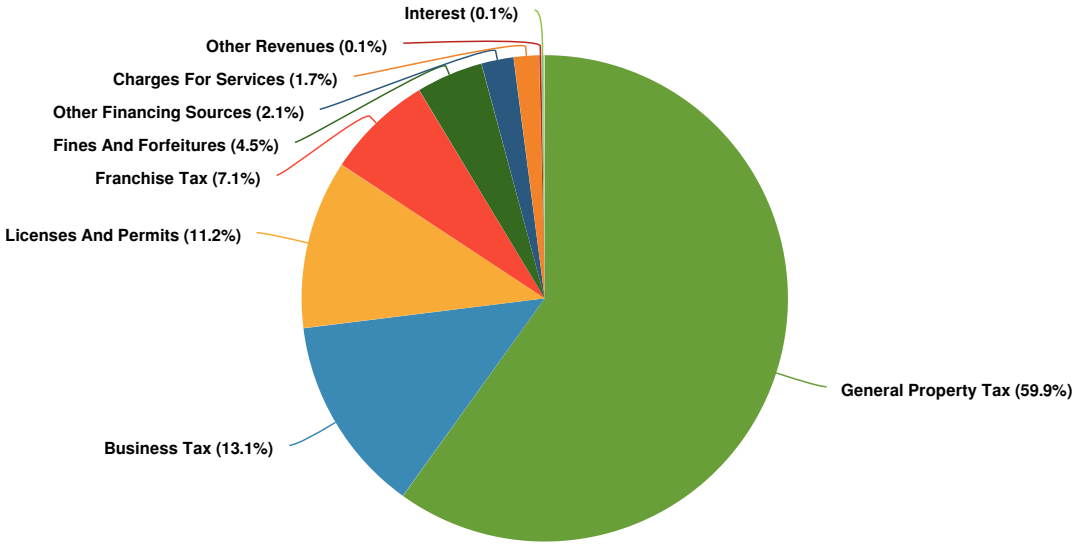


Budgeted and Historical 2023 Revenue by Fund

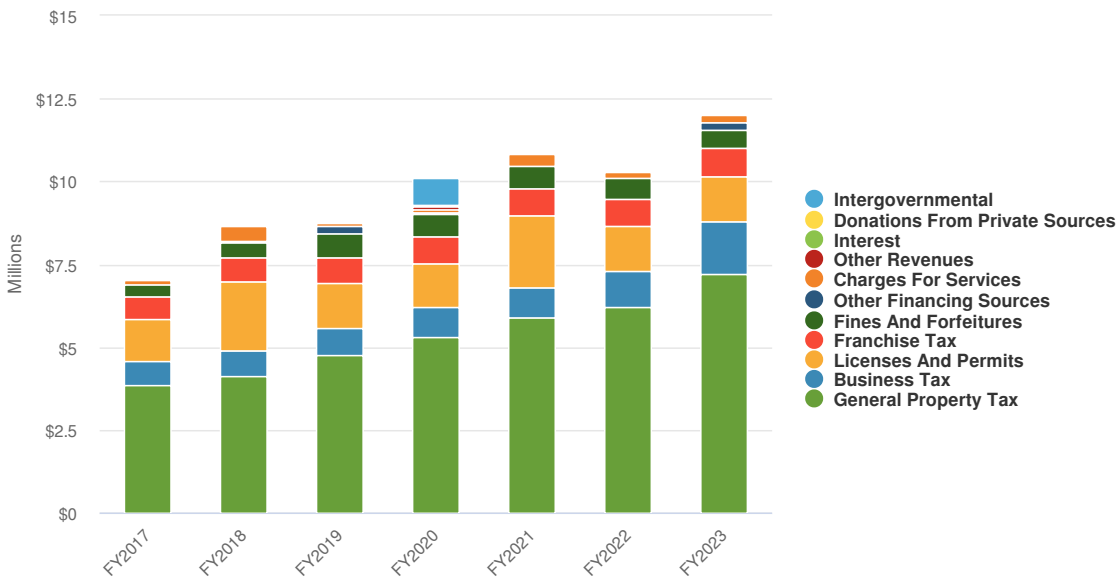


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$10,928,072	$10,375,000	$11,823,291	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**

Revenues by Source

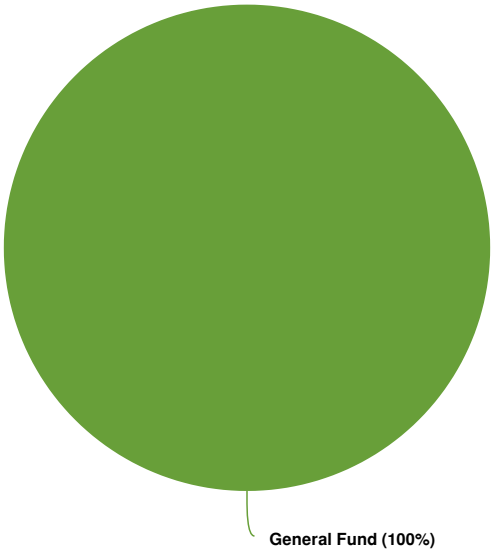


Budgeted and Historical 2023 Revenues by Source

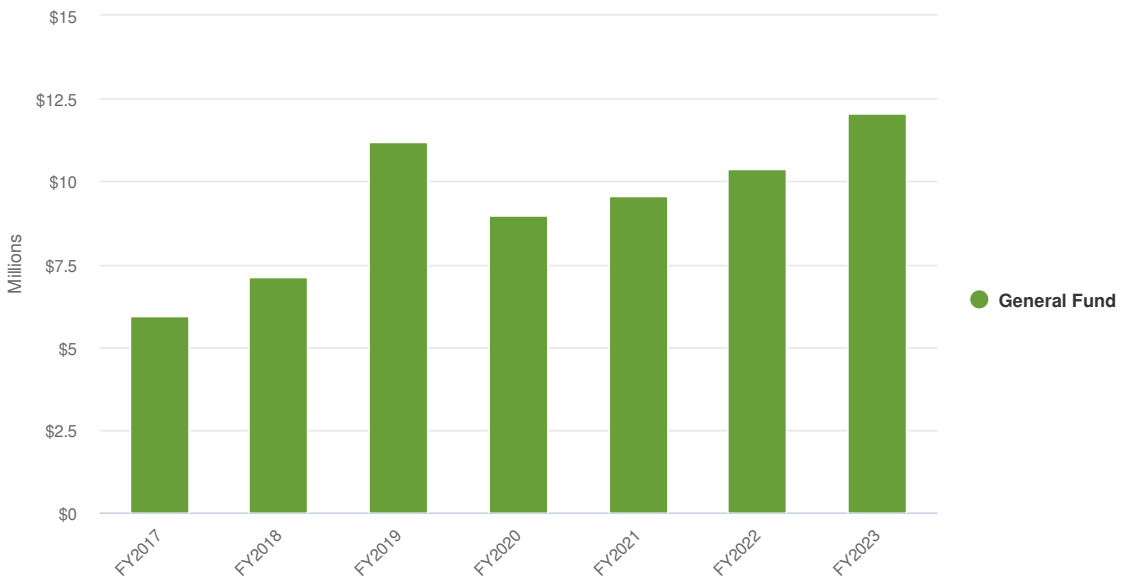


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax	$5,894,787	$6,211,150	$7,353,693	$7,220,150	16.2%	$1,009,000
Franchise Tax	$830,394	$795,000	$804,570	$855,500	7.6%	$60,500
Business Tax	$911,471	$1,088,500	$1,592,186	$1,582,500	45.4%	$494,000
Charges For Services	$330,436	$155,640	$129,223	$204,250	31.2%	$48,610
Licenses And Permits	$2,154,138	$1,376,560	$1,197,062	$1,351,310	-1.8%	-$25,250
Intergovernmental	$15,486	$5,000	$51,150	$5,000	0%	$0
Fines And Forfeitures	$683,196	$620,650	$508,405	$536,250	-13.6%	-$84,400
Interest	$24,104	$16,000	-$29,550	$15,000	-6.2%	-$1,000
Donations From Private Sources	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Other Revenues	$66,679	$70,000	$28,340	$17,928	-74.4%	-$52,072
Other Financing Sources	$16,610	$25,000	$185,755	$257,112	928.4%	$232,112
Total Revenue Source:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**

Expenditures by Fund

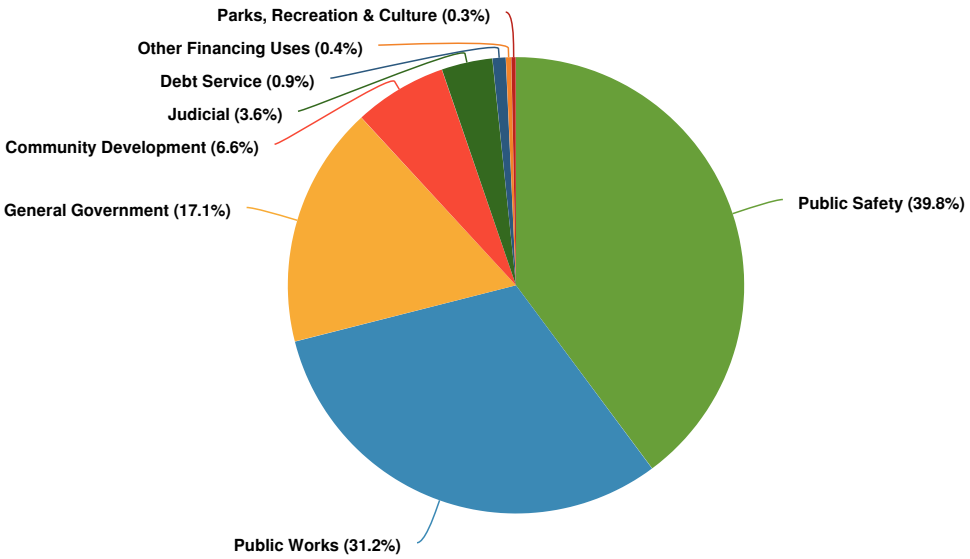


Budgeted and Historical 2023 Expenditures by Fund

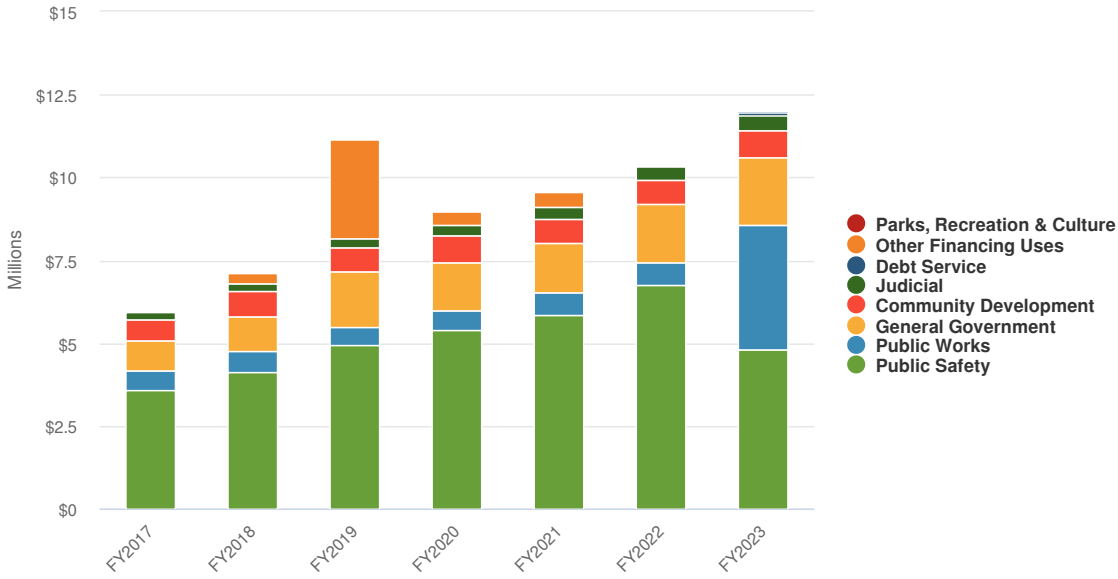


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$9,556,790	$10,375,000	$11,944,819	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**

Expenditures by Function

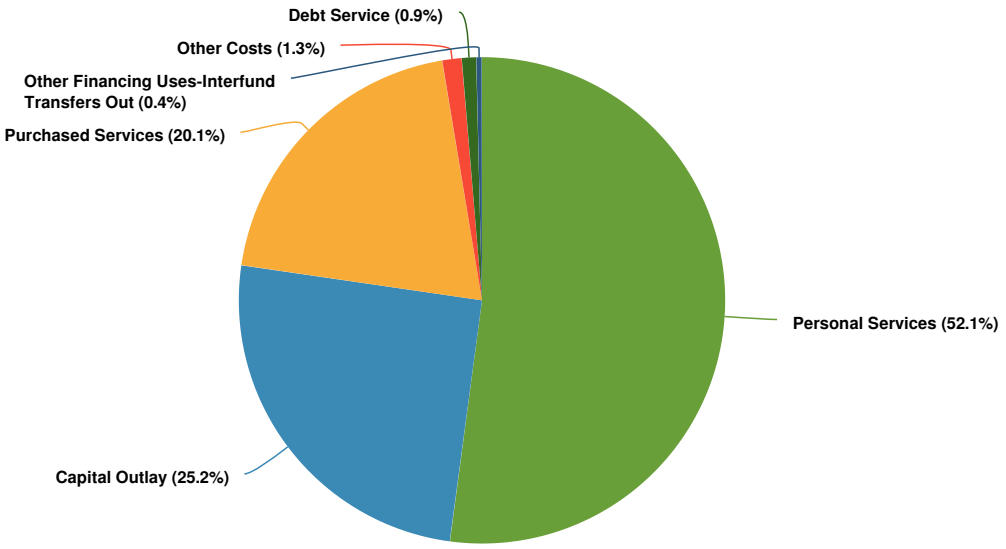


Budgeted and Historical Expenditures by Function

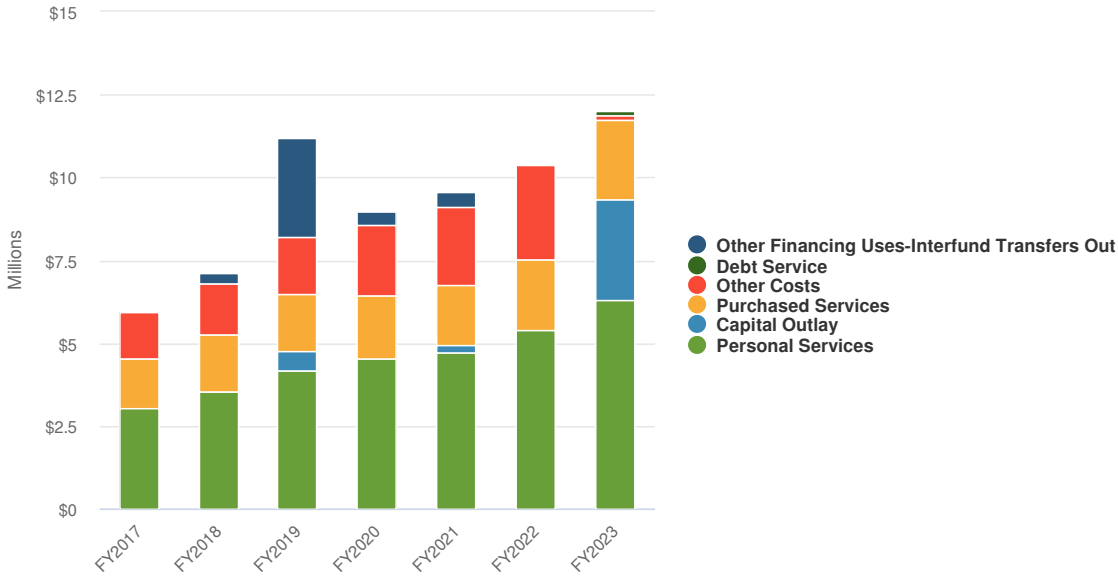


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted
Expenditures				
General Government	$1,528,970	$1,752,912	$1,473,147	$2,062,948
Judicial	$354,016	$420,098	$400,131	$434,771
Public Safety	$5,849,658	$6,766,097	$6,835,213	$4,799,724
Public Works	$661,211	$677,050	$746,340	$3,760,280
Parks, Recreation & Culture	$7,264	$39,000	$11,161	$39,000
Community Development	$705,670	$719,843	$808,480	$793,905
Debt Service				$113,781
Other Financing Uses	$450,000		$1,670,348	$45,591
Total Expenditures:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



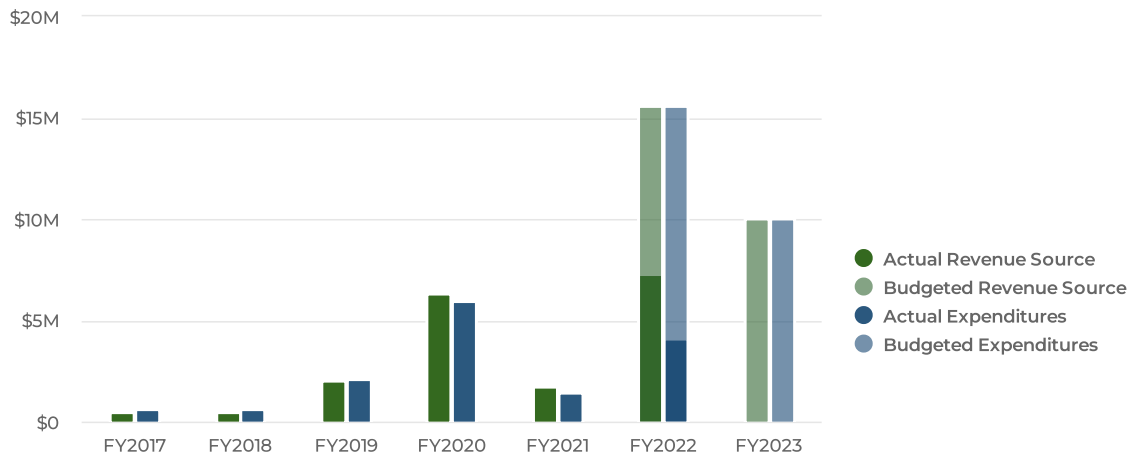
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$4,700,390	$5,398,170	$5,088,864	$6,280,198	16.3%	$882,028
Purchased Services	$1,799,857	$2,136,700	$2,145,762	$2,419,950	13.3%	$283,250
Capital Outlay	$236,071	$0	$180,804	$3,035,480	N/A	$3,035,480
Other Costs	$2,370,471	$2,840,130	$2,853,670	$155,000	-94.5%	-$2,685,130
Debt Service	$0	$0	$5,372	$113,781	N/A	$113,781
Other Financing Uses-Interfund Transfers Out	$450,000		$1,670,348	$45,591	N/A	$45,591
Total Expense Objects:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**

Special Revenue Funds

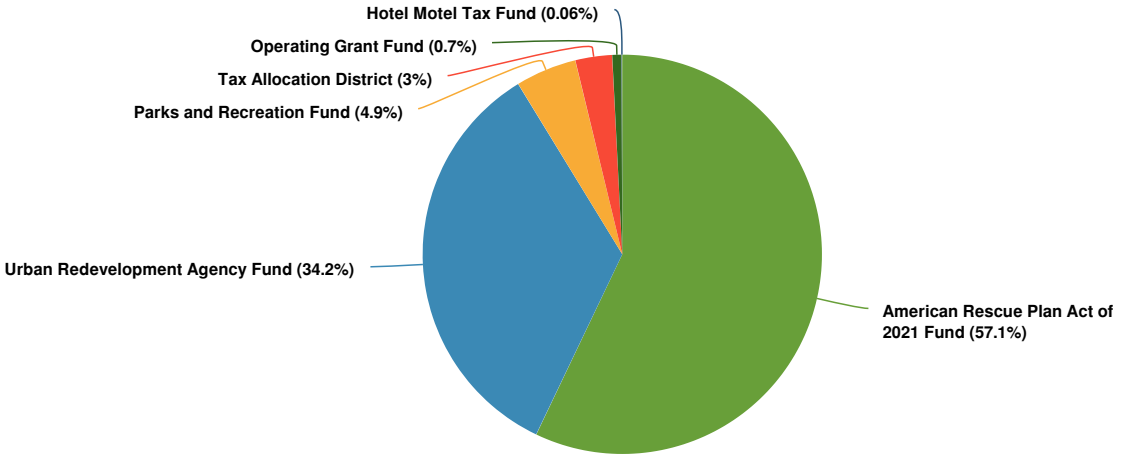
Special Revenue Funds are used to account for specific revenue sources that can be legitimately spent for designated purposes only. All special revenue funds use the modified accrual basis of accounting and budgeting. The modified accrual basis of accounting and budgeting is explained in detail in the "Fund Structure and Basis of Budgeting" section. The City of Holly Springs has six Special Revenue Funds: the American Rescue Plan Act of 2021, a Tax Allocation District, a Parks and Recreation Fund, a Hotel/Motel Tax Fund, an Operating Grants Fund, and the Urban Redevelopment Agency Fund.

Summary

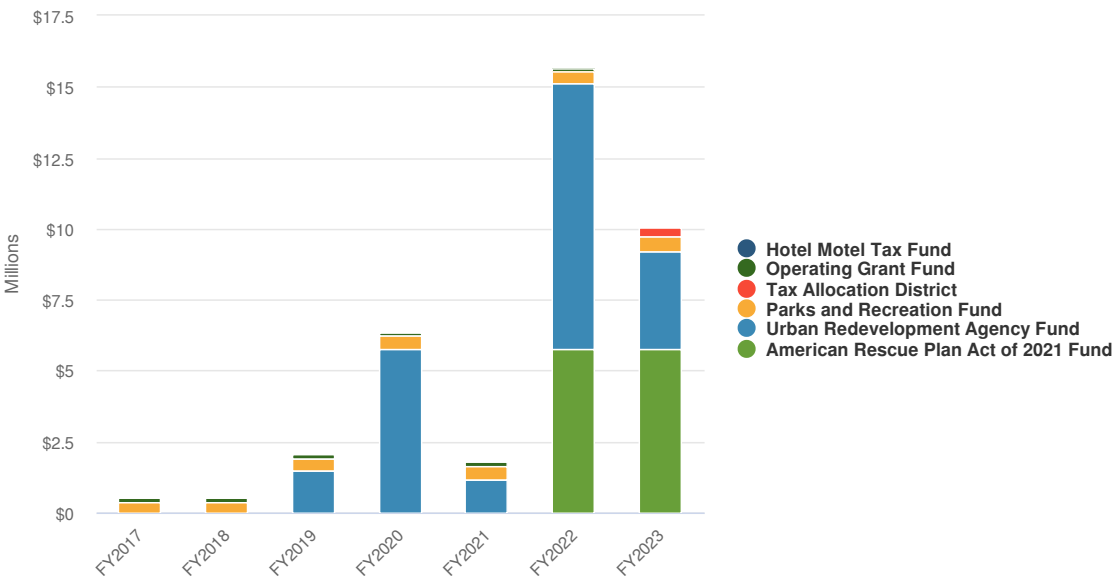
The City of Holly Springs is projecting $10.1M of revenue in FY2023, which represents a 35.4% decrease over the prior year. Budgeted expenditures are projected to decrease by 35.4% or $5.54M to $10.1M in FY2023.



Revenue by Fund

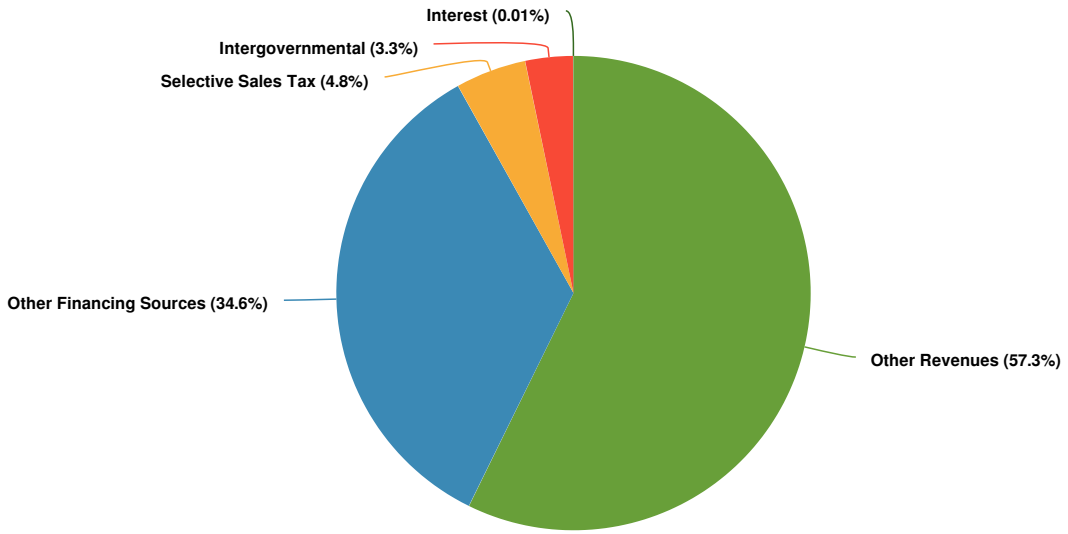


Budgeted and Historical 2023 Revenue by Fund

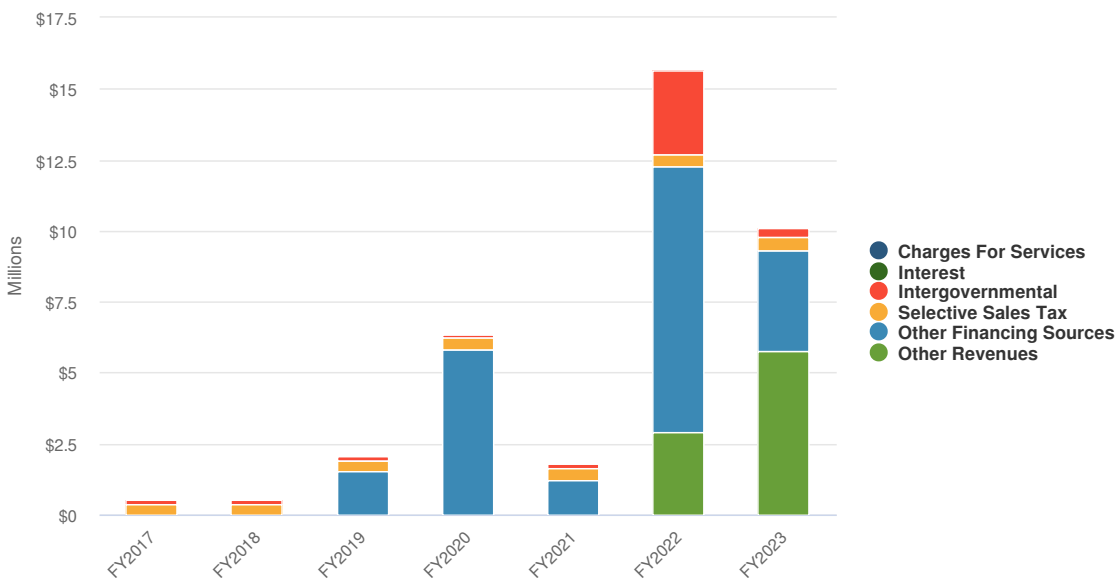


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
American Rescue Plan Act of 2021 Fund	$469	$5,767,700	$2,885,305	$5,769,200	0%	$1,500
Operating Grant Fund	$135,670	$90,000	$78,258	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$468,146	$407,150	$485,514	$500,000	22.8%	$92,850
Tax Allocation District	$0	$0	$122,010	$300,135	N/A	$300,135
Hotel Motel Tax Fund	$4,945	$6,000	$4,470	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Revenues by Source

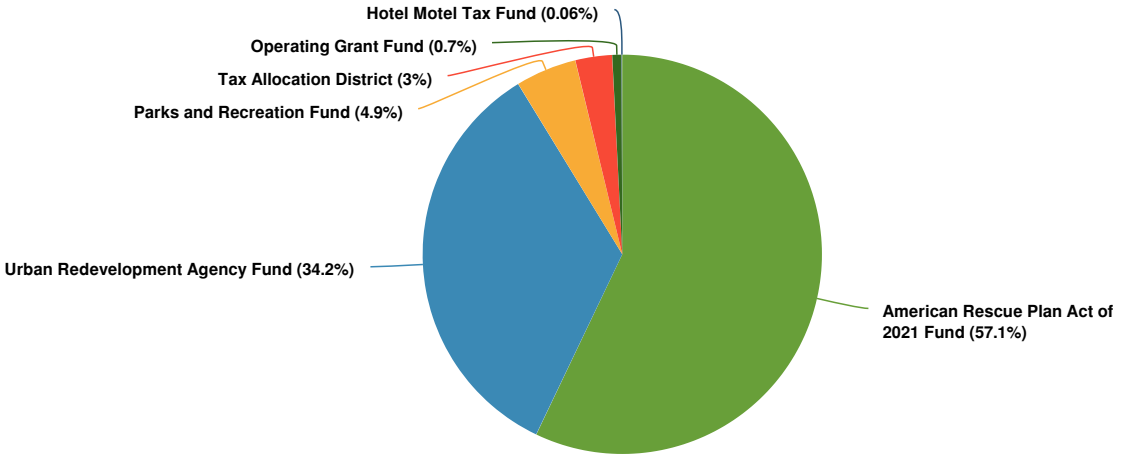


Budgeted and Historical 2023 Revenues by Source

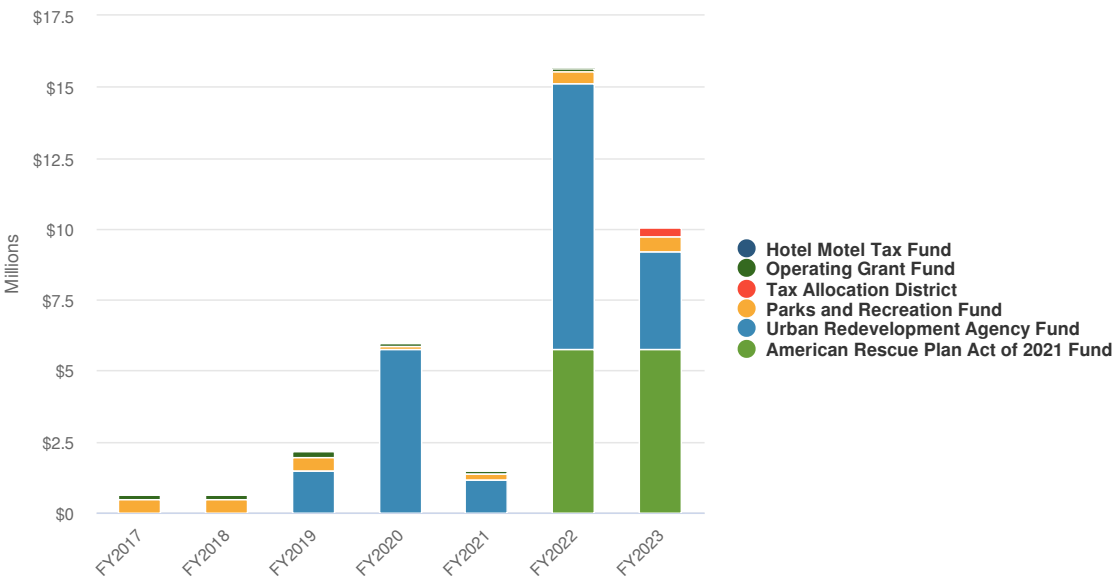


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Selective Sales Tax	$452,829	$401,000	$462,552	$486,000	21.2%	$85,000
Charges For Services	$0	$150	$77		-100%	-$150
Intergovernmental	$135,667	$2,973,302	$3,083,570	$329,544	-88.9%	-$2,643,758
Interest	$591	$1,096	$2,003	$1,500	36.9%	$404
Other Revenues	$20,142	$2,895,302	$27,355	$5,787,700	99.9%	$2,892,398
Other Financing Sources	$1,169,551	$9,375,000	$3,785,668	$3,499,591	-62.7%	-$5,875,409
Total Revenue Source:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Expenditures by Fund

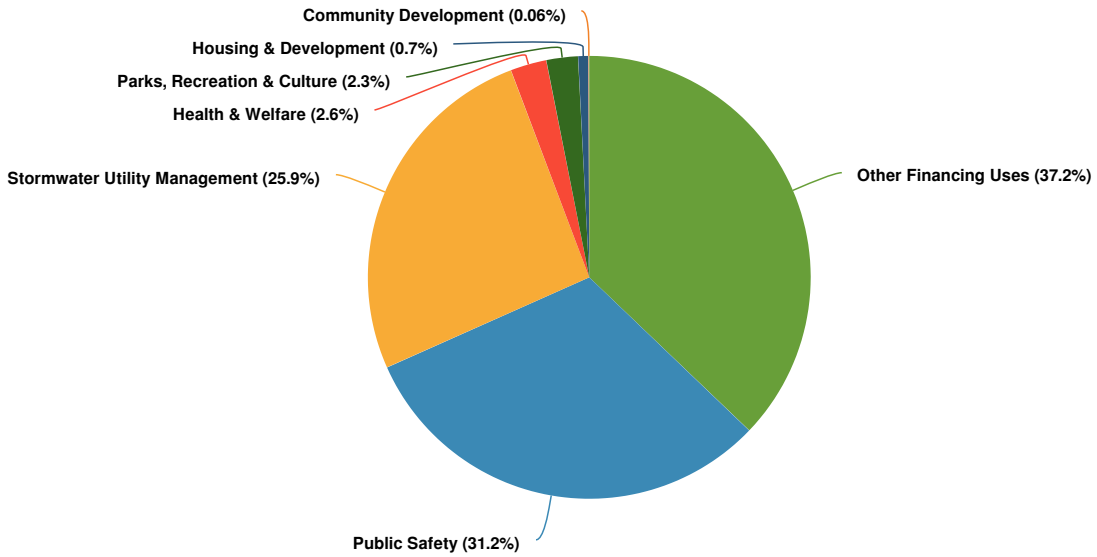


Budgeted and Historical 2023 Expenditures by Fund

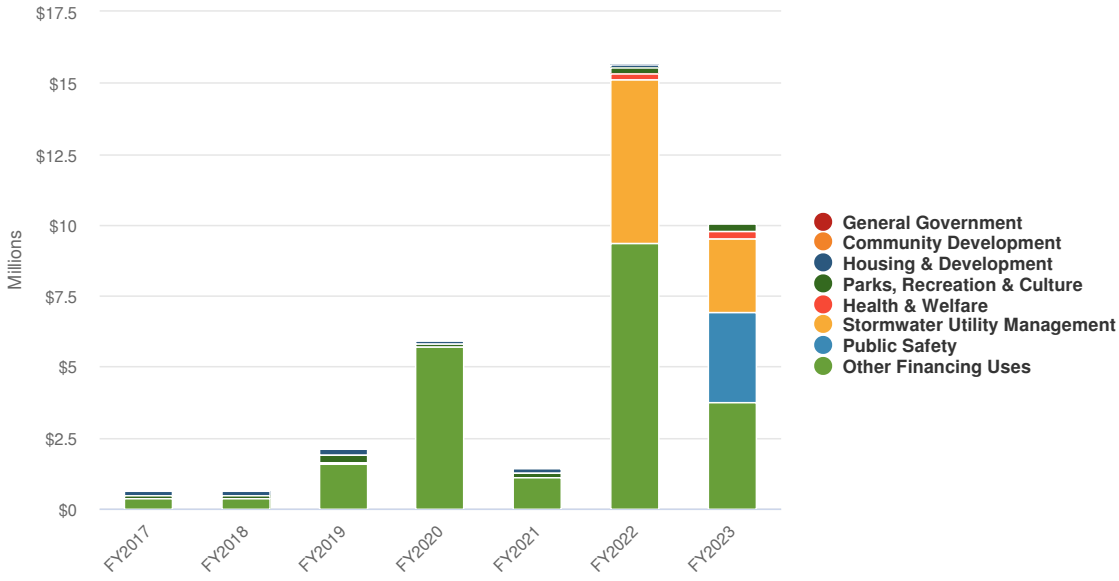


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
American Rescue Plan Act of 2021 Fund	$0	$5,767,700	$0	$5,769,200	0%	$1,500
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$194,977	$407,150	$293,585	$500,000	22.8%	$92,850
Tax Allocation District				$300,135	N/A	$300,135
Hotel Motel Tax Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Expenditures by Function

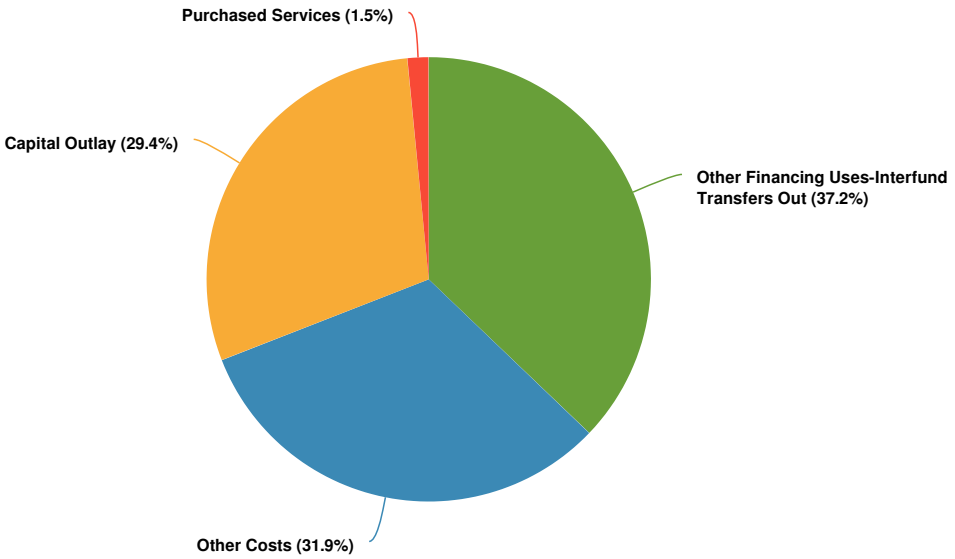


Budgeted and Historical Expenditures by Function

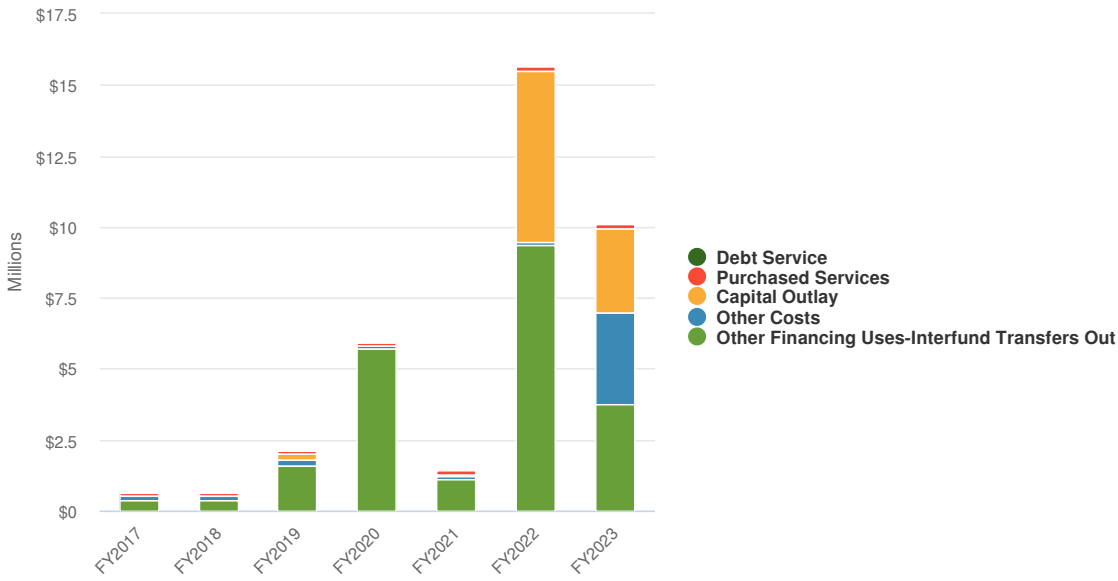


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government	$70,873		$0		N/A	$0
Public Safety				$3,150,975	N/A	$3,150,975
Stormwater Utility Management	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475
Health & Welfare	$14,916	$185,650	$9,021	$267,550	44.1%	$81,900
Parks, Recreation & Culture	$180,061	$221,500	$105,195	$232,450	4.9%	$10,950
Community Development	$5,295	$6,000	$3,945	$6,000	0%	$0
Housing & Development	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Other Financing Uses	$1,098,678	$9,375,000	$3,965,036	$3,754,135	-60%	-$5,620,865
Total Expenditures:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services	$140,147	$160,550	$117,162	$155,000	-3.5%	-$5,550
Capital Outlay	$60,125	$6,020,300	$0	$2,968,225	-50.7%	-$3,052,075
Other Costs	$135,667	$90,000	$71,104	$3,226,975	3,485.5%	$3,136,975
Debt Service	$70,873		$0		N/A	$0
Other Financing Uses-Interfund Transfers Out	$1,098,678	$9,375,000	$3,965,036	$3,754,135	-60%	-$5,620,865
Total Expense Objects:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Capital Project Funds

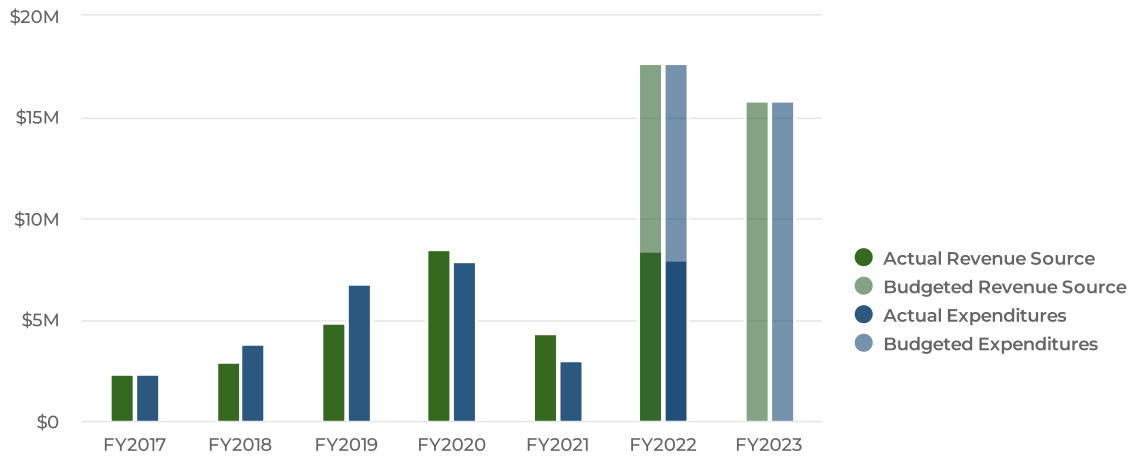
Capital Project Funds are used to account for major capital construction or acquisition. The City has four Capital Project Funds at this time which account for general capital projects and fleet acquisition. Capital Project Funds use the modified accrual basis of accounting and budgeting.

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.

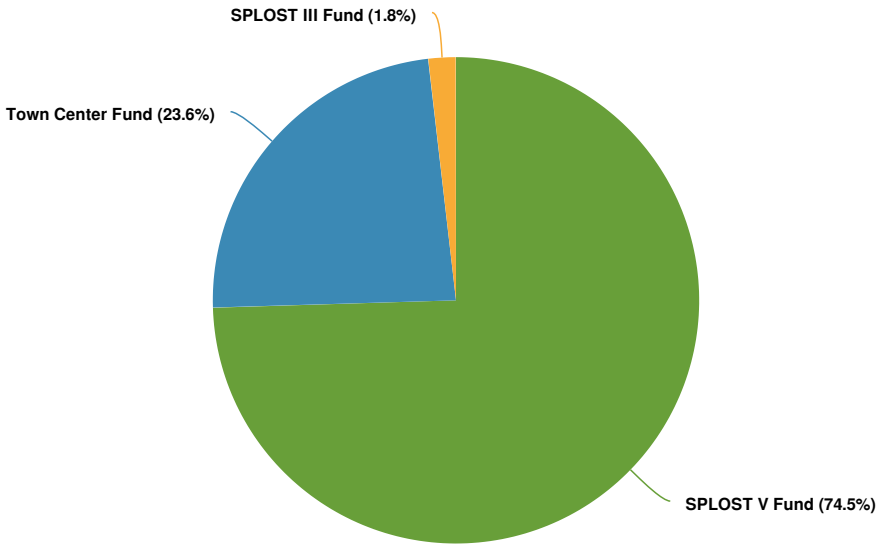
The City receives SPLOST revenues from the County on a monthly basis that are used for capital projects. These monthly revenues vary based on sales. Consequently, we must be cognizant of the market and budget on the conservative side.

Summary

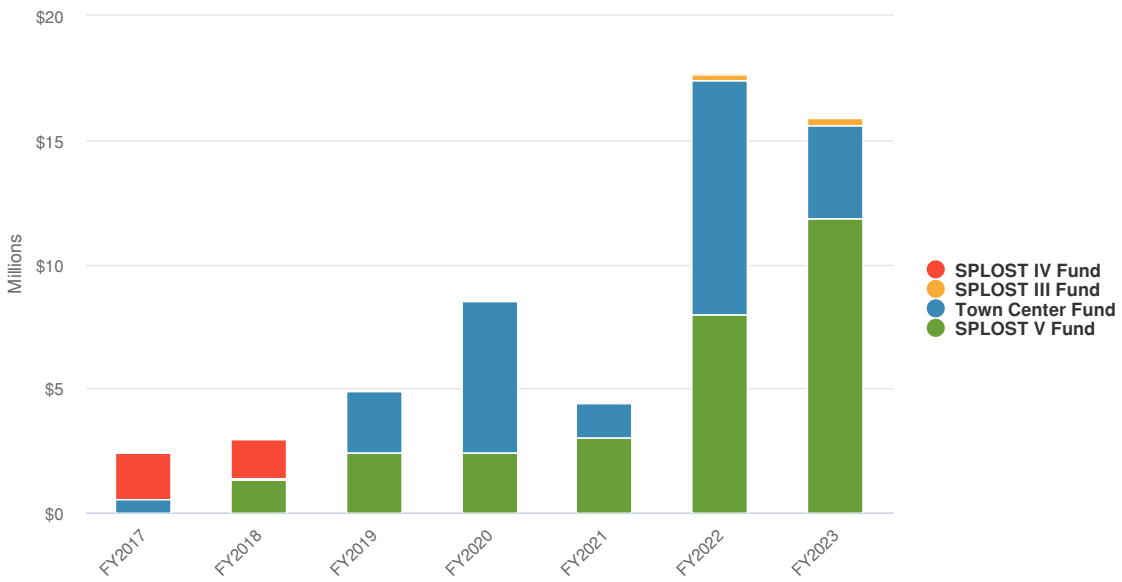
The City of Holly Springs is projecting $15.88M of revenue in FY2023, which represents a 10.5% decrease over the prior year. Budgeted expenditures are projected to decrease by 10.5% or $1.85M to $15.88M in FY2023.



Revenue by Fund

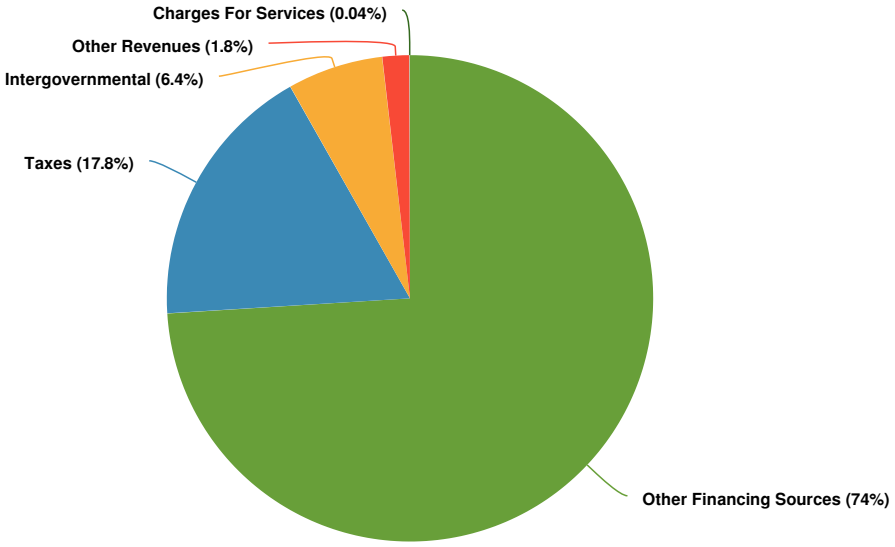


Budgeted and Historical 2023 Revenue by Fund

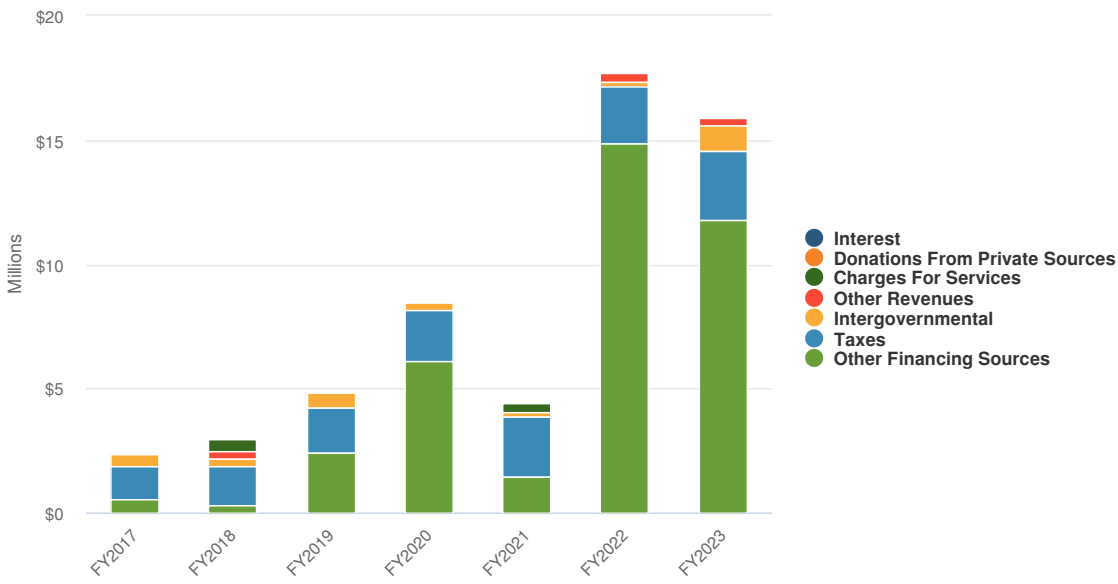


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST III Fund	$6,039	$286,000	$2,982	$290,000	1.4%	$4,000
SPLOST IV Fund	$6	$69,000	$348	$0	-100%	-$69,000
SPLOST V Fund	$3,002,527	$7,950,000	$4,233,338	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,398,696	$9,428,400	$4,185,668	$3,754,000	-60.2%	-$5,674,400
Total:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Revenues by Source

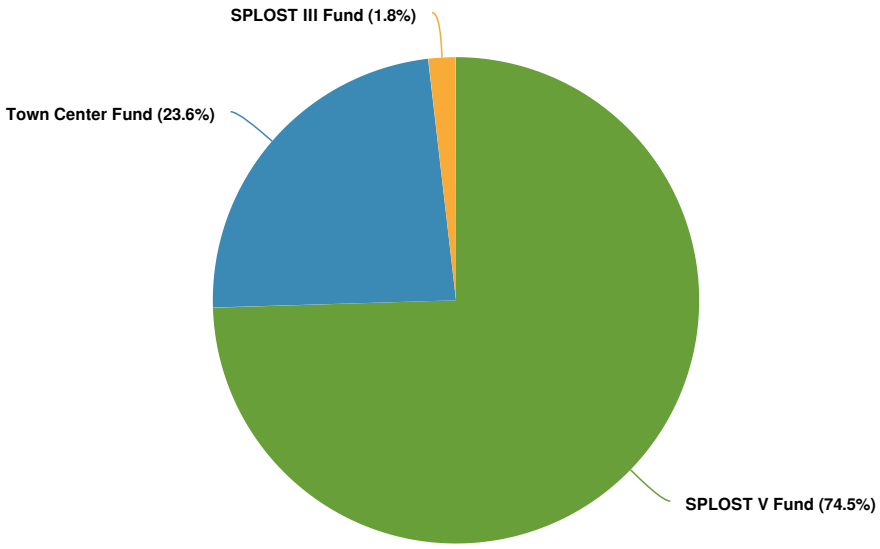


Budgeted and Historical 2023 Revenues by Source

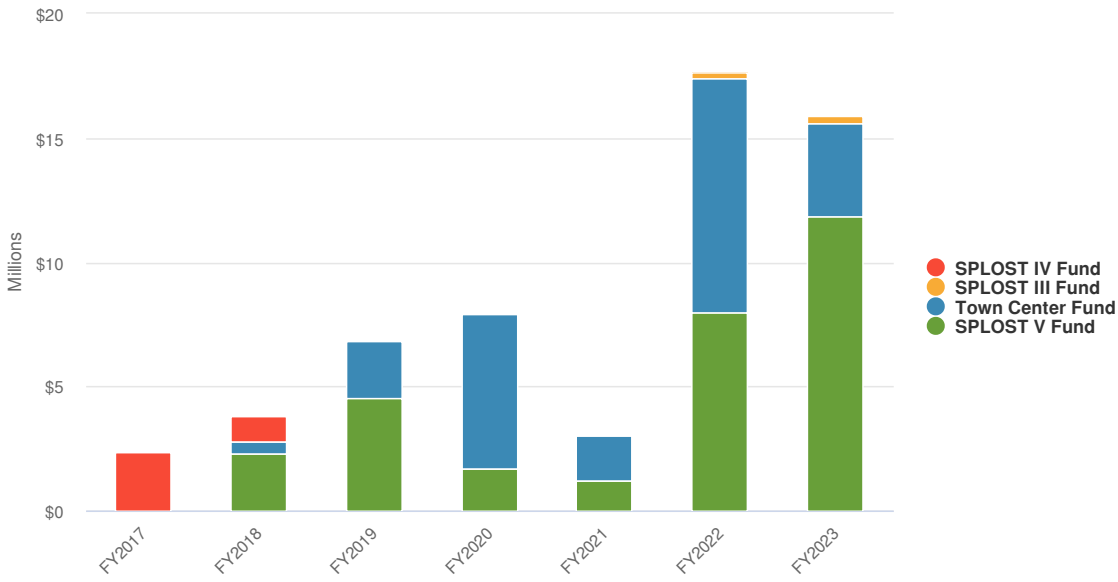


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Taxes	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Charges For Services	$369,582	$6,384	$60,513	$5,964	-6.6%	-$420
Intergovernmental	$188,124	$168,800	$580,559	$1,010,000	498.3%	$841,200
Interest	$185		$0		N/A	$0
Other Revenues	$10,000	$402,016	$0	$284,036	-29.3%	-$117,980
Other Financing Sources	$1,458,678	$14,875,000	$5,139,512	$11,754,000	-21%	-$3,121,000
Total Revenue Source:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Expenditures by Fund

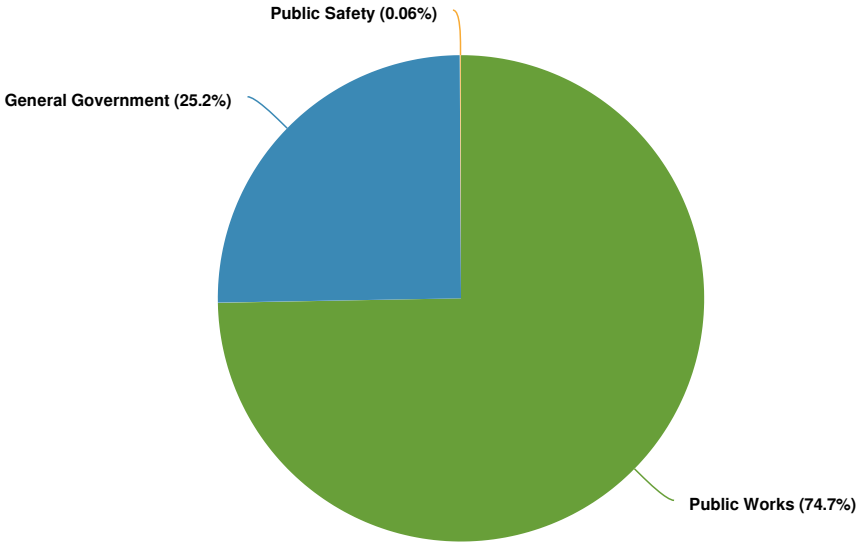


Budgeted and Historical 2023 Expenditures by Fund

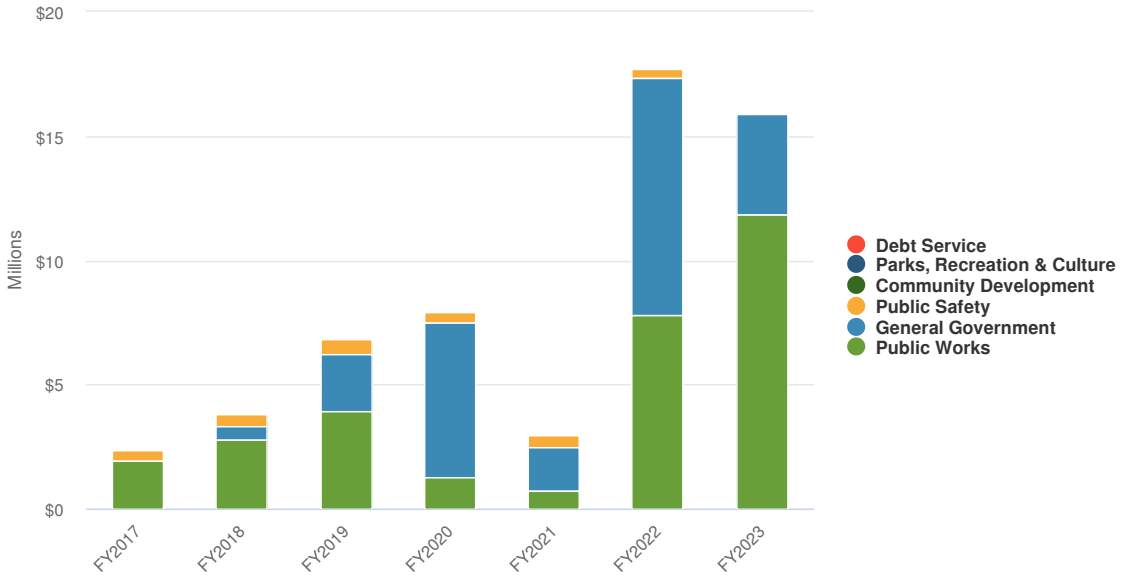


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST III Fund	$0	$286,000	$47,014	$290,000	1.4%	$4,000
SPLOST IV Fund	$0	$69,000	$69,418		-100%	-$69,000
SPLOST V Fund	$1,238,338	$7,950,000	$4,044,137	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,796,777	$9,428,400	$3,831,626	$3,754,000	-60.2%	-$5,674,400
Total:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Expenditures by Function

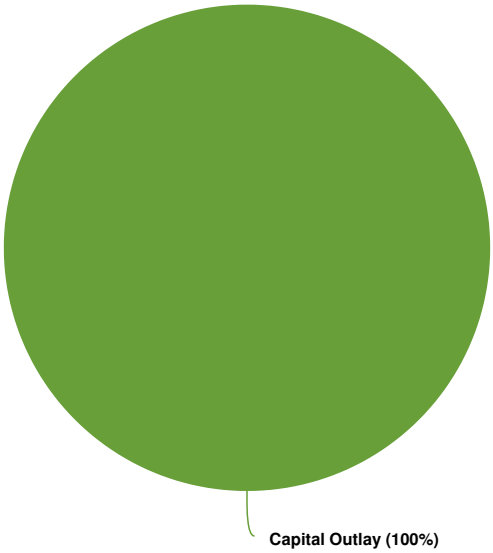


Budgeted and Historical Expenditures by Function

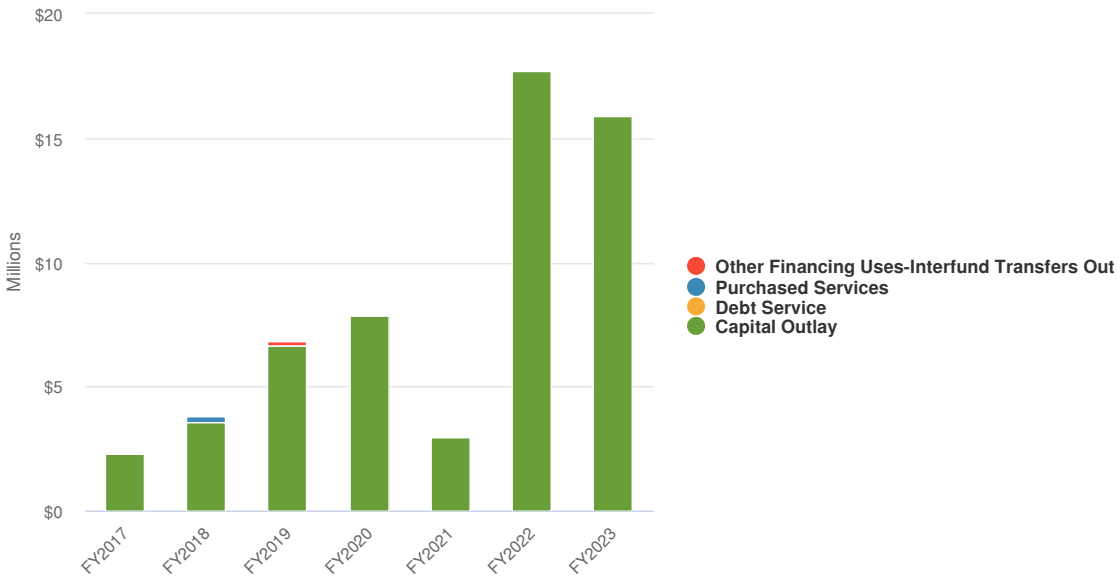


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government	$1,797,577	$9,547,400	$4,152,722	$4,004,000	-58.1%	-$5,543,400
Public Safety	$451,103	$386,000	$81,898	$10,000	-97.4%	-$376,000
Public Works	$702,185	$7,800,000	$3,757,575	$11,865,000	52.1%	$4,065,000
Parks, Recreation & Culture	$84,250		$0		N/A	$0
Total Expenditures:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



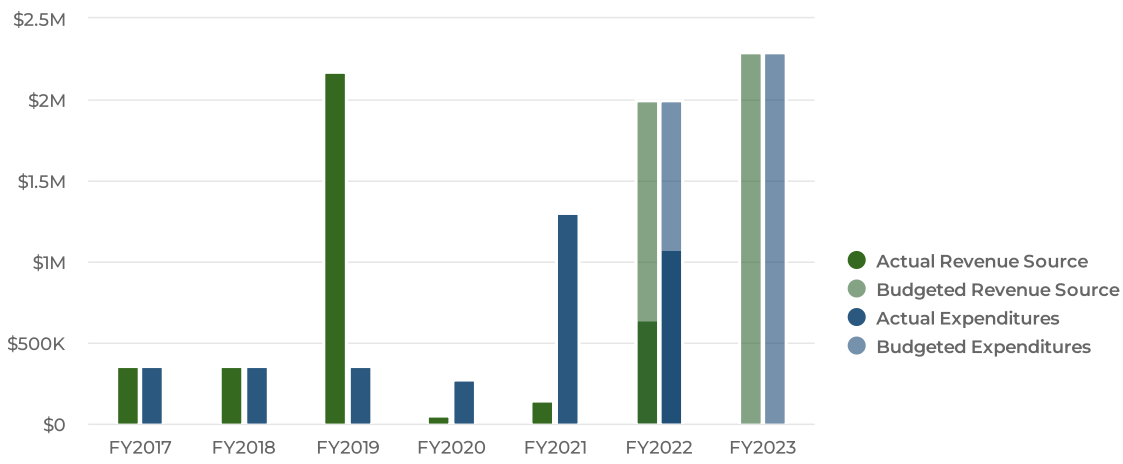
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services	$7,680	$53,400	$0		-100%	-$53,400
Capital Outlay	$2,967,435	$17,680,000	$7,992,195	$15,879,000	-10.2%	-$1,801,000
Debt Service	$60,000		$0		N/A	$0
Total Expense Objects:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Debt Service Fund

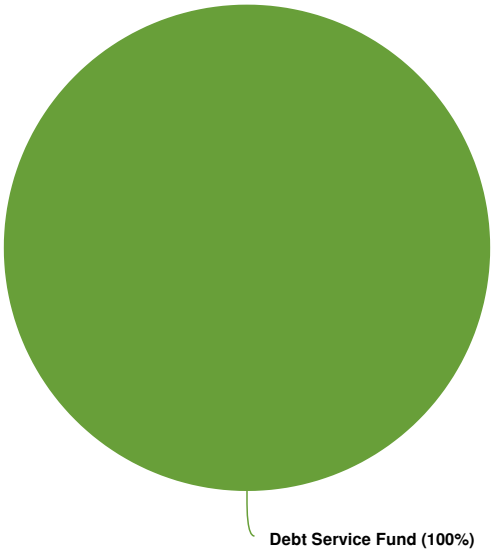
Debt Service Funds accumulate resources that are restricted, committed, or assigned for the principal and interest payments on long-term obligations of the governmental funds. All debt service funds use the modified accrual basis of accounting and budgeting. The modified accrual basis of accounting and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

Summary

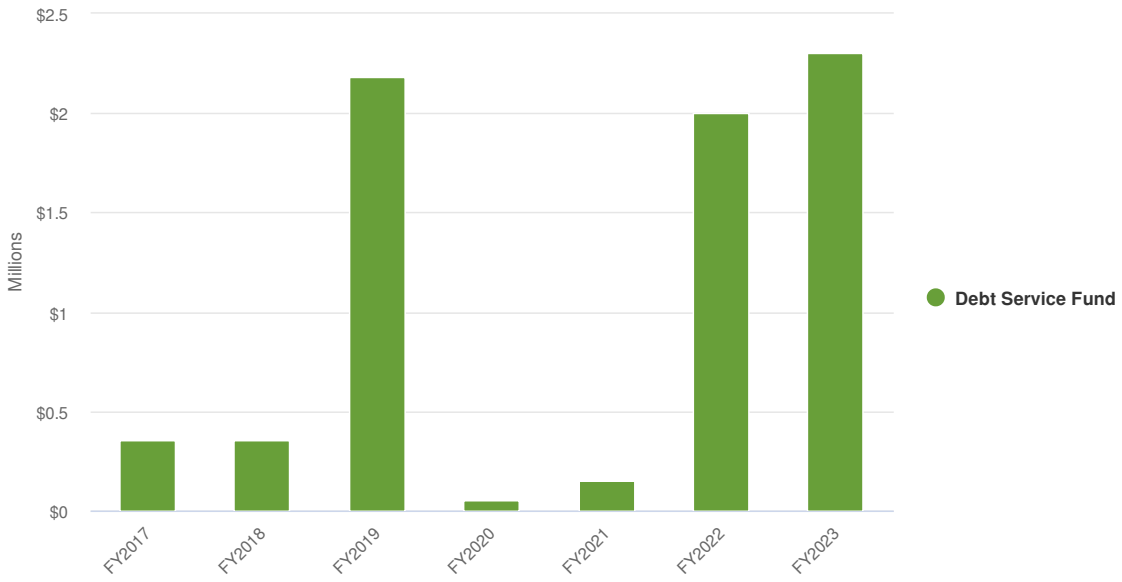
The City of Holly Springs is projecting $2.3M of revenue in FY2023, which represents a 15% increase over the prior year. Budgeted expenditures are projected to increase by 15% or $300.14K to $2.3M in FY2023.



Revenue by Fund

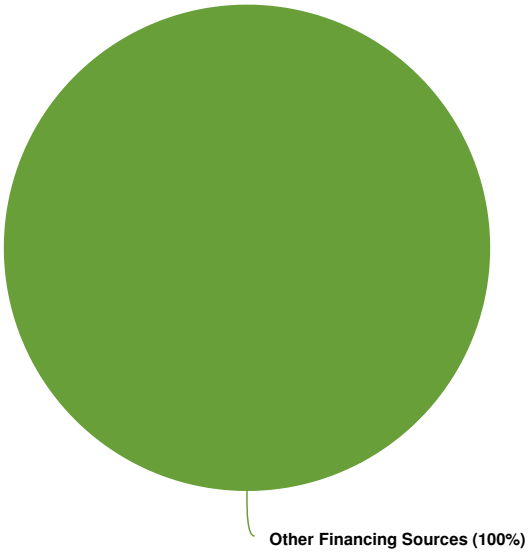


Budgeted and Historical 2023 Revenue by Fund

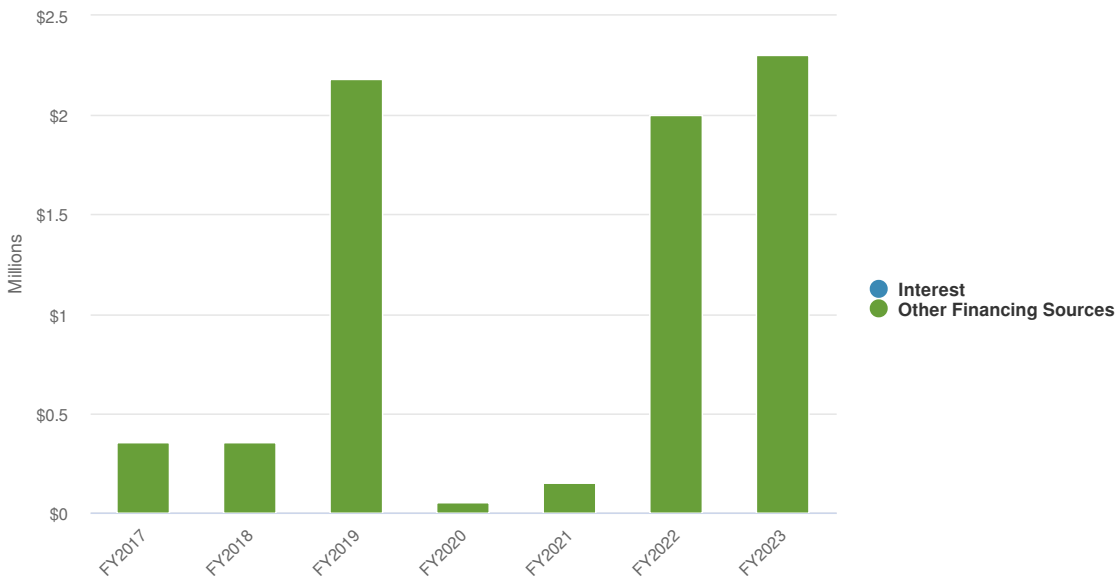


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Debt Service Fund	$150,373	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**

Revenues by Source

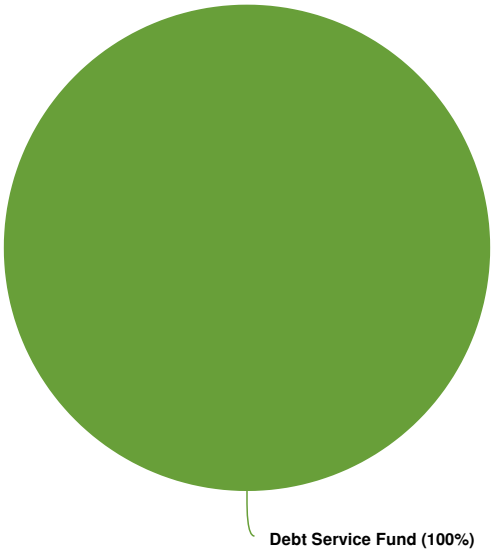


Budgeted and Historical 2023 Revenues by Source

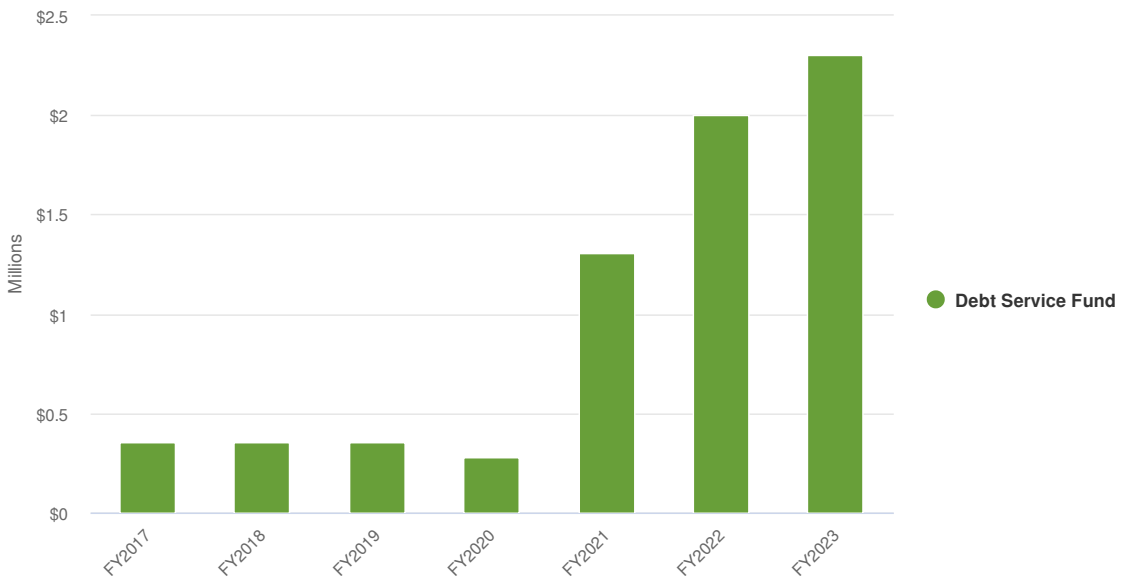


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Interest	$373		$0		N/A	$0
Other Financing Sources	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Revenue Source:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**

Expenditures by Fund

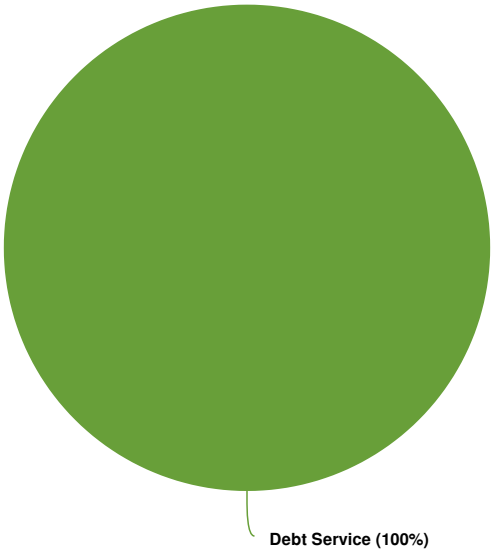


Budgeted and Historical 2023 Expenditures by Fund

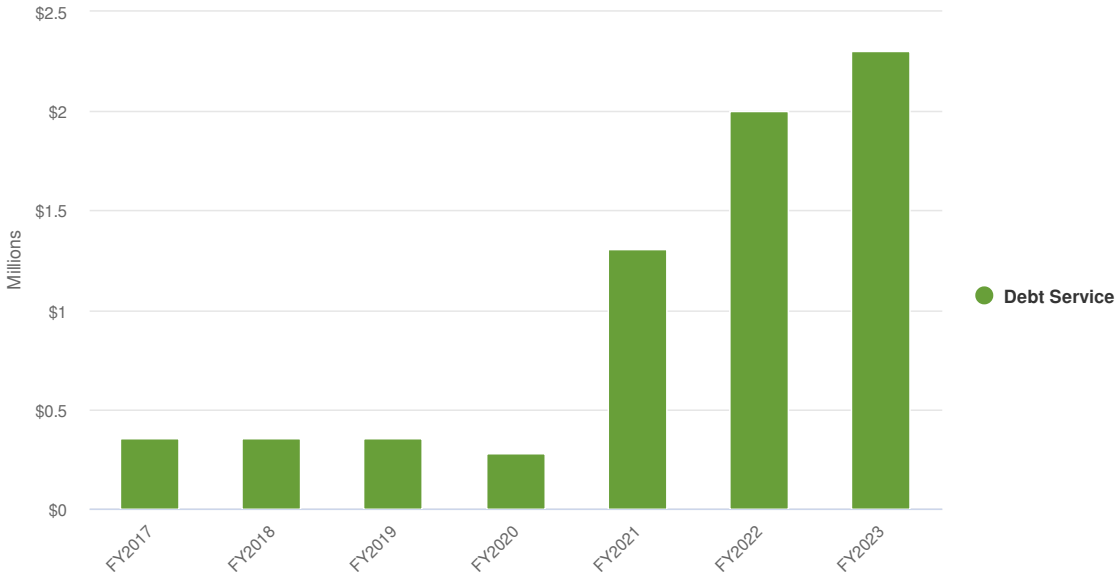


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Debt Service Fund	$1,307,698	$2,000,000	$1,081,371	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**

Expenditures by Function

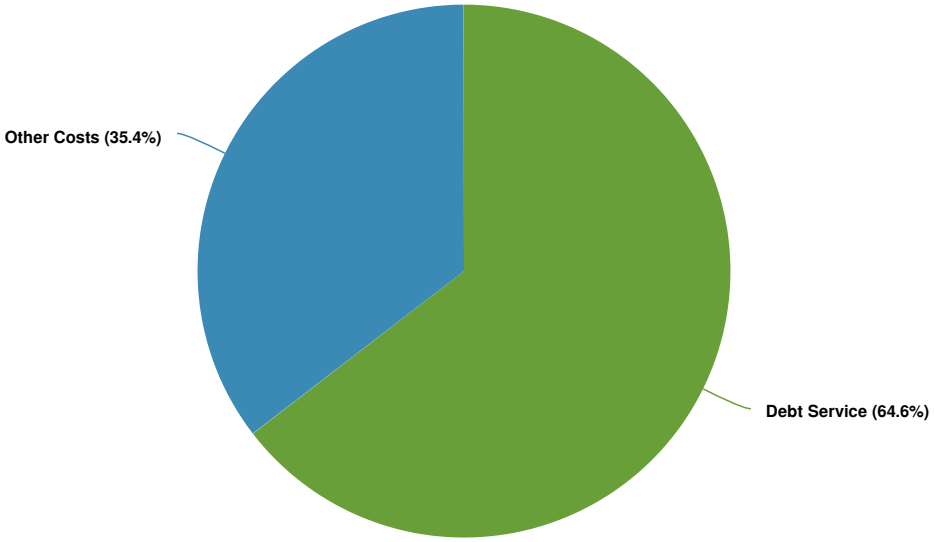


Budgeted and Historical Expenditures by Function

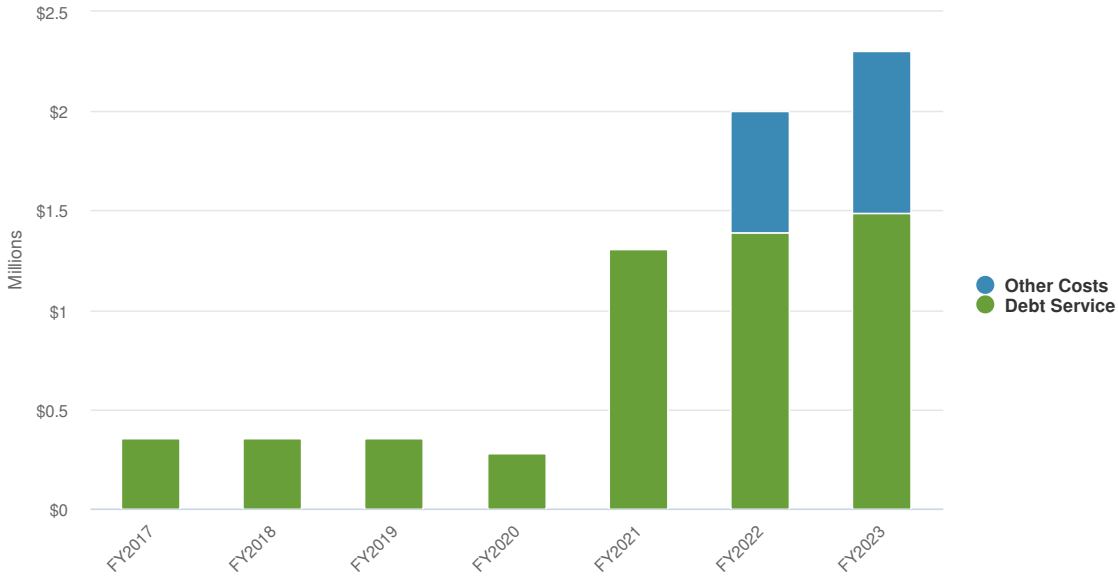


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Debt Service	$1,307,698	$2,000,000	$1,081,371	$2,300,135	15%	$300,135
Total Expenditures:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**

Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Other Costs		$608,672	$0	$814,869	33.9%	$206,197
Debt Service	$1,307,698	$1,391,328	$1,081,371	$1,485,266	6.8%	$93,938
Total Expense Objects:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**

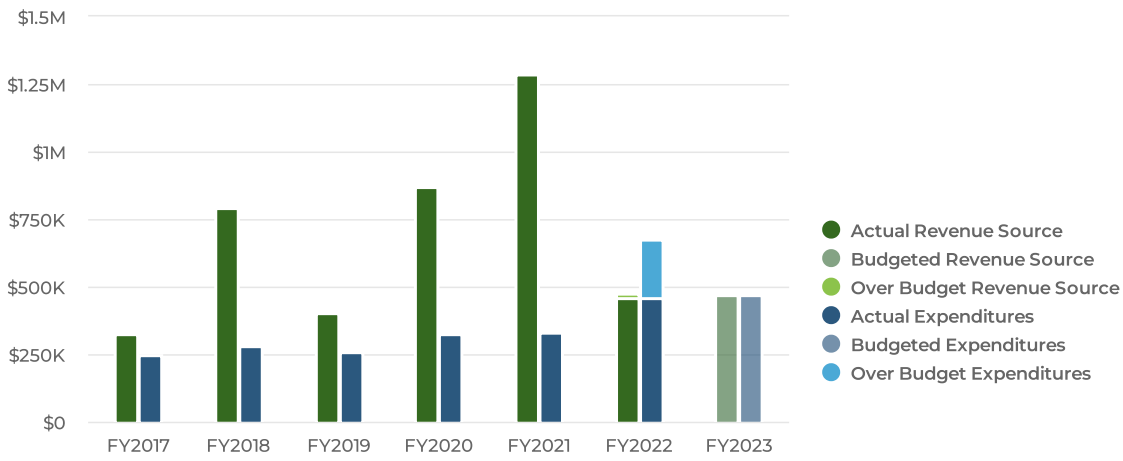
Proprietary Funds are used to account for a government's ongoing activities that are similar to those found in the private sector. There are two types of Proprietary Funds; Enterprise Funds and Internal Service Funds. The City of Holly Springs has one Proprietary Fund: Enterprise Fund.

Proprietary Fund

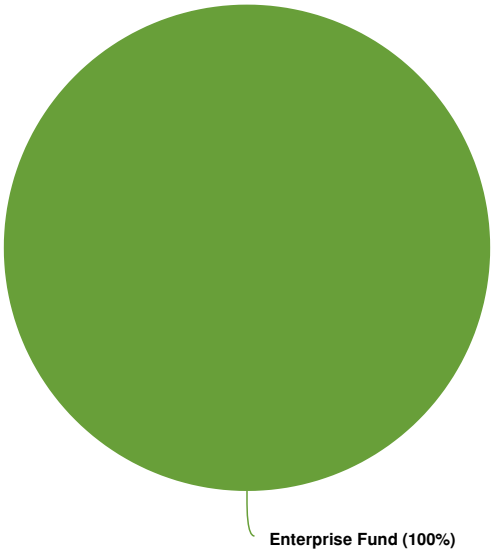
The Enterprise Fund of a government accounts for operations (a) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered 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.

Summary

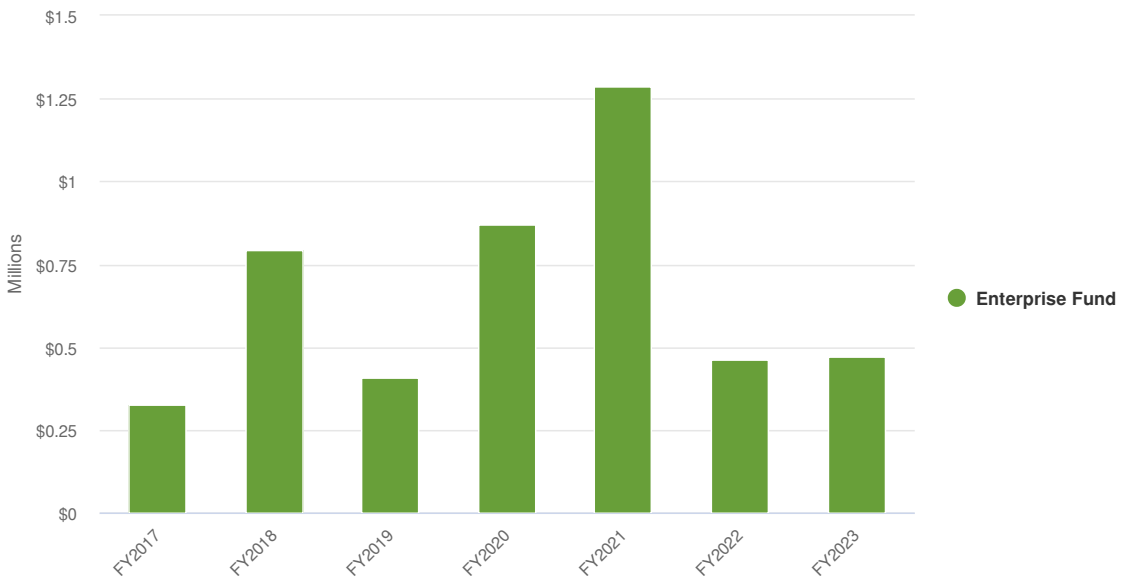
The City of Holly Springs is projecting $470K of revenue in FY2023, which represents a 2.2% increase over the prior year. Budgeted expenditures are projected to increase by 2.2% or $10K to $470K in FY2023.



Revenue by Fund

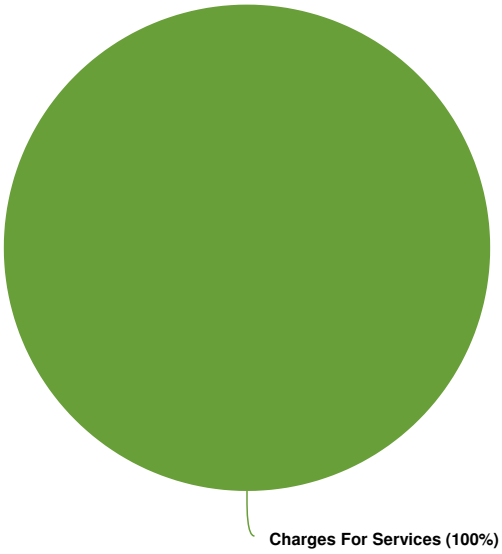


Budgeted and Historical 2023 Revenue by Fund

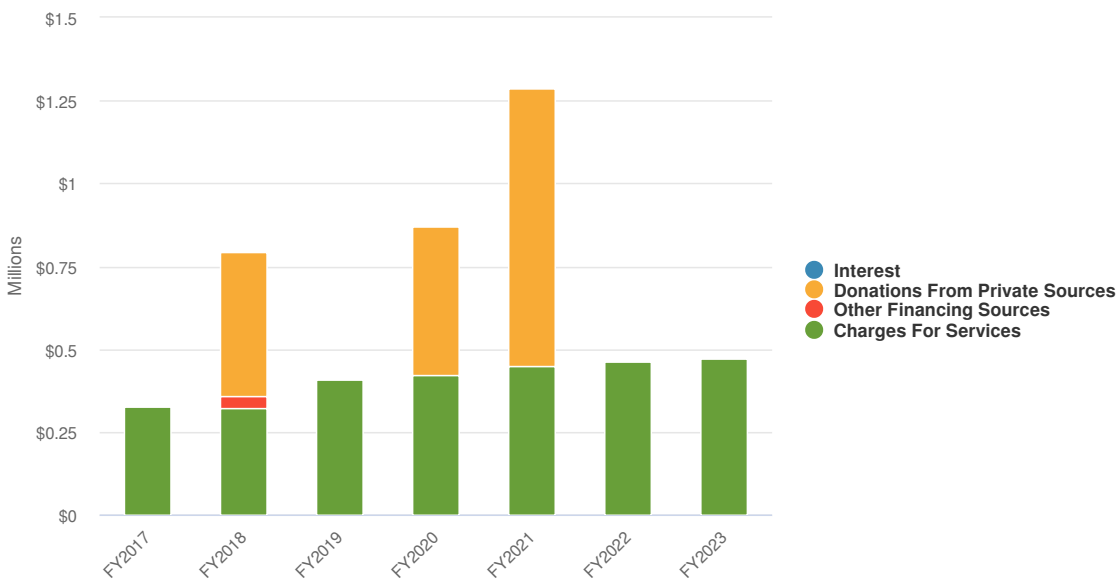


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Enterprise Fund						
Stormwater Utility Management Fund	$1,286,476	$460,000	$477,702	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Revenues by Source

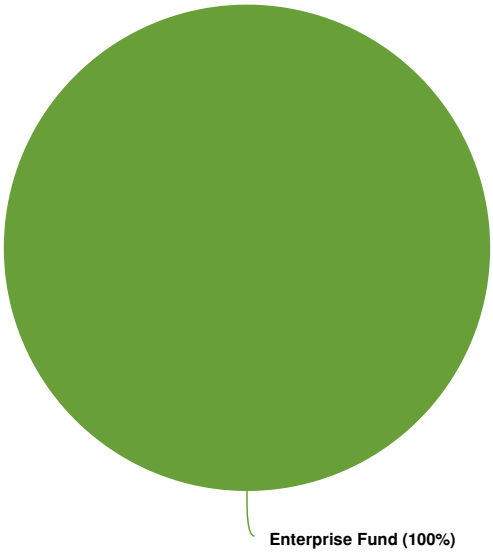


Budgeted and Historical 2023 Revenues by Source

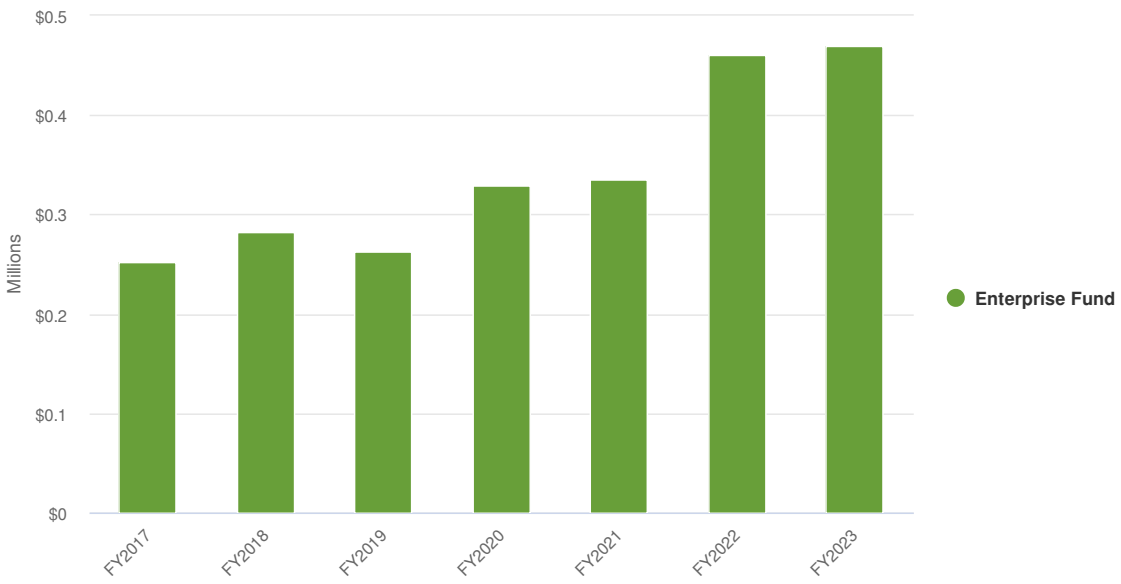


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Charges For Services	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Interest	$59		$0		N/A	$0
Donations From Private Sources	$838,072		$0		N/A	$0
Total Revenue Source:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Expenses by Fund

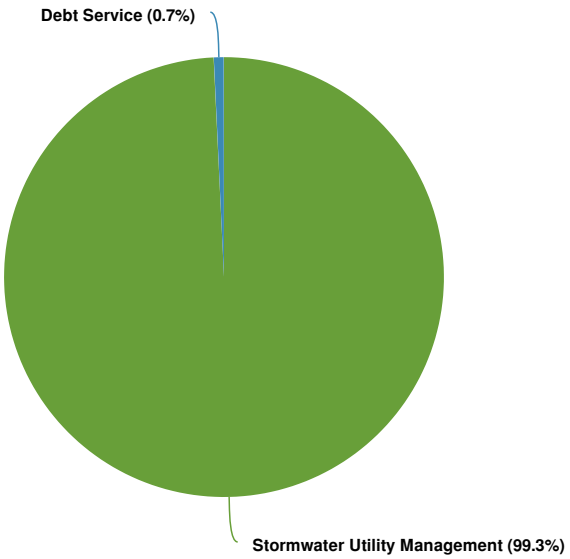


Budgeted and Historical 2023 Expenses by Fund

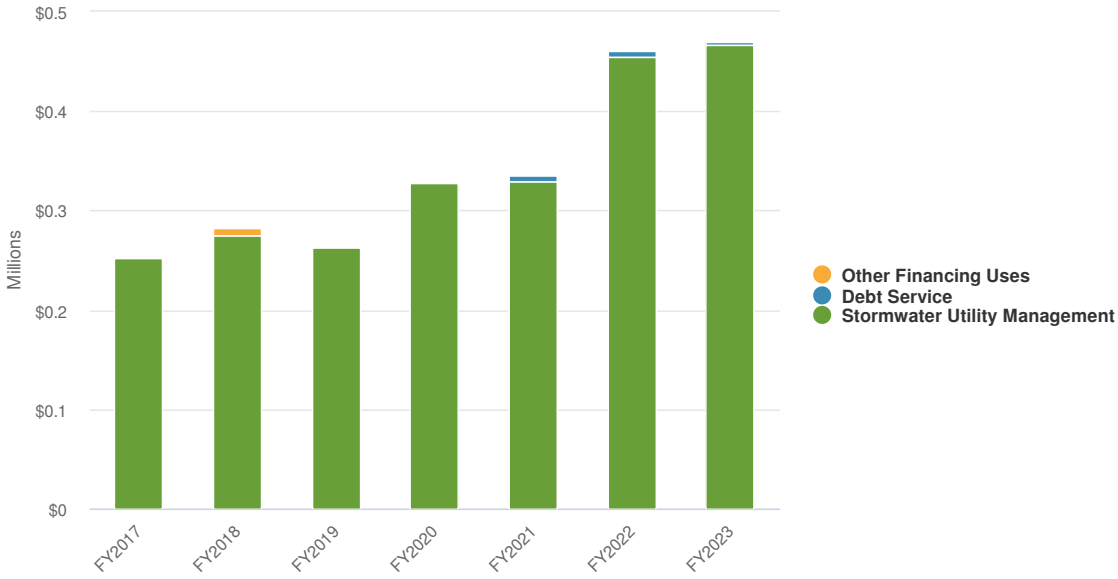


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Enterprise Fund						
Stormwater Utility Management Fund	$335,100	$460,000	$677,227	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Budgeted Expenses by Function

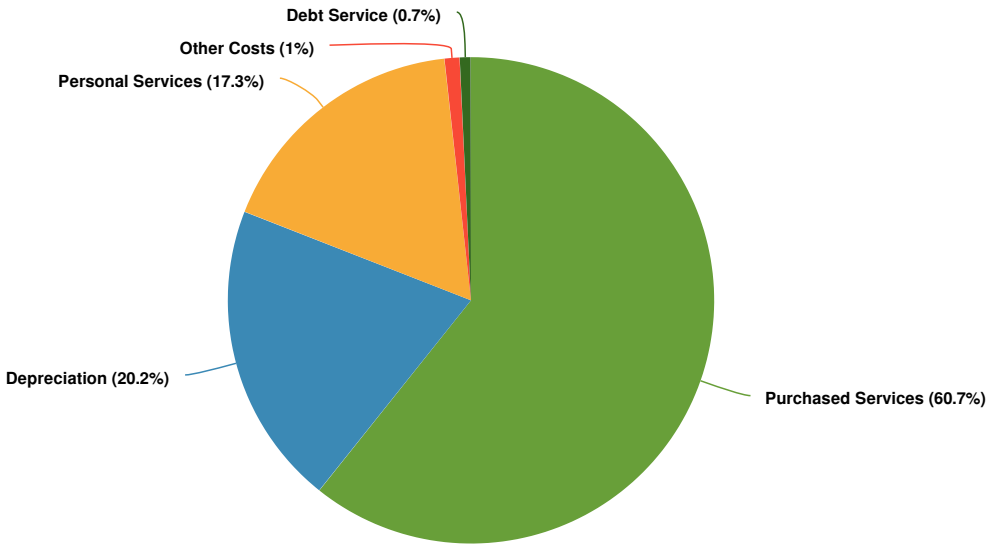


Budgeted and Historical Expenses by Function

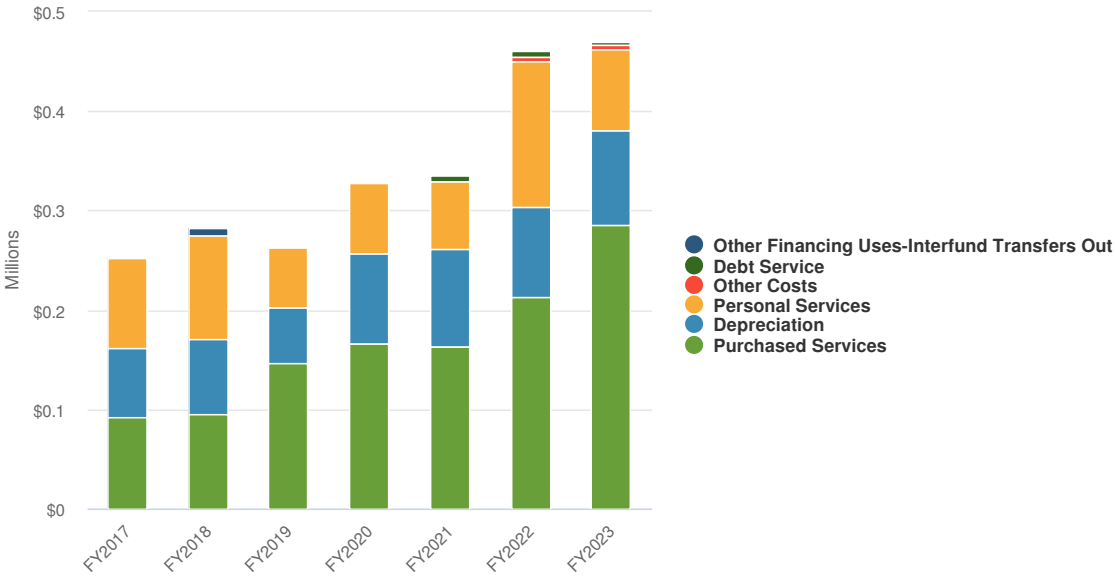


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Stormwater Utility Management	$329,404	$455,000	$672,618	$466,500	2.5%	$11,500
Debt Service	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500
Total Expenditures:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Budgeted Expenses by Expense Type



Budgeted and Historical Expenses by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$68,588	$147,008	$77,080	$81,386	-44.6%	-$65,622
Purchased Services	$162,566	$213,560	$595,538	$285,414	33.6%	$71,854
Depreciation	$98,251	$89,832	$0	$95,000	5.8%	$5,168
Other Costs	$0	$4,600	$0	$4,700	2.2%	$100
Debt Service	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500
Total Expense Objects:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

FUND BALANCE

Fund Balance

Generally, the 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, the 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. At the end of the current fiscal year, the fund balance of the General Fund was $8,778,918, which was comprised of nonspendable fund balance of $1,963,154 and an unassigned fund balance of $6,815,764. The fund balance in the General Fund increased $1,371,283 (18.51%) in 2021 from 2020. The primary reason for the increase was the receipt of additional property tax revenue.

The American Rescue Plan Fund is a Special Revenue Fund of the City. This fund accounts for awards from the Coronavirus State and Local Fiscal Recovery Funds program provided under the American Rescue Plan Act of 2021. The fund balance at December 31, 2021 is $469.

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. At the end of the current fiscal year, the unassigned fund balance (deficit) of the SPLOST V Fund was ($532,465). The fund balance in the SPLOST V Fund increased $1,764,189 in 2021 from 2020 due to a reduction in project construction costs incurred 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. The fund balance in the Town Center Fund decreased $398,082 in 2021 from 2020 due to a reduction in transfers from the General Fund and Urban Redevelopment Agency to cover 2021 construction costs. The fund balance at year end was comprised of an unassigned fund balance (deficit) in the amount of $392,839.

Non-Major Governmental Funds

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 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.

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, Urban Redevelopment Agency of the City of Holly Springs, Georgia, and Multiple Grant Fund.

Capital Projects 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 projects funds: SPLOST III Fund and SPLOST IV Fund.

Non-major governmental funds revenues totaled $615,181 for the fiscal year ending December 31, 2021. Nonmajor governmental fund expenditures totaled $1,714,510. Fund balance for all non-major governmental funds was $1,622,694. Non-major fund balances decreased $878,456 primarily due to an increase in principal payments for outstanding debt.

Proprietary Fund

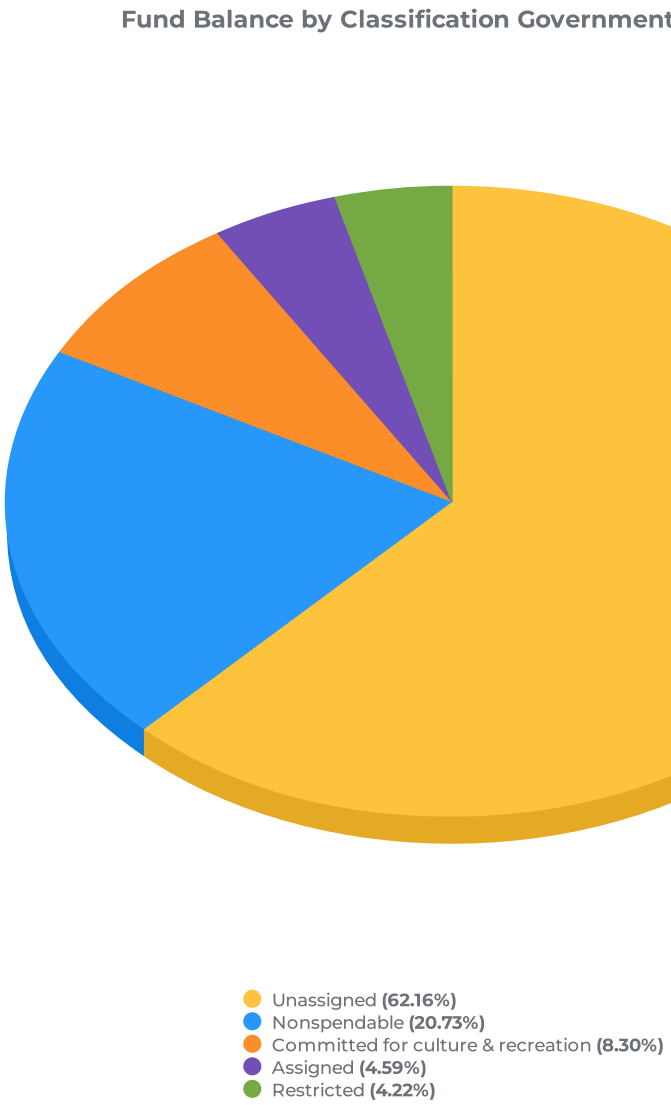
The City's proprietary fund statements provide the same type of information found in the government-wide financial statements, but in more detail. The City has one enterprise fund: The Stormwater Utility Fund.

The Stormwater Utility Fund has a net position of $5,648,083 at December 31, 2021, an increase of $951,377 over 2020. Net investment in capital assets is $5,594,981 and the unrestricted net position is $53,102. Net position increased in 2021 due to the contribution of stormwater infrastructure from developers in Phase II, Phase 3C Unit 1, and Phase 3C Unit 2 of The Reserve at Harmony on the Lakes, Morgan's Run, Riverside Phase IV, Woodhaven Court Phase 1, Woodhaven Court Phase 2, Oakhaven Phase 1, and Oakhaven Phase 2 subdivisions.

Fund Balance by Classification – Governmental Funds

Fund Balance by Classification												
	Major Governmental Funds				*Nonmajor Governmental Funds*							
					Special Revenue Funds				*Capital Project Funds*			
Classification	General	American Rescue Plan	SPLOST V	Town Center	Multiple Grant	Parks & Recreation	Hotel/Motel Tax	Urban Redevelopment Agency	SPLOST III	SPLOST IV	Debt Service	Total Governmental Funds
Fund Balances												
Nonspendable:												
Prepaid Items	149,821	-	-	-	-	-	1,000	-	-	-	-	150,821
Advances	1,813,333	-	-	-	-	-	-	-	-	-	-	1,813,333
Restricted:												-
Tourism	-	-	-	-	-	-	7,530	-	-	-	-	7,530
Grant purposes	-	469	-	-	37,137	-	-	-	-	-	-	37,606
Capital projects	-	-	-	-	-	-	-	-	286,145	69,070	-	355,215
Committed for culture & recreation	-	-	-	-	-	786,495	-	-	-	-	-	786,495
Assigned:												-
Capital projects	-	-	-	-	-	-	-	-	-	-	-	-
Debt Service	-	-	-	-	-	-	-	-	-	-	435,317	435,317
Unassigned (deficit)	6,815,764	-	(532,465)	(392,839)	-	-	-	-	-	-	-	5,890,460
Total	**$ 8,778,918**	**$ 469**	**$ (532,465)**	**$(392,839)**	**$ 37,137**	**$ 786,495**	**$ 8,530**	**$ -**	**$ 286,145**	**$ 69,070**	**$ 435,317**	**$ 9,476,777**

Percent of Fund Balance by Classification – Governmental Funds



Net Position by Classification - Proprietary Fund

Net Position by Classification	
Classification	Proprietary Fund
Net Position	
Net investment in capital assets	$ 5,594,981
Unresticted	53,102
Total	**$ 5,648,083**

Total Fund Balance and Net Position at December 31, 2021

Total Fund Balances & Net Position				
Fund	Beginning	Ending	Increase/(Decrease)	% Change
General Fund	$ 7,407,635	$ 8,778,918	$ 1,371,283	18.51%
Special Revenue Funds	559,339	832,631	273,292	48.86%
Capital Project Funds	(1,942,241)	(570,089)	1,372,152	-70.65%
Debt Service Fund	1,592,641	435,317	(1,157,324)	-72.67%
Proprietary Fund	4,696,706	5,648,083	951,377	20.26%
Total	***$ 12,314,080***	***$ 15,124,860***	***$ 2,810,780***	***22.83%***

Based on FY2021 Actual Audited

Proposed Changes in Fund Balance - All Funds

Projected Changes in Fund Balance/Net Assets - All Funds

	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2023 Adopted Budget	% of Total	% Change from FY22 to FY23
Beginning Fund Balance	**$ 9,882,362**	**$ 12,314,082**	**$ 15,124,860**	**$ 15,124,860**		
Revenues						
Property taxes	5,315,216	5,894,787	6,211,150	7,220,150	42.6%	16.24%
Selective sales tax	448,197	452,829	401,000	486,000	2.9%	21.20%
Taxes	2,065,830	2,380,699	2,281,200	2,825,000	16.7%	23.84%
Franchise taxes	829,062	830,394	795,000	855,500	5.0%	7.61%
Business taxes	881,668	911,471	1,088,500	1,582,500	9.3%	45.38%
Charges for services	555,739	1,148,363	621,754	680,214	4.0%	9.40%
License and permits	1,306,895	2,154,138	1,376,560	1,351,310	8.0%	-1.83%
Intergovernmental	1,241,151	339,277	3,147,102	1,344,544	7.9%	-57.28%
Fines and forfeitures	697,594	683,196	620,650	536,250	3.2%	-13.60%
Interest	35,091	25,312	17,096	16,500	0.1%	-3.49%
Donations from private sources	11,500	770	11,500	5,000	0.0%	-56.52%
Other revenues	57,980	96,821	135,400	37,928	0.2%	-71.99%
Total revenues	13,445,923	14,918,058	16,706,912	16,940,896	100.00%	1.40%
Expenditures						
Current:						
General Government	1,455,956	1,528,965	1,752,912	2,062,949	5.57%	17.69%
Health and Welfare	12,161	14,915	-	-	0.00%	
Judicial	335,159	354,016	420,098	434,771	1.17%	3.49%
Public Safety	5,390,586	5,849,663	6,766,097	7,950,699	21.49%	17.51%
Public Works	584,292	661,211	677,050	724,800	1.96%	7.05%
Culture and Recreation	81,604	187,325	193,550	189,000	0.51%	-2.35%
Housing and Development	920,082	846,632	815,843	874,905	2.36%	7.24%
Operating:						
Stormwater	328,435	329,403	455,000	466,500	1.26%	2.53%
Non-Operating:						
Interest	1,528	5,696	5,000	3,500	0.01%	-30.00%
Capital outlay:						
Public Safety	379,540	451,103	386,000	10,000	0.03%	-97.41%
General Government	6,249,787	1,797,579	9,547,400	4,004,000	10.82%	-58.06%
Stormwater Utility Management			5,767,700	2,618,225	7.08%	-54.61%
Culture and Recreation	-	84,250	252,600	350,000	0.95%	38.56%
Public Works	1,269,882	702,185	7,800,000	14,900,480	40.27%	91.03%
Debt Service						
Issuance cost	60,991	70,873	-	-	0.00%	
Principal	154,926	1,030,394	1,601,697	2,044,451	5.52%	27.64%
Interest	125,059	277,303	398,303	369,465	1.00%	-7.24%
Total expenditures	17,349,988	14,191,513	36,839,250	37,003,744	100.00%	0.45%
Excess of revenues over (under) expenditures	(3,904,065)	726,545	(20,132,338)	(20,062,848)		
Other financing sources (uses):						
General Long-Term Debt Issued	-	-	9,375,000	3,454,000	17.22%	-63.16%

Proceeds from issuance of debt	5,784,104	1,169,551	-	-	0.00%	
Proceeds from Sale of Capital Assets	67,108	16,610	25,000	25,000	0.12%	0.00%
Inception of capital leaes	-	-	-	232,112	1.16%	
Capital contributions	449,573	838,072	-	-	0.00%	
Issuance of long-term debt	35,000	60,000	5,500,000	8,000,000	39.87%	45.45%
Fund Balance	-	-	3,232,338	6,051,736	30.16%	87.22%
Transfers in	6,123,113	1,548,678	11,375,000	6,099,726	30.40%	-46.38%
Transfers out	(6,123,113)	(1,548,678)	(9,375,000)	(3,799,726)	-18.94%	-59.47%
Total other financing sources (uses)	6,335,785	2,084,233	20,132,338	20,062,848	100.00%	-0.35%
Net change in fund balance	2,431,720	2,810,778	-	-		
Fund balances (deficit), end of year	**$ 12,314,082**	**$ 15,124,860**	**$ 15,124,860**	**$ 15,124,860**		

Proposed Changes in Fund Balance - General Fund

	General Fund					
	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2023 Adopted Budget	% of Total	% Change from FY22 to FY23
Beginning Fund Balance	**$ 6,263,331**	**$ 7,407,635**	**$ 8,778,918**	**$ 8,778,918**		
Revenues						
General property tax	5,315,216	5,894,787	6,211,150	7,220,150	61.22%	16.24%
Franchise taxes	829,062	830,394	795,000	855,500	7.25%	7.61%
Business tax	881,668	911,471	1,088,500	1,582,500	13.42%	45.38%
Charges for services	94,120	330,436	155,640	204,250	1.73%	31.23%
License and permits	1,306,895	2,154,138	1,376,560	1,351,310	11.46%	-1.83%
Intergovernmental	830,148	15,486	5,000	5,000	0.04%	0.00%
Fines and forfeitures	697,594	683,196	620,650	536,250	4.55%	-13.60%
Interest	31,396	24,104	16,000	15,000	0.13%	-6.25%
Donations from private sources	11,500	770	11,500	5,000	0.04%	-56.52%
Other revenues	49,665	66,679	70,000	17,928	0.15%	-74.39%
Total revenues	10,047,264	10,911,462	10,350,000	11,792,888	100.00%	13.94%
Expenditures						
Current:						
General Government	1,455,956	1,528,965	1,752,912	2,062,949	17.18%	17.69%
Judicial	335,159	354,016	420,098	434,771	3.62%	3.49%
Public Safety	5,390,586	5,849,663	6,766,097	4,799,724	39.98%	-29.06%
Public Works	584,292	661,211	677,050	724,800	6.04%	7.05%
Culture and Recreation	4,440	7,264	39,000	39,000	0.32%	0.00%
Housing and Development	799,635	705,670	719,843	793,905	6.61%	10.29%
Debt Service:						
Principal	-	-	-	113,781	0.95%	
Capital outlay:						
Public Works	-	-	-	3,035,480	25.29%	
Total expenditures	8,570,068	9,106,789	10,375,000	12,004,409	100.00%	15.71%
Excess of revenues over (under) expenditures	1,477,196	1,804,673	(25,000)	(211,521)		
Other financing sources (uses):						
Proceeds from sale of capital assets	67,108	16,610	25,000	25,000	11.82%	0.00%
Inception of capital leases	-	-	-	232,112	109.73%	
Transfers out	(400,000)	(450,000)	-	(45,591)	-21.55%	
Total other financing sources (uses)	(332,892)	(433,390)	25,000	211,521	100.00%	746.08%
Net change in fund balance	1,144,304	1,371,283	-	-		
Fund balances (deficit), end of year	**$ 7,407,635**	**$ 8,778,918**	**$ 8,778,918**	**$ 8,778,918**		

Explanation of General Fund Variances

- Property tax revenues increased 16.24% in 2023 from 2022 due to additional parcels being added to our tax digest from new developments. In addition, the Cherokee County Board of Commissioners did not roll back the millage rate for fire services. As a result, the gross property tax revenues increased due to the growth in the assessed value of the digest.

- Business tax revenues increased 45.38% in 2023 from 2022 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.

- Charges for services increased 31.23% in 2023 from 2022 due to new development. A large mixed-use development will pull permits in 2023.

- Fines and forfeitures decreased 13.60% in 2023 from 2022 due to a decrease in citations issued by the police department.

- Donations from private sources decreased 56.52% in 2023 from 2022 because these funds are typically from local businesses who sponsor our events throughout the year. The city will not hold any special events this year and, therefore, we will not collect donations.

- Other revenues decreased 74.39% in 2023 from 2022 due to a decrease in rent payments. The city demolished the buildings that were being rented to make way for our Town Center Project.

- Expenditures in the General Government department increased 17.69% in 2023 from 2022 due to the step/grade plan that was proposed by Condrey and Associates and accepted by the council.

- Expenditures in the Public Safety department decreased 29.06% in 2023 from 2022 due to reallocation of fire tax expenditures to another fund. This expenditure will be paid utilizing the American Rescue Plan Act of 2021 funds as this is permissible under the grant guidelines.

- Expenditures in the Housing and Development department increased 10.29% in 2023 from 2022 due to the step/grade plan that was proposed by Condrey and Associates and accepted by the council.

Projected Changes in Fund Balance - Special Revenue Funds

Special Revenue Funds

	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2023 Adopted Budget	% of Total	% Change from FY22 to FY23
Beginning Fund Balance	**$ 193,459**	**$ 559,339**	**$ 832,631**	**$ 832,631**		
Revenues						
Selective sales tax	448,197	452,829	401,000	486,000	58.06%	21.20%
Intergovernmental	118,907	135,667	2,973,302	329,544	39.37%	-88.92%
Interest	210	591	1,096	1,500	0.18%	36.86%
Charges for services	25	-	150	-	0.00%	-100.00%
Other revenues	8,315	20,142	12,000	20,000	2.39%	66.67%
Total revenues	575,653	609,229	3,387,548	837,044	100.00%	-75.29%
Expenditures						
Current:						
Health and Welfare	12,161	14,915	-	-	0.00%	
Public Safety	-	-	-	3,150,975	49.62%	
Housing and Development	120,447	140,962	96,000	81,000	1.28%	-15.63%
Culture and Recreation	77,164	180,061	154,550	150,000	2.36%	-2.94%
Capital Outlay:						
Stormwater Utility Management	-	-	5,767,700	2,618,225	41.23%	-54.61%
Culture and Recreation	-	-	252,600	350,000	5.51%	38.56%
Debt Service:						
Issuance Cost	60,991	70,873	-	-	0.00%	
Total expenditures	270,764	406,811	6,270,850	6,350,200	100.00%	1.27%
Excess of revenues over (under) expenditures	304,889	202,419	(2,883,302)	(5,513,156)		
Other financing sources (uses):						
General long-term debt issued	-	-	9,375,000	3,454,000	325.15%	-63.16%
Proceeds from issuance of debt	5,784,104	1,169,551	-	-		
Fund balance	-	-	2,883,302	5,767,700	100.00%	100.04%
Transfers out	(5,723,113)	(1,098,678)	(9,375,000)	(3,754,135)	-325.15%	-59.96%
Transfers in	-	-	-	45,591		
Total other financing sources (uses)	60,991	70,873	2,883,302	5,513,156	100.00%	91.21%
Net change in fund balance	365,880	273,292	-	-		
Fund balances (deficit), end of year	**$ 559,339**	**$ 832,631**	**$ 832,631**	**$ 832,631**		

Explanation of Special Revenue Funds Variances

- Selective sales tax increased 21.20% in 2023 from 2022 due to an increase in alcohol sales in our local restaurants and alcohol excise tax collected by the wholesale distributors on alcohol package sales.

- Intergovernmental revenues decreased 88.92% in 2023 from 2022 due to a decrease in grant funding in the American Rescue Plan Act of 2021. The city was to receive 2 distributions of funding; the first half was received in 2021 and the balance was received in 2022. We have received all the funding related to these grant funds and do not anticipate receiving any additional grant funds. We are also budgeting a decrease in grant funds from the Atlanta Regional Commission for the Workforce Innovation and Opportunity Act.

- Interest increased 36.86% in 2023 from 2022 due to an increase in funds invested in interest bearing accounts from the American Rescue Plan Act of 2021 Fund. In addition, the federal reserve increased interest rates in 2022 to control inflation.

- Charges for services decreased 100% in 2023 from 2022 due to a decrease in bad check fees revenues. We do not anticipate receiving any non-sufficient funds in any of these accounts.

- Other revenues increased 66.67% in 2023 from 2022 due to an increase in the rentals of our parks and community center post COVID.

- Expenditures in the Housing and development department decreased 15.63% in 2023 from 2022 because we are budgeting a decrease in grant funds from the Atlanta Regional Commission for the Workforce Innovation and Opportunity Act.

- Expenditures in the Stormwater Utility Management department decreased 54.61% in 2023 from 2022 due to a decrease in project expenses being split between the American Rescue Plan Act of 2021 Fund and the Stormwater Fund. In 2022, all expenses for this project were budgeted in the American Rescue Plan Act of 2021 Fund.

- Expenditures in the Culture and Recreation department increased 38.56% in 2023 from 2022 due to additional funds being allocated for park equipment and community center renovations in the Parks and Recreation Fund.

- General Long-Term Debt Issued decreased 63.16% in 2023 from 2022 because it only includes the remaining funds from debt service for the Series 2021 URA bond.

- Fund balance increased 100% in 2023 from 2022 because we received the balance of grant funding in the American Rescue Plan Act of 2021 Fund. These funds will be utilized to pay the fire tax to Cherokee County and for expenses related to the Stormwater Utility Management project.

- Transfers out decreased 59.96% in 2023 from 2022 because the proposed budget includes the transfer of remaining bond proceeds from the Urban Redevelopment Authority (URA) for the Town Center Project.

Projected Changes in Fund Balance - Capital Project Funds

Capital Project Funds

	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2023 Adopted Budget	% of Total	% Change from FY22 to FY23
Beginning Fund Balance	**$ (2,550,389)**	**$ (1,942,241)**	**$ (570,089)**	**$ (570,089)**		
Revenues						
Taxes	2,065,830	2,380,699	2,281,200	2,825,000	73.55%	23.84%
Intergovernmental	292,096	188,124	168,800	1,010,000	26.30%	498.34%
Charges for Services	40,275	369,582	5,964	5,964	0.16%	0.00%
Interest	1,044	185	-	-	0.00%	
Other revenues	-	10,000	-	-	0.00%	
Total revenues	2,399,245	2,948,590	2,455,964	3,840,964	100.00%	56.39%
Expenditures						
Capital expenditures						
General Government	6,249,787	1,797,579	9,547,400	4,004,000	25.22%	-58.06%
Public Safety	379,540	451,103	386,000	10,000	0.06%	-97.41%
Culture and Recreation	-	84,250	-	-	0.00%	
Public Works	1,269,882	702,185	7,800,000	11,865,000	74.72%	52.12%
Debt Service						
Issuance costs	-		-	-	0.00%	
Total expenditures	7,899,210	3,035,116	17,733,400	15,879,000	100.00%	-10.46%
Excess of revenues over (under) expenditures	(5,499,965)	(86,527)	(15,277,436)	(12,038,036)		
Other financing sources (uses):						
Issuance of long-term debt	35,000	60,000	5,500,000	8,000,000	66.46%	45.45%
Fund Balance	-	-	402,436	284,036	2.36%	-29.42%
Transfers in	6,073,113	1,398,678	9,375,000	3,754,000	31.18%	-59.96%
Total other financing sources (uses)	6,108,113	1,458,678	15,277,436	12,038,036	100.00%	-21.20%
Net change in fund balance	608,148	1,372,152	-	-		
Fund balances (deficit) end of year	**$ (1,942,241)**	**$ (570,089)**	**$ (570,089)**	**$ (570,089)**		

Explanation of Capital Project Funds Variances

- Tax revenues increased 23.84% in 2023 from 2022 because of a projected increase in Special Purpose Local Option Sales Tax collections in 2023.
- Intergovernmental revenues increased 498.34% in 2023 from 2022 due to an increase in grant funds being budgeted from the State Road and Tollway Authority (SRTA) and the Transportation Improvement Plan (TIP).
- Expenditures in General Government decreased 58.06% in 2023 from 2022 due to a reduction in funds being budgeted for site work and road construction for the Town Center Project.
- Expenditures in Public Safety decreased 97.41% in 2023 from 2022 due to a reduction in the replacement cost for vehicles and equipment in the Police Department.
- Expenditures in Public Works increased 52.12% in 2023 from 2022 because the proposed budget includes appropriations for the Hickory Springs Parkway Project (formerly known as the Industrial Connector) and the Holly Springs Parkway Phase II and III Widening Projects.
- Issuance of long-term debt increased 45.45% in 2023 from 2022 due to an increase in loan proceeds that will be used for the Holly Springs Parkway Phase II and Phase III Widening Projects.
- Fund balance decreased 18.62% in 2023 from 2022 because it was used in the prior year for projects.
- Transfers in decreased 59.96% in 2023 from 2022 because the proposed budget includes the remaining bond proceeds from the Urban Redevelopment Authority (URA) for the Town Center Project.

Projected Changes in Fund Balance - Debt Service Fund

Debt Service Fund

	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2023 Adopted Budget	% of Total	% Change from FY22 to FY23
Beginning Fund Balance	**$ 1,820,694**	**$ 1,592,641**	**$ 435,317**	**$ 435,317**		
Revenues						
Interest	1,932	373	-	-		
Total revenues	1,932	373	-	-	0.00%	
Expenditures						
Debt Service						
Principal	154,926	1,030,394	1,601,697	1,930,670	83.94%	20.54%
Interest	125,059	277,303	398,303	369,465	16.06%	-7.24%
Total expenditures	279,985	1,307,697	2,000,000	2,300,135	100.00%	15.01%
Excess of revenues over (under) expenditures	(278,053)	(1,307,324)	(2,000,000)	(2,300,135)		
Other financing sources (uses):						
Transfers in	50,000	150,000	2,000,000	2,300,135	100.00%	15.01%
Total other financing sources (uses)	50,000	150,000	2,000,000	2,300,135	100.00%	15.01%
Net change in fund balance	(228,053)	(1,157,324)	-	-		
Fund balances (deficit), end of year	**$ 1,592,641**	**$ 435,317**	**$ 435,317**	**$ 435,317**		

Explanation of Debt Service Fund Variances

- Principal expenditures increased 20.54% in 2023 from 2022 due to the addition of principal payments that will be made on the Urban Redevelopment Authority bond.

- Transfers in increased 15.01% in 2023 from 2022 because we are budgeting for the calculated tax increment that will be collected from the Cherokee County School District, Cherokee County, and the City of Holly Springs. These funds are budgeted in the Tax Allocation District Fund and will be transferred to the Debt Service Fund once payment is received.

Projected Changes in Fund Balance - Proprietary Fund

	Proprietary Fund					
	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2023 Adopted Budget	% of Total	% Change from FY22 to FY23
Beginning Net Assets	**$ 4,155,267**	**$ 4,696,706**	**$ 5,648,083**	**$ 5,648,083**		
Revenues						
Charges for services	421,320	448,345	460,000	470,000	100.00%	2.17%
Interest	509	59	-	-	0.00%	
Total revenues	421,829	448,404	460,000	470,000	100.00%	2.17%
Expenses						
Operating:						
Stormwater	328,435	329,403	455,000	466,500	99.26%	2.53%
Debt Service:						
Interest	1,528	5,696	5,000	3,500	0.74%	-30.00%
Total expenses	329,963	335,099	460,000	470,000	100.00%	2.17%
Excess of revenues over (under) expenses	91,866	113,305	-	-		
Other financing sources (uses):						
Capital contributions	449,573	838,072		-		
Total other financing sources (uses)	449,573	838,072	-	-		
Net change in net assets	541,439	951,377	-	-		
Net assets (deficit), end of year	**$ 4,696,706**	**$ 5,648,083**	**$ 5,648,083**	**$ 5,648,083**		

Explanation of Proprietary Fund Variances

- There were no significant variances between the 2022 and 2023 operating budgets in the Stormwater Utility Management Fund.

FUNDING SOURCES

Revenues (all funds) $40,803,470

On August 15, 2022, the Mayor and Council approved the millage rate of 3.841 for municipal operations. There is an increase of $804,476 in net taxes levied ($5,454,502 in FY2022 to $6,258,978 in FY2023) 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 2023.

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 fiscal year 2017.

The recommended millage rate of 3.841 plus the Fire Tax millage set by the County of 2.984 for a total of 6.825 would be a decrease of .687 mills (9.145%) from the previous year. The millage rate is split to fund both operations and fire service requirements as the table below details.

Millage Rate History from 2017-2023

Fiscal Year	City Operations	Fire	Total
Adopted FY23	*3.841*	*2.984*	*6.825*
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

Current Tax Digest and Five-Year History of Levy

PUBLIC MEETING NOTICE

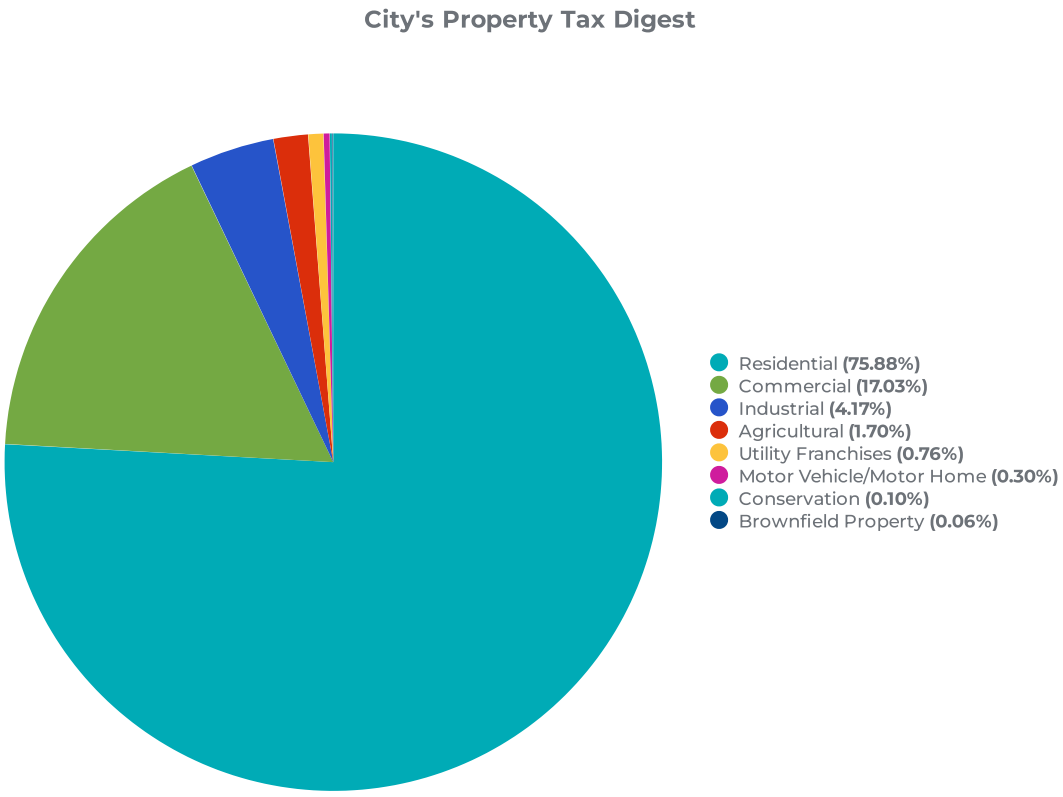
The City of Holly Springs does hereby announce that the millage rate will be set at a meeting to be held at the City of Holly Springs Municipal Building located at 3235 Holly Springs Parkway, Holly Springs, Georgia on August 15th at 7:00 PM following a public meeting. Pursuant to OCGA § 48-5-32, the City hereby publishes the following presentation of the current year's tax digest and levy, along with the history of the tax digest and levy for the past 5 years:

CURRENT 2022 TAX DIGEST AND FIVE YEAR HISTORY OF LEVY

	2017	2018	2019	2020	2021	2022
Real & Personal	$ 476,323,165	$ 551,395,168	$ 644,980,613	$ 729,472,702	$ 825,355,172	$ 1,059,334,976
Motor Vehicles	$ 7,113,510	$ 5,522,860	$ 4,516,000	$ 3,875,040	$ 3,338,490	$ 3,351,660
Mobile Homes	$ 102,840	$ 102,720	$ 30,720	$ 19,376	$ 17,683	$ 19,852
Gross Digest	$ 483,539,515	$ 557,020,748	$ 649,527,333	$ 733,367,118	$ 828,711,345	$ 1,062,706,488
Less M&O Exemptions	$ 51,188,993	$ 69,339,110	$ 94,700,140	$ 119,338,526	$ 175,009,449	$ 253,541,404
Net M&O Digest	$ 432,350,522	$ 487,681,638	$ 554,827,193	$ 614,028,592	$ 653,701,896	$ 809,165,084
Gross M&O Millage Rate:						
Holly Springs Millage Rate	4.850	4.730	4.610	4.400	4.220	3.841
Fire District Millage Rate*	3.298	3.269	3.269	3.292	3.292	2.984
Net M&O Millage Rate	8.148	7.999	7.879	7.692	7.512	6.825
Net Taxes Levied:						
Holly Springs Taxes Levied	$ 2,096,900	$ 2,306,734	$ 2,557,753	$ 2,701,726	$ 2,758,622	$ 3,108,003
Fire District Taxes Levied	$ 1,521,078	$ 1,726,921	$ 2,003,070	$ 2,196,929	$ 2,695,880	$ 3,150,975
Total Net Taxes Levied	$ 3,617,978	$ 4,033,655	$ 4,560,823	$ 4,898,655	$ 5,454,502	$ 6,258,978
Net Taxes $ Increase (Decrease)	$ 270,953	$ 415,677	$ 527,167	$ 337,832	$ 555,847	$ 804,476
Net Taxes % Increase (Decrease)	8.10%	11.49%	13.07%	7.41%	11.35%	14.75%

*Fire District Millage Rate set by Cherokee County Board of Commissioners

Composition of Tax Digest

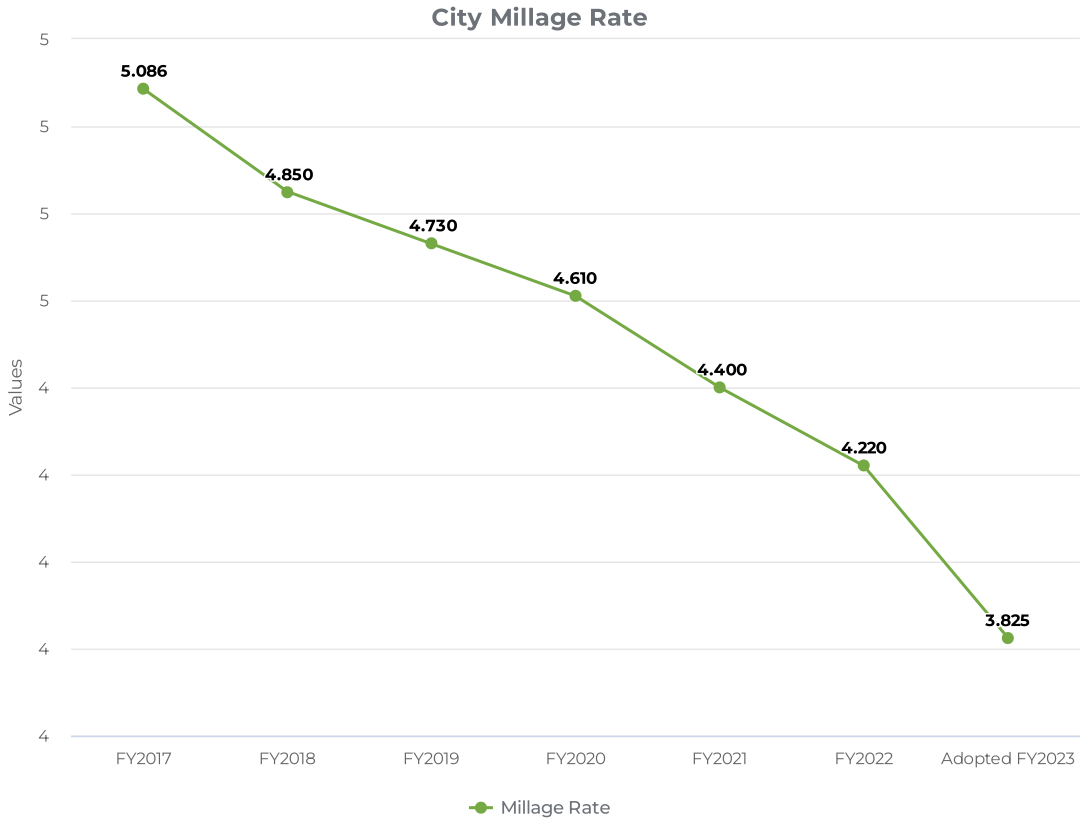


The city's Property Tax Digest is comprised of 75.88% residential, 17.03% commercial, .76% utility franchises, 4.17% industrial, 1.70% agricultural, .06% brownfield, .10% conservation, and .30% motor vehicle/motor home by valuation. Commercial development consists primarily of office professional parks, commercial retail, and small offices.

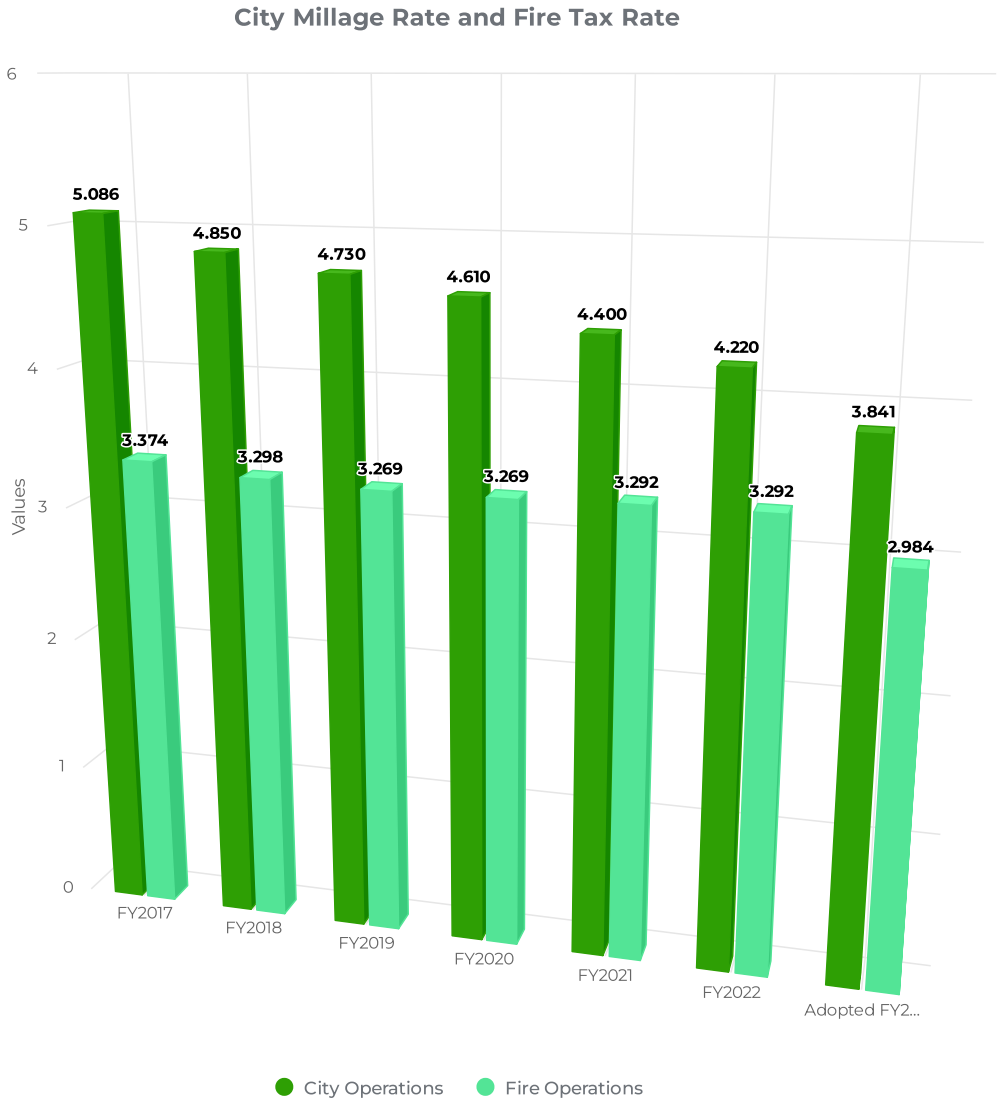
As the city continues to grow its tax base, these percentages may begin to change and further reduce the tax burden on the residential population.

Source: Cherokee County Consolidation and Evaluation of Digest

History of City Millage Rate



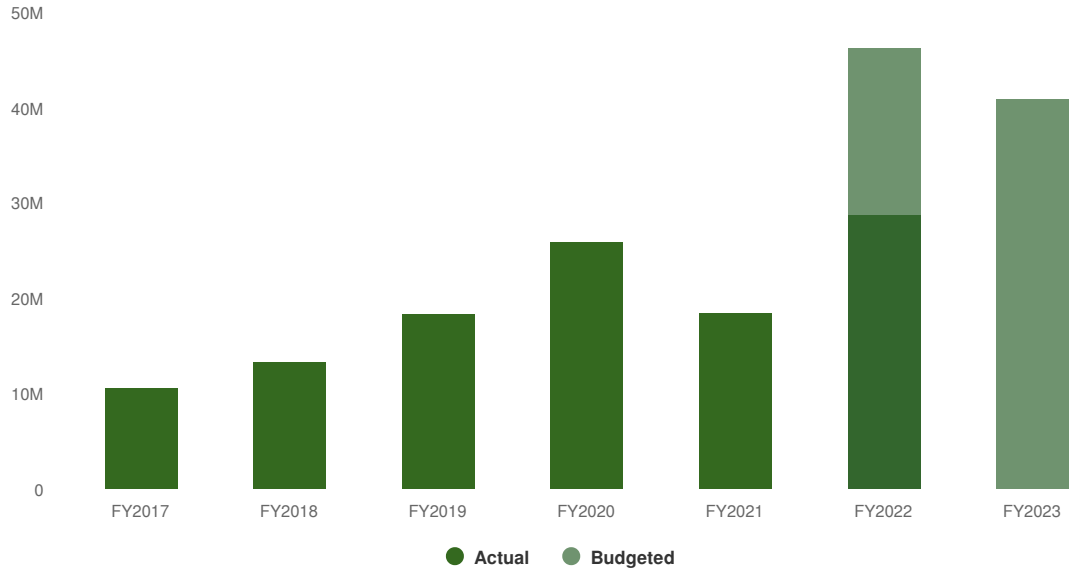
History of Millage Rate for City and Fire Operations



Revenues Summary (all funds)

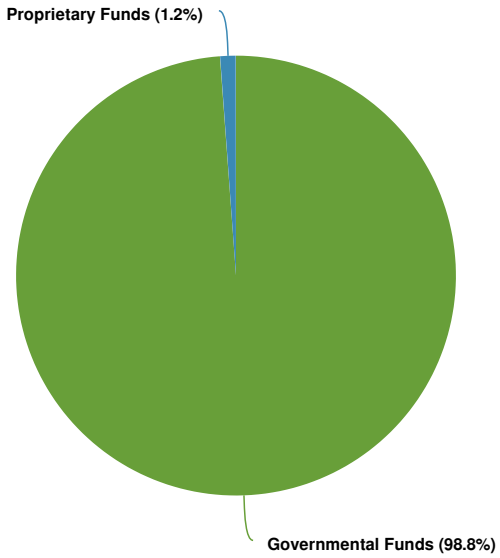
$40,803,470 -$5,410,780
(-11.71% vs. prior year)

Revenues Proposed and Historical Budget vs. Actual

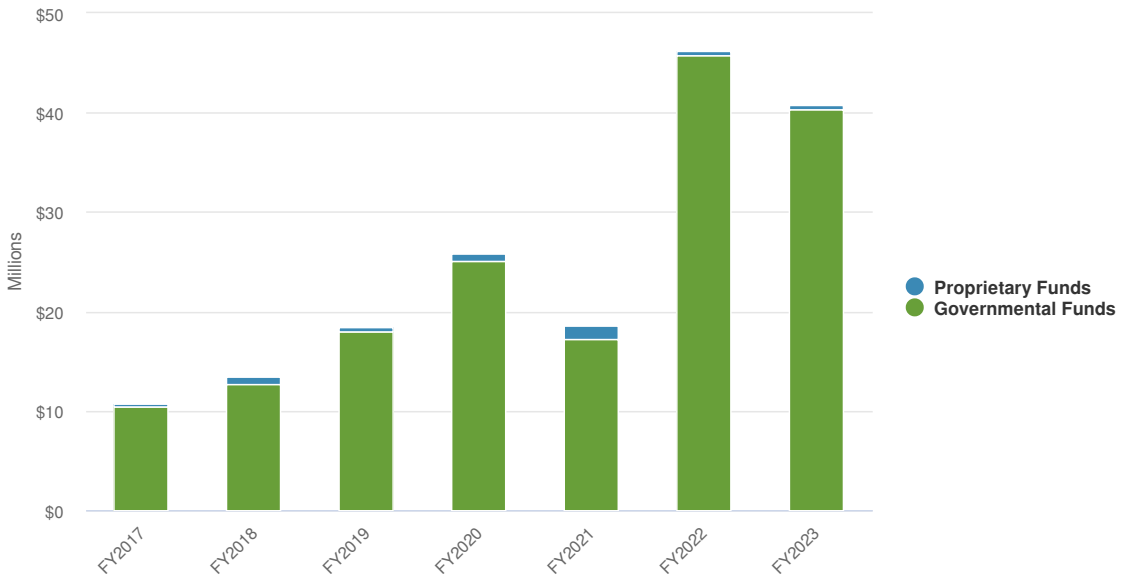


Revenue by Fund (all funds)

2023 Revenue by Fund



Budgeted and Historical 2023 Revenue by Fund (all funds)



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Governmental Funds						
General Fund						
General Fund						
General Property Tax						
REAL PROPERTY TAX	$4,739,570	$5,250,000	$6,161,019	$6,105,000	16.3%	$855,000
REAL PROPERTY TAX - PUBLIC UTI	$65,302	$60,000	$61,903	$58,000	-3.3%	-$2,000
PERSONAL PROPERTY TAX	$183,312	$185,000	$178,320	$180,000	-2.7%	-$5,000
MOTOR VEHICLE TAX	$24,771	$25,000	$34,720	$40,000	60%	$15,000
TITLE AD VALOREM TAX (TAVT)	$749,562	$550,000	$777,614	$700,000	27.3%	$150,000
APPORTIONED VEHICLES (AAVT)	$3,195	$3,000	$3,988	$4,000	33.3%	$1,000
MOBILE HOME TAX	$166	$150	$148	$150	0%	$0
INTANGIBLE TAX	$102,698	$110,000	$95,003	$100,000	-9.1%	-$10,000
RAILROAD EQUIPMENT CAR TAX	$0	$1,000	$1,182	$1,000	0%	$0
REAL ESTATE TRANSFER TAX	$11,772	$15,000	$22,405	$20,000	33.3%	$5,000
PENALTIES & INTEREST	$12,190	$10,000	$14,320	$10,000	0%	$0
FIFA FEES (FIERI FACIAS)	$2,249	$2,000	$3,070	$2,000	0%	$0
Total General Property Tax:	**$5,894,787**	**$6,211,150**	**$7,353,693**	**$7,220,150**	**16.2%**	**$1,009,000**
Franchise Tax						
FRANCHISE TAX - ELECTRIC	$512,739	$475,000	$512,739	$525,000	10.5%	$50,000
FRANCHISE TAX - GAS	$93,155	$80,000	$76,559	$100,000	25%	$20,000
FRANCHISE TAX - CABLE	$218,756	$235,000	$209,675	$225,000	-4.3%	-$10,000
FRANCHISE TAX - TELEPHONE	$5,744	$5,000	$5,597	$5,500	10%	$500
Total Franchise Tax:	**$830,394**	**$795,000**	**$804,570**	**$855,500**	**7.6%**	**$60,500**
Business Tax						
BUSINESS AND OCCUPATIONAL TAX	$135,332	$135,000	$158,539	$80,000	-40.7%	-$55,000
INSURANCE PREMIUM TAX	$772,761	$950,000	$1,431,785	$1,500,000	57.9%	$550,000
FINANCIAL INSTITUTIONS TAX	$3,378	$3,500	$1,862	$2,500	-28.6%	-$1,000
Total Business Tax:	**$911,471**	**$1,088,500**	**$1,592,186**	**$1,582,500**	**45.4%**	**$494,000**
Charges For Services						
COURT COSTS	$14,214	$10,000	$24,935	$12,000	20%	$2,000
PROBATION FEES	$22,566	$25,000	$23,440	$20,000	-20%	-$5,000
DRUG TESTING FEES	$0	$250	$0	$150	-40%	-$100
PLANNING AND DEVELOPMENT FEES	$13,930	$15,000	$2,625	$25,000	66.7%	$10,000
PLAN REVIEW FEES	$256,776	$75,000	$55,070	$125,000	66.7%	$50,000
PRINTING AND DUPLICATING SERVI	$921	$250	$233	$200	-20%	-$50
ELECTION QUALIFYING FEE	$180	$540	$1,080		-100%	-$540
ADVERTISING FEE	$0	$7,500	$0	$500	-93.3%	-$7,000

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
ACCIDENT/INCIDENT REPORTS	$2,470	$2,500	$2,595	$2,000	-20%	-$500
WRECKER SERVICE CONTRACT	$18,500	$18,500	$18,500	$18,500	0%	$0
EXPUNGEMENTS	$0	$50	$0	$50	0%	$0
BACKGROUND CHECKS	$780	$1,000	$520	$750	-25%	-$250
BAD CHECK FEES	$100	$50	$225	$100	100%	$50
Total Charges For Services:	**$330,436**	**$155,640**	**$129,223**	**$204,250**	**31.2%**	**$48,610**
Licenses And Permits						
ALCOHOLIC BEVERAGES LICENSE	$72,000	$75,000	$81,800	$75,000	0%	$0
POURING PERMIT FEES	$4,275	$2,500	$5,815	$5,000	100%	$2,500
ZONING AND LAND USE PERMITS	$8,488	$12,500	$16,316	$12,500	0%	$0
SIGN PERMITS	$1,772	$2,500	$3,150	$2,500	0%	$0
PERSONAL TRANS VEHICLE PERMIT	$20	$30	$0	$30	0%	$0
SPECIAL EVENT PERMITS	$200	$250	$100	$250	0%	$0
VACANT LOT REGISTRATION		$30	$0	$30	0%	$0
OTHER LICENSES AND PERMITS	$11,010	$2,500	$3,825	$5,000	100%	$2,500
BUILDING PERMIT REVENUE	$1,640,429	$1,000,000	$827,591	$1,000,000	0%	$0
CERTIFICATE OF OCCUPANCY FEES	$271,000	$180,000	$162,500	$150,000	-16.7%	-$30,000
BUILDING PERMIT - REINSPECTION	$41,900	$25,000	$23,950	$25,000	0%	$0
BUILDING PERMIT - SUB FEE	$101,503	$75,000	$71,125	$75,000	0%	$0
OCCUPATION TAX LATE FEES	$1,541	$1,250	$891	$1,000	-20%	-$250
Total Licenses And Permits:	**$2,154,138**	**$1,376,560**	**$1,197,062**	**$1,351,310**	**-1.8%**	**-$25,250**
Intergovernmental						
GRANT REVENUE	$15,486	$5,000	$51,150	$5,000	0%	$0
Total Intergovernmental:	**$15,486**	**$5,000**	**$51,150**	**$5,000**	**0%**	**$0**
Fines And Forfeitures						
TREE RECOMPENSE REVENUE	$4,000	$5,000	$0	$5,000	0%	$0
MUNICIPAL COURT FINES	$617,267	$600,000	$422,547	$500,000	-16.7%	-$100,000
CASH CONFISCATIONS-FORFEITURES	$0	$250	$0	$250	0%	$0
PROCEEDS FROM SALE OF CONFISCA	$0	$150	$1,075	$750	400%	$600
OTHER FINES & FORFEITURES-CODE	$61,929	$15,000	$82,975	$30,000	100%	$15,000
OTHER FORFEITURES	$0	$250	$1,808	$250	0%	$0
Total Fines And Forfeitures:	**$683,196**	**$620,650**	**$508,405**	**$536,250**	**-13.6%**	**-$84,400**
Interest						
INTEREST REVENUE	$20,526	$11,000	$20,330	$10,000	-9.1%	-$1,000

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
UNREALIZED GAIN OR LOSS ON INVESTMENTS	$3,578	$5,000	-$49,880	$5,000	0%	$0
Total Interest:	**$24,104**	**$16,000**	**-$29,550**	**$15,000**	**-6.2%**	**-$1,000**
Donations From Private Sources						
DONATIONS FROM PRIVATE SOURCES	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Total Donations From Private Sources:	**$770**	**$11,500**	**$2,456**	**$5,000**	**-56.5%**	**-$6,500**
Other Revenues						
MISCELLANEOUS REVENUE	$8,597	$10,000	$5,392	$10,428	4.3%	$428
RENTS AND ROYALTIES	$49,265	$50,000	$8,175	$5,000	-90%	-$45,000
REIMBURSEMENT FOR DAMAGED PROP	$8,817	$10,000	$14,773	$2,500	-75%	-$7,500
Total Other Revenues:	**$66,679**	**$70,000**	**$28,340**	**$17,928**	**-74.4%**	**-$52,072**
Other Financing Sources						
PROCEEDS FROM SALE OF ASSETS	$16,610	$25,000	$66,900	$25,000	0%	$0
Inception of Capital Leases			$118,855	$232,112	N/A	$232,112
Total Other Financing Sources:	**$16,610**	**$25,000**	**$185,755**	**$257,112**	**928.4%**	**$232,112**
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund						
Intergovernmental						
AMERICAN RESCUE PLAN (ARP) ACT OF 2021	$0	$2,883,302	$2,883,302		-100%	-$2,883,302
Total Intergovernmental:	**$0**	**$2,883,302**	**$2,883,302**		**-100%**	**-$2,883,302**
Interest						
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
Total Interest:	**$469**	**$1,096**	**$2,003**	**$1,500**	**36.9%**	**$404**
Other Revenues						
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
Total Other Revenues:		**$2,883,302**	**$0**	**$5,767,700**	**100%**	**$2,884,398**
Total American Rescue Plan Act of 2021 Fund:	**$469**	**$5,767,700**	**$2,885,305**	**$5,769,200**	**0%**	**$1,500**
Operating Grant Fund						
Intergovernmental						
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000
Total Intergovernmental:	**$135,667**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Interest						
INTEREST REVENUE	$3		$0		N/A	$0
Total Interest:	**$3**		**$0**		**N/A**	**$0**
Total Operating Grant Fund:	**$135,670**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**
Parks and Recreation Fund						
Selective Sales Tax						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
Total Selective Sales Tax:	**$447,885**	**$395,000**	**$458,082**	**$480,000**	**21.5%**	**$85,000**
Charges For Services						
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
Total Charges For Services:	**$0**	**$150**	**$77**		**-100%**	**-$150**
Interest						
INTEREST REVENUE	$119		$0		N/A	$0
Total Interest:	**$119**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
Total Other Revenues:	**$20,142**	**$12,000**	**$27,355**	**$20,000**	**66.7%**	**$8,000**
Total Parks and Recreation Fund:	**$468,146**	**$407,150**	**$485,514**	**$500,000**	**22.8%**	**$92,850**
Tax Allocation District						
Intergovernmental						
Intergovernmental - Cherokee County Government			$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District			$68,256	$195,255	N/A	$195,255
Total Intergovernmental:			**$122,010**	**$254,544**	**N/A**	**$254,544**
Other Financing Sources						
Transfers from General Fund				$45,591	N/A	$45,591
Total Other Financing Sources:				**$45,591**	**N/A**	**$45,591**
Total Tax Allocation District:	**$0**	**$0**	**$122,010**	**$300,135**	**N/A**	**$300,135**
Hotel Motel Tax Fund						

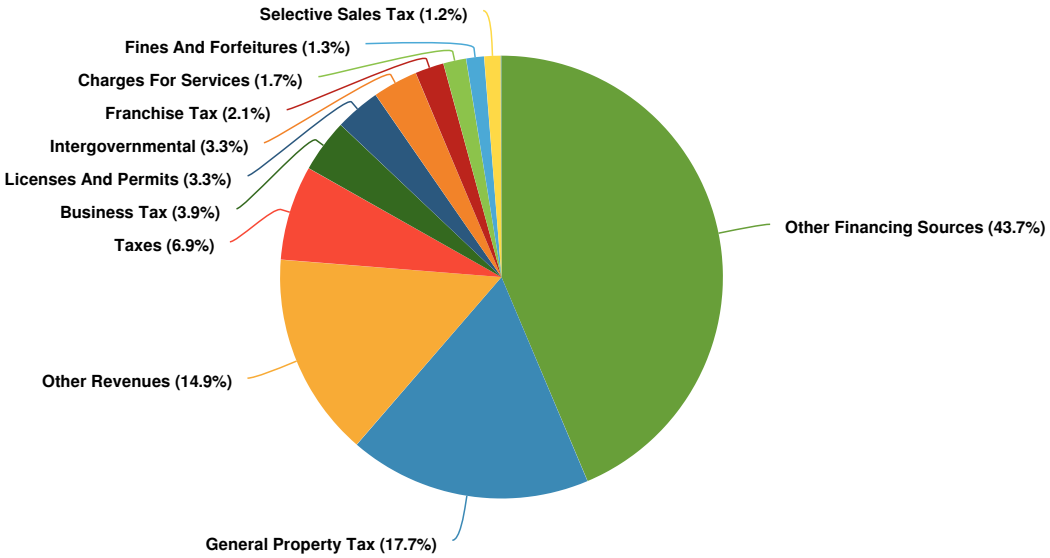
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Selective Sales Tax						
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
Total Selective Sales Tax:	**$4,944**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**
Interest						
INTEREST REVENUE	$1		$0		N/A	$0
Total Interest:	**$1**		**$0**		**N/A**	**$0**
Total Hotel Motel Tax Fund:	**$4,945**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**
Urban Redevelopment Agency Fund						
Other Financing Sources						
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Other Financing Sources:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total Urban Redevelopment Agency Fund:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total Special Revenue Fund:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**
Capital Projects Fund						
SPLOST III Fund						
Charges For Services						
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
Total Charges For Services:	**$5,964**	**$5,964**	**$2,982**	**$5,964**	**0%**	**$0**
Interest						
INTEREST REVENUE	$75		$0		N/A	$0
Total Interest:	**$75**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
Total Other Revenues:	**$0**	**$280,036**	**$0**	**$284,036**	**1.4%**	**$4,000**
Total SPLOST III Fund:	**$6,039**	**$286,000**	**$2,982**	**$290,000**	**1.4%**	**$4,000**
SPLOST IV Fund						
Charges For Services						
SPECIAL ASSESSMENTS	$0	$420	$0		-100%	-$420
Total Charges For Services:	**$0**	**$420**	**$0**		**-100%**	**-$420**
Interest						
INTEREST REVENUE	$6		$0		N/A	$0
Total Interest:	**$6**		**$0**		**N/A**	**$0**
Other Revenues						

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
MISCELLANEOUS REVENUE	$0	$68,580	$0		-100%	-$68,580
Total Other Revenues:	**$0**	**$68,580**	**$0**		**-100%**	**-$68,580**
Other Financing Sources						
TRANSFER FROM GENERAL FUND			$348		N/A	$0
Total Other Financing Sources:			**$348**		**N/A**	**$0**
Total SPLOST IV Fund:	**$6**	**$69,000**	**$348**	**$0**	**-100%**	**-$69,000**
SPLOST V Fund						
Taxes						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Total Taxes:	**$2,380,699**	**$2,281,200**	**$2,641,752**	**$2,825,000**	**23.8%**	**$543,800**
Charges For Services						
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
Total Charges For Services:	**$363,618**		**$57,531**		**N/A**	**$0**
Intergovernmental						
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
Total Intergovernmental:	**$188,124**	**$168,800**	**$580,559**	**$1,010,000**	**498.3%**	**$841,200**
Interest						
INTEREST REVENUE	$87		$0		N/A	$0
Total Interest:	**$87**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
Total Other Revenues:	**$10,000**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
Total Other Financing Sources:	**$60,000**	**$5,500,000**	**$953,496**	**$8,000,000**	**45.5%**	**$2,500,000**
Total SPLOST V Fund:	**$3,002,527**	**$7,950,000**	**$4,233,338**	**$11,835,000**	**48.9%**	**$3,885,000**
Town Center Fund						
Interest						
INTEREST REVENUE	$17		$0		N/A	$0
Total Interest:	**$17**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400

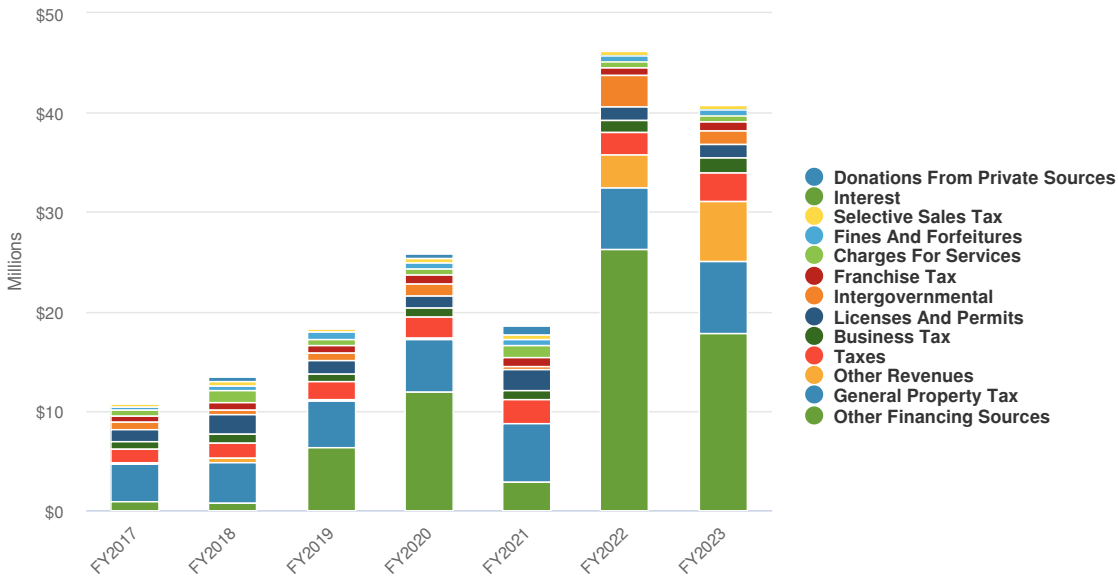
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Total Other Revenues:	**$0**	**$53,400**	**$0**		**-100%**	**-$53,400**
Other Financing Sources						
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
Total Other Financing Sources:	**$1,398,678**	**$9,375,000**	**$4,185,668**	**$3,754,000**	**-60%**	**-$5,621,000**
Total Town Center Fund:	**$1,398,696**	**$9,428,400**	**$4,185,668**	**$3,754,000**	**-60.2%**	**-$5,674,400**
Total Capital Projects Fund:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**
Debt Service Fund						
Debt Service Fund						
Interest						
INTEREST REVENUE	$373		$0		N/A	$0
Total Interest:	**$373**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Other Financing Sources:	**$150,000**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Governmental Funds:	**$17,264,494**	**$45,754,250**	**$28,256,219**	**$40,333,470**	**-11.8%**	**-$5,420,780**
Proprietary Funds						
Enterprise Fund						
Stormwater Utility Management Fund						
Charges For Services						
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Total Charges For Services:	**$448,345**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Interest						
INTEREST REVENUE	$59		$0		N/A	$0
Total Interest:	**$59**		**$0**		**N/A**	**$0**
Donations From Private Sources						
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Donations From Private Sources:	**$838,072**		**$0**		**N/A**	**$0**
Total Stormwater Utility Management Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total Enterprise Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total Proprietary Funds:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total:	**$18,550,970**	**$46,214,250**	**$28,733,921**	**$40,803,470**	**-11.7%**	**-$5,410,780**

Revenues by Source (all funds)

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source (all funds)



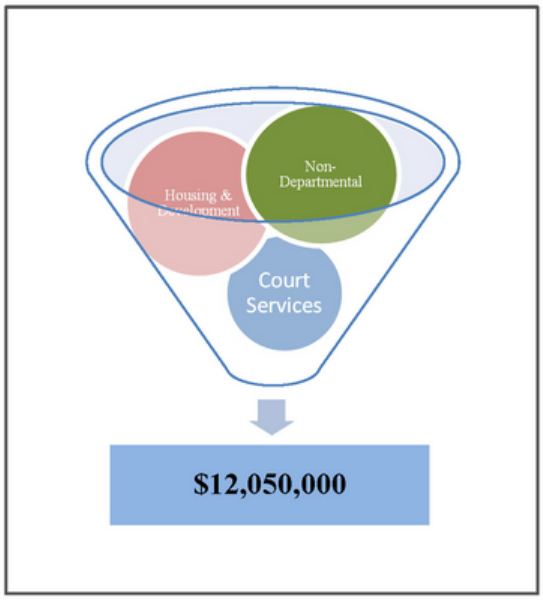
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax						
REAL PROPERTY TAX	$4,739,570	$5,250,000	$6,161,019	$6,105,000	16.3%	$855,000
REAL PROPERTY TAX - PUBLIC UTI	$65,302	$60,000	$61,903	$58,000	-3.3%	-$2,000
PERSONAL PROPERTY TAX	$183,312	$185,000	$178,320	$180,000	-2.7%	-$5,000
MOTOR VEHICLE TAX	$24,771	$25,000	$34,720	$40,000	60%	$15,000
TITLE AD VALOREM TAX (TAVT)	$749,562	$550,000	$777,614	$700,000	27.3%	$150,000
APPORTIONED VEHICLES (AAVT)	$3,195	$3,000	$3,988	$4,000	33.3%	$1,000
MOBILE HOME TAX	$166	$150	$148	$150	0%	$0
INTANGIBLE TAX	$102,698	$110,000	$95,003	$100,000	-9.1%	-$10,000
RAILROAD EQUIPMENT CAR TAX	$0	$1,000	$1,182	$1,000	0%	$0
REAL ESTATE TRANSFER TAX	$11,772	$15,000	$22,405	$20,000	33.3%	$5,000
PENALTIES & INTEREST	$12,190	$10,000	$14,320	$10,000	0%	$0
FIFA FEES (FIERI FACIAS)	$2,249	$2,000	$3,070	$2,000	0%	$0
Total General Property Tax:	**$5,894,787**	**$6,211,150**	**$7,353,693**	**$7,220,150**	**16.2%**	**$1,009,000**
Franchise Tax						
FRANCHISE TAX - ELECTRIC	$512,739	$475,000	$512,739	$525,000	10.5%	$50,000
FRANCHISE TAX - GAS	$93,155	$80,000	$76,559	$100,000	25%	$20,000
FRANCHISE TAX - CABLE	$218,756	$235,000	$209,675	$225,000	-4.3%	-$10,000
FRANCHISE TAX - TELEPHONE	$5,744	$5,000	$5,597	$5,500	10%	$500
Total Franchise Tax:	**$830,394**	**$795,000**	**$804,570**	**$855,500**	**7.6%**	**$60,500**
Taxes						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Total Taxes:	**$2,380,699**	**$2,281,200**	**$2,641,752**	**$2,825,000**	**23.8%**	**$543,800**
Selective Sales Tax						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
Total Selective Sales Tax:	**$452,829**	**$401,000**	**$462,552**	**$486,000**	**21.2%**	**$85,000**
Business Tax						
BUSINESS AND OCCUPATIONAL TAX	$135,332	$135,000	$158,539	$80,000	-40.7%	-$55,000
INSURANCE PREMIUM TAX	$772,761	$950,000	$1,431,785	$1,500,000	57.9%	$550,000
FINANCIAL INSTITUTIONS TAX	$3,378	$3,500	$1,862	$2,500	-28.6%	-$1,000
Total Business Tax:	**$911,471**	**$1,088,500**	**$1,592,186**	**$1,582,500**	**45.4%**	**$494,000**
Charges For Services						

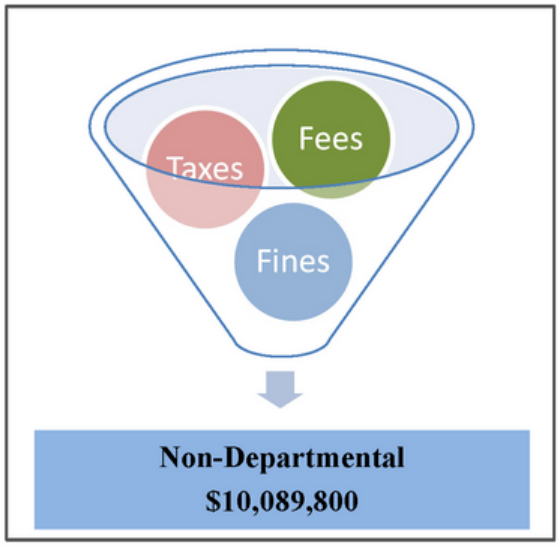
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COURT COSTS	$14,214	$10,000	$24,935	$12,000	20%	$2,000
PROBATION FEES	$22,566	$25,000	$23,440	$20,000	-20%	-$5,000
DRUG TESTING FEES	$0	$250	$0	$150	-40%	-$100
PLANNING AND DEVELOPMENT FEES	$13,930	$15,000	$2,625	$25,000	66.7%	$10,000
PLAN REVIEW FEES	$256,776	$75,000	$55,070	$125,000	66.7%	$50,000
PRINTING AND DUPLICATING SERVI	$921	$250	$233	$200	-20%	-$50
ELECTION QUALIFYING FEE	$180	$540	$1,080		-100%	-$540
ADVERTISING FEE	$0	$7,500	$0	$500	-93.3%	-$7,000
ACCIDENT/INCIDENT REPORTS	$2,470	$2,500	$2,595	$2,000	-20%	-$500
WRECKER SERVICE CONTRACT	$18,500	$18,500	$18,500	$18,500	0%	$0
EXPUNGEMENTS	$0	$50	$0	$50	0%	$0
BACKGROUND CHECKS	$780	$1,000	$520	$750	-25%	-$250
BAD CHECK FEES	$100	$50	$225	$100	100%	$50
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
SPECIAL ASSESSMENTS	$0	$420	$0		-100%	-$420
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Total Charges For Services:	**$1,148,363**	**$622,174**	**$667,515**	**$680,214**	**9.3%**	**$58,040**
Licenses And Permits						
ALCOHOLIC BEVERAGES LICENSE	$72,000	$75,000	$81,800	$75,000	0%	$0
POURING PERMIT FEES	$4,275	$2,500	$5,815	$5,000	100%	$2,500
ZONING AND LAND USE PERMITS	$8,488	$12,500	$16,316	$12,500	0%	$0
SIGN PERMITS	$1,772	$2,500	$3,150	$2,500	0%	$0
PERSONAL TRANS VEHICLE PERMIT	$20	$30	$0	$30	0%	$0
SPECIAL EVENT PERMITS	$200	$250	$100	$250	0%	$0
VACANT LOT REGISTRATION		$30	$0	$30	0%	$0
OTHER LICENSES AND PERMITS	$11,010	$2,500	$3,825	$5,000	100%	$2,500
BUILDING PERMIT REVENUE	$1,640,429	$1,000,000	$827,591	$1,000,000	0%	$0
CERTIFICATE OF OCCUPANCY FEES	$271,000	$180,000	$162,500	$150,000	-16.7%	-$30,000
BUILDING PERMIT - REINSPECTION	$41,900	$25,000	$23,950	$25,000	0%	$0
BUILDING PERMIT - SUB FEE	$101,503	$75,000	$71,125	$75,000	0%	$0
OCCUPATION TAX LATE FEES	$1,541	$1,250	$891	$1,000	-20%	-$250
Total Licenses And Permits:	**$2,154,138**	**$1,376,560**	**$1,197,062**	**$1,351,310**	**-1.8%**	**-$25,250**
Intergovernmental						
GRANT REVENUE	$15,486	$5,000	$51,150	$5,000	0%	$0
AMERICAN RESCUE PLAN (ARP) ACT OF 2021	$0	$2,883,302	$2,883,302		-100%	-$2,883,302
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Intergovernmental - Cherokee County Government			$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District			$68,256	$195,255	N/A	$195,255
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
Total Intergovernmental:	**$339,277**	**$3,147,102**	**$3,715,279**	**$1,344,544**	**-57.3%**	**-$1,802,558**
Fines And Forfeitures						
TREE RECOMPENSE REVENUE	$4,000	$5,000	$0	$5,000	0%	$0
MUNICIPAL COURT FINES	$617,267	$600,000	$422,547	$500,000	-16.7%	-$100,000
CASH CONFISCATIONS-FORFEITURES	$0	$250	$0	$250	0%	$0
PROCEEDS FROM SALE OF CONFISCA	$0	$150	$1,075	$750	400%	$600
OTHER FINES & FORFEITURES-CODE	$61,929	$15,000	$82,975	$30,000	100%	$15,000
OTHER FORFEITURES	$0	$250	$1,808	$250	0%	$0
Total Fines And Forfeitures:	**$683,196**	**$620,650**	**$508,405**	**$536,250**	**-13.6%**	**-$84,400**
Interest						
INTEREST REVENUE	$20,526	$11,000	$20,330	$10,000	-9.1%	-$1,000
UNREALIZED GAIN OR LOSS ON INVESTMENTS	$3,578	$5,000	-$49,880	$5,000	0%	$0
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
INTEREST REVENUE	$3		$0		N/A	$0
INTEREST REVENUE	$119		$0		N/A	$0
INTEREST REVENUE	$1		$0		N/A	$0
INTEREST REVENUE	$75		$0		N/A	$0
INTEREST REVENUE	$6		$0		N/A	$0
INTEREST REVENUE	$87		$0		N/A	$0
INTEREST REVENUE	$17		$0		N/A	$0
INTEREST REVENUE	$373		$0		N/A	$0
INTEREST REVENUE	$59		$0		N/A	$0
Total Interest:	**$25,311**	**$17,096**	**-$27,548**	**$16,500**	**-3.5%**	**-$596**
Donations From Private Sources						
DONATIONS FROM PRIVATE SOURCES	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Donations From Private Sources:	**$838,842**	**$11,500**	**$2,456**	**$5,000**	**-56.5%**	**-$6,500**
Other Revenues						
MISCELLANEOUS REVENUE	$8,597	$10,000	$5,392	$10,428	4.3%	$428

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
RENTS AND ROYALTIES	$49,265	$50,000	$8,175	$5,000	-90%	-$45,000
REIMBURSEMENT FOR DAMAGED PROP	$8,817	$10,000	$14,773	$2,500	-75%	-$7,500
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
MISCELLANEOUS REVENUE	$0	$68,580	$0		-100%	-$68,580
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400
Total Other Revenues:	**$96,821**	**$3,367,318**	**$55,695**	**$6,089,664**	**80.8%**	**$2,722,346**
Other Financing Sources						
PROCEEDS FROM SALE OF ASSETS	$16,610	$25,000	$66,900	$25,000	0%	$0
Inception of Capital Leases			$118,855	$232,112	N/A	$232,112
Transfers from General Fund				$45,591	N/A	$45,591
TRANSFER FROM GENERAL FUND			$348		N/A	$0
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Other Financing Sources:	**$2,794,840**	**$26,275,000**	**$9,760,302**	**$17,810,838**	**-32.2%**	**-$8,464,162**
Total Revenue Source:	**$18,550,970**	**$46,214,250**	**$28,733,921**	**$40,803,470**	**-11.7%**	**-$5,410,780**

General Fund Revenues





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 the fiscal year's 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 FY2023, the City is budgeting $12,050,000 in General Fund revenues. Of this amount, $7,220,150 is derived from real and personal property taxes, with $3,150,975 being directly allocated to the Cherokee County Board of Commissioners to pay the Fire Tax (2.984 mils). After remitting these Fire taxes to the County, we anticipate $4,069,175 in real and personal property taxes to be used in the General Fund. The gross amount collected for FY2022 for real and personal property taxes was $7,353,693 with $2,695,880 being directly allocated to the Cherokee County Board of Commissioners to pay the Fire Tax (3.292 mils). The total net taxes collected for FY2022 was $4,657,813.

Revenues for the General Fund in the amount of $12,050,000 are derived from three major divisions: (1) Non-Departmental/City-Wide ($10,089,800), (2) Housing and Development ($1,420,000), and (3) Municipal Court Services ($535,200).

The largest of the three sources of revenue falls within the Non-Departmental division and is used citywide to cover expenditures. This division, which is estimated to be $10,089,800, accounts for all taxes and fees that the city is authorized to collect.

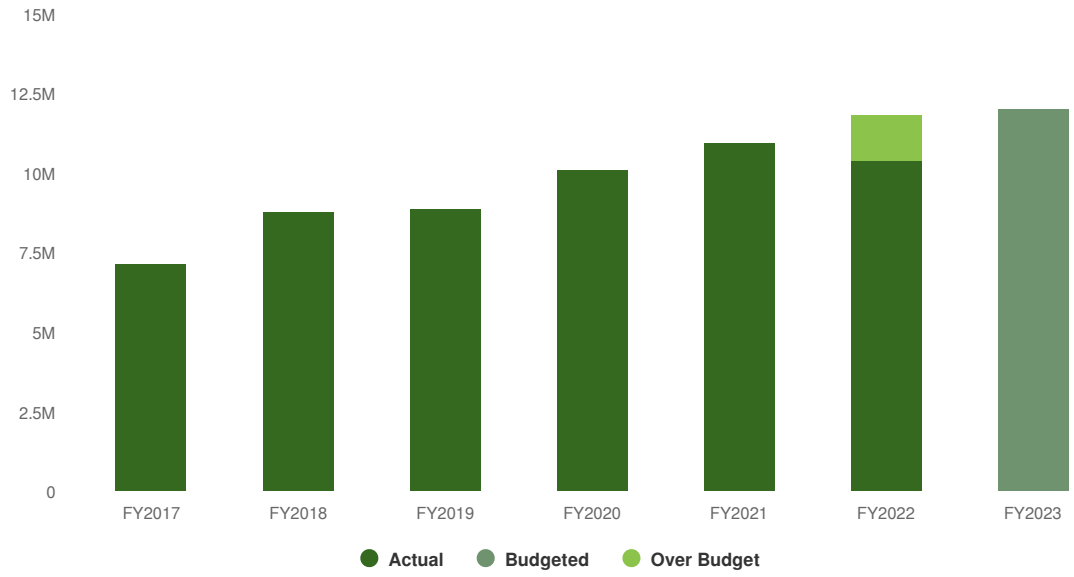
Housing and Development also provides a source of revenue for operations. The revenues generated from this source, which is anticipated to be $1,420,000, include such things as building permits, zoning applications, certificate of occupancy fees, development and plan review fees, fines, and fire plan 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 website 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.

General Fund Summary

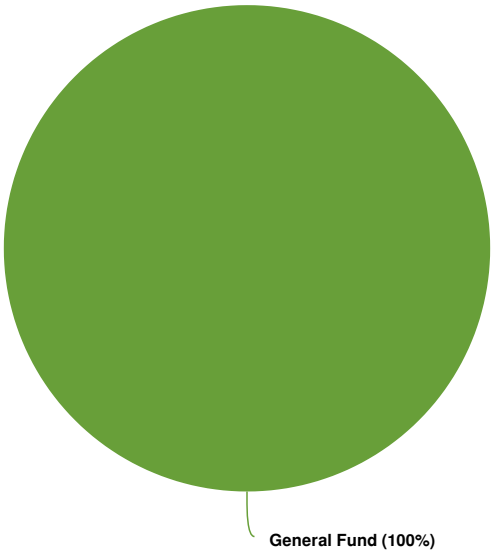
$12,050,000 $1,675,000
(16.14% vs. prior year)

General Fund Proposed and Historical Budget vs. Actual

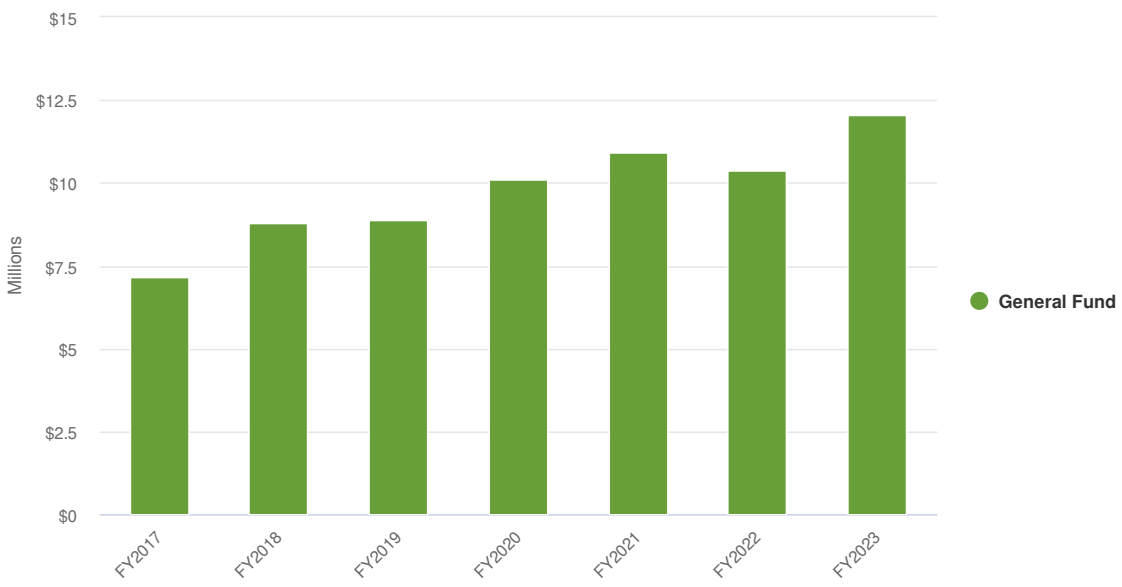


Revenue by Fund

2023 Revenue by Fund



Budgeted and Historical 2023 Revenue by Fund



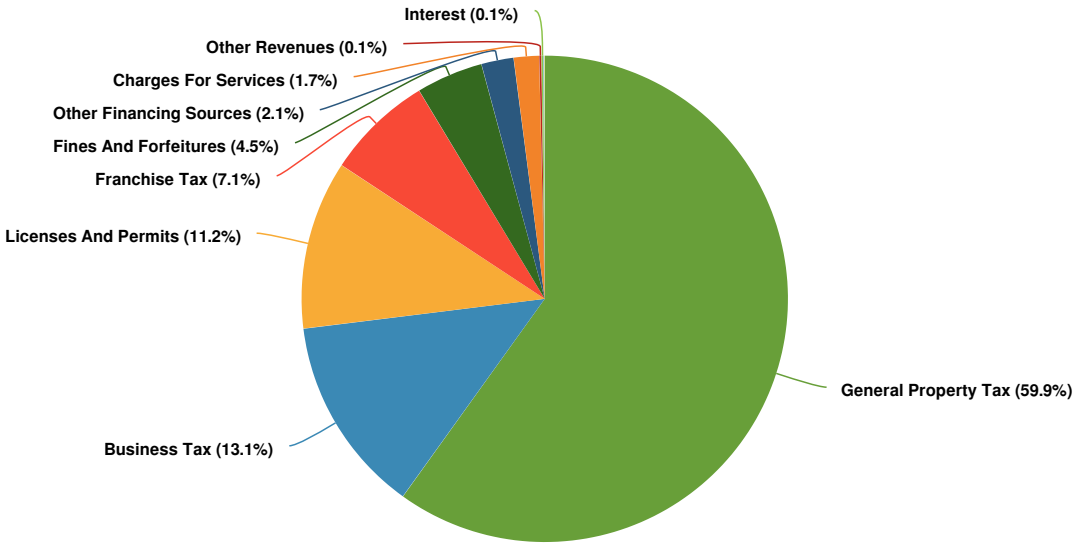
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REAL PROPERTY TAX - PUBLIC UTI	$65,302	$60,000	$61,903	$58,000	-3.3%	-$2,000
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APPORTIONED VEHICLES (AAVT)	$3,195	$3,000	$3,988	$4,000	33.3%	$1,000
MOBILE HOME TAX	$166	$150	$148	$150	0%	$0
INTANGIBLE TAX	$102,698	$110,000	$95,003	$100,000	-9.1%	-$10,000
RAILROAD EQUIPMENT CAR TAX	$0	$1,000	$1,182	$1,000	0%	$0
REAL ESTATE TRANSFER TAX	$11,772	$15,000	$22,405	$20,000	33.3%	$5,000
PENALTIES & INTEREST	$12,190	$10,000	$14,320	$10,000	0%	$0
FIFA FEES (FIERI FACIAS)	$2,249	$2,000	$3,070	$2,000	0%	$0
Total General Property Tax:	**$5,894,787**	**$6,211,150**	**$7,353,693**	**$7,220,150**	**16.2%**	**$1,009,000**
Franchise Tax						
FRANCHISE TAX - ELECTRIC	$512,739	$475,000	$512,739	$525,000	10.5%	$50,000
FRANCHISE TAX - GAS	$93,155	$80,000	$76,559	$100,000	25%	$20,000
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FRANCHISE TAX - TELEPHONE	$5,744	$5,000	$5,597	$5,500	10%	$500
Total Franchise Tax:	**$830,394**	**$795,000**	**$804,570**	**$855,500**	**7.6%**	**$60,500**
Business Tax						
BUSINESS AND OCCUPATIONAL TAX	$135,332	$135,000	$158,539	$80,000	-40.7%	-$55,000
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FINANCIAL INSTITUTIONS TAX	$3,378	$3,500	$1,862	$2,500	-28.6%	-$1,000
Total Business Tax:	**$911,471**	**$1,088,500**	**$1,592,186**	**$1,582,500**	**45.4%**	**$494,000**
Charges For Services						
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PROBATION FEES	$22,566	$25,000	$23,440	$20,000	-20%	-$5,000
DRUG TESTING FEES	$0	$250	$0	$150	-40%	-$100
PLANNING AND DEVELOPMENT FEES	$13,930	$15,000	$2,625	$25,000	66.7%	$10,000
PLAN REVIEW FEES	$256,776	$75,000	$55,070	$125,000	66.7%	$50,000
PRINTING AND DUPLICATING SERVI	$921	$250	$233	$200	-20%	-$50
ELECTION QUALIFYING FEE	$180	$540	$1,080		-100%	-$540
ADVERTISING FEE	$0	$7,500	$0	$500	-93.3%	-$7,000
ACCIDENT/INCIDENT REPORTS	$2,470	$2,500	$2,595	$2,000	-20%	-$500
WRECKER SERVICE CONTRACT	$18,500	$18,500	$18,500	$18,500	0%	$0

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EXPUNGEMENTS	$0	$50	$0	$50	0%	$0
BACKGROUND CHECKS	$780	$1,000	$520	$750	-25%	-$250
BAD CHECK FEES	$100	$50	$225	$100	100%	$50
Total Charges For Services:	**$330,436**	**$155,640**	**$129,223**	**$204,250**	**31.2%**	**$48,610**
Licenses And Permits						
ALCOHOLIC BEVERAGES LICENSE	$72,000	$75,000	$81,800	$75,000	0%	$0
POURING PERMIT FEES	$4,275	$2,500	$5,815	$5,000	100%	$2,500
ZONING AND LAND USE PERMITS	$8,488	$12,500	$16,316	$12,500	0%	$0
SIGN PERMITS	$1,772	$2,500	$3,150	$2,500	0%	$0
PERSONAL TRANS VEHICLE PERMIT	$20	$30	$0	$30	0%	$0
SPECIAL EVENT PERMITS	$200	$250	$100	$250	0%	$0
VACANT LOT REGISTRATION		$30	$0	$30	0%	$0
OTHER LICENSES AND PERMITS	$11,010	$2,500	$3,825	$5,000	100%	$2,500
BUILDING PERMIT REVENUE	$1,640,429	$1,000,000	$827,591	$1,000,000	0%	$0
CERTIFICATE OF OCCUPANCY FEES	$271,000	$180,000	$162,500	$150,000	-16.7%	-$30,000
BUILDING PERMIT - REINSPECTION	$41,900	$25,000	$23,950	$25,000	0%	$0
BUILDING PERMIT - SUB FEE	$101,503	$75,000	$71,125	$75,000	0%	$0
OCCUPATION TAX LATE FEES	$1,541	$1,250	$891	$1,000	-20%	-$250
Total Licenses And Permits:	**$2,154,138**	**$1,376,560**	**$1,197,062**	**$1,351,310**	**-1.8%**	**-$25,250**
Intergovernmental						
GRANT REVENUE	$15,486	$5,000	$51,150	$5,000	0%	$0
Total Intergovernmental:	**$15,486**	**$5,000**	**$51,150**	**$5,000**	**0%**	**$0**
Fines And Forfeitures						
TREE RECOMPENSE REVENUE	$4,000	$5,000	$0	$5,000	0%	$0
MUNICIPAL COURT FINES	$617,267	$600,000	$422,547	$500,000	-16.7%	-$100,000
CASH CONFISCATIONS-FORFEITURES	$0	$250	$0	$250	0%	$0
PROCEEDS FROM SALE OF CONFISCA	$0	$150	$1,075	$750	400%	$600
OTHER FINES & FORFEITURES-CODE	$61,929	$15,000	$82,975	$30,000	100%	$15,000
OTHER FORFEITURES	$0	$250	$1,808	$250	0%	$0
Total Fines And Forfeitures:	**$683,196**	**$620,650**	**$508,405**	**$536,250**	**-13.6%**	**-$84,400**
Interest						
INTEREST REVENUE	$20,526	$11,000	$20,330	$10,000	-9.1%	-$1,000
UNREALIZED GAIN OR LOSS ON INVESTMENTS	$3,578	$5,000	-$49,880	$5,000	0%	$0
Total Interest:	**$24,104**	**$16,000**	**-$29,550**	**$15,000**	**-6.2%**	**-$1,000**

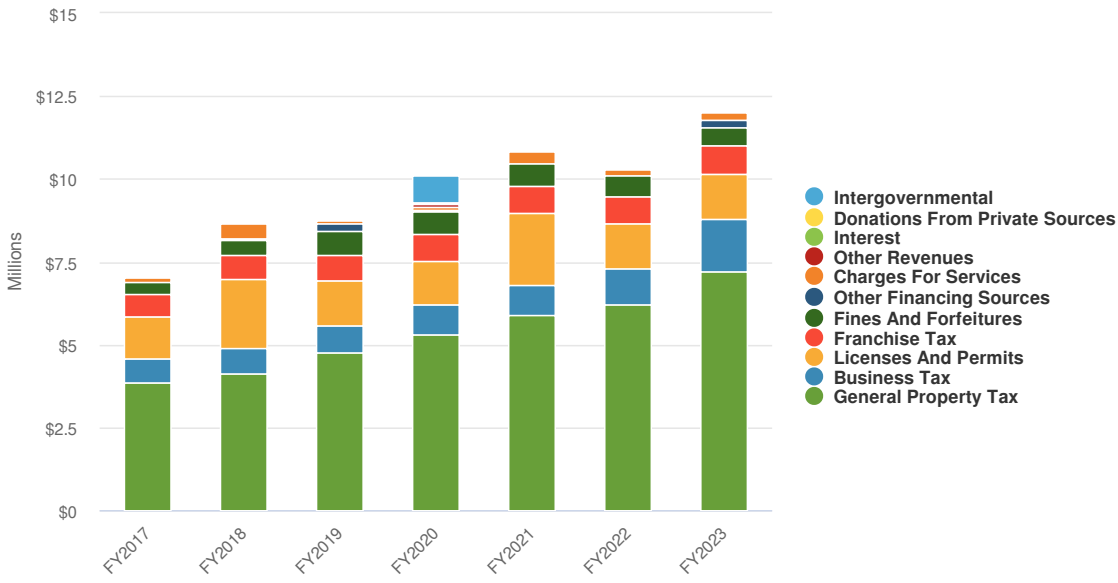
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Donations From Private Sources						
DONATIONS FROM PRIVATE SOURCES	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Total Donations From Private Sources:	**$770**	**$11,500**	**$2,456**	**$5,000**	**-56.5%**	**-$6,500**
Other Revenues						
MISCELLANEOUS REVENUE	$8,597	$10,000	$5,392	$10,428	4.3%	$428
RENTS AND ROYALTIES	$49,265	$50,000	$8,175	$5,000	-90%	-$45,000
REIMBURSEMENT FOR DAMAGED PROP	$8,817	$10,000	$14,773	$2,500	-75%	-$7,500
Total Other Revenues:	**$66,679**	**$70,000**	**$28,340**	**$17,928**	**-74.4%**	**-$52,072**
Other Financing Sources						
PROCEEDS FROM SALE OF ASSETS	$16,610	$25,000	$66,900	$25,000	0%	$0
Inception of Capital Leases			$118,855	$232,112	N/A	$232,112
Total Other Financing Sources:	**$16,610**	**$25,000**	**$185,755**	**$257,112**	**928.4%**	**$232,112**
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax						
REAL PROPERTY TAX	$4,739,570	$5,250,000	$6,161,019	$6,105,000	16.3%	$855,000
REAL PROPERTY TAX - PUBLIC UTI	$65,302	$60,000	$61,903	$58,000	-3.3%	-$2,000
PERSONAL PROPERTY TAX	$183,312	$185,000	$178,320	$180,000	-2.7%	-$5,000
MOTOR VEHICLE TAX	$24,771	$25,000	$34,720	$40,000	60%	$15,000
TITLE AD VALOREM TAX (TAVT)	$749,562	$550,000	$777,614	$700,000	27.3%	$150,000
APPORTIONED VEHICLES (AAVT)	$3,195	$3,000	$3,988	$4,000	33.3%	$1,000
MOBILE HOME TAX	$166	$150	$148	$150	0%	$0
INTANGIBLE TAX	$102,698	$110,000	$95,003	$100,000	-9.1%	-$10,000
RAILROAD EQUIPMENT CAR TAX	$0	$1,000	$1,182	$1,000	0%	$0
REAL ESTATE TRANSFER TAX	$11,772	$15,000	$22,405	$20,000	33.3%	$5,000
PENALTIES & INTEREST	$12,190	$10,000	$14,320	$10,000	0%	$0
FIFA FEES (FIERI FACIAS)	$2,249	$2,000	$3,070	$2,000	0%	$0
Total General Property Tax:	**$5,894,787**	**$6,211,150**	**$7,353,693**	**$7,220,150**	**16.2%**	**$1,009,000**
Franchise Tax						
FRANCHISE TAX - ELECTRIC	$512,739	$475,000	$512,739	$525,000	10.5%	$50,000
FRANCHISE TAX - GAS	$93,155	$80,000	$76,559	$100,000	25%	$20,000
FRANCHISE TAX - CABLE	$218,756	$235,000	$209,675	$225,000	-4.3%	-$10,000
FRANCHISE TAX - TELEPHONE	$5,744	$5,000	$5,597	$5,500	10%	$500
Total Franchise Tax:	**$830,394**	**$795,000**	**$804,570**	**$855,500**	**7.6%**	**$60,500**
Business Tax						
BUSINESS AND OCCUPATIONAL TAX	$135,332	$135,000	$158,539	$80,000	-40.7%	-$55,000
INSURANCE PREMIUM TAX	$772,761	$950,000	$1,431,785	$1,500,000	57.9%	$550,000
FINANCIAL INSTITUTIONS TAX	$3,378	$3,500	$1,862	$2,500	-28.6%	-$1,000
Total Business Tax:	**$911,471**	**$1,088,500**	**$1,592,186**	**$1,582,500**	**45.4%**	**$494,000**
Charges For Services						
COURT COSTS	$14,214	$10,000	$24,935	$12,000	20%	$2,000
PROBATION FEES	$22,566	$25,000	$23,440	$20,000	-20%	-$5,000
DRUG TESTING FEES	$0	$250	$0	$150	-40%	-$100
PLANNING AND DEVELOPMENT FEES	$13,930	$15,000	$2,625	$25,000	66.7%	$10,000
PLAN REVIEW FEES	$256,776	$75,000	$55,070	$125,000	66.7%	$50,000
PRINTING AND DUPLICATING SERVI	$921	$250	$233	$200	-20%	-$50
ELECTION QUALIFYING FEE	$180	$540	$1,080		-100%	-$540
ADVERTISING FEE	$0	$7,500	$0	$500	-93.3%	-$7,000
ACCIDENT/INCIDENT REPORTS	$2,470	$2,500	$2,595	$2,000	-20%	-$500
WRECKER SERVICE CONTRACT	$18,500	$18,500	$18,500	$18,500	0%	$0

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
EXPUNGEMENTS	$0	$50	$0	$50	0%	$0
BACKGROUND CHECKS	$780	$1,000	$520	$750	-25%	-$250
BAD CHECK FEES	$100	$50	$225	$100	100%	$50
Total Charges For Services:	**$330,436**	**$155,640**	**$129,223**	**$204,250**	**31.2%**	**$48,610**
Licenses And Permits						
ALCOHOLIC BEVERAGES LICENSE	$72,000	$75,000	$81,800	$75,000	0%	$0
POURING PERMIT FEES	$4,275	$2,500	$5,815	$5,000	100%	$2,500
ZONING AND LAND USE PERMITS	$8,488	$12,500	$16,316	$12,500	0%	$0
SIGN PERMITS	$1,772	$2,500	$3,150	$2,500	0%	$0
PERSONAL TRANS VEHICLE PERMIT	$20	$30	$0	$30	0%	$0
SPECIAL EVENT PERMITS	$200	$250	$100	$250	0%	$0
VACANT LOT REGISTRATION		$30	$0	$30	0%	$0
OTHER LICENSES AND PERMITS	$11,010	$2,500	$3,825	$5,000	100%	$2,500
BUILDING PERMIT REVENUE	$1,640,429	$1,000,000	$827,591	$1,000,000	0%	$0
CERTIFICATE OF OCCUPANCY FEES	$271,000	$180,000	$162,500	$150,000	-16.7%	-$30,000
BUILDING PERMIT - REINSPECTION	$41,900	$25,000	$23,950	$25,000	0%	$0
BUILDING PERMIT - SUB FEE	$101,503	$75,000	$71,125	$75,000	0%	$0
OCCUPATION TAX LATE FEES	$1,541	$1,250	$891	$1,000	-20%	-$250
Total Licenses And Permits:	**$2,154,138**	**$1,376,560**	**$1,197,062**	**$1,351,310**	**-1.8%**	**-$25,250**
Intergovernmental						
GRANT REVENUE	$15,486	$5,000	$51,150	$5,000	0%	$0
Total Intergovernmental:	**$15,486**	**$5,000**	**$51,150**	**$5,000**	**0%**	**$0**
Fines And Forfeitures						
TREE RECOMPENSE REVENUE	$4,000	$5,000	$0	$5,000	0%	$0
MUNICIPAL COURT FINES	$617,267	$600,000	$422,547	$500,000	-16.7%	-$100,000
CASH CONFISCATIONS-FORFEITURES	$0	$250	$0	$250	0%	$0
PROCEEDS FROM SALE OF CONFISCA	$0	$150	$1,075	$750	400%	$600
OTHER FINES & FORFEITURES-CODE	$61,929	$15,000	$82,975	$30,000	100%	$15,000
OTHER FORFEITURES	$0	$250	$1,808	$250	0%	$0
Total Fines And Forfeitures:	**$683,196**	**$620,650**	**$508,405**	**$536,250**	**-13.6%**	**-$84,400**
Interest						
INTEREST REVENUE	$20,526	$11,000	$20,330	$10,000	-9.1%	-$1,000
UNREALIZED GAIN OR LOSS ON INVESTMENTS	$3,578	$5,000	-$49,880	$5,000	0%	$0
Total Interest:	**$24,104**	**$16,000**	**-$29,550**	**$15,000**	**-6.2%**	**-$1,000**

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Donations From Private Sources						
DONATIONS FROM PRIVATE SOURCES	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Total Donations From Private Sources:	**$770**	**$11,500**	**$2,456**	**$5,000**	**-56.5%**	**-$6,500**
Other Revenues						
MISCELLANEOUS REVENUE	$8,597	$10,000	$5,392	$10,428	4.3%	$428
RENTS AND ROYALTIES	$49,265	$50,000	$8,175	$5,000	-90%	-$45,000
REIMBURSEMENT FOR DAMAGED PROP	$8,817	$10,000	$14,773	$2,500	-75%	-$7,500
Total Other Revenues:	**$66,679**	**$70,000**	**$28,340**	**$17,928**	**-74.4%**	**-$52,072**
Other Financing Sources						
PROCEEDS FROM SALE OF ASSETS	$16,610	$25,000	$66,900	$25,000	0%	$0
Inception of Capital Leases			$118,855	$232,112	N/A	$232,112
Total Other Financing Sources:	**$16,610**	**$25,000**	**$185,755**	**$257,112**	**928.4%**	**$232,112**
Total Revenue Source:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**

Explanation of variances greater than 10%

- Property tax revenues increased 16.2% in 2023 from 2022 due to additional parcels being added to our tax digest from new developments. In addition, the Cherokee County Board of Commissioners did not roll back the millage rate for fire services. As a result, the gross property tax revenues increased due to the growth in the assessed value of the digest.

- Business tax revenues increased 45.4% in 2023 from 2022 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.

- Charges for services increased 31.2% in 2023 from 2022 due to new development. A large mixed-use development will pull permits in 2023.

- Fines and forfeitures decreased 13.6% in 2023 from 2022 due to a decrease in citations issued by the police department.

- Donations from private sources decreased 56.5% in 2023 from 2022 because these funds are typically from local businesses who sponsor our events throughout the year. The city will not hold any special events this year and, therefore, we will not collect donations.

- Other revenues decreased 74.4% in 2023 from 2022 due to a decrease in rent payments. The city demolished the buildings that were being rented to make way for our Town Center Project.

General Fund Major Revenues - Property Tax

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$4,753,627	$5,315,216	$5,894,787	$6,211,150	$7,220,150

% of total General Fund major revenues	65.58%
% increase (decrease) from prior year	16.25%

Description:

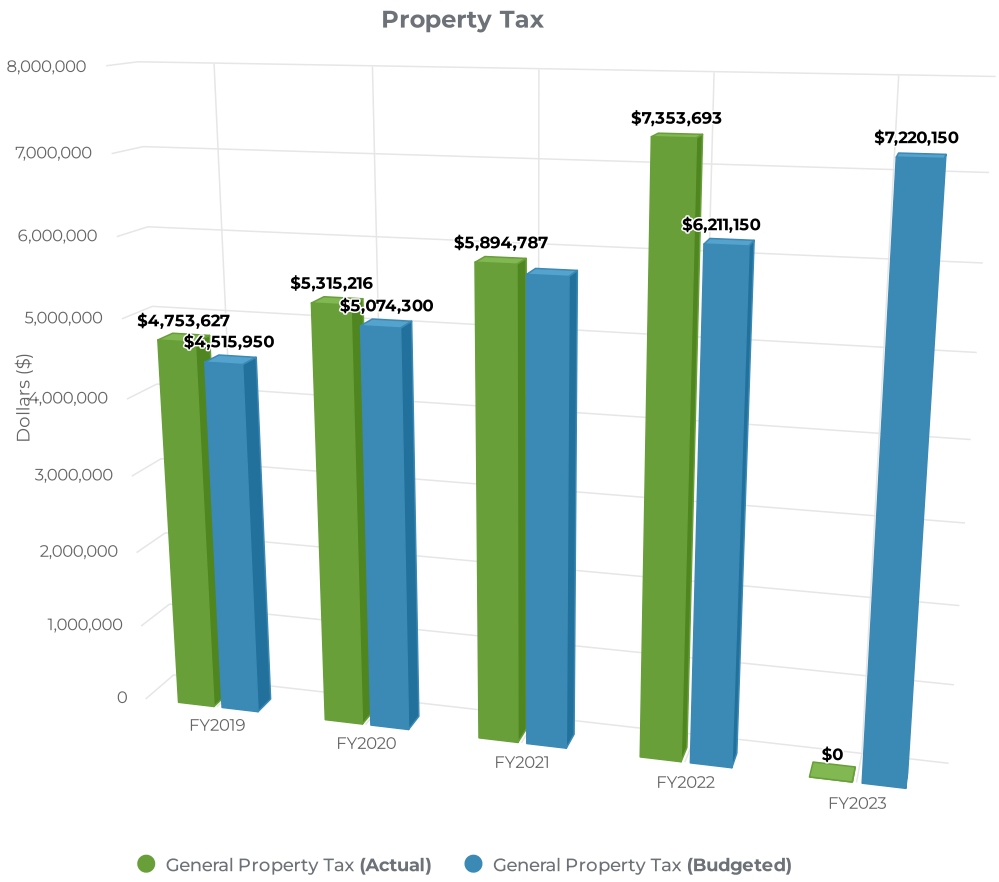
A tax on property paid by owners of real and personal property within the city. The tax is based on an assessment by the Cherokee County Property Appraiser of the market value of property and improvements. This revenue source is found in the General Fund for the operating millage.

The Property Taxes billed to the citizens of Holly Springs include Fire Tax that is remitted to Cherokee County. The Fire Tax equals $3,150,975 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 3.841 multiplied by the taxable value, less an allowance for possible adjustments to assessed values and/or non-collection.



General Fund Major Revenues – Franchise Tax

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$741,199	$829,062	$830,394	$795,000	$855,500

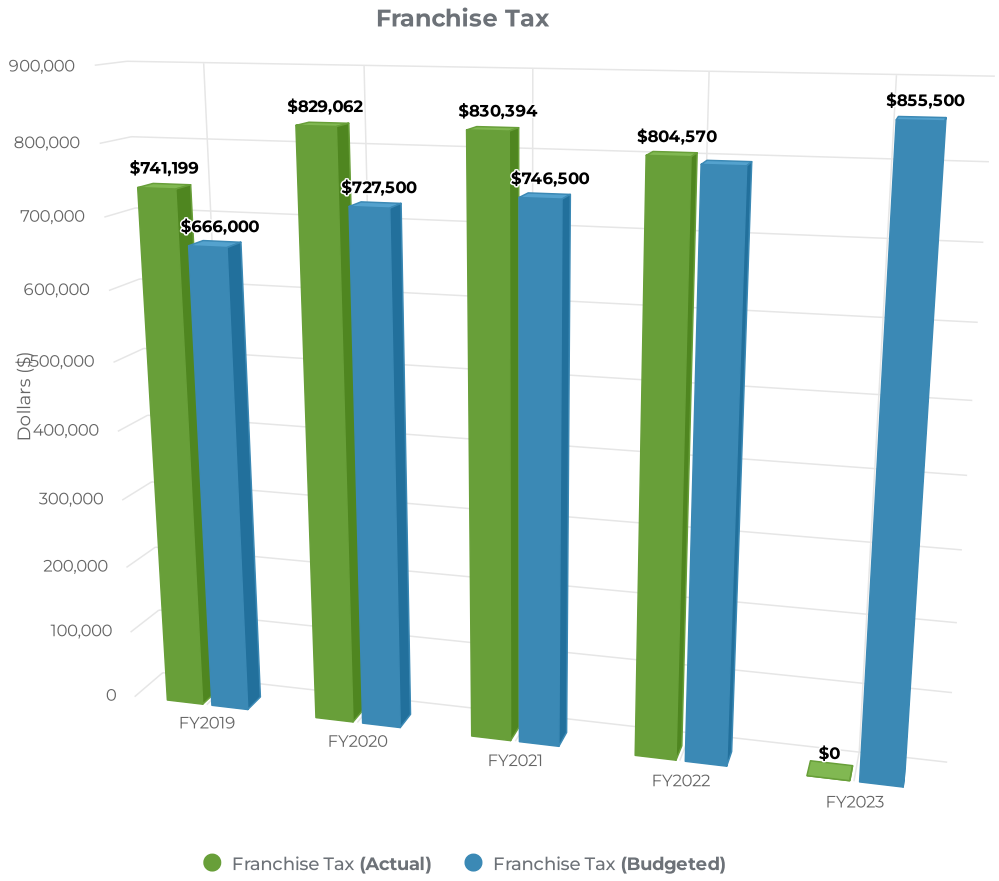
% of total General Fund major revenues	7.77%
% increase (decrease) from prior year	7.61%

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.



General Fund Major Revenues – Business Tax

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$840,860	$881,668	$911,471	$1,088,500	$1,582,500

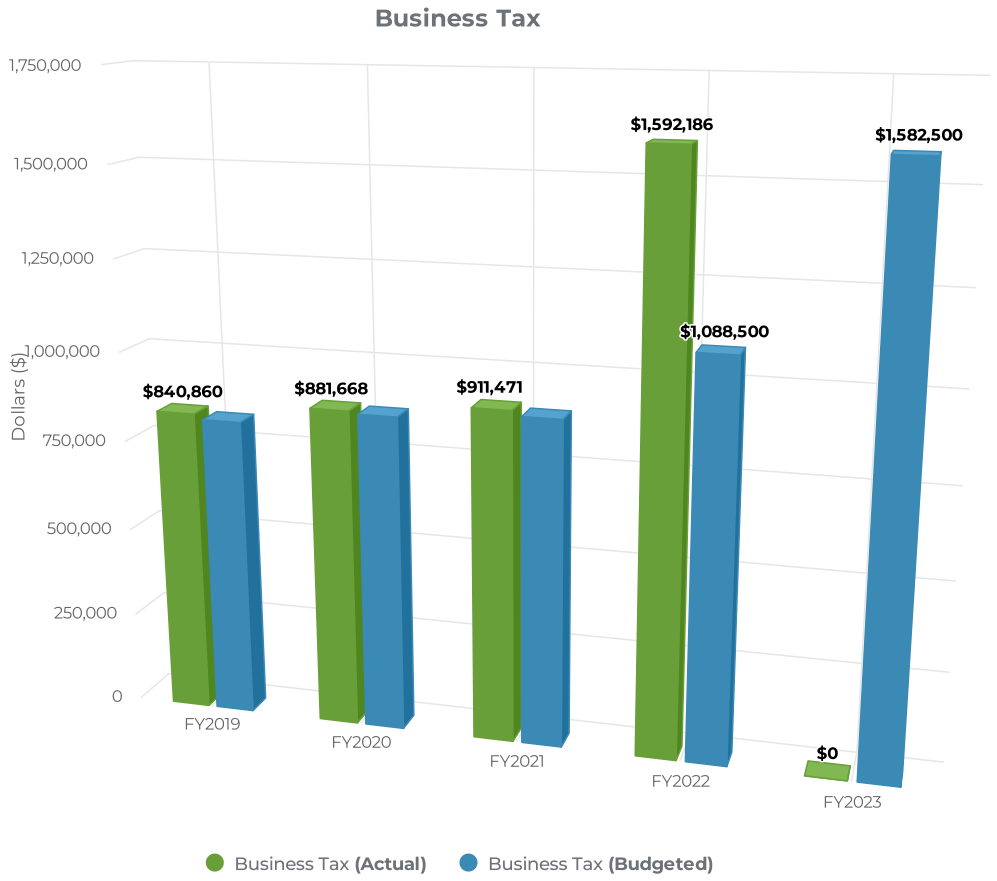
% of total General Fund major revenues	14.37%
% increase (decrease) from prior year	45.38%

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 trends.



General Fund Major Revenues – Licenses and Permits

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$1,358,294	$1,306,895	$2,154,138	$1,376,560	$1,351,310

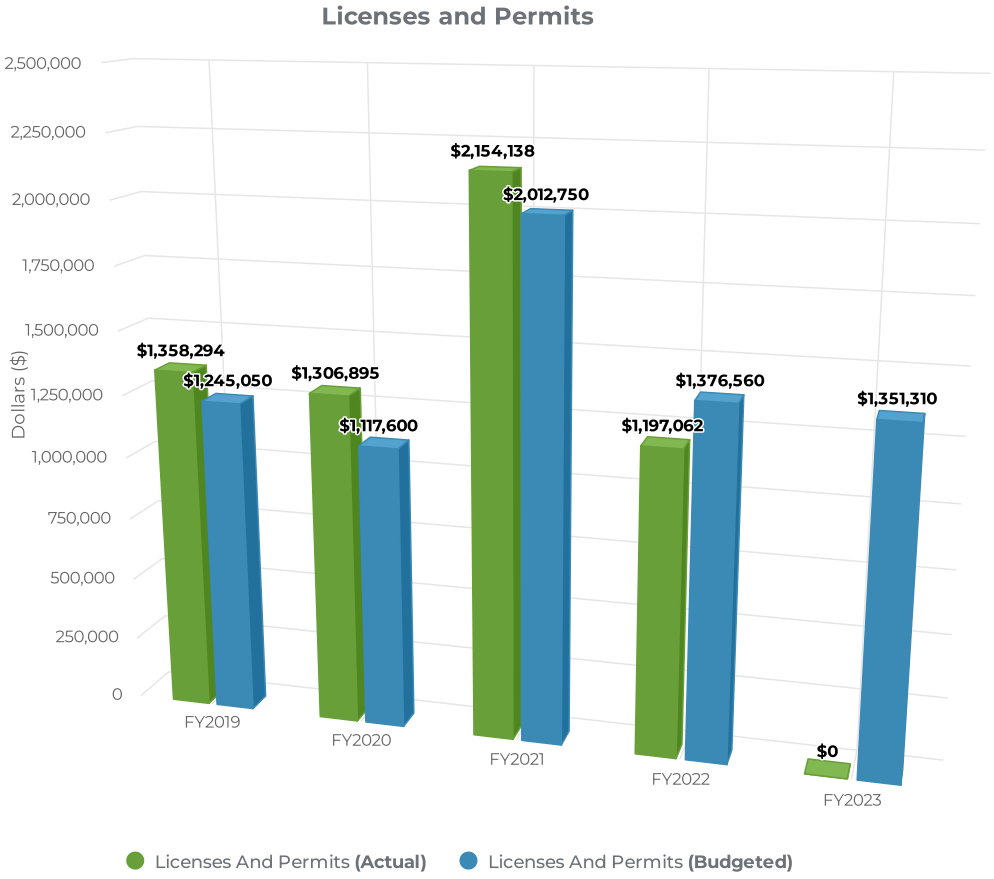
% of total General Fund major revenues	12.27%
% increase (decrease) from prior year	-1.83%

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:

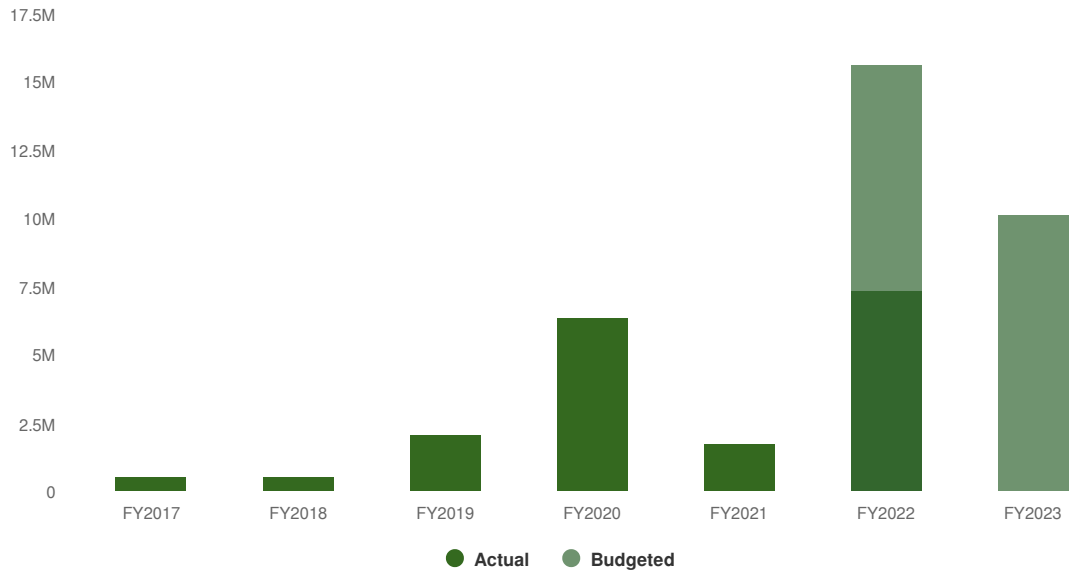
These fees fluctuate with the level of new construction, as well as renovation and rehabilitation of older structures.



Special Revenue Funds Summary

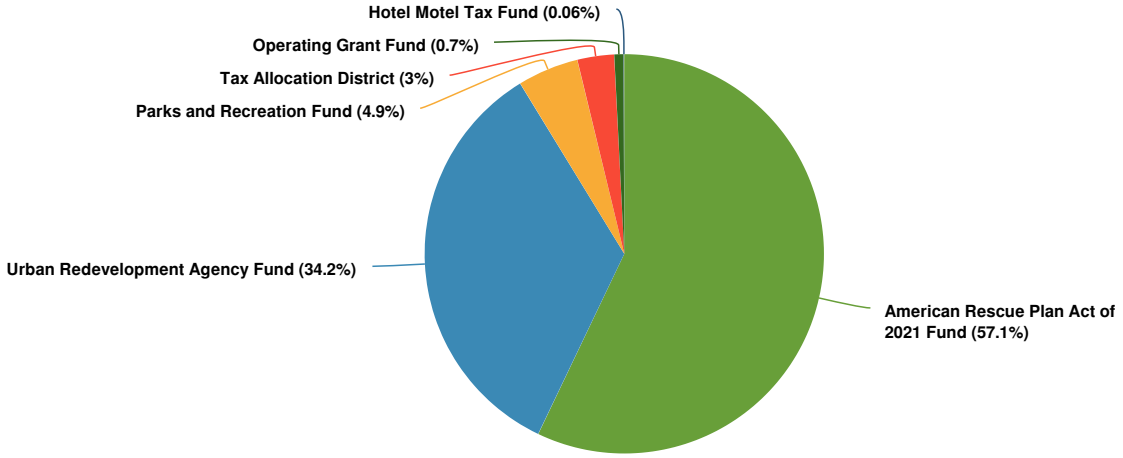
$10,104,335 -$5,541,515
(-35.42% vs. prior year)

Special Revenue Funds Proposed and Historical Budget vs. Actual

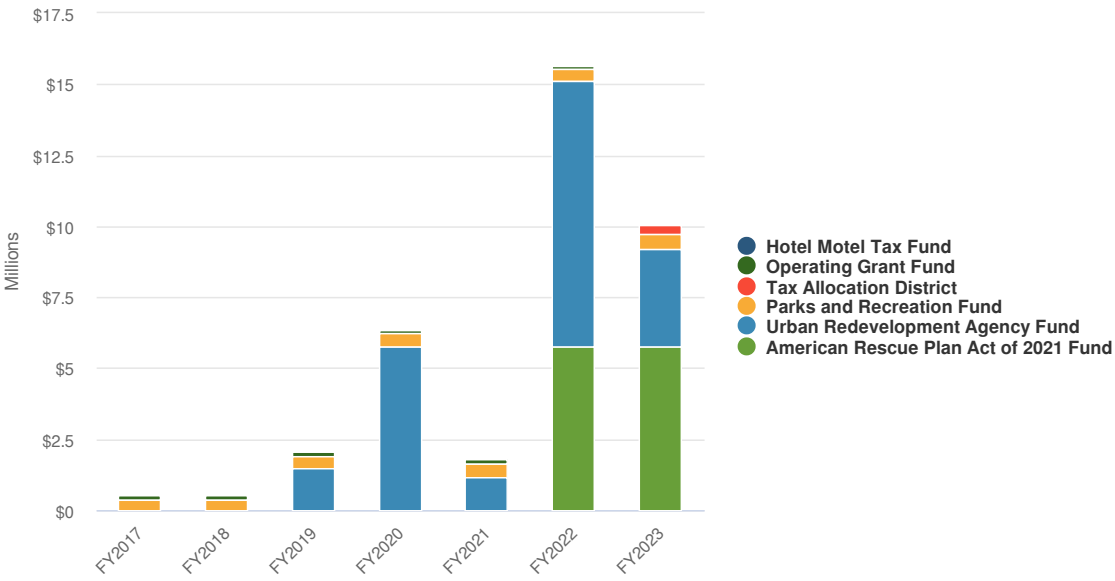


Revenue by Fund

2023 Revenue by Fund



Budgeted and Historical 2023 Revenue by Fund

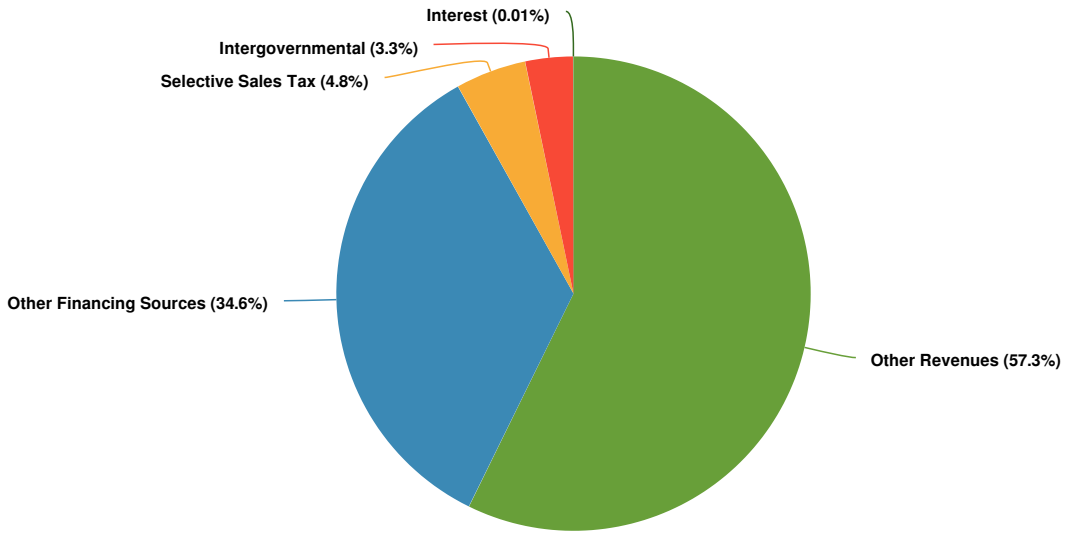


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
American Rescue Plan Act of 2021 Fund						
Intergovernmental						
AMERICAN RESCUE PLAN (ARP) ACT OF 2021	$0	$2,883,302	$2,883,302		-100%	-$2,883,302
Total Intergovernmental:	**$0**	**$2,883,302**	**$2,883,302**		**-100%**	**-$2,883,302**
Interest						
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
Total Interest:	**$469**	**$1,096**	**$2,003**	**$1,500**	**36.9%**	**$404**
Other Revenues						
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
Total Other Revenues:		**$2,883,302**	**$0**	**$5,767,700**	**100%**	**$2,884,398**
Total American Rescue Plan Act of 2021 Fund:	**$469**	**$5,767,700**	**$2,885,305**	**$5,769,200**	**0%**	**$1,500**
Operating Grant Fund						
Intergovernmental						
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000
Total Intergovernmental:	**$135,667**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**
Interest						
INTEREST REVENUE	$3		$0		N/A	$0
Total Interest:	**$3**		**$0**		**N/A**	**$0**
Total Operating Grant Fund:	**$135,670**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**
Parks and Recreation Fund						
Selective Sales Tax						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
Total Selective Sales Tax:	**$447,885**	**$395,000**	**$458,082**	**$480,000**	**21.5%**	**$85,000**
Charges For Services						
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
Total Charges For Services:	**$0**	**$150**	**$77**		**-100%**	**-$150**
Interest						
INTEREST REVENUE	$119		$0		N/A	$0
Total Interest:	**$119**		**$0**		**N/A**	**$0**

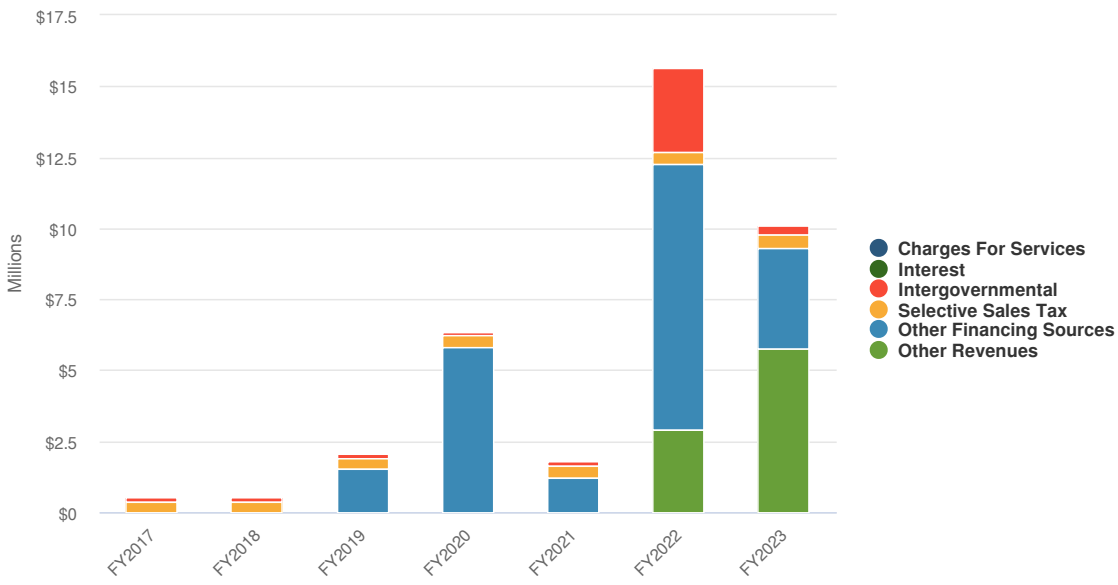
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Other Revenues						
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
Total Other Revenues:	**$20,142**	**$12,000**	**$27,355**	**$20,000**	**66.7%**	**$8,000**
Total Parks and Recreation Fund:	**$468,146**	**$407,150**	**$485,514**	**$500,000**	**22.8%**	**$92,850**
Tax Allocation District						
Intergovernmental						
Intergovernmental - Cherokee County Government			$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District			$68,256	$195,255	N/A	$195,255
Total Intergovernmental:			**$122,010**	**$254,544**	**N/A**	**$254,544**
Other Financing Sources						
Transfers from General Fund				$45,591	N/A	$45,591
Total Other Financing Sources:				**$45,591**	**N/A**	**$45,591**
Total Tax Allocation District:	**$0**	**$0**	**$122,010**	**$300,135**	**N/A**	**$300,135**
Hotel Motel Tax Fund						
Selective Sales Tax						
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
Total Selective Sales Tax:	**$4,944**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**
Interest						
INTEREST REVENUE	$1		$0		N/A	$0
Total Interest:	**$1**		**$0**		**N/A**	**$0**
Total Hotel Motel Tax Fund:	**$4,945**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**
Urban Redevelopment Agency Fund						
Other Financing Sources						
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Other Financing Sources:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total Urban Redevelopment Agency Fund:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Selective Sales Tax						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
Total Selective Sales Tax:	**$452,829**	**$401,000**	**$462,552**	**$486,000**	**21.2%**	**$85,000**
Charges For Services						
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
Total Charges For Services:	**$0**	**$150**	**$77**		**-100%**	**-$150**
Intergovernmental						
AMERICAN RESCUE PLAN (ARP) ACT OF 2021	$0	$2,883,302	$2,883,302		-100%	-$2,883,302
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000
Intergovernmental - Cherokee County Government			$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District			$68,256	$195,255	N/A	$195,255
Total Intergovernmental:	**$135,667**	**$2,973,302**	**$3,083,570**	**$329,544**	**-88.9%**	**-$2,643,758**
Interest						
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
INTEREST REVENUE	$3		$0		N/A	$0
INTEREST REVENUE	$119		$0		N/A	$0
INTEREST REVENUE	$1		$0		N/A	$0
Total Interest:	**$591**	**$1,096**	**$2,003**	**$1,500**	**36.9%**	**$404**
Other Revenues						
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
Total Other Revenues:	**$20,142**	**$2,895,302**	**$27,355**	**$5,787,700**	**99.9%**	**$2,892,398**
Other Financing Sources						
Transfers from General Fund				$45,591	N/A	$45,591
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Other Financing Sources:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,499,591**	**-62.7%**	**-$5,875,409**
Total Revenue Source:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Explanation of variances greater than 10%

- Selective sales tax increased 21.20% in 2023 from 2022 due to an increase in alcohol sales in our local restaurants and alcohol excise tax collected by the wholesale distributors on alcohol package sales.

- Charges for services decreased 100% in 2023 from 2022 due to a decrease in bad check fees revenues. We do not anticipate receiving any non-sufficient funds in any of these accounts.

- Intergovernmental revenues decreased 88.9% in 2023 from 2022 due to a decrease in grant funding in the American Rescue Plan Act of 2021. The city was to receive 2 distributions of funding; the first half was received in 2021 and the balance was received in 2022. We have received all the funding related to these grant funds and do not anticipate receiving any additional grant funds. We are also budgeting a decrease in grant funds from the Atlanta Regional Commission for the Workforce Innovation and Opportunity Act.

- Interest increased 36.9% in 2023 from 2022 due to an increase in funds invested in interest bearing accounts from the American Rescue Plan Act of 2021 Fund. In addition, the federal reserve increased interest rates in 2022 to control inflation.

- The increase of 99.9% in Other Revenues in 2023 from 2022 is due to the fund balance in the American Rescue Plan Act of 2021 Fund and an increase in the rentals of our parks and community center post COVID.

- The Other Financing Sources decrease of 62.7% is due to the projected proceeds from the drawdown of the remaining URA 2020 bond to finance the construction of the Town Center in the The Urban Redevelopment Agency Fund.

Special Revenue Funds Major Revenues – Selective Sales Tax

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$378,653	$448,197	$452,829	$401,000	$486,000

% of total Special Revenue Funds major revenues	4.97%
% increase (decrease) from prior year	21.20%

Description:

The revenue generated from either Local Option Mixed Drink Tax or Alcoholic Beverage Excise Tax.

The Local Option Mixed Drink Tax is an excise tax computed at the rate of 3% of the charge to the public on sales of distilled spirits by a 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 for submitting, reporting and paying the amount due, if the amount due is not delinquent at the time of payment.

The Alcoholic Beverage Excise Tax is 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.



Special Revenue Funds Major Revenues – Other Revenues

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$16,210	$8,315	$20,142	$2,895,302	$5,787,700

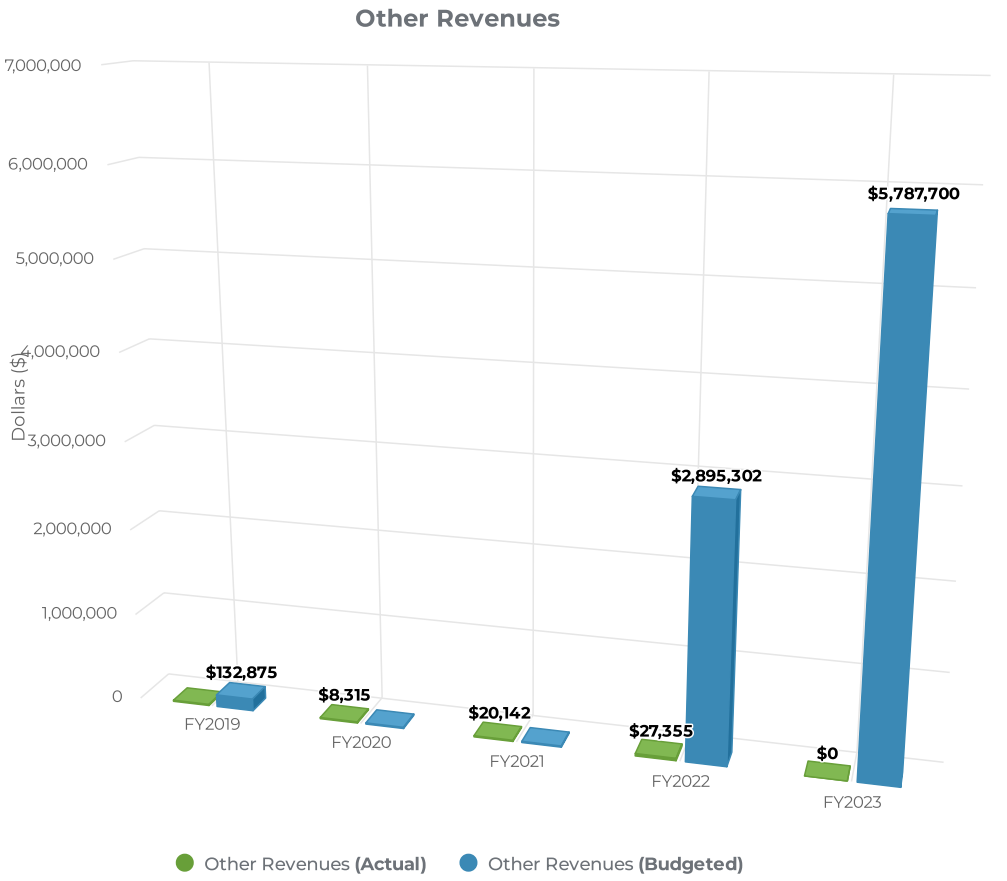
% of total Special Revenue Funds major revenues	59.22%
% increase (decrease) from prior year	99.90%

Description:

The majority of Other Revenues in the 2023 Special Revenue Funds budget is comprised of miscellaneous revenue. Miscellaneous revenue in this year's budget consists of fund balance from the American Rescue Plan Act of 2021. Fund Balance represents the difference between assets and liabilities and deferred inflows of resources under the current financial resources measurement focus of accounting. The fund balance represented in the Special Revenue Funds is from The American Rescue Plan Act of 2021. Funds were received from the U.S. Treasury and were designed to facilitate the United States' recovery from the devastating economic and health effects of the COVID-19 pandemic. This program was 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 the impact on their communities, residents, and businesses. The City received a total of $5,766,604 in funding.

Forecast Methodology:

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



Special Revenue Funds Major Revenues – Other Financing Sources

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$1,493,031	$5,784,104	$1,169,551	$9,375,000	$3,499,591

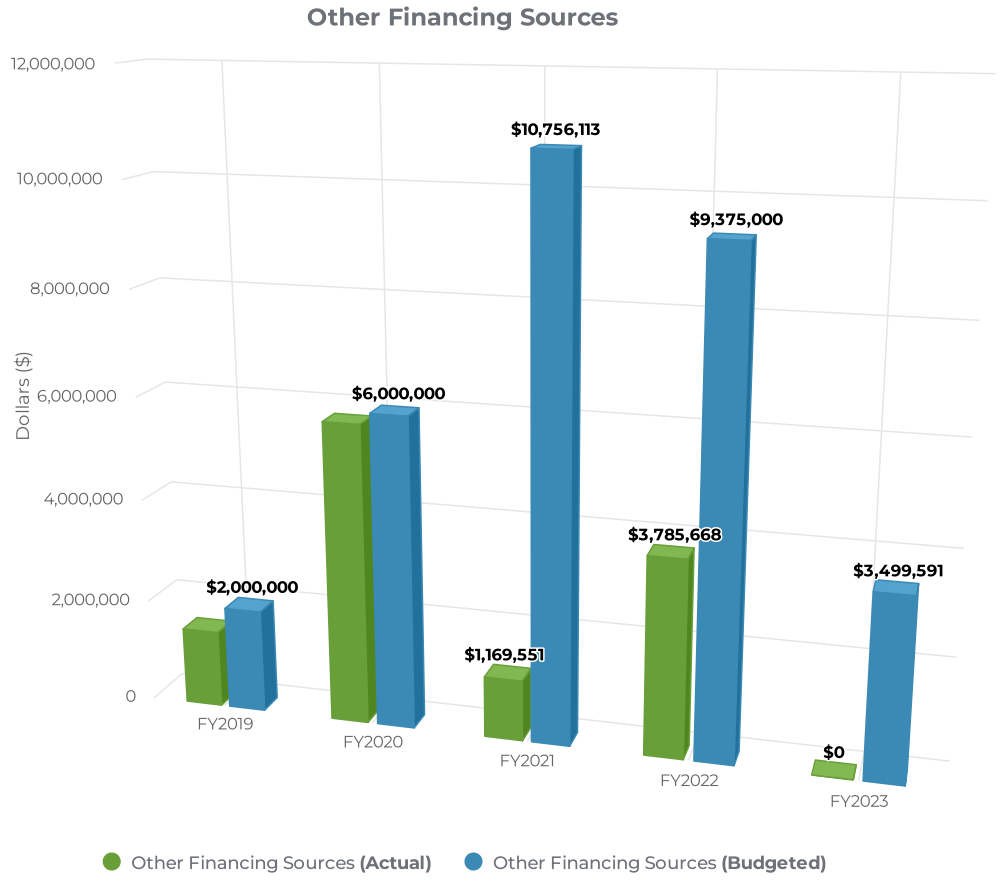
% of total Special Revenue Funds major revenues	35.81%
% increase (decrease) from prior year	-62.67%

Description:

Other Financing Sources include special transactions that are used to account for non-operating revenues/receipts. Included in this financial reporting category are operating transfers and proceeds from the issuance of debt transactions.

Forecast Methodology:

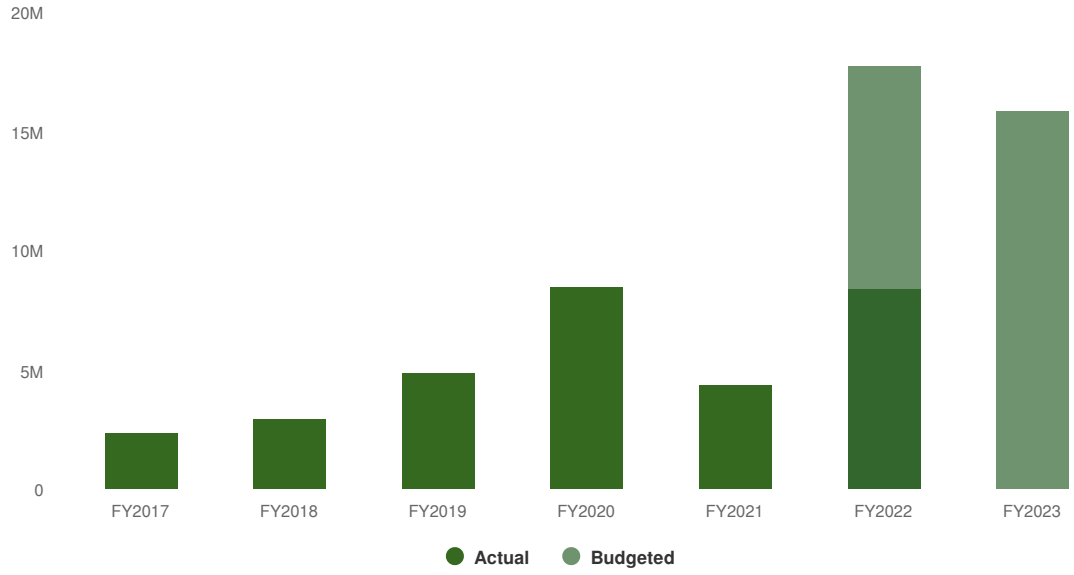
The projection is based on the outstanding balance of the Urban Redevelopment Agency bonds.



Capital Project Funds Summary

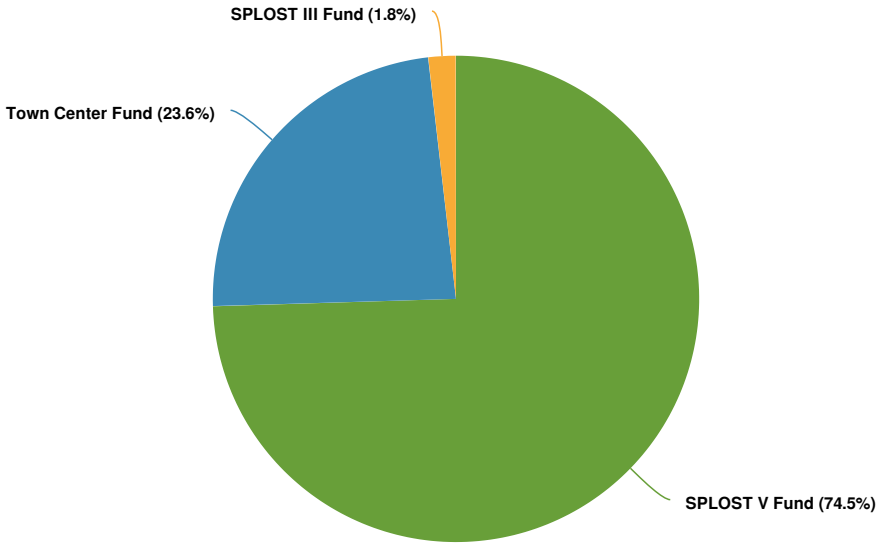
$15,879,000 -$1,854,400
(-10.46% vs. prior year)

Capital Project Funds Proposed and Historical Budget vs. Actual

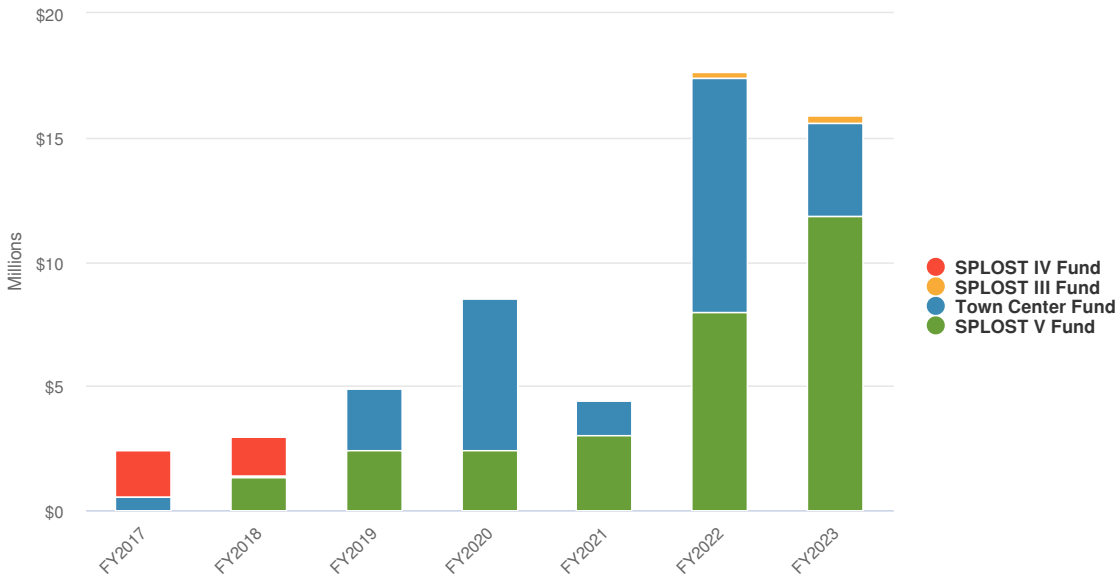


Revenue by Fund

2023 Revenue by Fund



Budgeted and Historical 2023 Revenue by Fund

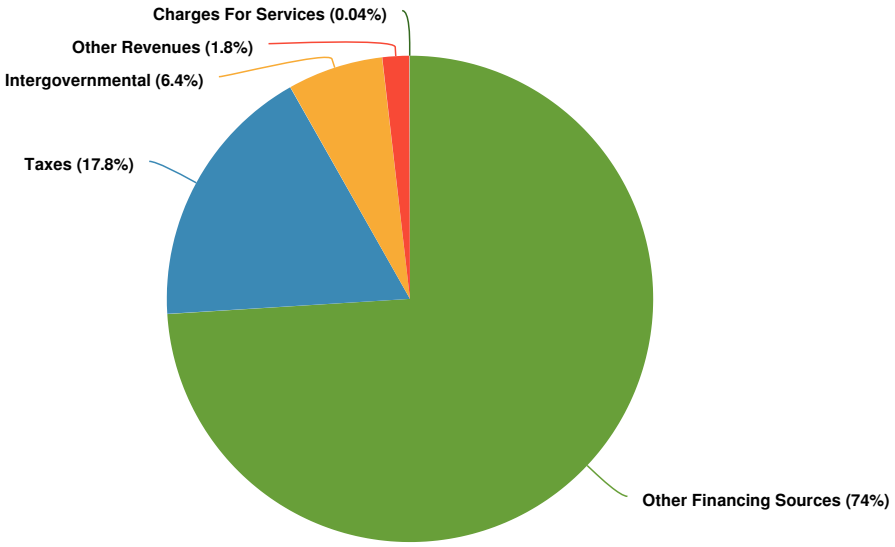


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST III Fund						
Charges For Services						
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
Total Charges For Services:	**$5,964**	**$5,964**	**$2,982**	**$5,964**	**0%**	**$0**
Interest						
INTEREST REVENUE	$75		$0		N/A	$0
Total Interest:	**$75**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
Total Other Revenues:	**$0**	**$280,036**	**$0**	**$284,036**	**1.4%**	**$4,000**
Total SPLOST III Fund:	**$6,039**	**$286,000**	**$2,982**	**$290,000**	**1.4%**	**$4,000**
SPLOST IV Fund						
Charges For Services						
SPECIAL ASSESSMENTS	$0	$420	$0		-100%	-$420
Total Charges For Services:	**$0**	**$420**	**$0**		**-100%**	**-$420**
Interest						
INTEREST REVENUE	$6		$0		N/A	$0
Total Interest:	**$6**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$68,580	$0		-100%	-$68,580
Total Other Revenues:	**$0**	**$68,580**	**$0**		**-100%**	**-$68,580**
Other Financing Sources						
TRANSFER FROM GENERAL FUND			$348		N/A	$0
Total Other Financing Sources:			**$348**		**N/A**	**$0**
Total SPLOST IV Fund:	**$6**	**$69,000**	**$348**	**$0**	**-100%**	**-$69,000**
SPLOST V Fund						
Taxes						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Total Taxes:	**$2,380,699**	**$2,281,200**	**$2,641,752**	**$2,825,000**	**23.8%**	**$543,800**
Charges For Services						
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
Total Charges For Services:	**$363,618**		**$57,531**		**N/A**	**$0**
Intergovernmental						

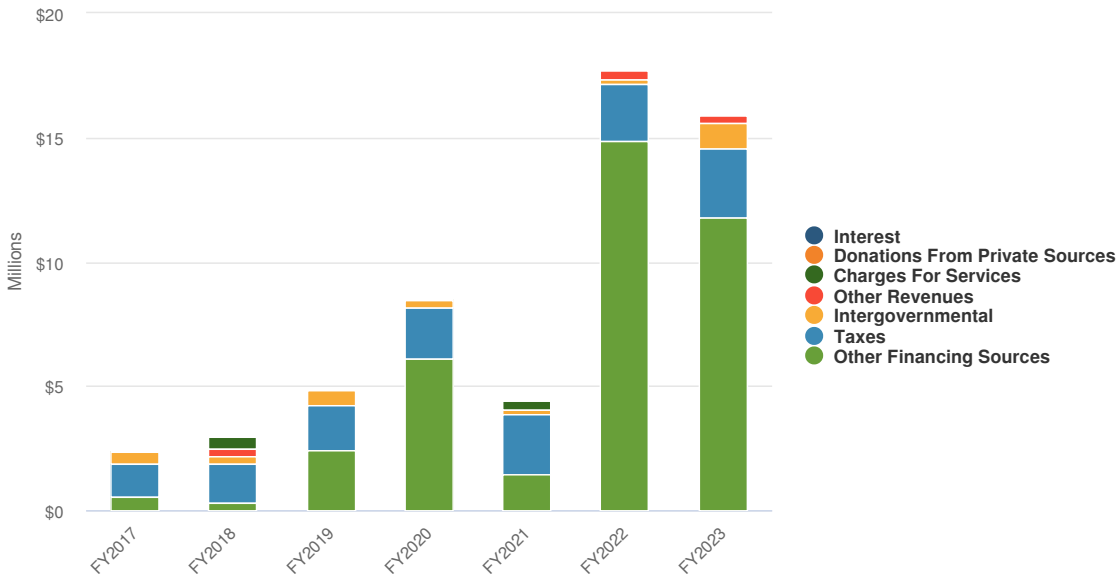
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
Total Intergovernmental:	**$188,124**	**$168,800**	**$580,559**	**$1,010,000**	**498.3%**	**$841,200**
Interest						
INTEREST REVENUE	$87		$0		N/A	$0
Total Interest:	**$87**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
Total Other Revenues:	**$10,000**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
Total Other Financing Sources:	**$60,000**	**$5,500,000**	**$953,496**	**$8,000,000**	**45.5%**	**$2,500,000**
Total SPLOST V Fund:	**$3,002,527**	**$7,950,000**	**$4,233,338**	**$11,835,000**	**48.9%**	**$3,885,000**
Town Center Fund						
Interest						
INTEREST REVENUE	$17		$0		N/A	$0
Total Interest:	**$17**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400
Total Other Revenues:	**$0**	**$53,400**	**$0**		**-100%**	**-$53,400**
Other Financing Sources						
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
Total Other Financing Sources:	**$1,398,678**	**$9,375,000**	**$4,185,668**	**$3,754,000**	**-60%**	**-$5,621,000**
Total Town Center Fund:	**$1,398,696**	**$9,428,400**	**$4,185,668**	**$3,754,000**	**-60.2%**	**-$5,674,400**
Total:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Taxes						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Total Taxes:	**$2,380,699**	**$2,281,200**	**$2,641,752**	**$2,825,000**	**23.8%**	**$543,800**
Charges For Services						
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
SPECIAL ASSESSMENTS	$0	$420	$0		-100%	-$420
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
Total Charges For Services:	**$369,582**	**$6,384**	**$60,513**	**$5,964**	**-6.6%**	**-$420**
Intergovernmental						
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
Total Intergovernmental:	**$188,124**	**$168,800**	**$580,559**	**$1,010,000**	**498.3%**	**$841,200**
Interest						
INTEREST REVENUE	$75		$0		N/A	$0
INTEREST REVENUE	$6		$0		N/A	$0
INTEREST REVENUE	$87		$0		N/A	$0
INTEREST REVENUE	$17		$0		N/A	$0
Total Interest:	**$185**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
MISCELLANEOUS REVENUE	$0	$68,580	$0		-100%	-$68,580
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400
Total Other Revenues:	**$10,000**	**$402,016**	**$0**	**$284,036**	**-29.3%**	**-$117,980**
Other Financing Sources						
TRANSFER FROM GENERAL FUND			$348		N/A	$0
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
Total Other Financing Sources:	**$1,458,678**	**$14,875,000**	**$5,139,512**	**$11,754,000**	**-21%**	**-$3,121,000**
Total Revenue Source:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Explanation of variances greater than 10%

- Tax revenues increased 23.8% in 2023 from 2022 because of a projected increase in Special Purpose Local Option Sales Tax collections in 2023.
- Intergovernmental revenues increased 498.3% in 2023 from 2022 due to an increase in grant funds being budgeted from the State Road and Tollway Authority (SRTA) and the Transportation Improvement Plan (TIP).
- Other Revenues decreased 29.3% in 2023 from 2022 due to the elimination of fund balance in SPLOST IV and the Town Center Funds.
- Other Financing Sources decreased 21% due to the transfer of remaining URA bond proceeds. The City is budgeting the balance of the bond proceeds to be utilized in this year's budget.

Capital Project Funds Major Revenue Sources – Taxes

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$1,802,018	$2,065,830	$2,380,699	$2,281,200	$2,825,000

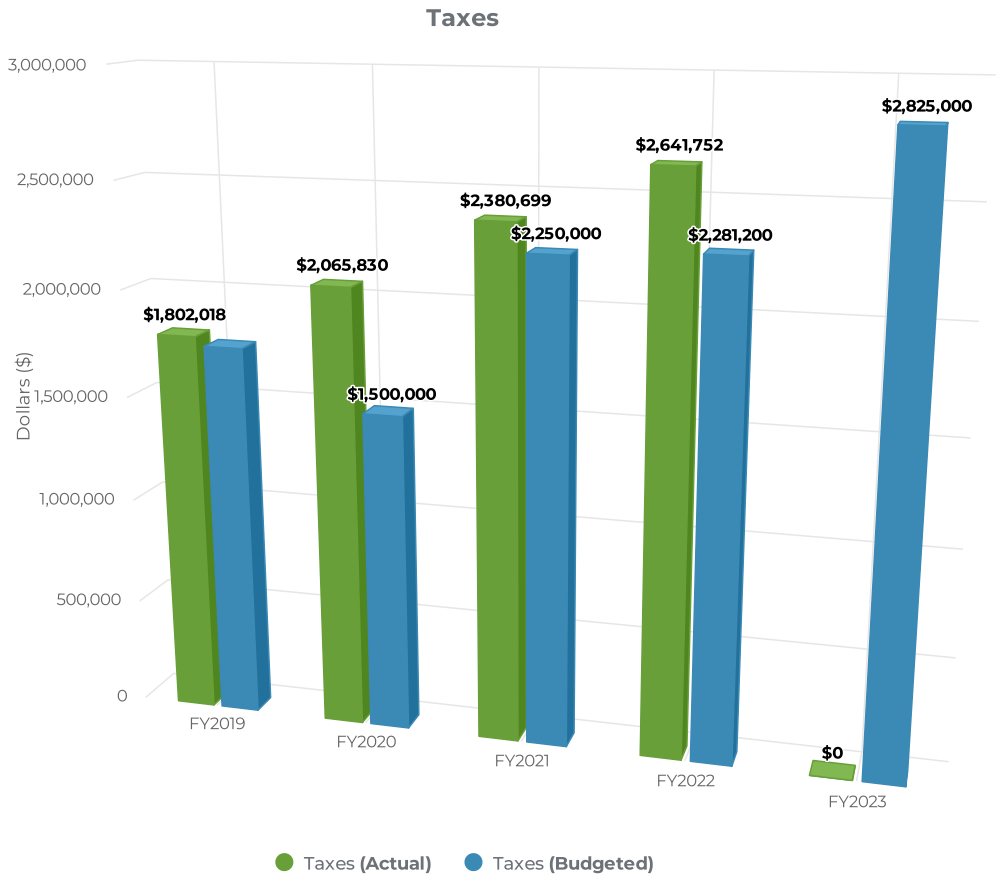
% of total Capital Project Funds major revenues	18.12%
% increase (decrease) from prior year	23.83%

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.



Capital Project Funds Major Revenue Sources – Intergovernmental

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$613,613	$292,096	$188,124	$168,800	$1,010,000

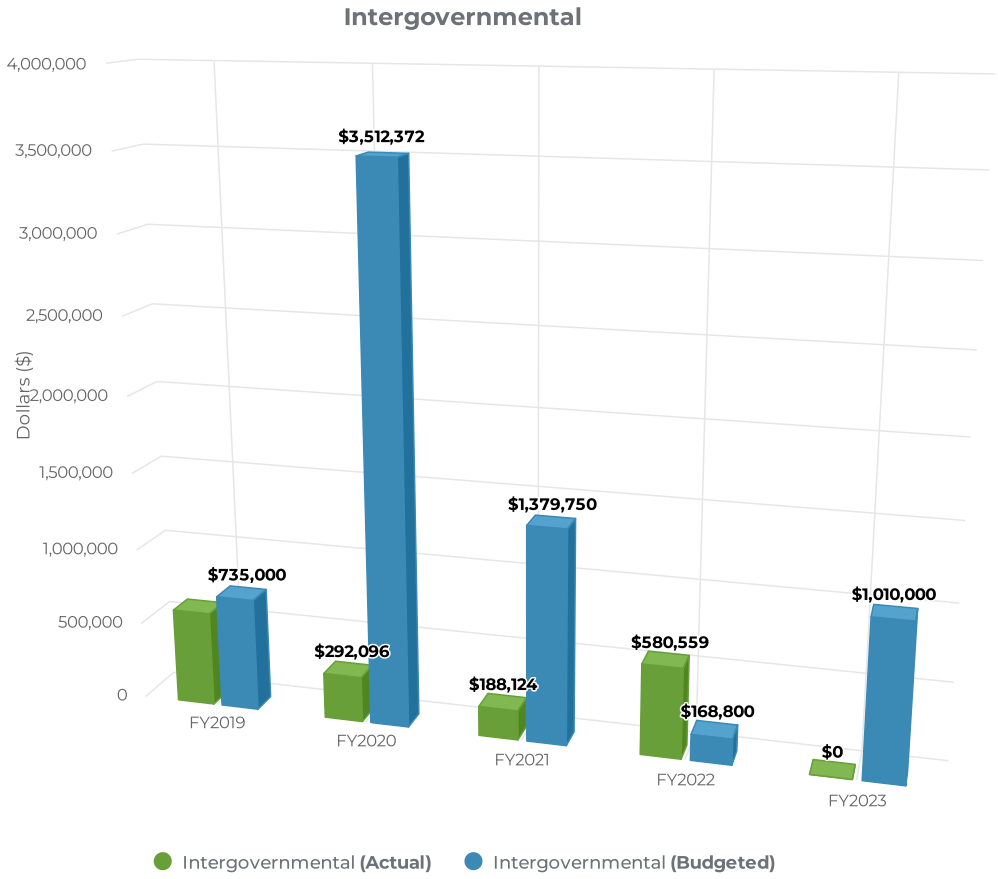
% of total Capital Project Funds major revenues	6.48%
% increase (decrease) from prior year	498.34%

Description:

This revenue includes funding from the State Road and Tollway Authority (SRTA). On June 23, 2020, Governor Brian Kemp 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 funding. 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. Also included in this revenue source are grant funds for the Local Maintenance Improvement Grant (LMIG) program to maintain City streets.

Forecast Methodology:

The projection is based on the amount awarded by the State Road and Tollway Authority (SRTA) and the amount awarded for the Local Maintenance Improvement Grant (LMIG) program which changes each fiscal year.



Capital Project Funds Major Revenue Sources – Other Financing Sources

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$2,414,806	$6,108,113	$1,458,678	$14,875,000	$11,754,000

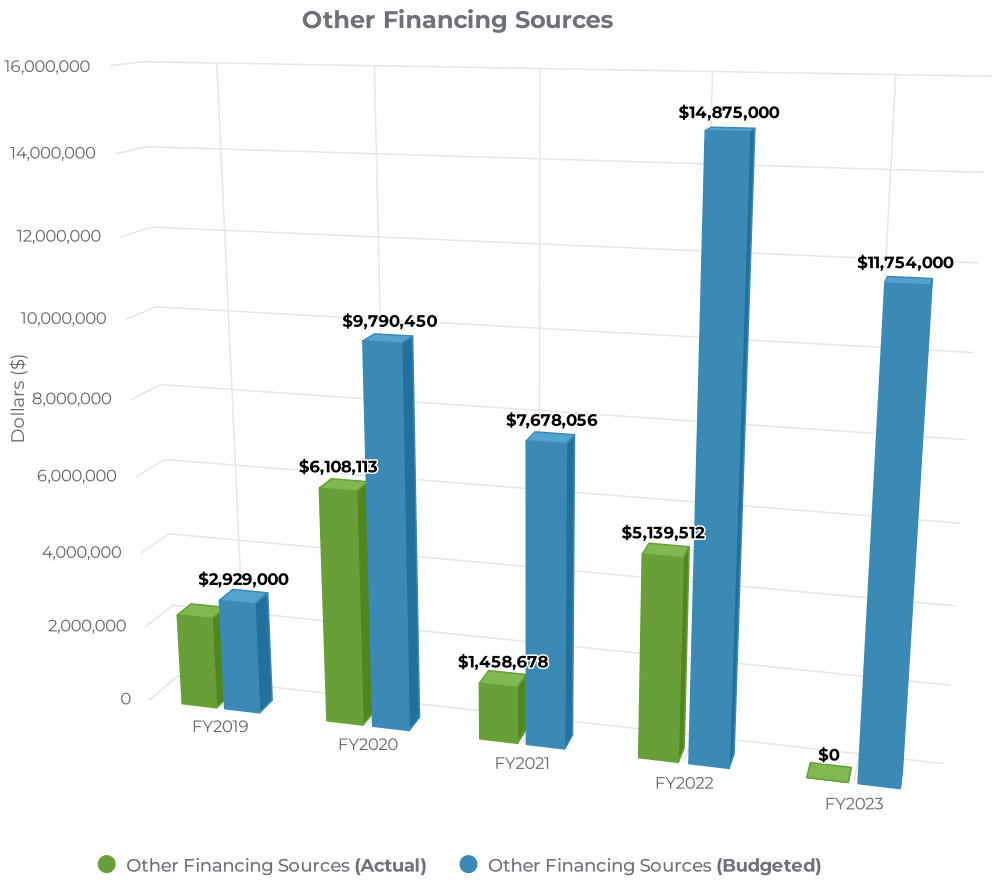
% of total Capital Project Funds major revenues	75.40%
% increase (decrease) from prior year	-20.98%

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. Transfers from other funds are also being budgeted, which includes the transfer of remaining URA bond proceeds for the Town Center Project.

Forecast Methodology:

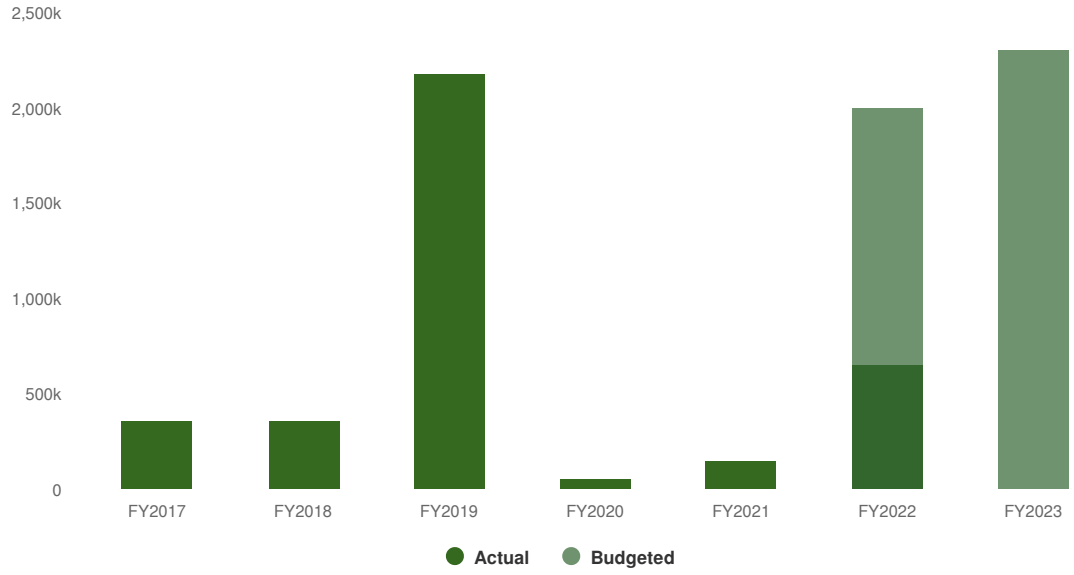
The projection is based on the amount awarded by the State Road and Tollway Authority (SRTA) and the remaining balance of bond proceeds.



Debt Service Fund Summary

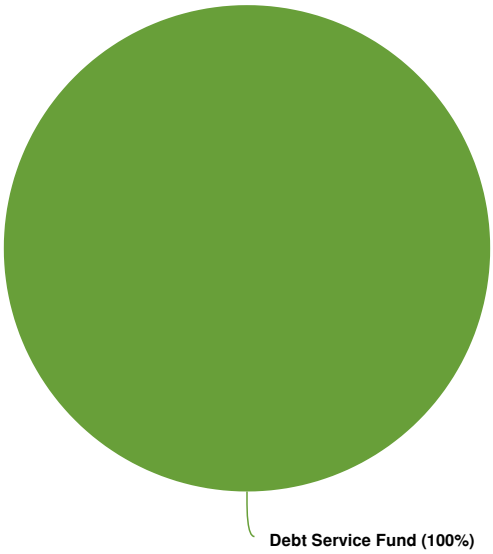
$2,300,135 $300,135
(15.01% vs. prior year)

Debt Service Fund Proposed and Historical Budget vs. Actual

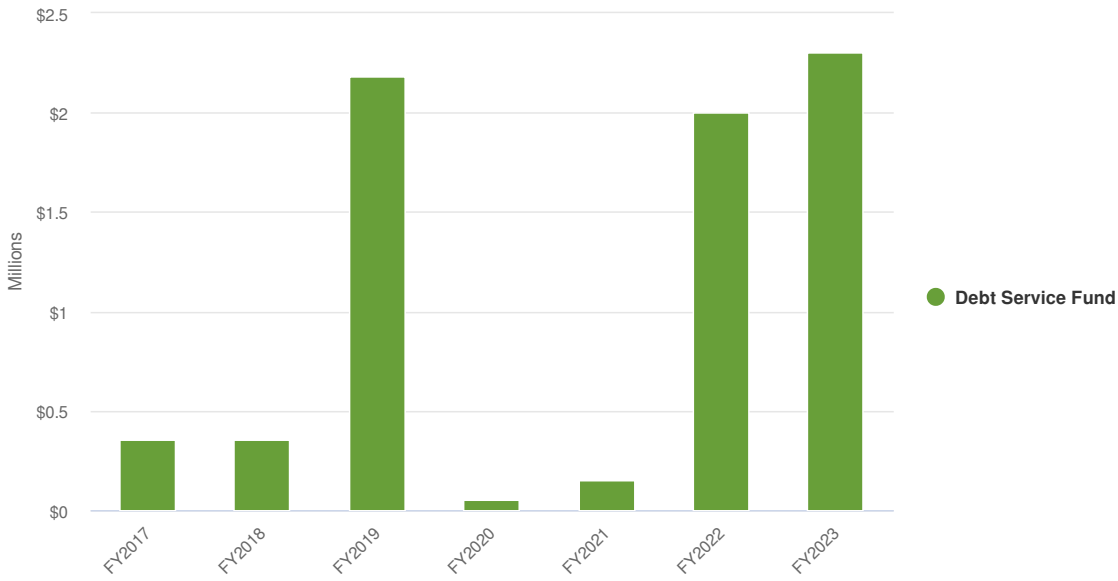


Revenue by Fund

2023 Revenue by Fund



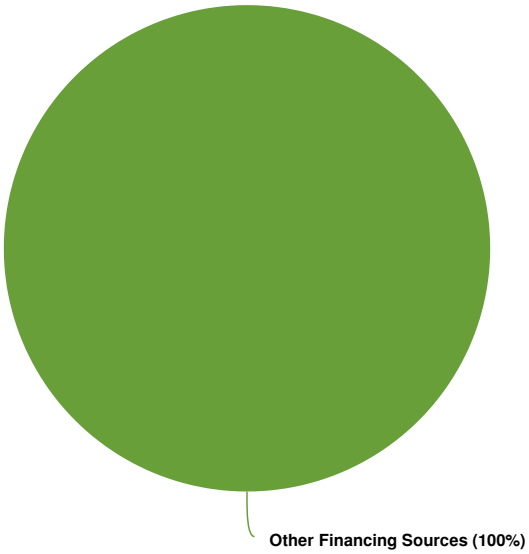
Budgeted and Historical 2023 Revenue by Fund



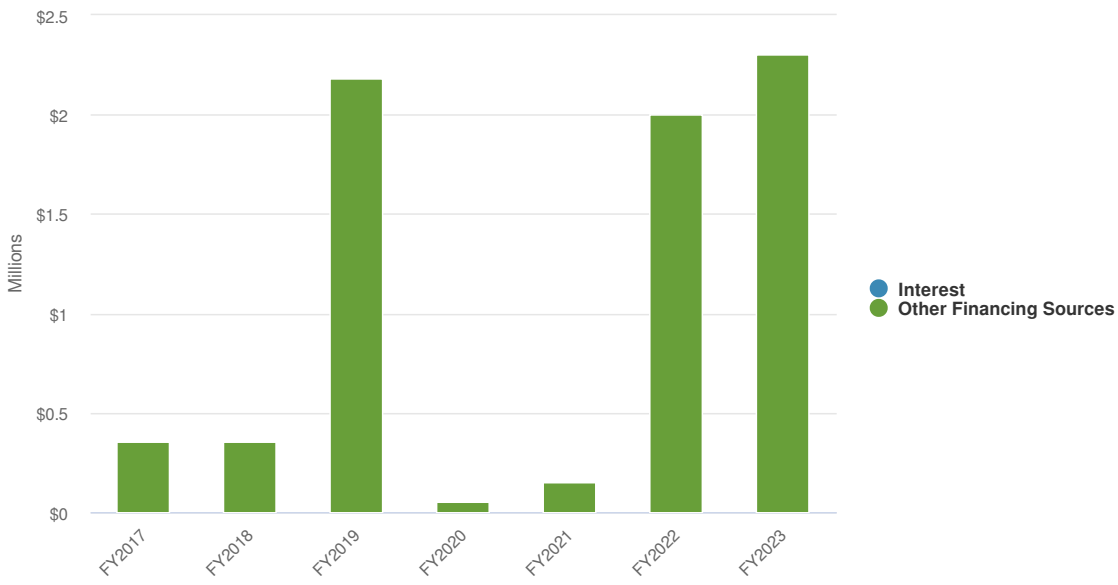
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Debt Service Fund						
Debt Service Fund						
Interest						
INTEREST REVENUE	$373		$0		N/A	$0
Total Interest:	**$373**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Other Financing Sources:	**$150,000**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Interest						
INTEREST REVENUE	$373		$0		N/A	$0
Total Interest:	**$373**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Other Financing Sources:	**$150,000**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Revenue Source:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**

Explanation of variances greater than 10%

- The Debt Service Fund increase of 15% is because we are budgeting for the calculated tax increment that will be collected from the Cherokee County School District, Cherokee County, and the City of Holly Springs. These funds are budgeted from the Tax Allocation District Fund and will be transferred to the Debt Service Fund once payment is received.

Debt Service Fund Major Revenue Source – Other Financing Sources

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$2,179,368	$50,000	$150,000	$2,000,000	$2,300,135

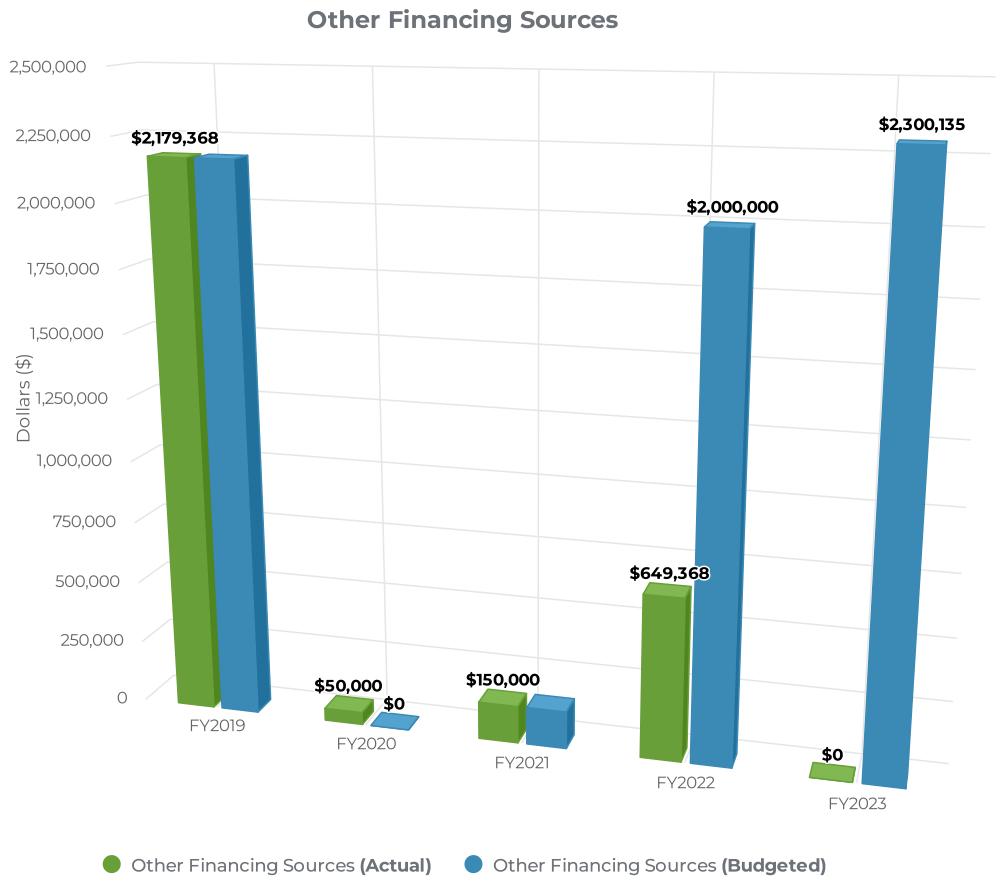
% of total Debt Service Fund major revenue	100%
% increase (decrease) from prior year	23.83%

Description:

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

Forecast Methodology:

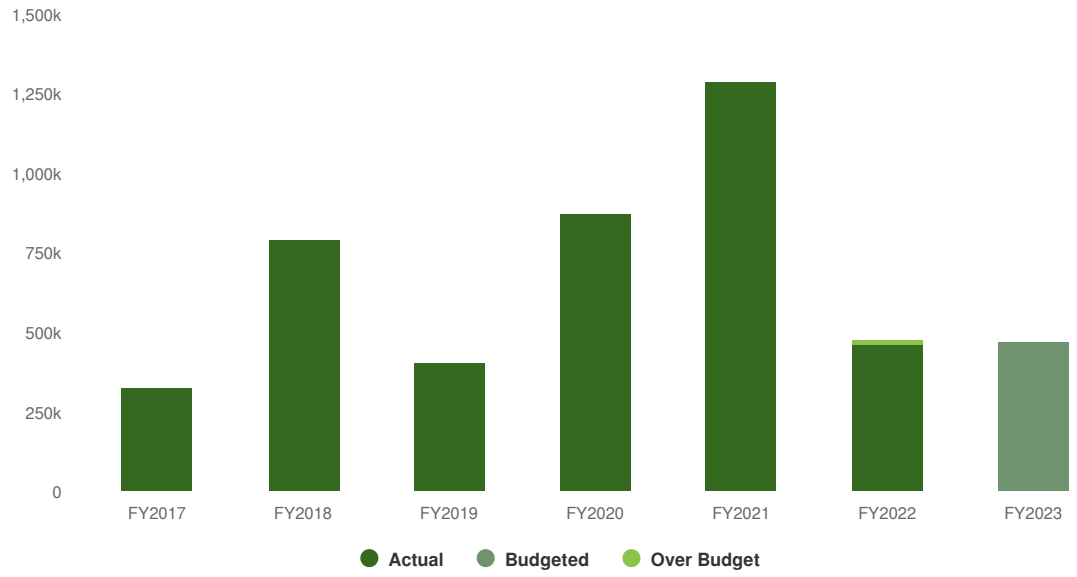
The Downtown Development Authority will transfer funds as lots are sold in our Town Center based on the agreement with Stonecrest Homes. In addition, the calculated tax increment from our tax allocation district will be transferred from the Cherokee County School District, Cherokee County, and the City of Holly Springs.



Enterprise Fund Summary

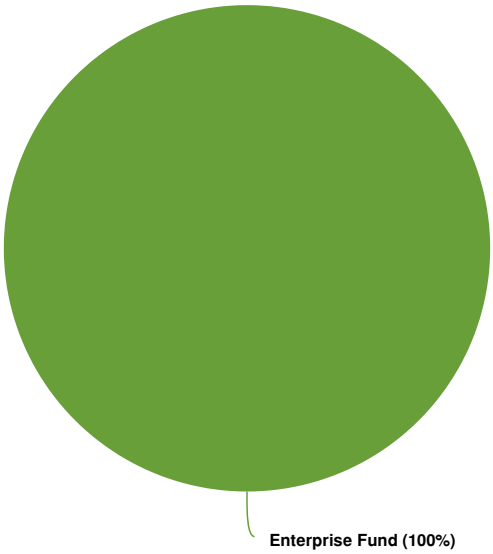
$470,000 $10,000
(2.17% vs. prior year)

Enterprise Fund Proposed and Historical Budget vs. Actual

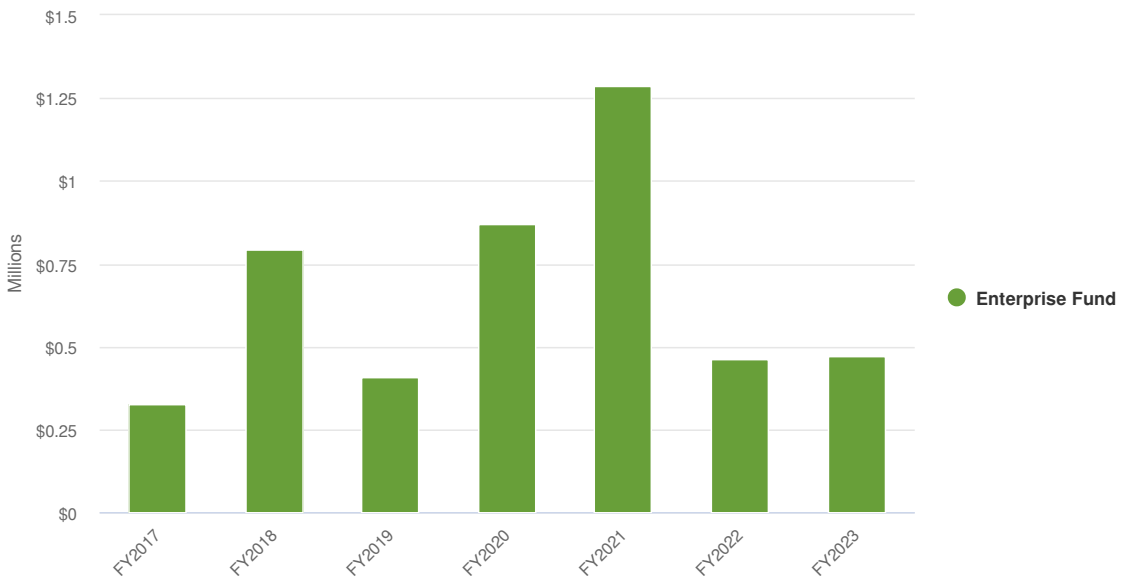


Revenue by Fund

2023 Revenue by Fund



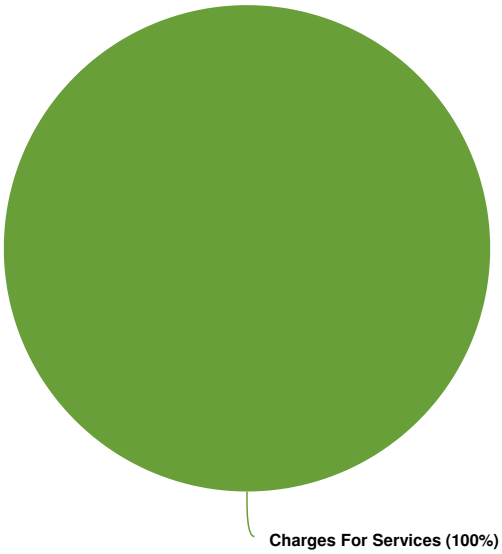
Budgeted and Historical 2023 Revenue by Fund



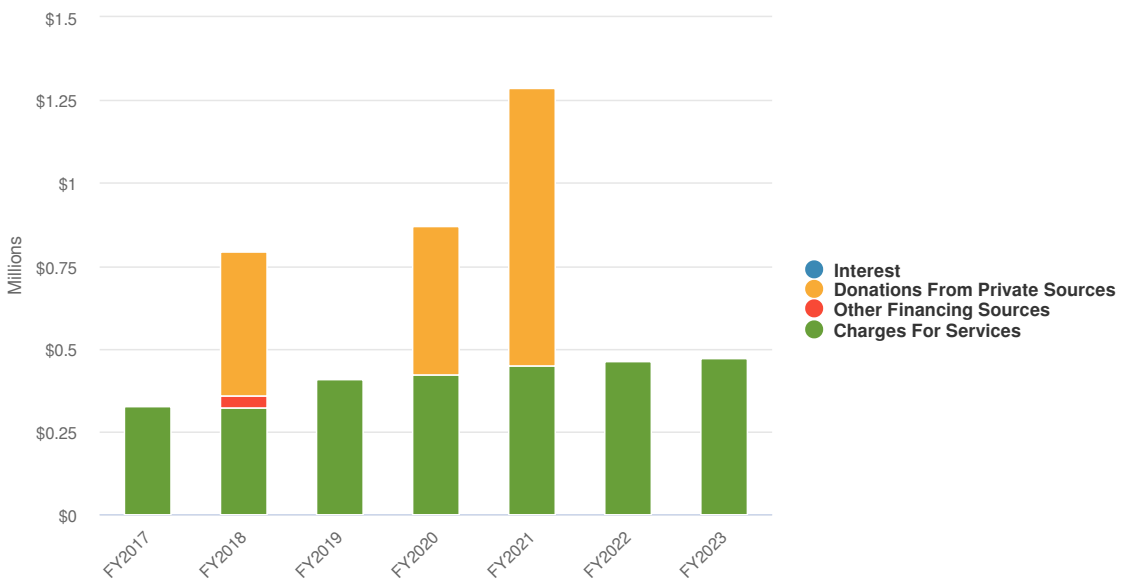
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Enterprise Fund						
Stormwater Utility Management Fund						
Charges For Services						
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Total Charges For Services:	**$448,345**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Interest						
INTEREST REVENUE	$59		$0		N/A	$0
Total Interest:	**$59**		**$0**		**N/A**	**$0**
Donations From Private Sources						
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Donations From Private Sources:	**$838,072**		**$0**		**N/A**	**$0**
Total Stormwater Utility Management Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total Enterprise Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Charges For Services						
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Total Charges For Services:	**$448,345**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Interest						
INTEREST REVENUE	$59		$0		N/A	$0
Total Interest:	**$59**		**$0**		**N/A**	**$0**
Donations From Private Sources						
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Donations From Private Sources:	**$838,072**		**$0**		**N/A**	**$0**
Total Revenue Source:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Explanation of variances greater than 10%

- There were no significant variances between the 2022 and 2023 revenue budgets in the Stormwater Utility Management Fund.

Enterprise Fund Major Revenue Source – Charges for Services

2019 Actual	2020 Actual	2021 Actual	2022 Budget	2023 Budget
$405,618	$421,320	$448,345	$460,000	$470,000

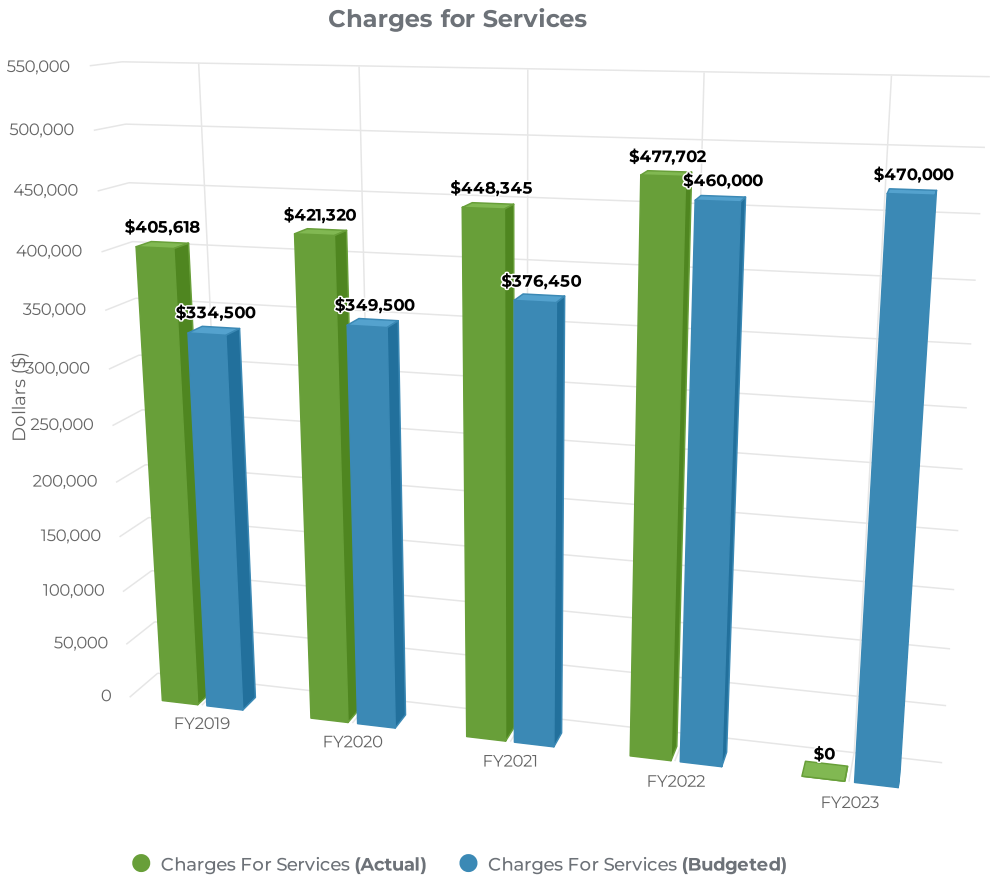
% of total Enterprise Fund major revenue	100%
% increase (decrease) from prior year	2.17%

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

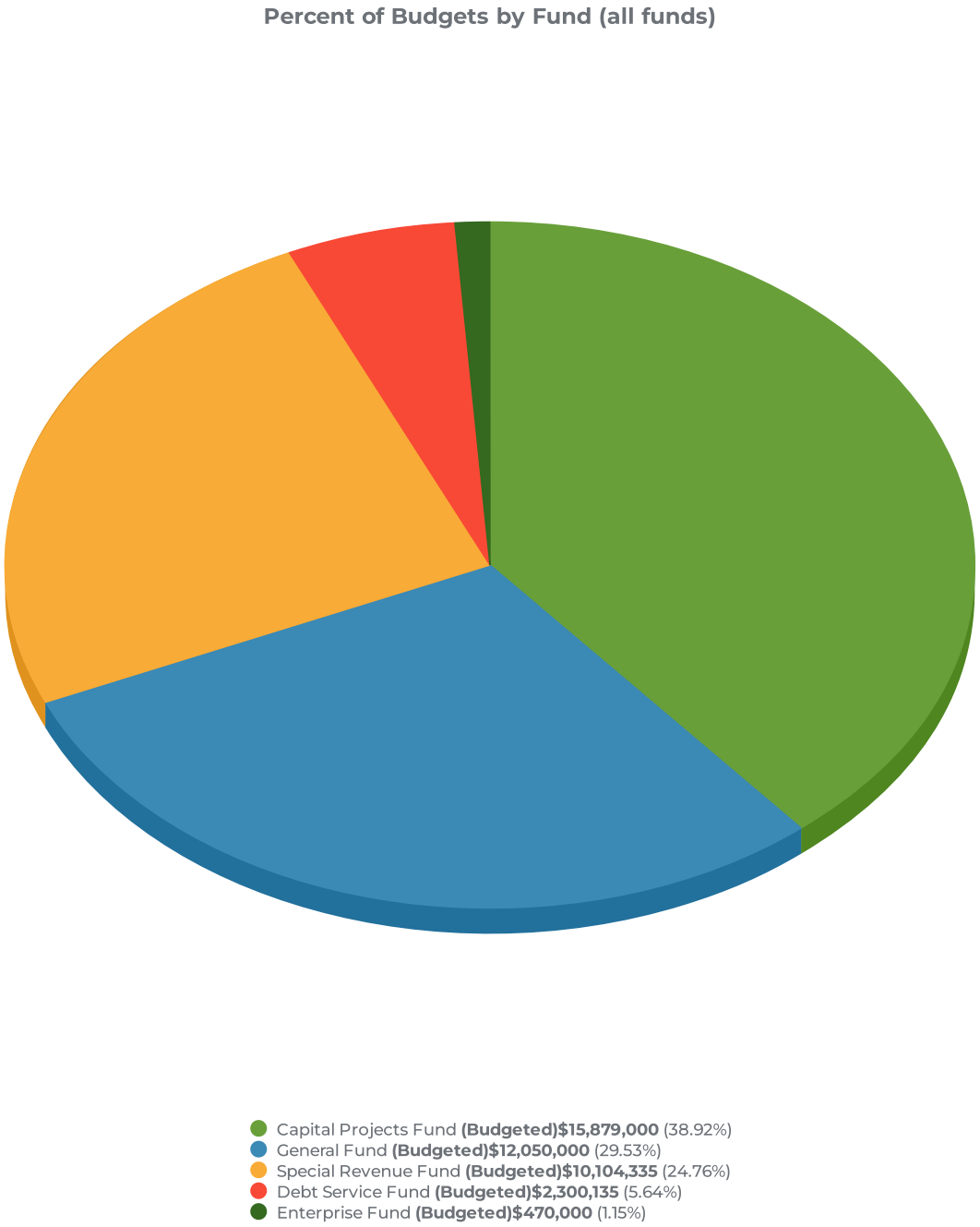
Expenditures (all funds) $40,803,470

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 $12,050,000 anticipated in revenues in the General Fund, the City Manager's office is recommending $6,280,198 for salaries and benefits. This equates to 52.12% 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 "Departments".

The City will realize a balanced budget by ensuring the recommended expenditures meet and do not exceed the projected revenues for FY2023.



Expenditures (all funds) Compared to Prior Year

Line Item	2021 Actual (audited)	2022 Adopted Budget	2022 Actual (unaudited)	2022 Budget vs. Actual		2023 Budget	FY22-FY23 Budget
Fund				$ (+/-)	% of budget used (+/-)		% (+/-)
General	$ 9,556,790	$ 10,375,000	$ 11,944,819	$ (1,569,819)	115.13%	$ 12,050,000	16.14%
Special Revenue	1,505,490	15,645,850	4,153,301	11,492,549	26.55%	10,104,335	-35.42%
Capital Project	3,035,115	17,733,400	7,992,195	9,741,205	45.07%	15,879,000	-10.46%
Debt Service Fund	1,307,698	2,000,000	1,081,371	918,629	54.07%	2,300,135	15.01%
Enterprise	335,100	460,000	677,227	(217,227)	147.22%	470,000	2.17%
Column Total:	**$ 15,740,194**	**$ 46,214,250**	**$ 25,848,913**	**$ 20,365,337**	**55.93%**	**$ 40,803,470**	**-11.71%**

Explanations of Variances Greater than 10%

General Fund - The net increase of 16.14% in the General Fund is due to the following:

- Expenditures in the General Government department increased 17.69% in 2023 from 2022 due to the step/grade plan that was proposed by Condrey and Associates and accepted by the council.
- Expenditures in the Public Safety department decreased 29.06% in 2023 from 2022 due to reallocation of fire tax expenditures to another fund. This expenditure will be paid utilizing the American Rescue Plan Act of 2021 funds as this is permissible under the grant guidelines.
- Expenditures in the Housing and Development department increased 10.29% in 2023 from 2022 due to the step/grade plan that was proposed by Condrey and Associates and accepted by the council.

Special Revenue Funds - The net decrease of 35.42% is due to the following:

- Expenditures in the Housing and development department decreased 15.63% in 2023 from 2022 because we are budgeting a decrease in grant funds from the Atlanta Regional Commission for the Workforce Innovation and Opportunity Act.
- Expenditures in the Stormwater Utility Management department decreased 54.61% in 2023 from 2022 due to a decrease in project expenses being split between the American Rescue Plan Act of 2021 Fund and the Stormwater Fund. In 2022, all expenses for this project were budgeted in the American Rescue Plan Act of 2021 Fund.
- Expenditures in the Culture and Recreation department increased 38.56% in 2023 from 2022 due to additional funds being allocated for park equipment and community center renovations in the Parks and Recreation Fund.
- General Long-Term Debt Issued decreased 63.16% in 2023 from 2022 because it only includes the remaining funds from debt service for the Series 2021 URA bond.
- Fund balance increased 100% in 2023 from 2022 because we received the balance of grant funding in the American Rescue Plan Act of 2021 Fund. These funds will be utilized to pay the fire tax to Cherokee County and for expenses related to the Stormwater Utility Management project.
- Transfers out decreased 59.96% in 2023 from 2022 because the proposed budget includes the transfer of remaining bond proceeds from the Urban Redevelopment Authority (URA) for the Town Center Project.

Capital Project Fund - The net decrease of 10.46% is due to the following:

- Expenditures in General Government decreased 58.06% in 2023 from 2022 due to a reduction in funds being budgeted for site work and road construction for the Town Center Project.
- Expenditures in Public Safety decreased 97.41% in 2023 from 2022 due to a reduction in the replacement cost for vehicles and equipment in the Police Department.
- Expenditures in Public Works increased 52.12% in 2023 from 2022 because the proposed budget includes appropriations for the Hickory Springs Parkway Project (formerly known as the Industrial Connector) and the Holly Springs Parkway Phase II and III Widening Projects.
- Issuance of long term debt increased 45.45% in 2023 from 2022 due to an increase in loan proceeds that will be used for the Holly Springs Parkway Phase II and Phase III Widening Projects.
- Fund balance decreased 18.62% in 2023 from 2022 because it was used in the prior year for projects.
- Transfers in decreased 59.96% in 2023 from 2022 because the proposed budget includes the remaining bond proceeds from the Urban Redevelopment Authority (URA) for the Town Center Project.

Debt Service Fund - The increase of 15.01% is due to the following:

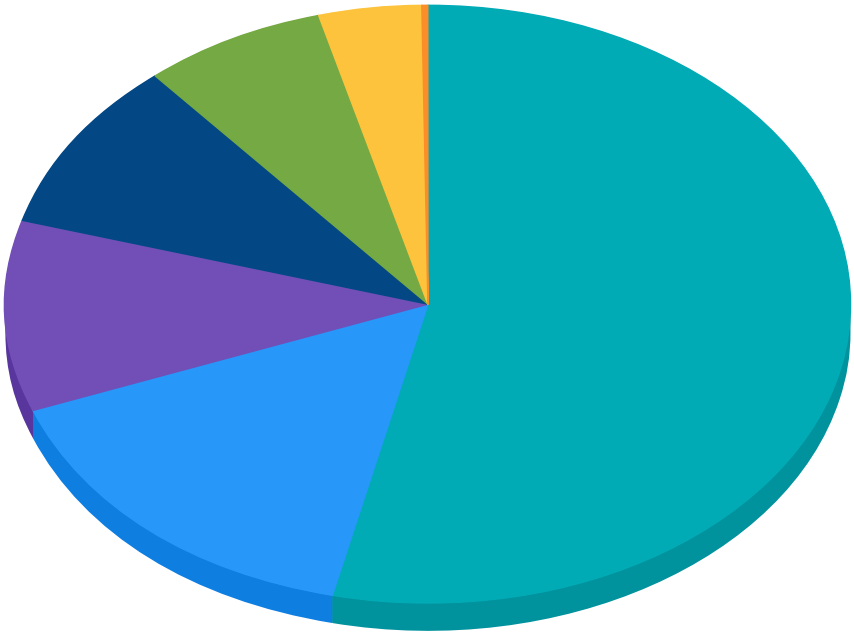
- Principal expenditures increased 20.54% in 2023 from 2022 due to the addition of principal payments that will be made on the Urban Redevelopment Authority bond.
- Transfers in increased 15.01% in 2023 from 2022 because we are budgeting for the calculated tax increment that will be collected from the Cherokee County School District, Cherokee County, and the City of Holly Springs. These funds are budgeted in the Tax Allocation District Fund and will be transferred to the Debt Service Fund once payment is received.

Enterprise Fund - There were no significant variances between the 2022 and the 2023 budgets.

Expenditures by Type (all funds)

Line Item	2021 Actual (audited)	2022 Adopted Budget	2022 Actual (unaudited)	2022 Budget vs. Actual		2023 Budget	FY22-FY23 Budget
General Fund				$ (+/-)	% of budget used (+/-)		% (+/-)
Personal	$ 4,700,390	$ 5,398,170	$ 5,088,864	$ 309,306	94.27%	$ 6,280,198	16.34%
Operating	4,170,329	4,526,830	5,004,803	(477,973)	110.56%	2,688,731	-40.60%
Capital	236,071	-	180,804	(180,804)		3,035,480	
Other Financing Uses	450,000	450,000	1,670,348	(1,220,348)	371.19%	45,591	-89.87%
Column Total:	**$ 9,556,790**	**$ 10,375,000**	**$ 11,944,819**	**$ (1,569,819)**	**115.13%**	**$ 12,050,000**	**16.14%**
Special Revenue Fund							
Operating	346,687	250,550	188,265	62,285	75.14%	3,381,975	1249.82%
Capital	60,125	6,020,300	-	6,020,300	0.00%	2,968,225	-50.70%
Other Financing Uses	1,098,678	9,375,000	3,965,036	5,409,964	42.29%	3,754,135	-59.96%
Column Total:	**$ 1,505,490**	**$ 15,645,850**	**$ 4,153,301**	**$ 11,492,549**	**26.55%**	**$ 10,104,335**	**-35.42%**
Capital Project Fund							
Operating	7,680	53,400	-	53,400	0.00%	-	-100.00%
Capital	2,967,435	17,680,000	7,992,195	9,687,805	45.20%	15,879,000	-10.19%
Debt Service	60,000	-	-	-		-	
Column Total:	**$ 3,035,115**	**$ 17,733,400**	**$ 7,992,195**	**$ 9,741,205**	**45.07%**	**$ 15,879,000**	**-10.46%**
Debt Service Fund							
Operating	-	608,672	-	608,672	0.00%	814,869	33.88%
Debt Service	1,307,698	1,391,328	1,081,371	309,957	77.72%	1,485,266	6.75%
Column Total:	**$ 1,307,698**	**$ 2,000,000**	**$ 1,081,371**	**$ 918,629**	**54.07%**	**$ 2,300,135**	**15.01%**
Enterprise Fund							
Personal	68,588	147,008	77,080	69,928	52.43%	81,386	-44.64%
Operating	260,817	307,992	595,538	(287,546)	193.36%	385,114	25.04%
Debt Service	5,696	5,000	4,609	391	92.18%	3,500	-30.00%
Column Total:	**$ 335,100**	**$ 460,000**	**$ 677,227**	**$ (217,227)**	**147.22%**	**$ 470,000**	**2.17%**
Total Expenditures:	**$ 15,740,194**	**$ 46,214,250**	**$ 25,848,913**	**$ 20,365,337**	**55.93%**	**$ 40,803,470**	**-11.71%**

Percent of Expenditures by Type (all funds)



- Other Financing Uses **53.63%**
- Personal Services **15.59%**
- Capital Outlay **10.30%**
- Debt Service **9.31%**
- Purchased Services **7.01%**
- Other Costs **3.93%**
- Depreciation **0.23%**

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 $21,882,705 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 repair and maintenance costs. Please refer to the "Capital Improvements" section for this year's major projects as well as those planned for the future.

	Fund			
Type of Capital	General	Special Revenue	Capital Project	Total
Routine	$0	$0	$0	$0
Non-routine	$3,035,480	$2,968,225	$15,879,000	$21,882,705
Total	$3,035,480	$2,968,225	$15,879,000	$21,882,705

Non-Routine Capital Expenditures by Fund - General Fund $3,035,480

Public Works

Non-Routine		
Description	Amount	Notes
City-wide projects	$3,035,480	Hickory Road/Hickory Springs Parkway/Hickory Springs Industrial Drive Project. It includes the replacement of culverts on Hickory Road, realignment of Hickory Springs Industrial Drive, raising Hickory Road out of the flood plain.
Total	**$3,035,480**	
Impact on operating budget		These expenditures will not initially impact the City's operating budget. However, there will be maintenance and future replacement costs after a useful life of 30 years.

Non-Routine Capital Expenditures by Fund - Special Revenue Funds $2,968,225

American Rescue Plan Act of 2021

Non-Routine		
Description	Amount	Notes
City-wide drainage projects	$2,618,225	Hickory Road/Hickory Springs Parkway/Hickory Springs Industrial Drive Project. It includes the replacement of culverts on Hickory Road, realignment of Hickory Springs Industrial Drive, raising Hickory Road out of the flood plain.
Total	**$2,618,225**	
Impact on operating budget		These expenditures will not initially impact the City's operating budget. However, there will be maintenance and future replacement costs after a useful life of 30 years.

Parks and Recreation

Non-Routine		
Description	Amount	Notes
Community Center (Train Depot)	$250,000	Building improvements and replacing the ADA ramp at the Community Center (Train Depot)
Playground equipment	$100,000	Replace playground at Barrett Farm and Taylors Farm Park
Total	**$350,000**	
Impact on operating budget		These expenditures will not initially impact the City's operating budget. However, with these additional assets comes the potential for future repairs and replacement costs.

Non-Routine Capital Expenditures by Fund - Capital Project Funds $15,879,000

SPLOST III

Non-Routine		
Description	Amount	Notes
City-wide	$290,000	Streetscapes
Total	**$290,000**	
Impact on operating budget		These expenditures will not initially impact the City's operating budget as these are special purpose projects approved by the voters and paid for by an additional 1% sales tax on consumables.

SPLOST V

Non-Routine		
Description	Amount	Notes
Streets and Sidewalks	$600,000	Resurfacing streets throughout the city
Buildings	$250,000	City buildings
Industrial Connector	$250,000	Hickory Springs Parkway new roadway construction
Sidewalks	$1,100,000	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	$10,000	Fingerprint machine
Holly Springs Parkway Phase II	$4,750,000	Holly Springs Parkway widening project
Holly Springs Parkway Phase III	$4,500,000	Holly Springs Parkway widening project
Public Works equipment	$25,000	Snow plow equipment
Intersection improvements	$250,000	Fox Creek/Tuner Village
Total	**$11,835,000**	
Impact on operating budget		These expenditures will not initially impact the City's operating budget as these are special purpose projects approved by the voters and paid for by an additional 1% sales tax on consumables.

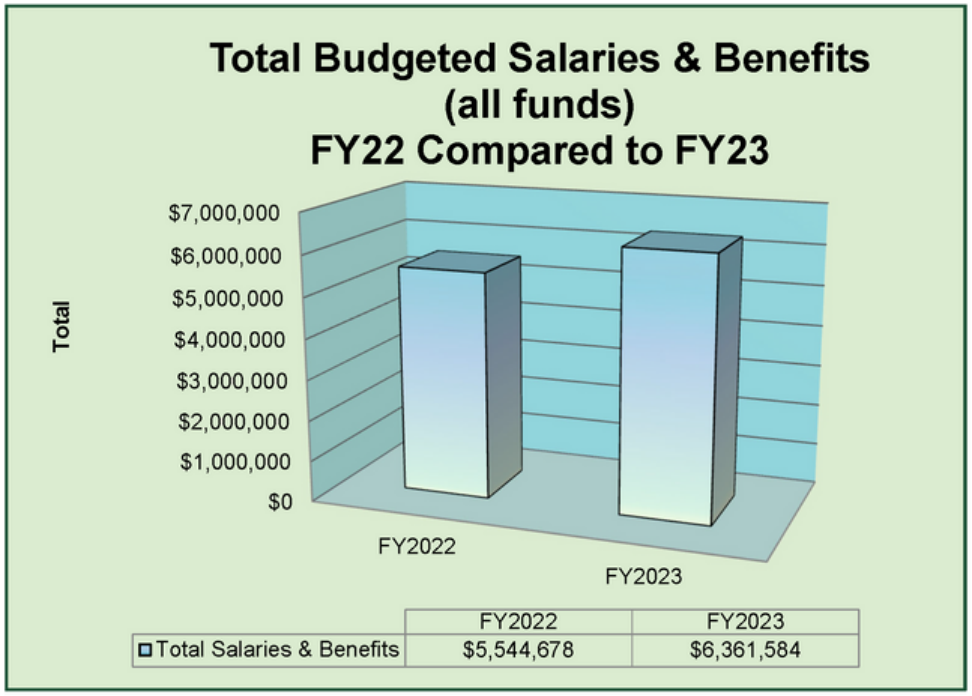
Town Center

Non-Routine		
Description	Amount	Notes
Town Center Project	$3,754,000	Site improvements
Total	**$3,754,000**	
Impact on operating budget		These expenditures will not impact the City's operating budget.

Percent of Capital Expenditures/Expenses by Fund



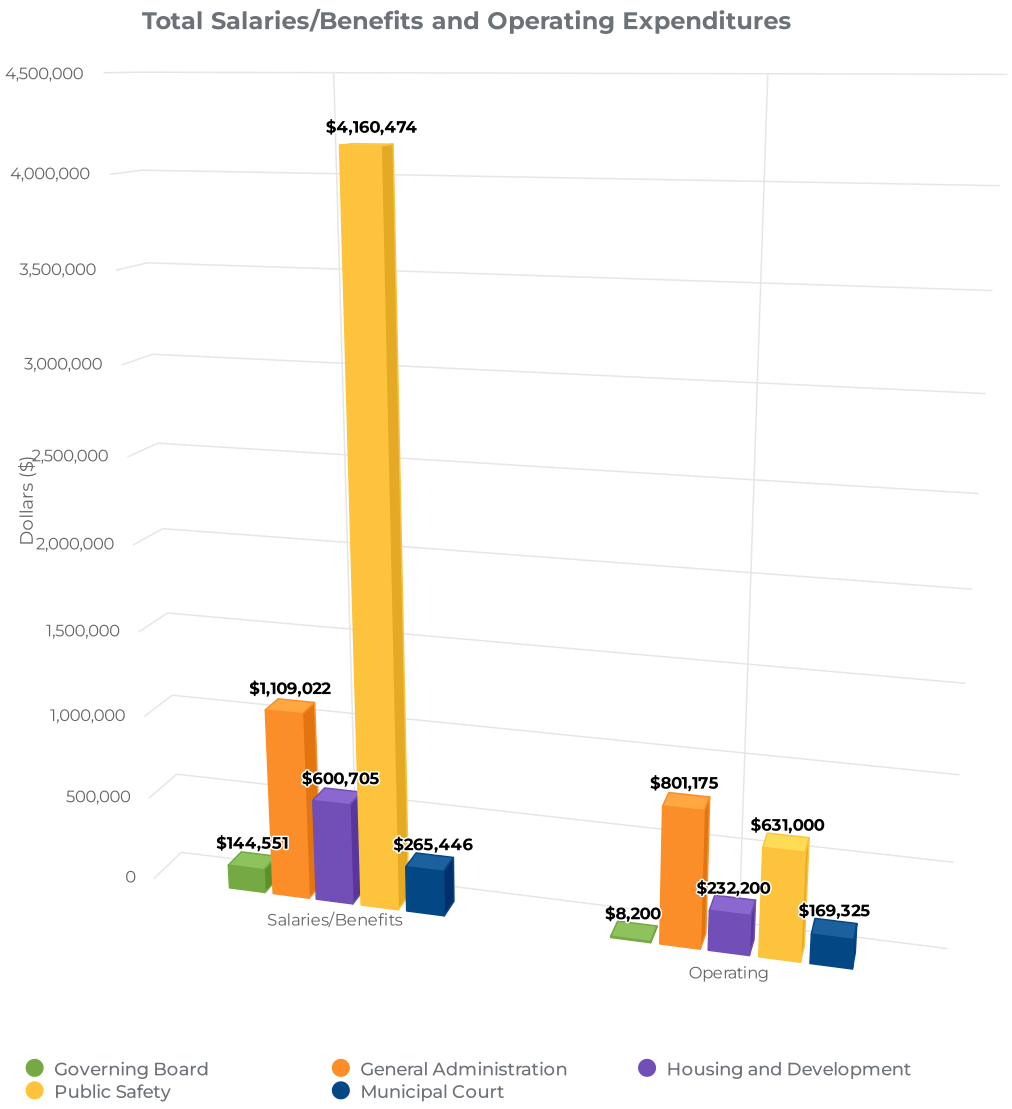
Total Budgeted Salaries & Benefits (all funds)



In FY2023, the combined total for salaries and benefits equals $6,361,584; $4,385,300 has been budgeted for salaries and $1,976,284 for benefits. Total benefits are 31.07% of the total personnel budget. The total salary and benefits budgeted equates to 15.59% of the City's total budget. For comparison, in FY2022, $3,598,404 was budgeted for salaries and $1,946,274 for benefits, making benefits 35.10% of the total personnel budget. The combined salary and benefits total for the FY2022 budget were $5,544,678 with the total being 12.00% of the City's total budget.

Total Salaries & Benefits (all funds)							
	FY2021	*FY2022*		*FY2023*	*FY2022 Budget Compared to FY2023*		*FY2023*
Line Item	Actual (audited)	Budget	Actual (unaudited)	Adopted Budget	$ (+/-)	% (+/-)	% of Total Personnel Budget
Regular Salaries	$ 3,246,799	$ 3,527,404	$ 3,519,832	$ 4,318,300	$ 790,896	22.42%	67.88%
Overtime	68,326	71,000	66,939	67,000	(4,000)	-5.63%	1.05%
FICA	194,476	222,890	211,460	271,181	48,291	21.67%	4.26%
Medicare	45,577	52,236	49,645	63,751	11,515	22.04%	1.00%
Health Insurance	752,162	1,101,040	844,240	1,071,896	(29,144)	-2.65%	16.85%
Dental Insurance	35,028	49,862	35,574	45,067	(4,795)	-9.62%	0.71%
Unemployment	2,650	1,831	2,750	2,633	802	43.80%	0.04%
Life Insurance	8,460	10,272	8,797	10,155	(117)	-1.14%	0.16%
Long-term Disability	23,493	25,880	25,174	27,286	1,406	5.43%	0.43%
Workers Compensation	94,960	123,857	101,482	124,317	460	0.37%	1.95%
Pension (GMEBS)	297,046	358,406	300,000	359,998	1,592	0.44%	5.66%
Total:	**$ 4,768,978**	**$ 5,544,678**	**$ 5,165,893**	**$ 6,361,584**	**$ 816,906**	**14.73%**	**100.00%**

General Fund FY2023 Salaries/Benefits Compared to Operating Expenditures



General Fund 2023 Budget			
Department	**Salaries/Benefits**	**Operating**	**Total**
Governing Board	$ 144,551	$ 8,200	$ 152,751
General Administration	$ 1,109,022	$ 801,175	$ 1,910,197
Housing & Development	$ 600,705	$ 232,200	$ 832,905
Public Safety	$ 4,160,474	$ 631,000	$ 4,791,474
Judicial	$ 265,446	$ 169,325	$ 434,771
Total	**$ 6,280,198**	**$ 1,841,900**	**$ 8,122,098**

Health Insurance

In January of 2023, the City, with assistance from our brokers, MSI Benefits Group, entered into a new agreement with Cigna that is in effect until December 31, 2023. The actual cost for FY2022 for health insurance was $844,290. 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 $227,606 from the prior year actual expense or a total cost to the City of approximately $1,071,896.

Cigna	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2022 Actual (unaudited)	FY2023 Adopted Budget	% (+/-) FY22 to FY23
General Administration	$142,208	$ 172,728	$ 255,853	$ 201,899	$ 272,840	6.64%
Housing & Development	56,301	55,880	61,446	62,556	85,064	38.44%
Public Safety	412,259	469,515	702,804	517,704	648,218	-7.77%
Judicial	31,600	45,471	60,703	50,743	55,613	-8.39%
Stormwater Utility Management	7,956	8,568	20,234	11,388	10,161	-49.78%
Total:	**$650,324**	**$ 752,162**	**$1,101,040**	**$ 844,290**	**$ 1,071,896**	**-2.65%**

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 a minimum of up to 30 enrollees. Having 70 eligible employees, the worst-case scenario could be $4,200 for the FSA Administration fee.

A flexible spending arrangement (FSA), or Flexible Spending Account, as it is 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 by the Georgia Municipal Association. The City will be applying 7.88% of employees' salaries towards the pension fund. Our total contribution to GMEBS in 2023 will be $360,000.

Georgia Municipal Association	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2022 Actual (unaudited)	FY2023 Adopted Budget	% (+/-) FY22 to FY23
General Administration	$ 57,266	$ 54,755	$ 68,855	$ 54,755	$ 66,982	-2.72%
Housing & Development	33,098	33,358	37,939	33,262	35,842	-5.53%
Public Safety	193,103	193,636	227,184	193,636	238,542	5.00%
Judicial	12,236	13,055	14,200	13,055	13,793	-2.87%
Stormwater Utility Management	9,752	2,242	10,228	5,292	4,841	-52.67%
Total:	**$305,455**	**$ 297,046**	**$ 358,406**	**$ 300,000**	**$ 360,000**	**0.44%**

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 FY2023 for the period of May 1, 2023 to May 1, 2024 is $256,800. This is a 51.06% increase from FY2022 budgeted expenditures of $170,000 for property and casualty insurance.

Georgia Interlocal Risk Management Agency	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2022 Actual (unaudited)	FY2023 Adopted Budget	% (+/-) FY22 to FY23
General Administration	$135,844	$ 142,738	$ 170,000	$ 187,742	$ 256,800	51.06%
Total:	**$135,844**	**$ 142,738**	**$ 170,000**	**$ 187,742**	**$ 256,800**	**51.06%**

Workers Compensation Insurance

The City's Workers Compensation services are provided by GMA Workers' Compensation Self-Insurance Fund. The total budgeted premiums for FY2022 were $123,857. The FY2023 budget is almost the same amount that was budgeted in FY2022. An audit of our worker's compensation coverage was completed to more accurately represent our exposure to claims.

Georgia Municipal Association	FY2020 Actual (audited)	FY2021 Actual (audited)	FY2022 Adopted Budget	FY2022 Actual (unaudited)	FY2023 Adopted Budget	% (+/-) FY22 to FY23
General Administration	$ 1,186	$ 6,064	$ 7,877	$ 6,559	$ 7,119	-9.62%
Housing & Development	854	4,535	8,612	4,220	9,202	6.85%
Public Safety	17,763	81,214	101,098	87,334	104,794	3.66%
Judicial	56	304	392	326	454	15.82%
Stormwater Utility Management	2,760	2,844	5,878	3,044	2,748	-53.25%
Total:	**$ 22,619**	**$ 94,960**	**$ 123,857**	**$ 101,482**	**$ 124,317**	**0.37%**

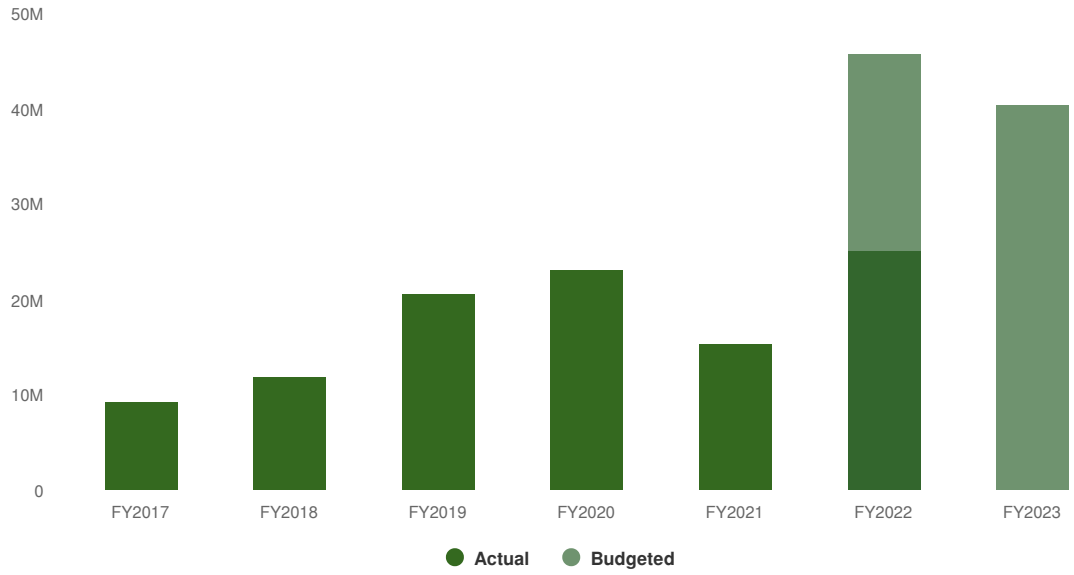
DEPARTMENTS/FUNDS

Governmental Funds

Expenditures Summary

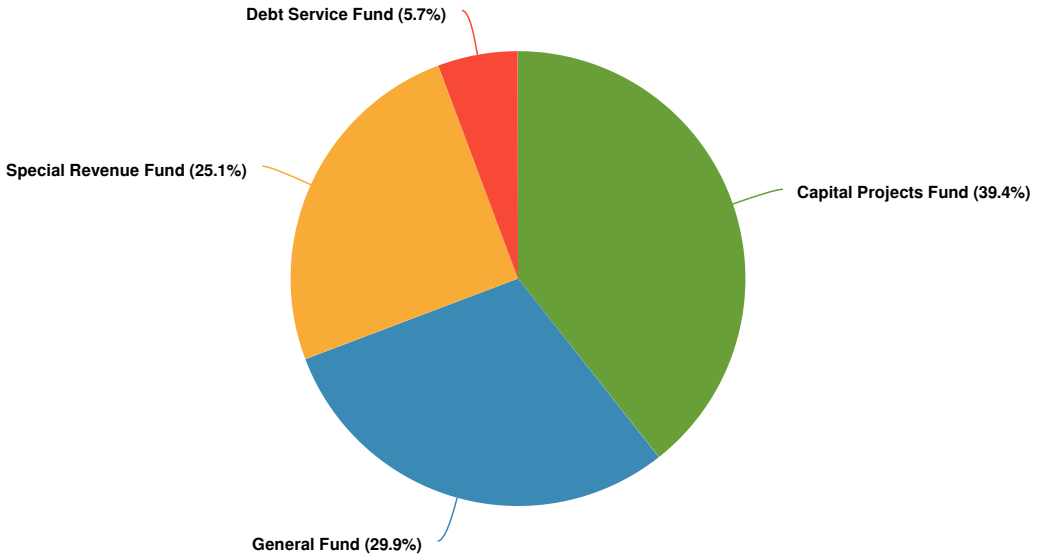
$40,333,470 -$5,420,780
(-11.85% vs. prior year)

Governmental Funds Proposed and Historical Budget vs. Actual

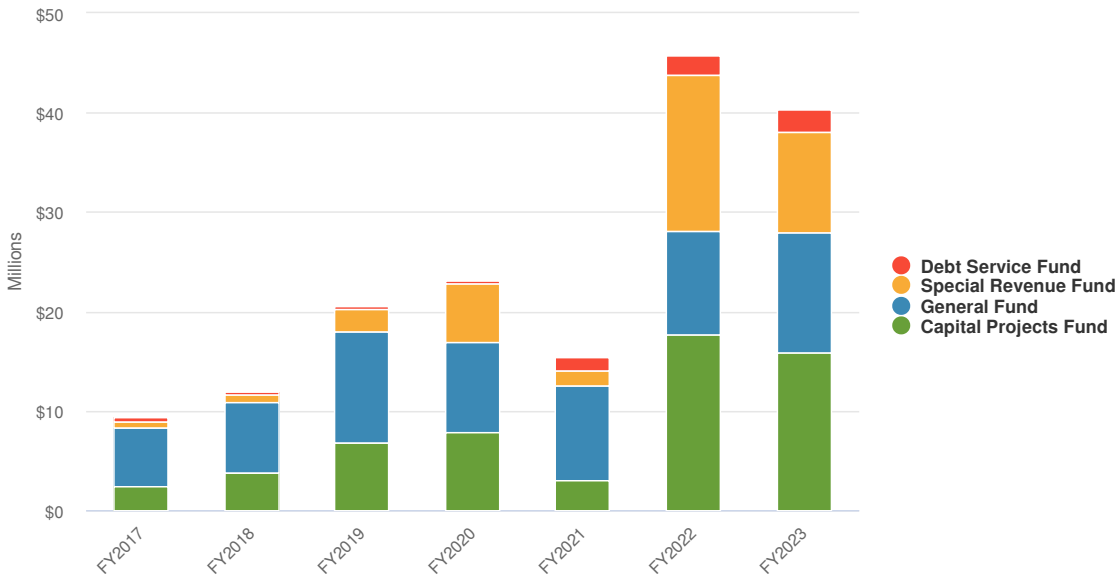


Expenditures by Fund

2023 Expenditures by Fund



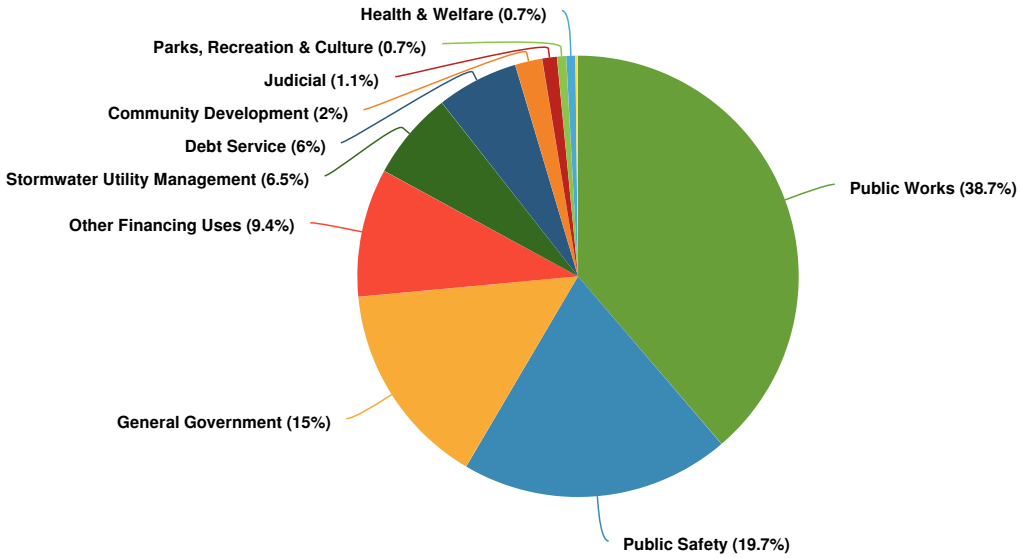
Budgeted and Historical 2023 Expenditures by Fund



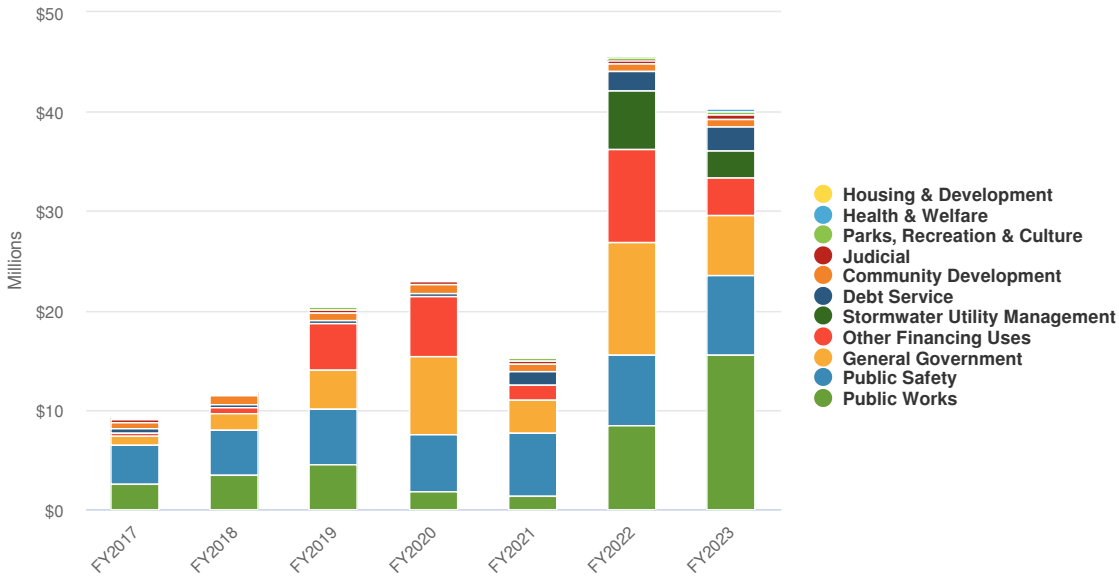
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$9,556,790	$10,375,000	$11,944,819	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund	$0	$5,767,700	$0	$5,769,200	0%	$1,500
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$194,977	$407,150	$293,585	$500,000	22.8%	$92,850
Tax Allocation District				$300,135	N/A	$300,135
Hotel Motel Tax Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Special Revenue Fund:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**
Capital Projects Fund						
SPLOST III Fund	$0	$286,000	$47,014	$290,000	1.4%	$4,000
SPLOST IV Fund	$0	$69,000	$69,418		-100%	-$69,000
SPLOST V Fund	$1,238,338	$7,950,000	$4,044,137	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,796,777	$9,428,400	$3,831,626	$3,754,000	-60.2%	-$5,674,400
Total Capital Projects Fund:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**
Debt Service Fund						
Debt Service Fund	$1,307,698	$2,000,000	$1,081,371	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**
Total:	**$15,405,093**	**$45,754,250**	**$25,171,686**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

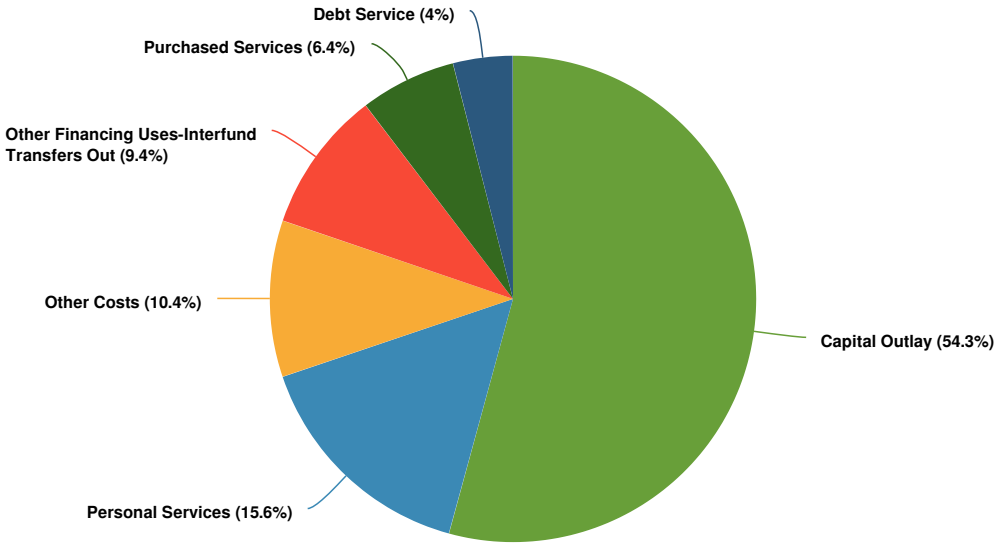


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
Governing Body	$119,335	$152,315	$140,588	$152,751	0.3%	$436
City Manager	$190,963	$199,176	$202,508	$214,211	7.5%	$15,035
City Clerk	$208,708	$308,668	$250,392	$289,052	-6.4%	-$19,616
Elections	$374	$17,500	$711	$1,500	-91.4%	-$16,000
General Administration	$0	$172,750	$0	$120,500	-30.2%	-$52,250
Finance Administration	$384,593	$330,332	$270,353	$399,833	21%	$69,501
Licensing	$828	$51,280	$32,486	$35,033	-31.7%	-$16,247
Law	$14,399	$25,000	$7,156	$15,000	-40%	-$10,000
Information Technology	$200,214	$227,160	$214,794	$277,793	22.3%	$50,633
Human Resources	$0	$0	$0	$117,264	N/A	$117,264
Risk Management	$146,738	$180,000	$202,742	$271,800	51%	$91,800
General Government Buildings	$2,131,267	$9,636,131	$4,304,139	$4,172,211	-56.7%	-$5,463,920
Total General Government:	**$3,397,420**	**$11,300,312**	**$5,625,869**	**$6,066,948**	**-46.3%**	**-$5,233,364**
Judicial						
Municipal Court	$354,016	$420,098	$400,131	$434,771	3.5%	$14,673
Total Judicial:	**$354,016**	**$420,098**	**$400,131**	**$434,771**	**3.5%**	**$14,673**
Public Safety						
Public Safety	$451,103	$386,000	$81,898	$10,000	-97.4%	-$376,000
Police Administration	$608,480	$622,462	$769,429	$850,962	36.7%	$228,500
Criminal Investigations Division	$372,220	$406,676	$393,194	$475,141	16.8%	$68,465
Vice	$85,580	$83,211	$93,182	$98,383	18.2%	$15,172
Police Patrol	$2,174,944	$2,655,763	$2,421,576	$3,008,686	13.3%	$352,923
Police Training	$106,728	$164,824	$136,649	$165,234	0.2%	$410
Police Stations and Buildings	$91,826	$58,350	$155,031	$102,250	75.2%	$43,900
Probation	$74,501	$78,931	$83,699	$99,067	25.5%	$20,136
Fire	$2,335,380	$2,695,880	$2,782,453	$3,150,975	16.9%	$455,095
Total Public Safety:	**$6,300,761**	**$7,152,097**	**$6,917,110**	**$7,960,699**	**11.3%**	**$808,602**
Public Works						
Highways and Streets	$1,183,548	$6,841,050	$4,287,219	$13,827,280	102.1%	$6,986,230
Sidewalks and Crosswalks	$1,477	$1,436,000	$54,457	$1,390,000	-3.2%	-$46,000
Street Lighting	$121,401	$125,000	$122,000	$135,000	8%	$10,000
Traffic Engineering	$56,971	$75,000	$40,239	$273,000	264%	$198,000
Total Public Works:	**$1,363,396**	**$8,477,050**	**$4,503,915**	**$15,625,280**	**84.3%**	**$7,148,230**
Stormwater Utility Management	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475

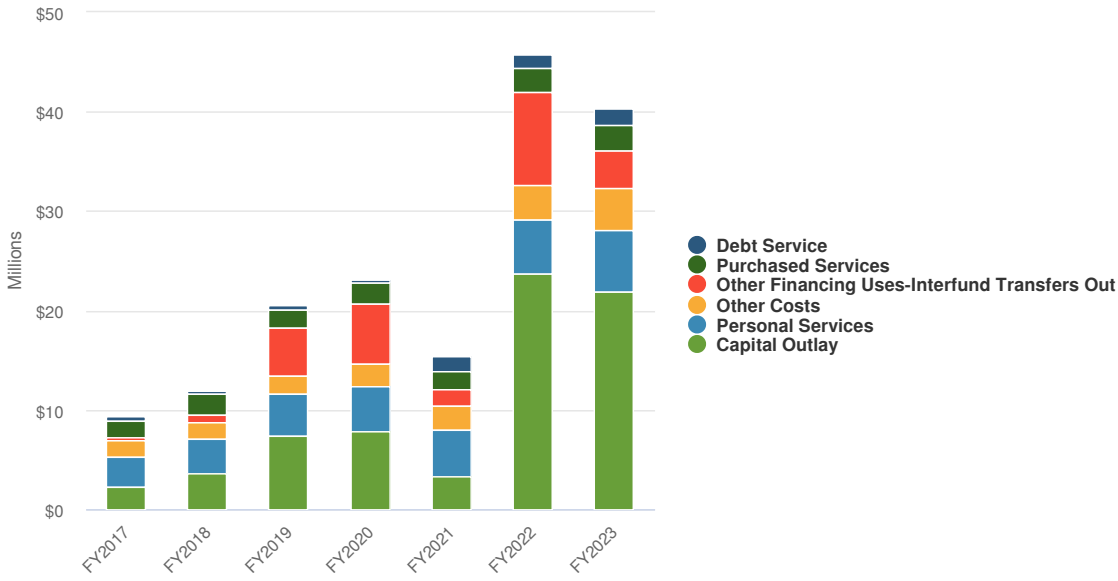
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Total Stormwater Utility Management:	**$0**	**$5,767,700**	**$0**	**$2,618,225**	**-54.6%**	**-$3,149,475**
Health & Welfare						
Parks and Recreation Fund	$14,916	$185,650	$9,021	$267,550	44.1%	$81,900
Total Health & Welfare:	**$14,916**	**$185,650**	**$9,021**	**$267,550**	**44.1%**	**$81,900**
Parks, Recreation & Culture						
Parks and Recreation Fund	$264,311	$221,500	$105,195	$232,450	4.9%	$10,950
Tree Commission	$3,264	$35,000	$7,161	$35,000	0%	$0
Libraries	$4,000	$4,000	$4,000	$4,000	0%	$0
Total Parks, Recreation & Culture:	**$271,576**	**$260,500**	**$116,357**	**$271,450**	**4.2%**	**$10,950**
Community Development						
Building Inspections	$303,049	$320,822	$443,061	$335,749	4.7%	$14,927
Planning and Zoning	$296,011	$261,053	$229,639	$334,143	28%	$73,090
Economic Development	$26,013	$25,541	$50,123	$28,351	11%	$2,810
Hotel/Motel Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Main Street	$80,597	$112,427	$85,657	$95,661	-14.9%	-$16,766
Total Community Development:	**$710,965**	**$725,843**	**$812,425**	**$799,905**	**10.2%**	**$74,062**
Housing & Development						
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Total Housing & Development:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**
Debt Service						
Debt Service Fund	$1,307,698	$2,000,000	$1,081,371	$2,413,916	20.7%	$413,916
Total Debt Service:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,413,916**	**20.7%**	**$413,916**
Other Financing Uses	$1,548,678	$9,375,000	$5,635,383	$3,799,726	-59.5%	-$5,575,274
Total Other Financing Uses:	**$1,548,678**	**$9,375,000**	**$5,635,383**	**$3,799,726**	**-59.5%**	**-$5,575,274**
Total Expenditures:	**$15,405,093**	**$45,754,250**	**$25,171,686**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

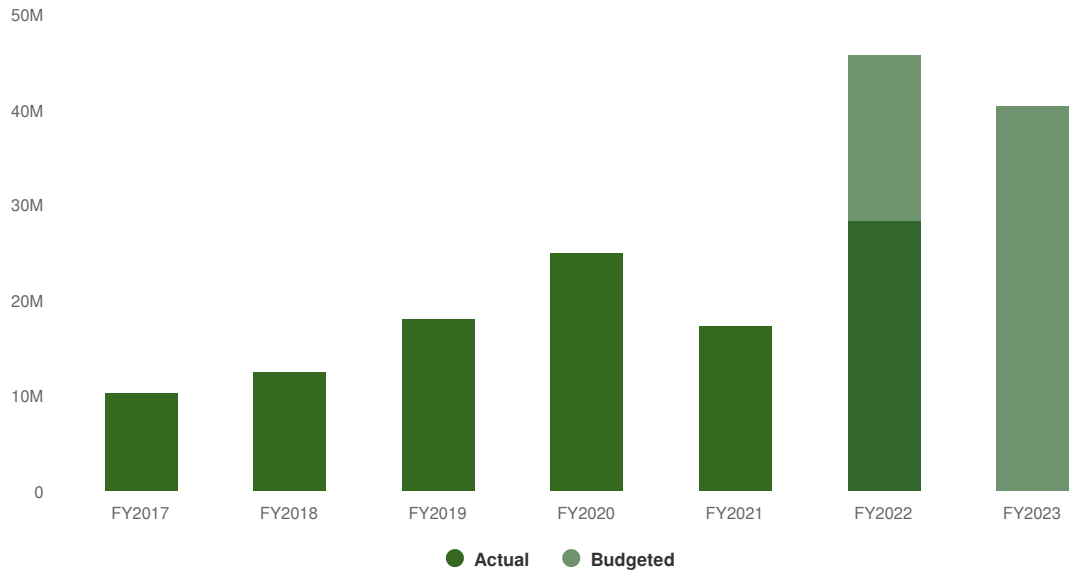


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$4,700,390	$5,398,170	$5,088,864	$6,280,198	16.3%	$882,028
Purchased Services	$1,947,685	$2,350,650	$2,262,924	$2,574,950	9.5%	$224,300
Capital Outlay	$3,263,631	$23,700,300	$8,172,998	$21,882,705	-7.7%	-$1,817,595
Other Costs	$2,506,138	$3,538,802	$2,924,774	$4,196,844	18.6%	$658,042
Debt Service	$1,438,571	$1,391,328	$1,086,743	$1,599,047	14.9%	$207,719
Other Financing Uses-Interfund Transfers Out	$1,548,678	$9,375,000	$5,635,383	$3,799,726	-59.5%	-$5,575,274
Total Expense Objects:	**$15,405,093**	**$45,754,250**	**$25,171,686**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Revenues Summary

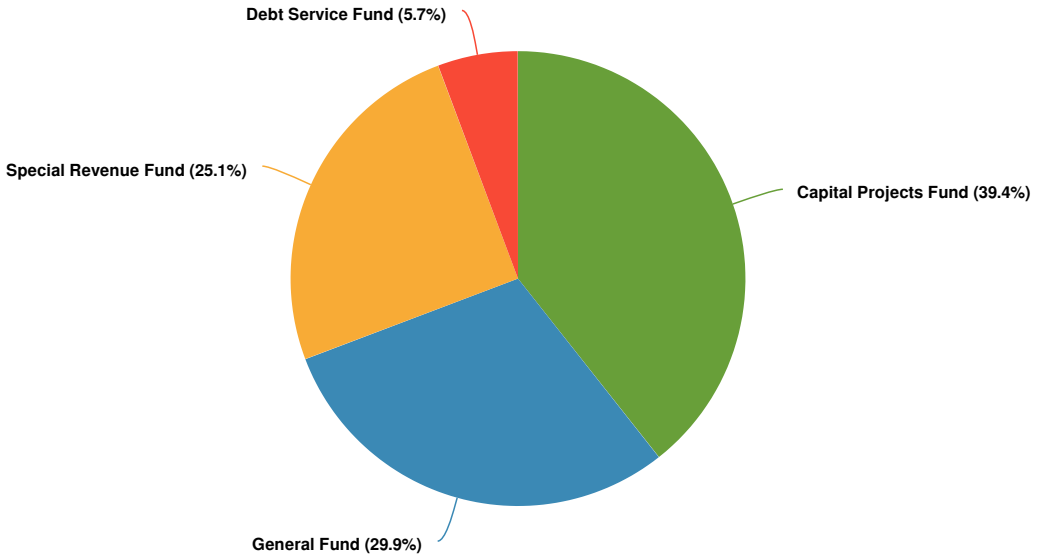
$40,333,470 -$5,420,780
(-11.85% vs. prior year)

Governmental Funds Proposed and Historical Budget vs. Actual

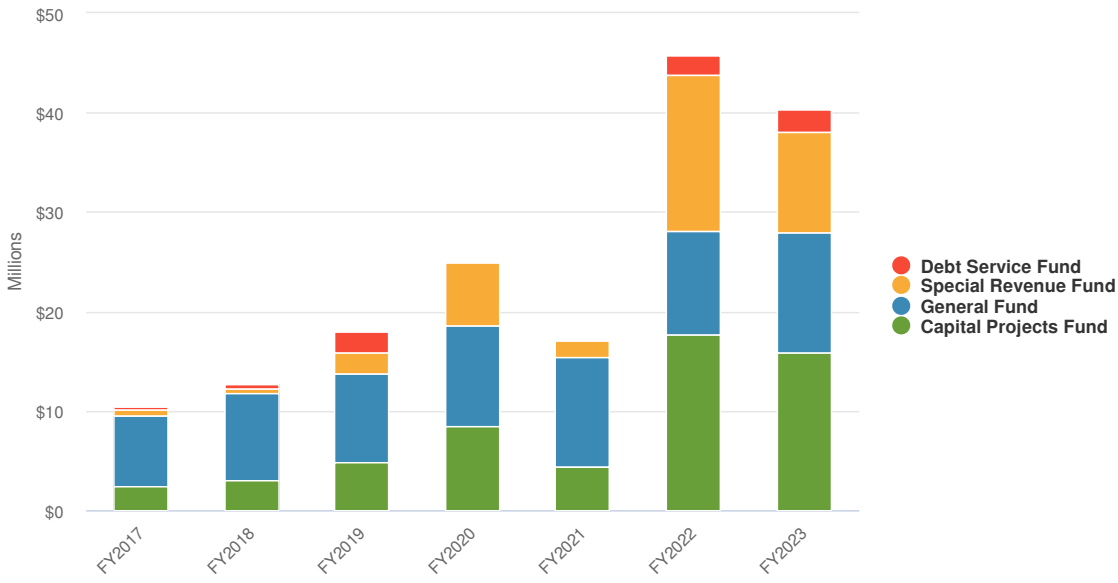


Revenue by Fund

2023 Revenue by Fund



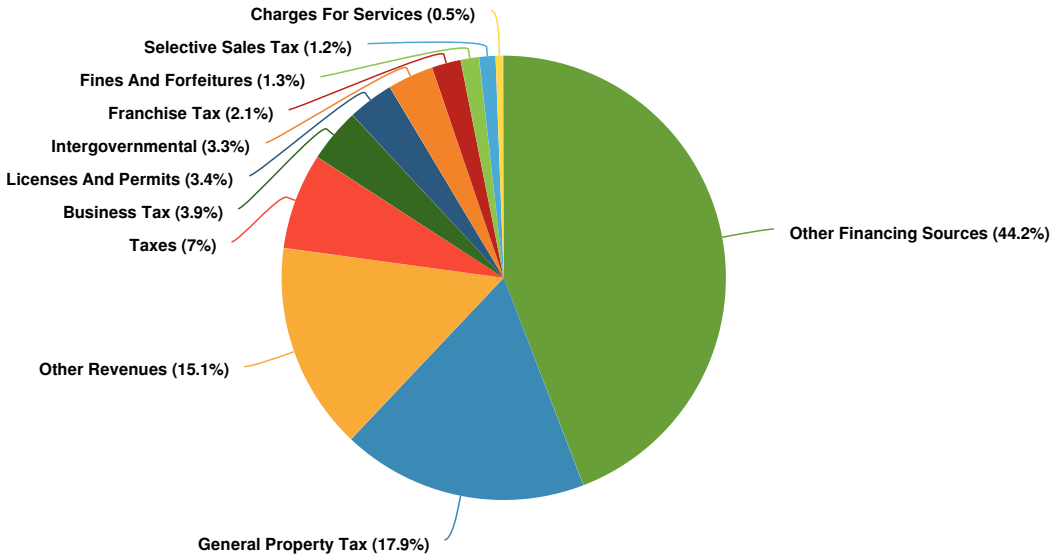
Budgeted and Historical 2023 Revenue by Fund



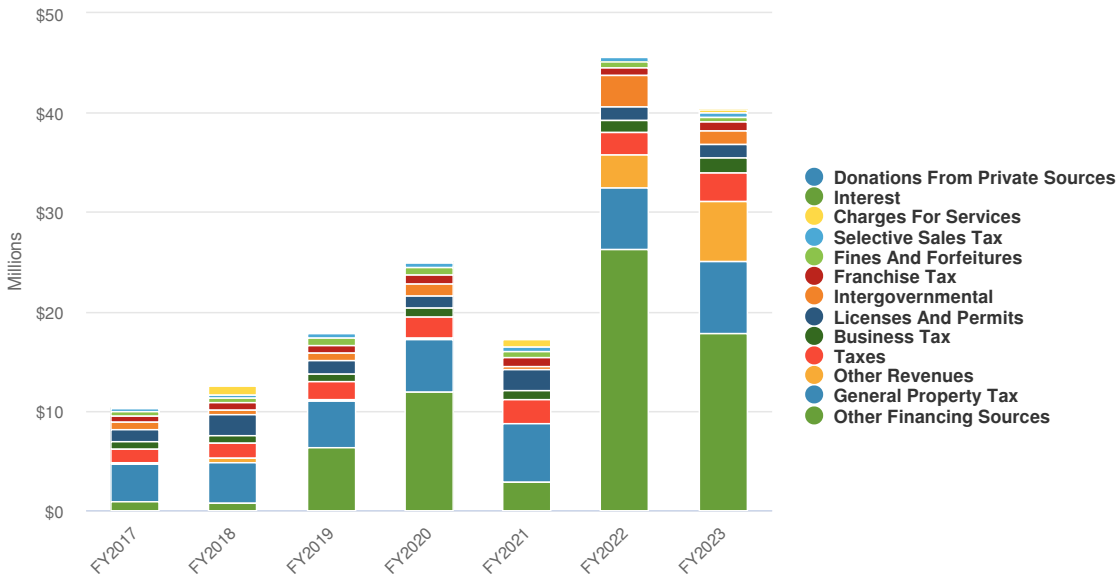
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$10,928,072	$10,375,000	$11,823,291	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund	$469	$5,767,700	$2,885,305	$5,769,200	0%	$1,500
Operating Grant Fund	$135,670	$90,000	$78,258	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$468,146	$407,150	$485,514	$500,000	22.8%	$92,850
Tax Allocation District	$0	$0	$122,010	$300,135	N/A	$300,135
Hotel Motel Tax Fund	$4,945	$6,000	$4,470	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Special Revenue Fund:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**
Capital Projects Fund						
SPLOST III Fund	$6,039	$286,000	$2,982	$290,000	1.4%	$4,000
SPLOST IV Fund	$6	$69,000	$348	$0	-100%	-$69,000
SPLOST V Fund	$3,002,527	$7,950,000	$4,233,338	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,398,696	$9,428,400	$4,185,668	$3,754,000	-60.2%	-$5,674,400
Total Capital Projects Fund:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**
Debt Service Fund						
Debt Service Fund	$150,373	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total:	**$17,264,494**	**$45,754,250**	**$28,256,219**	**$40,333,470**	**-11.8%**	**-$5,420,780**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



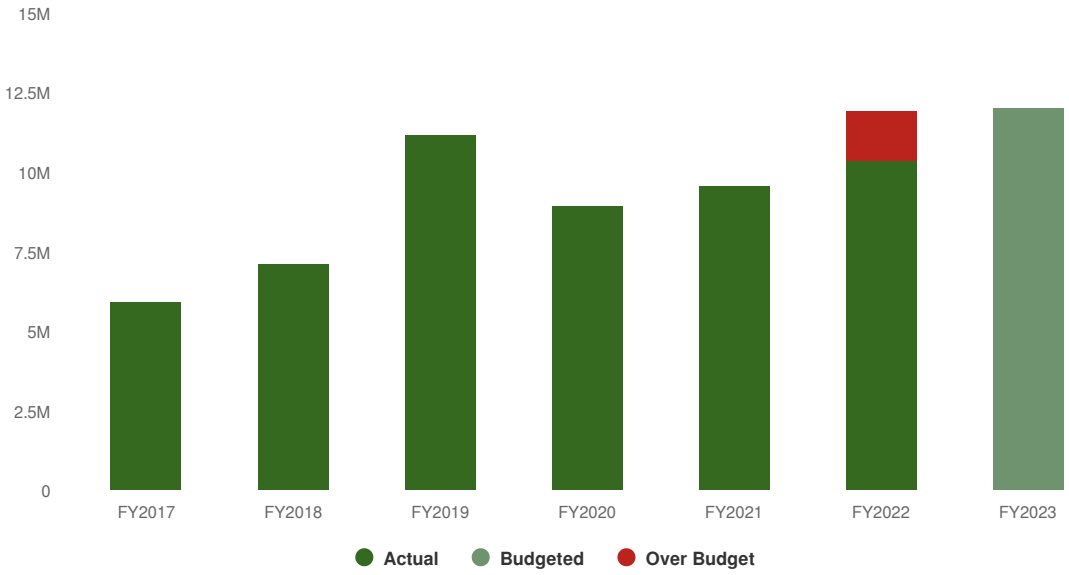
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax	$5,894,787	$6,211,150	$7,353,693	$7,220,150	16.2%	$1,009,000
Franchise Tax	$830,394	$795,000	$804,570	$855,500	7.6%	$60,500
Taxes	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Selective Sales Tax	$452,829	$401,000	$462,552	$486,000	21.2%	$85,000
Business Tax	$911,471	$1,088,500	$1,592,186	$1,582,500	45.4%	$494,000
Charges For Services	$700,018	$162,174	$189,813	$210,214	29.6%	$48,040
Licenses And Permits	$2,154,138	$1,376,560	$1,197,062	$1,351,310	-1.8%	-$25,250
Intergovernmental	$339,277	$3,147,102	$3,715,279	$1,344,544	-57.3%	-$1,802,558
Fines And Forfeitures	$683,196	$620,650	$508,405	$536,250	-13.6%	-$84,400
Interest	$25,253	$17,096	-$27,548	$16,500	-3.5%	-$596
Donations From Private Sources	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Other Revenues	$96,821	$3,367,318	$55,695	$6,089,664	80.8%	$2,722,346
Other Financing Sources	$2,794,840	$26,275,000	$9,760,302	$17,810,838	-32.2%	-$8,464,162
Total Revenue Source:	**$17,264,494**	**$45,754,250**	**$28,256,219**	**$40,333,470**	**-11.8%**	**-$5,420,780**

General Fund

Expenditures Summary

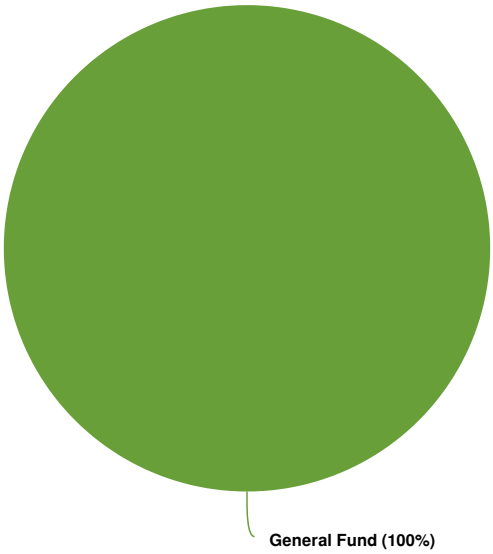
$12,050,000 $1,675,000
(16.14% vs. prior year)

General Fund Proposed and Historical Budget vs. Actual

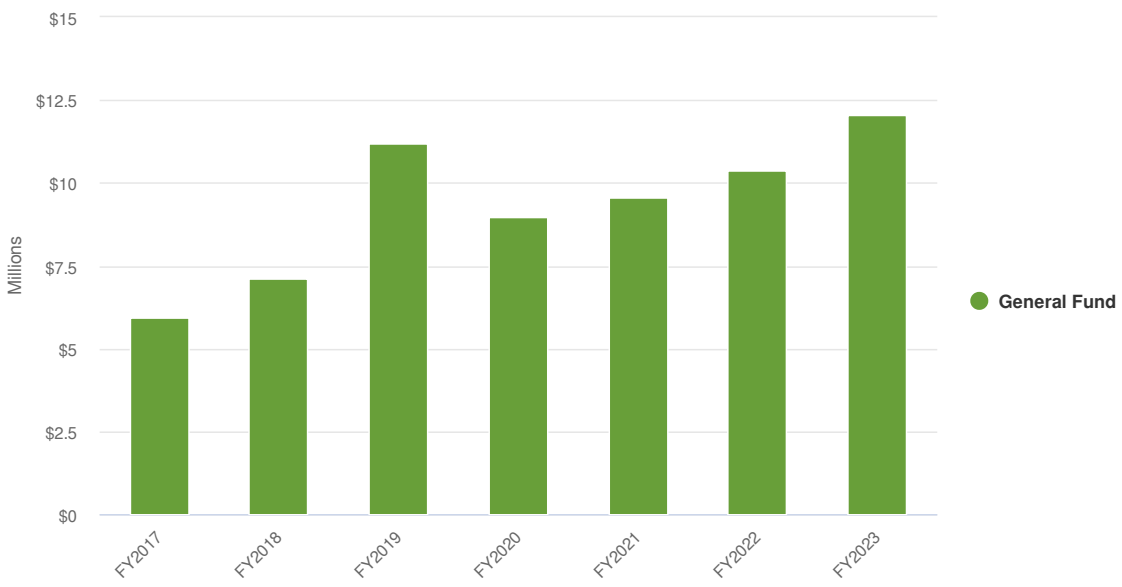


Expenditures by Fund

2023 Expenditures by Fund



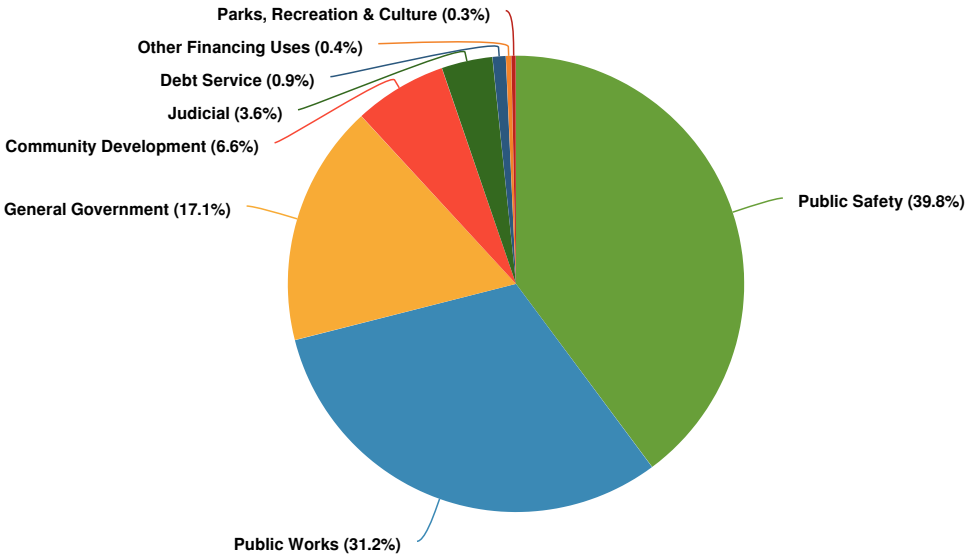
Budgeted and Historical 2023 Expenditures by Fund



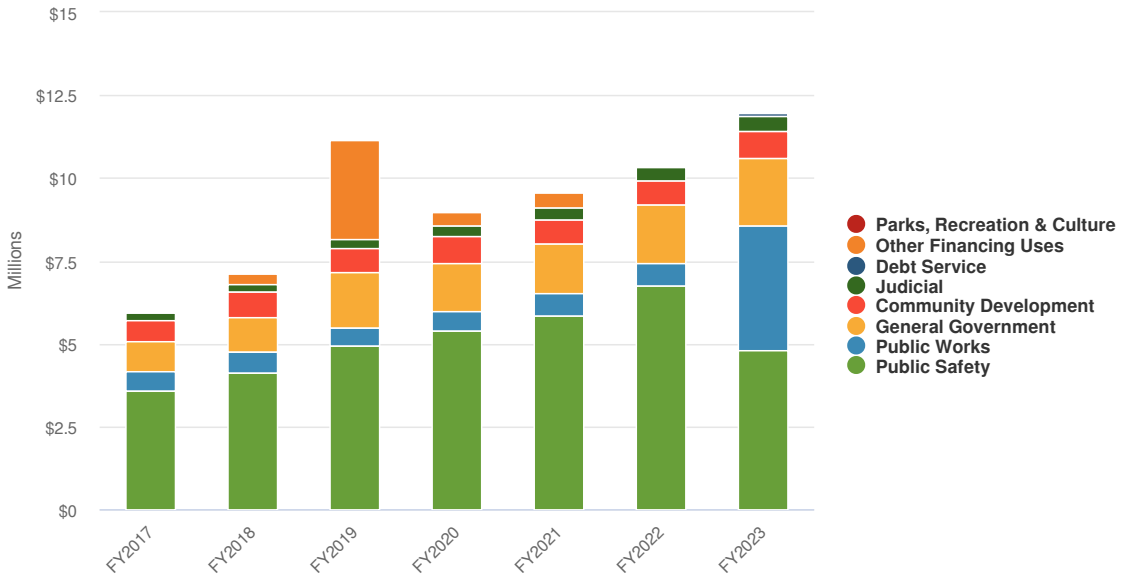
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$9,556,790	$10,375,000	$11,944,819	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

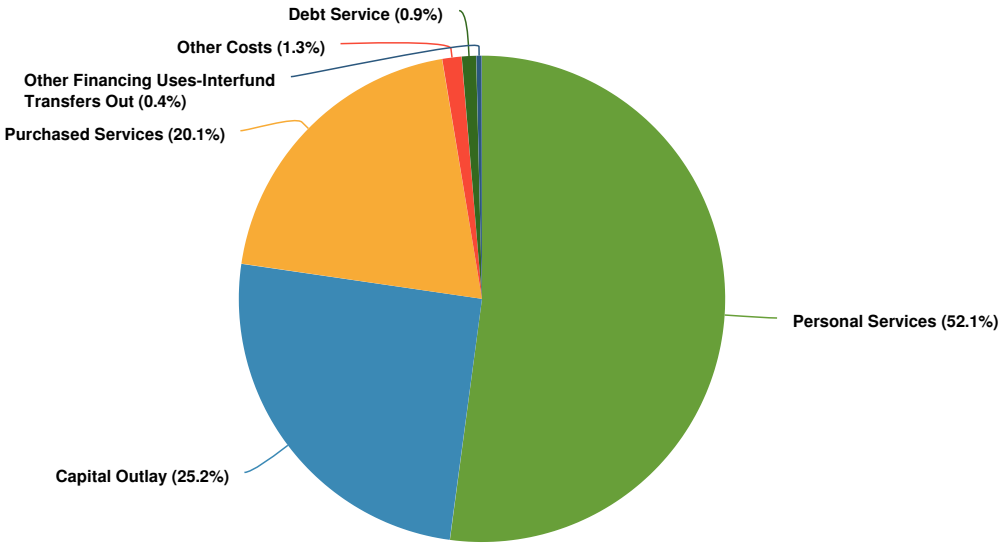


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
Governing Body	$119,335	$152,315	$140,588	$152,751	0.3%	$436
City Manager	$190,963	$199,176	$202,508	$214,211	7.5%	$15,035
City Clerk	$208,708	$308,668	$250,392	$289,052	-6.4%	-$19,616
Elections	$374	$17,500	$711	$1,500	-91.4%	-$16,000
General Administration	$0	$103,750	$0	$120,500	16.1%	$16,750
Finance Administration	$313,720	$330,332	$270,353	$399,833	21%	$69,501
Licensing	$828	$51,280	$32,486	$35,033	-31.7%	-$16,247
Law	$14,399	$25,000	$7,156	$15,000	-40%	-$10,000
Information Technology	$200,214	$227,160	$214,794	$277,793	22.3%	$50,633
Human Resources	$0	$0	$0	$117,264	N/A	$117,264
Risk Management	$146,738	$180,000	$202,742	$271,800	51%	$91,800
General Government Buildings	$333,689	$157,731	$151,417	$168,211	6.6%	$10,480
Total General Government:	**$1,528,970**	**$1,752,912**	**$1,473,147**	**$2,062,948**	**17.7%**	**$310,036**
Judicial						
Municipal Court	$354,016	$420,098	$400,131	$434,771	3.5%	$14,673
Total Judicial:	**$354,016**	**$420,098**	**$400,131**	**$434,771**	**3.5%**	**$14,673**
Public Safety						
Police Administration	$608,480	$622,462	$769,429	$850,962	36.7%	$228,500
Criminal Investigations Division	$372,220	$406,676	$393,194	$475,141	16.8%	$68,465
Vice	$85,580	$83,211	$93,182	$98,383	18.2%	$15,172
Police Patrol	$2,174,944	$2,655,763	$2,421,576	$3,008,686	13.3%	$352,923
Police Training	$106,728	$164,824	$136,649	$165,234	0.2%	$410
Police Stations and Buildings	$91,826	$58,350	$155,031	$102,250	75.2%	$43,900
Probation	$74,501	$78,931	$83,699	$99,067	25.5%	$20,136
Fire	$2,335,380	$2,695,880	$2,782,453		-100%	-$2,695,880
Total Public Safety:	**$5,849,658**	**$6,766,097**	**$6,835,213**	**$4,799,724**	**-29.1%**	**-$1,966,373**
Public Works						
Highways and Streets	$491,602	$527,050	$610,046	$3,602,280	583.5%	$3,075,230
Street Lighting	$121,401	$125,000	$122,000	$135,000	8%	$10,000
Traffic Engineering	$48,209	$25,000	$14,293	$23,000	-8%	-$2,000
Total Public Works:	**$661,211**	**$677,050**	**$746,340**	**$3,760,280**	**455.4%**	**$3,083,230**
Parks, Recreation & Culture						
Tree Commission	$3,264	$35,000	$7,161	$35,000	0%	$0
Libraries	$4,000	$4,000	$4,000	$4,000	0%	$0
Total Parks, Recreation & Culture:	**$7,264**	**$39,000**	**$11,161**	**$39,000**	**0%**	**$0**

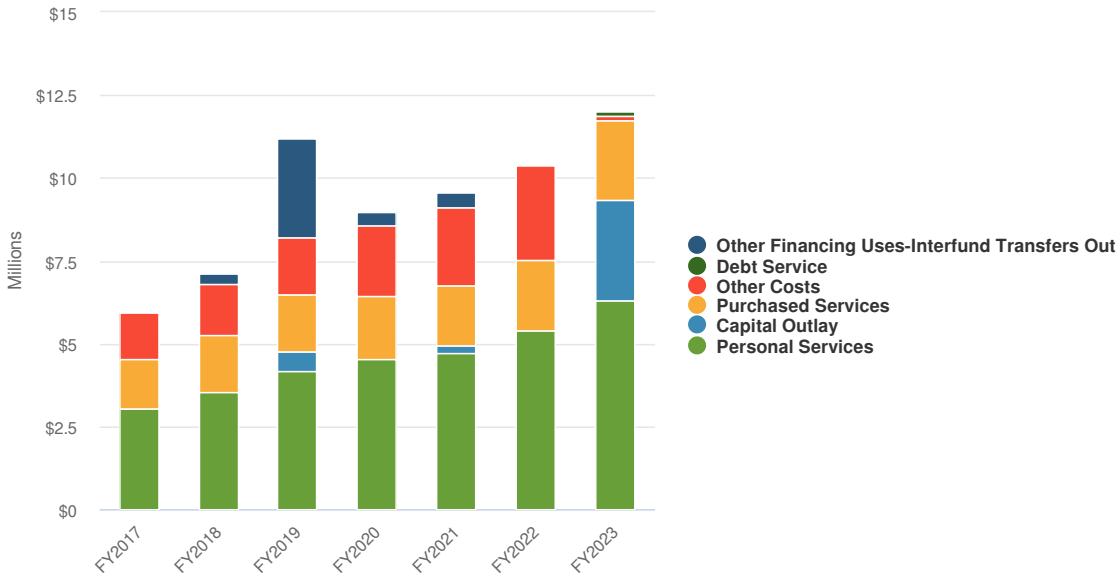
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Community Development						
Building Inspections	$303,049	$320,822	$443,061	$335,749	4.7%	$14,927
Planning and Zoning	$296,011	$261,053	$229,639	$334,143	28%	$73,090
Economic Development	$26,013	$25,541	$50,123	$28,351	11%	$2,810
Main Street	$80,597	$112,427	$85,657	$95,661	-14.9%	-$16,766
Total Community Development:	**$705,670**	**$719,843**	**$808,480**	**$793,905**	**10.3%**	**$74,062**
Debt Service						
Debt Service Fund				$113,781	N/A	$113,781
Total Debt Service:				**$113,781**	**N/A**	**$113,781**
Other Financing Uses	$450,000		$1,670,348	$45,591	N/A	$45,591
Total Other Financing Uses:	**$450,000**		**$1,670,348**	**$45,591**	**N/A**	**$45,591**
Total Expenditures:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

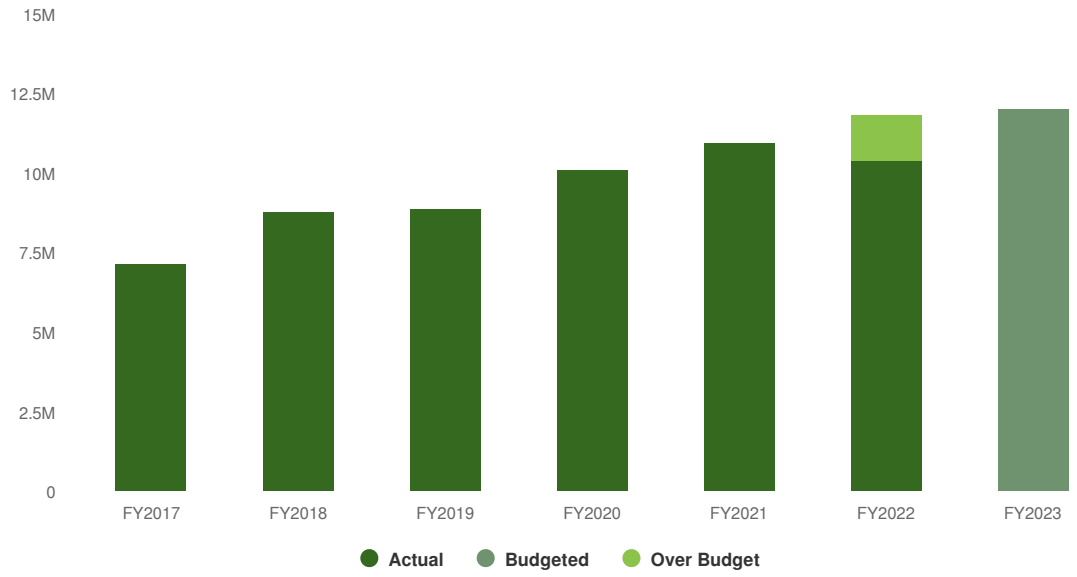


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$4,700,390	$5,398,170	$5,088,864	$6,280,198	16.3%	$882,028
Purchased Services	$1,799,857	$2,136,700	$2,145,762	$2,419,950	13.3%	$283,250
Capital Outlay	$236,071	$0	$180,804	$3,035,480	N/A	$3,035,480
Other Costs	$2,370,471	$2,840,130	$2,853,670	$155,000	-94.5%	-$2,685,130
Debt Service	$0	$0	$5,372	$113,781	N/A	$113,781
Other Financing Uses-Interfund Transfers Out	$450,000		$1,670,348	$45,591	N/A	$45,591
Total Expense Objects:	**$9,556,790**	**$10,375,000**	**$11,944,819**	**$12,050,000**	**16.1%**	**$1,675,000**

Revenues Summary

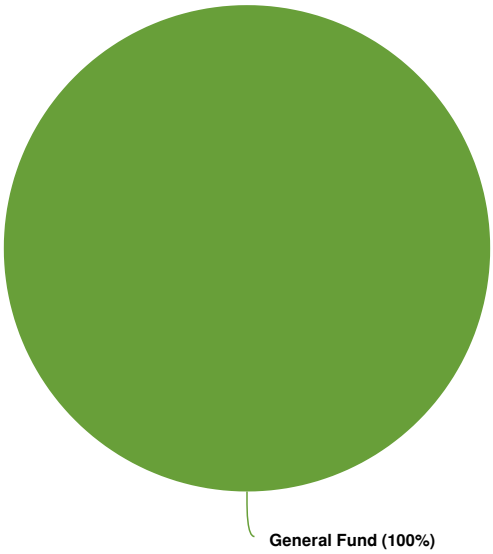
$12,050,000 $1,675,000
(16.14% vs. prior year)

General Fund Proposed and Historical Budget vs. Actual

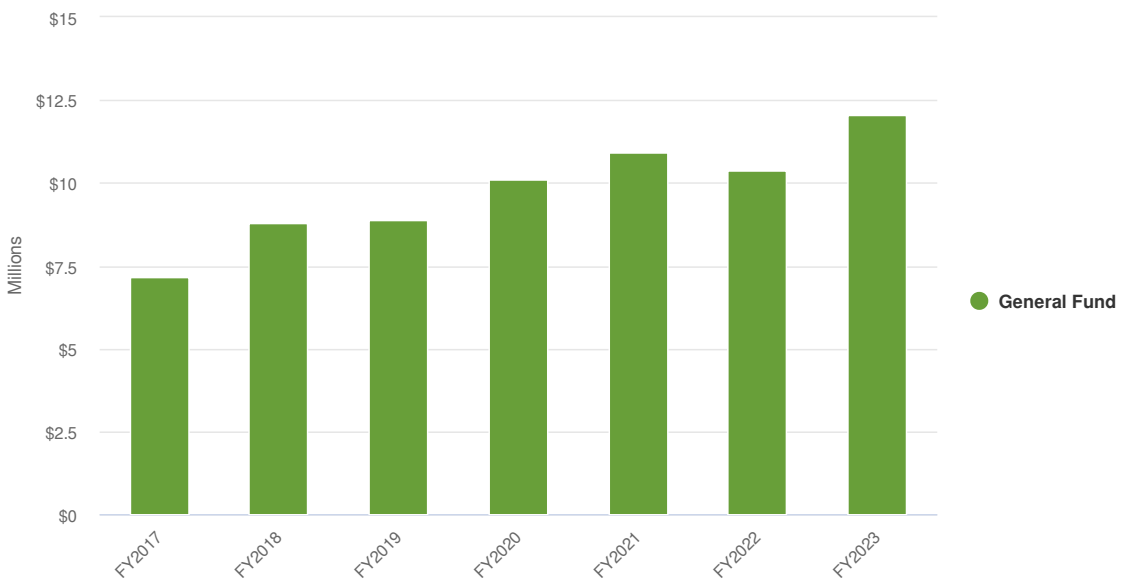


Revenue by Fund

2023 Revenue by Fund



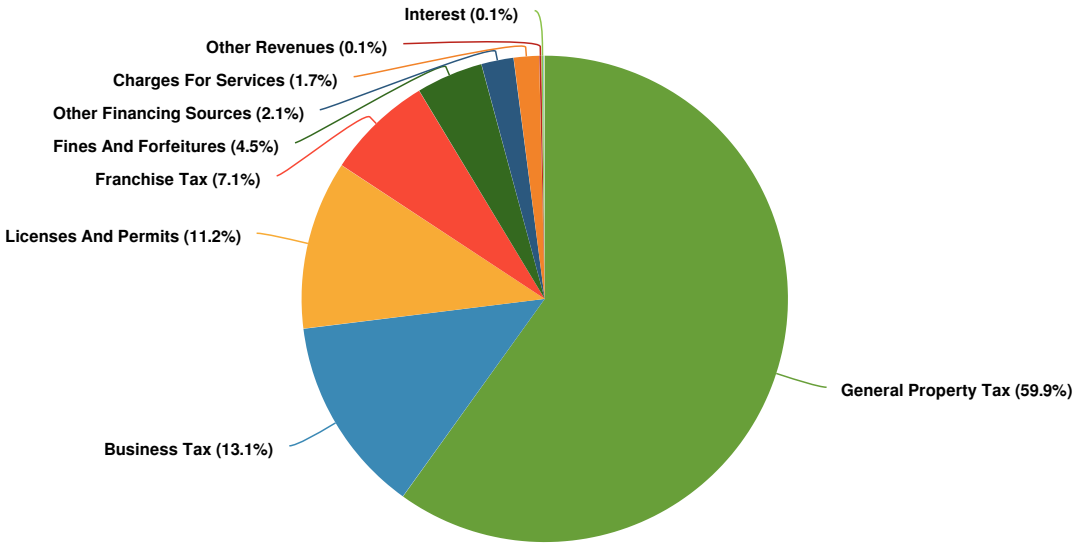
Budgeted and Historical 2023 Revenue by Fund



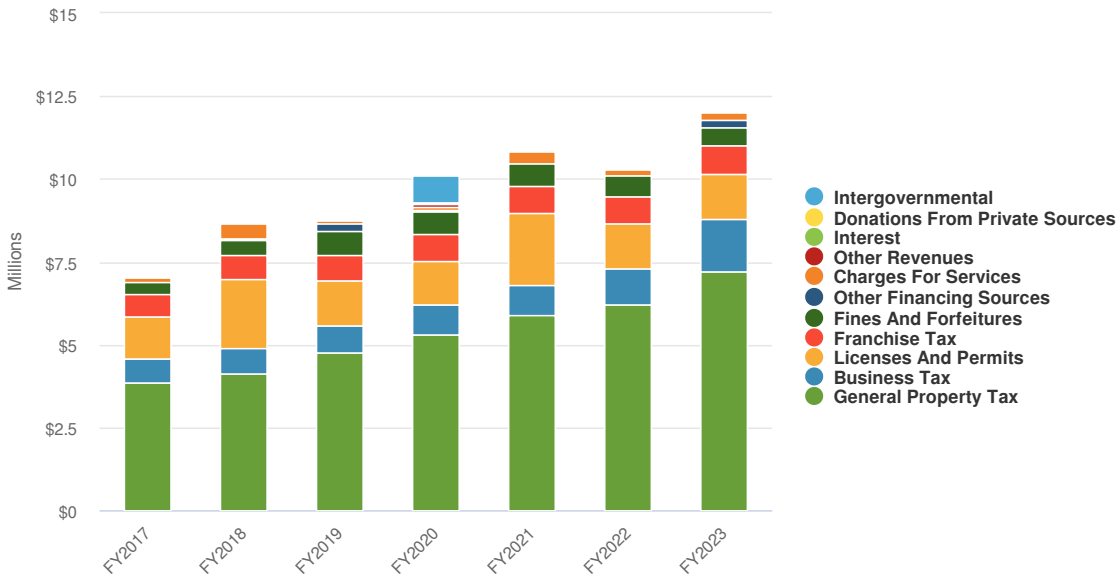
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
General Fund						
General Fund	$10,928,072	$10,375,000	$11,823,291	$12,050,000	16.1%	$1,675,000
Total General Fund:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
General Property Tax	$5,894,787	$6,211,150	$7,353,693	$7,220,150	16.2%	$1,009,000
Franchise Tax	$830,394	$795,000	$804,570	$855,500	7.6%	$60,500
Business Tax	$911,471	$1,088,500	$1,592,186	$1,582,500	45.4%	$494,000
Charges For Services	$330,436	$155,640	$129,223	$204,250	31.2%	$48,610
Licenses And Permits	$2,154,138	$1,376,560	$1,197,062	$1,351,310	-1.8%	-$25,250
Intergovernmental	$15,486	$5,000	$51,150	$5,000	0%	$0
Fines And Forfeitures	$683,196	$620,650	$508,405	$536,250	-13.6%	-$84,400
Interest	$24,104	$16,000	-$29,550	$15,000	-6.2%	-$1,000
Donations From Private Sources	$770	$11,500	$2,456	$5,000	-56.5%	-$6,500
Other Revenues	$66,679	$70,000	$28,340	$17,928	-74.4%	-$52,072
Other Financing Sources	$16,610	$25,000	$185,755	$257,112	928.4%	$232,112
Total Revenue Source:	**$10,928,072**	**$10,375,000**	**$11,823,291**	**$12,050,000**	**16.1%**	**$1,675,000**

General Administration



Robert H. Logan
City Manager

The City's General Administration Department is comprised of the Governing Body (Mayor, Councilmembers, and City Manager), City Clerk, Human Resources, Information Technology, and the 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 by the General Administration Department are anticipated to be $2,062,948 ($1,253,573 for salaries and benefits and $809,375 for operating). This is a 17.69% increase in budgeted expenditures from $1,752,912 in 2022.

Personnel

The FY2023 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 Half	(.50)	FT
Human Resources Director	One Half	(.50)	FT
Records Manager	One	(1)	FT
Communications and External Affairs Director	One	(1)	FT
Information Technology Director	One	(1)	FT
Finance Director	One	(1)	FT
Accounting Specialist	One	(1)	FT
Accountant	One	(1)	FT
Building and Grounds Technician	One	(1)	FT
Administrative Assistant	One and a half	(1.5)	FT
Custodians	Four	(4)	PT

A new function was created for Human Resources (function 1540). However, the overall number of positions did not change from FY2022. The employee who performs these duties is now being split between the City Clerk and Human Resources departments.

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
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	10.50	4.00	0.00	0.00	10.50	4.00
Total	*15.00*	*4.00*	*16.50*	*4.00*	*0.00*	*0.00*	*16.50*	*4.00*

Goals and Objectives

The City Council represents the public interest, promotes prompt, courteous responses to citizen problems and concerns, provides clear leadership and direction, and assures the present and future fiscal integrity of the City. 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 office of the City Clerk is committed and dedicated to serving the City of Holly Springs Council and Administration, the various city departments, boards and committees, and the citizens of this community, pursuant to state statutes and City codes. 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 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 for 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 governments, 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.

Performance Measures

Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 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)	23	24	24	25
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*	10	11	*	12
Insist Upon Responsive Service Delivery	# of years GFOA Distinguished Budget Award received	12	13	13	14
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)	47.15%	25%	51.68%	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

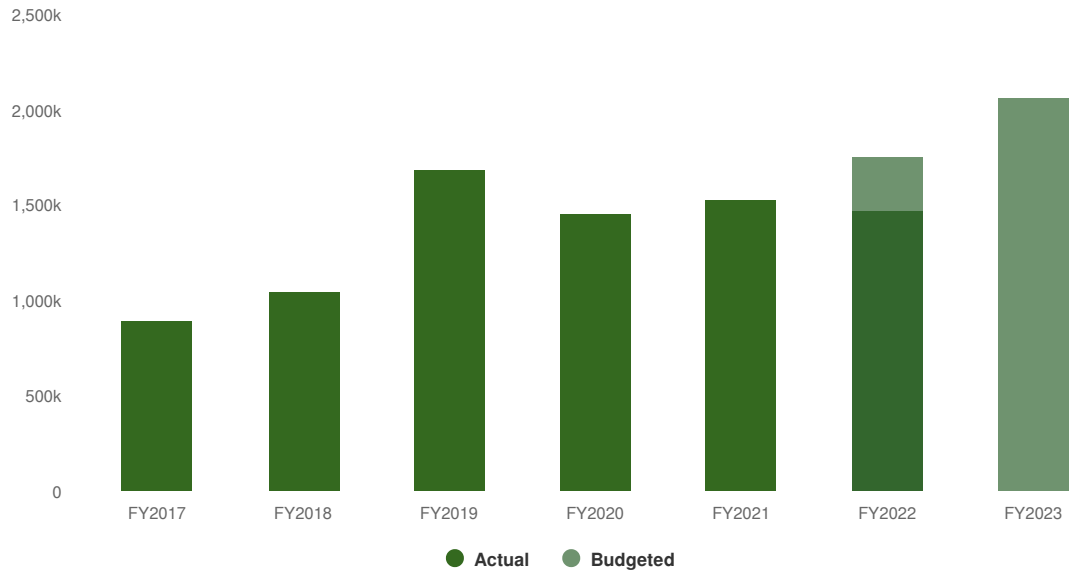
* The FY 2022 audit will be completed and submitted in June 2023

(1) General Fund audited balances used when available.

Expenditures Summary

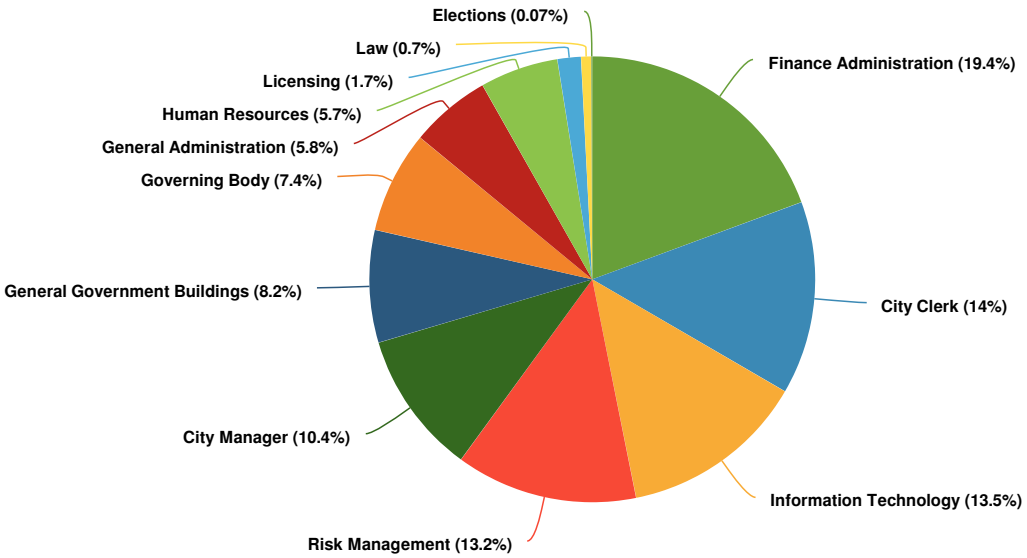
$2,062,948 $310,036
(17.69% vs. prior year)

General Administration Proposed and Historical Budget vs. Actual

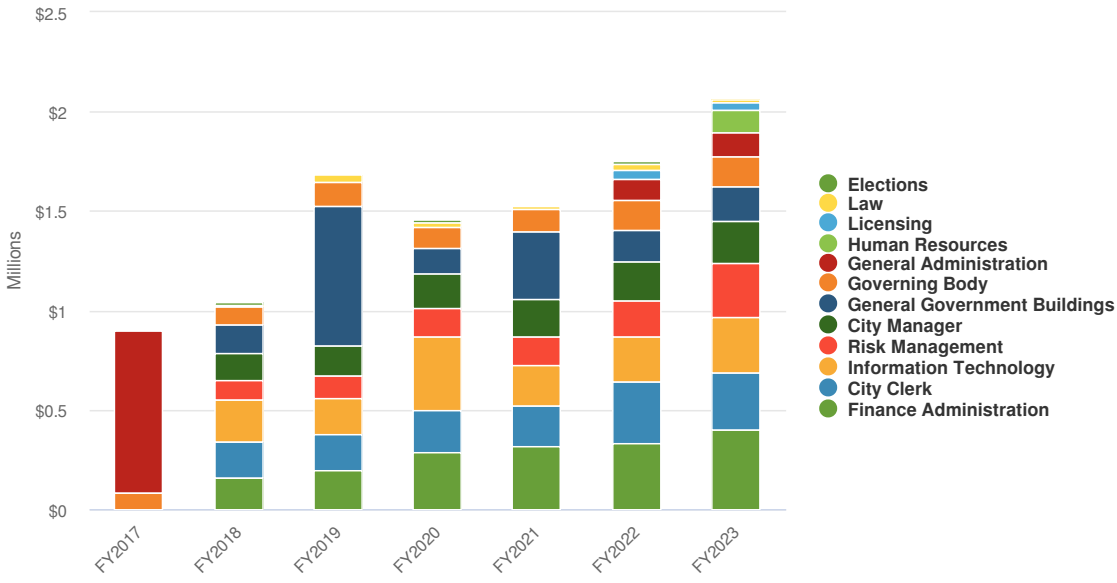


Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
Governing Body						
SALARIES & WAGES	$40,500	$42,000	$42,000	$42,000	0%	$0
EMPLOYEE BENEFITS - MEDICAL	$64,641	$89,833	$82,885	$90,862	1.1%	$1,029
EMPLOYEE BENEFITS - DENTAL	$2,395	$3,727	$3,636	$3,854	3.4%	$127
EMPLOYEE BENEFITS - ADD LIFE	$818	$882	$831	$882	0%	$0
FICA	$1,631	$2,604	$1,583	$2,604	0%	$0
MEDICARE	$381	$609	$370	$609	0%	$0
EMPLOYEE BENEFITS - RETIREMENT	$3,725	$4,251	$3,725	$3,488	-17.9%	-$763
UNEMPLOYMENT	$151	$101	$158	$144	42.6%	$43
WORKERS COMP INSURANCE	$87	$108	$90	$107	-0.8%	-$1
COMMUNICATIONS	$593	$600	$500	$600	0%	$0
TRAVEL	$1,200	$2,000	$1,734	$2,000	0%	$0
DUES AND FEES	$495	$750	$840	$750	0%	$0
EDUCATION AND TRAINING	$1,220	$3,500	$1,185	$3,500	0%	$0
OTHER EXPENDITURES	$1,198	$500	$396	$500	0%	$0
GENERAL SUPPLIES & MATERIALS	$0	$250	$0	$250	0%	$0
SMALL EQUIPMENT	$300	$250	$260	$250	0%	$0
OTHER SUPPLIES - UNIFORMS		$350	$395	$350	0%	$0
Total Governing Body:	**$119,335**	**$152,315**	**$140,588**	**$152,751**	**0.3%**	**$436**
City Manager						
SALARIES & WAGES	$150,519	$154,500	$160,623	$169,950	10%	$15,450
EMPLOYEE BENEFITS - MEDICAL	$8,659	$10,117	$9,280	$10,162	0.4%	$45
EMPLOYEE BENEFITS - DENTAL	$766	$1,120	$1,102	$1,086	-3%	-$34
EMPLOYEE BENEFITS - ADD LIFE	$147	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$1,008	$1,008	$1,008	$1,008	0%	$0
FICA	$8,900	$9,114	$9,114	$9,114	0%	$0
MEDICARE	$2,176	$2,240	$2,323	$2,464	10%	$224
EMPLOYEE BENEFITS - RETIREMENT	$13,305	$15,636	$13,305	$14,115	-9.7%	-$1,521
UNEMPLOYMENT	$38	$27	$38	$38	40.7%	$11
WORKERS COMP INSURANCE	$522	$667	$555	$727	8.9%	$60
COMMUNICATIONS	$606	$600	$389	$600	0%	$0

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Travel	$10		$20	$50	N/A	$50
DUES AND FEES	$1,116	$1,500	$1,695	$2,000	33.3%	$500
EDUCATION AND TRAINING	$1,521	$1,250	$1,376	$1,500	20%	$250
OTHER EXPENDITURES	$1,669	$1,000	$1,534	$1,000	0%	$0
GENERAL SUPPLIES & MATERIALS	$0	$250	$0	$250	0%	$0
Total City Manager:	**$190,963**	**$199,176**	**$202,508**	**$214,211**	**7.5%**	**$15,035**
City Clerk						
SALARIES & WAGES	$146,366	$194,267	$151,130	$165,576	-14.8%	-$28,691
EMPLOYEE BENEFITS - MEDICAL	$24,248	$41,480	$27,133	$51,787	24.8%	$10,307
EMPLOYEE BENEFITS - DENTAL	$1,175	$1,856	$694	$1,658	-10.7%	-$198
EMPLOYEE BENEFITS - ADD LIFE	$294	$441	$294	$368	-16.7%	-$73
EMPLOYEE BENEFITS - DISABILITY	$1,101	$1,424	$1,169	$1,078	-24.3%	-$346
FICA	$8,716	$12,045	$8,889	$10,266	-14.8%	-$1,779
MEDICARE	$2,038	$2,817	$2,079	$2,401	-14.8%	-$416
EMPLOYEE BENEFITS - RETIREMENT	$12,966	$19,661	$12,966	$13,752	-30.1%	-$5,909
UNEMPLOYMENT	$82	$80	$82	$95	18.8%	$15
WORKERS COMP INSURANCE	$302	$497	$417	$422	-15%	-$75
PROFESSIONAL SERVICES	$0	$10,000	$23,767	$5,000	-50%	-$5,000
COMMUNICATIONS	$613	$600	$437	$300	-50%	-$300
Advertising	$0		$212	$250	N/A	$250
TRAVEL	$1,981	$3,500	$1,604	$2,500	-28.6%	-$1,000
DUES AND FEES	$7,221	$7,500	$4,790	$6,500	-13.3%	-$1,000
EDUCATION AND TRAINING	$579	$1,500	$1,529	$1,500	0%	$0
OTHER EXPENDITURES	$130	$500	$4,239	$500	0%	$0
GENERAL SUPPLIES & MATERIALS	$453	$500	$272	$250	-50%	-$250
GENERAL SUPPLIES - POSTAGE	$125	$100	$132	$200	100%	$100
SMALL EQUIPMENT	$0	$2,250	$380	$3,500	55.6%	$1,250
SOFTWARE	$318	$7,500	$8,126	$21,000	180%	$13,500
OTHER SUPPLIES - UNIFORMS		$150	$52	$150	0%	$0
Total City Clerk:	**$208,708**	**$308,668**	**$250,392**	**$289,052**	**-6.4%**	**-$19,616**
Elections						
ADVERTISING	$374	$1,500	$711	$1,500	0%	$0

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
INTERGOVERNMENTAL - ELECTIONS	$0	$16,000	$0		-100%	-$16,000
Total Elections:	**$374**	**$17,500**	**$711**	**$1,500**	**-91.4%**	**-$16,000**
General Administration						
CONTINGENCY	$0	$103,750	$0	$120,500	16.1%	$16,750
Total General Administration:	**$0**	**$103,750**	**$0**	**$120,500**	**16.1%**	**$16,750**
Finance Administration						
SALARIES & WAGES	$167,217	$171,304	$139,471	$220,027	28.4%	$48,723
EMPLOYEE BENEFITS - MEDICAL	$53,097	$71,832	$48,257	$81,994	14.1%	$10,162
EMPLOYEE BENEFITS - DENTAL	$1,175	$1,488	$837	$2,173	46%	$685
EMPLOYEE BENEFITS - ADD LIFE	$440	$441	$302	$441	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$1,356	$1,356	$1,093	$1,417	4.5%	$61
FICA	$9,538	$10,621	$7,900	$13,642	28.4%	$3,021
MEDICARE	$2,231	$2,484	$1,848	$3,190	28.4%	$706
EMPLOYEE BENEFITS - RETIREMENT	$14,797	$17,337	$14,797	$18,275	5.4%	$938
UNEMPLOYMENT	$114	$80	$89	$114	42.5%	$34
WORKERS COMP INSURANCE	$344	$439	$365	$561	27.8%	$122
PROFESSIONAL SERVICES - AUDIT	$34,360	$27,750	$25,250	$27,750	0%	$0
ADVERTISING	$1,232	$1,500	$1,853	$1,500	0%	$0
PRINTING AND BINDING	$1,609	$2,000	$1,779	$2,000	0%	$0
TRAVEL	$0	$250	$0	$150	-40%	-$100
DUES AND FEES	$14,359	$12,500	$15,617	$12,500	0%	$0
EDUCATION AND TRAINING	$698	$2,500	$229	$1,500	-40%	-$1,000
OTHER EXPENDITURES	$268	$150	$93	$150	0%	$0
GENERAL SUPPLIES & MATERIALS	$1,749	$1,000	$1,037	$1,000	0%	$0
GENERAL SUPPLIES - POSTAGE	$6,188	$5,000	$5,592	$6,000	20%	$1,000
GASOLINE AND DIESEL	$0	$50	$0		-100%	-$50
SMALL EQUIPMENT	$2,948	$250	$267	$250	0%	$0
Software			$3,675	$5,200	N/A	$5,200
Total Finance Administration:	**$313,720**	**$330,332**	**$270,353**	**$399,833**	**21%**	**$69,501**
Licensing						
SALARIES & WAGES		$19,785	$21,236	$24,307	22.9%	$4,522
EMPLOYEE BENEFITS - MEDICAL		$11,366	$8,501	$4,674	-58.9%	-$6,692

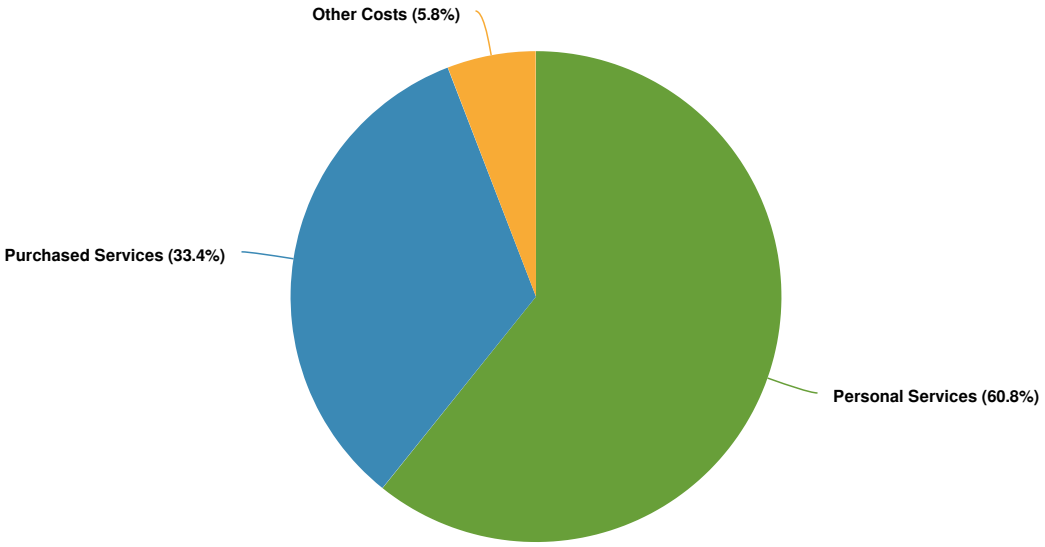
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
EMPLOYEE BENEFITS - DENTAL		$560	$192	$204	-63.6%	-$356
EMPLOYEE BENEFITS - ADD LIFE		$74	$77	$74	-0.7%	$0
EMPLOYEE BENEFITS - DISABILITY		$161	$171	$171	6.4%	$10
FICA		$1,263	$1,146	$1,507	19.3%	$244
MEDICARE		$295	$268	$352	19.5%	$57
EMPLOYEE BENEFITS - RETIREMENT		$2,062	$0	$2,019	-2.1%	-$43
UNEMPLOYMENT		$13	$19	$19	46.2%	$6
WORKERS COMP INSURANCE		$26	$23	$31	19.2%	$5
CONTRACT LABOR		$15,000	$0		-100%	-$15,000
GENERAL SUPPLIES & MATERIALS		$100	$0	$100	0%	$0
GENERAL SUPPLIES - POSTAGE	$828	$500	$818	$1,500	200%	$1,000
OTHER SUPPLIES - UNIFORMS		$75	$34	$75	0%	$0
Total Licensing:	**$828**	**$51,280**	**$32,486**	**$35,033**	**-31.7%**	**-$16,247**
Law						
PROFESSIONAL SERVICES - LEGAL	$14,399	$25,000	$7,156	$15,000	-40%	-$10,000
Total Law:	**$14,399**	**$25,000**	**$7,156**	**$15,000**	**-40%**	**-$10,000**
Information Technology						
SALARIES & WAGES	$55,742	$57,153	$59,723	$79,660	39.4%	$22,507
EMPLOYEE BENEFITS - MEDICAL	$13,671	$21,108	$16,562	$18,118	-14.2%	-$2,990
EMPLOYEE BENEFITS - DENTAL	$824	$1,120	$1,025	$1,086	-3%	-$34
EMPLOYEE BENEFITS - ADD LIFE	$147	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$453	$453	$480	$480	6%	$27
FICA	$2,984	$3,543	$3,370	$4,939	39.4%	$1,396
MEDICARE	$698	$829	$788	$1,155	39.3%	$326
EMPLOYEE BENEFITS - RETIREMENT	$4,922	$5,784	$4,922	$6,616	14.4%	$832
UNEMPLOYMENT	$38	$27	$38	$38	40.7%	$11
WORKERS COMP INSURANCE	$114	$146	$121	$203	39.1%	$57
Professional Services				$25,000	N/A	$25,000
COMMUNICATIONS	$516	$600	$537	$600	0%	$0
DUES AND FEES	$669	$750	$178	$500	-33.3%	-$250
OTHER EXPENDITURES	$342	$250	$243	$250	0%	$0

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
GENERAL SUPPLIES & MATERIALS	$295	$750	$246	$500	-33.3%	-$250
SMALL EQUIPMENT	$1,221	$2,500	$6,240	$3,500	40%	$1,000
SOFTWARE	$117,578	$132,000	$120,174	$135,000	2.3%	$3,000
Total Information Technology:	**$200,214**	**$227,160**	**$214,794**	**$277,793**	**22.3%**	**$50,633**
Human Resources						
Salaries & Wages				$57,686	N/A	$57,686
Employee Benefits -- Medical				$5,081	N/A	$5,081
Employee Benefits -- Dental				$164	N/A	$164
Employee Benefits -- Add Life				$74	N/A	$74
Employee Benefits -- Disability				$389	N/A	$389
FICA				$3,577	N/A	$3,577
Medicare				$836	N/A	$836
Employee Benefits -- Retirement				$4,791	N/A	$4,791
Unemployment				$19	N/A	$19
Workers Comp Insurance				$147	N/A	$147
Professional Services				$30,000	N/A	$30,000
Communications				$300	N/A	$300
Advertising				$100	N/A	$100
Travel				$1,000	N/A	$1,000
Dues and Fees				$1,500	N/A	$1,500
Education and Training				$1,000	N/A	$1,000
Other Expenditures				$500	N/A	$500
General Supplies & Materials				$250	N/A	$250
General Supplies & Materials Postage				$200	N/A	$200
Small Equipment				$3,500	N/A	$3,500
Software				$6,000	N/A	$6,000
Other Supplies -- Uniforms				$150	N/A	$150
Total Human Resources:	**$0**	**$0**	**$0**	**$117,264**	**N/A**	**$117,264**
Risk Management						
PROFESSIONAL SERVICES	$4,000	$10,000	$15,000	$15,000	50%	$5,000
INSURANCE	$142,738	$170,000	$187,742	$256,800	51.1%	$86,800
Total Risk Management:	**$146,738**	**$180,000**	**$202,742**	**$271,800**	**51%**	**$91,800**
General Government Buildings						
SALARIES & WAGES	$49,170	$58,489	$52,180	$67,365	15.2%	$8,876
EMPLOYEE BENEFITS - MEDICAL	$8,411	$10,117	$9,280	$10,162	0.4%	$45

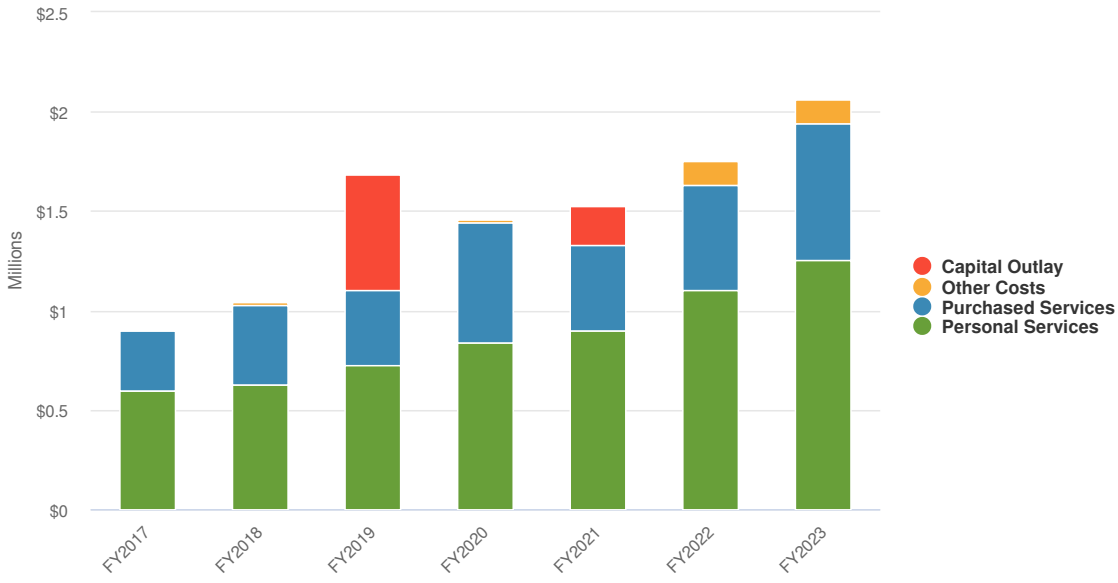
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
EMPLOYEE BENEFITS - DENTAL	$351	$368	$309	$328	-10.9%	-$40
EMPLOYEE BENEFITS - ADD LIFE	$147	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$315	$315	$334	$334	5.9%	$19
FICA	$3,021	$3,626	$3,208	$4,177	15.2%	$551
MEDICARE	$707	$848	$750	$977	15.2%	$129
EMPLOYEE BENEFITS - RETIREMENT	$5,040	$4,124	$5,040	$3,926	-4.8%	-$198
UNEMPLOYMENT	$69	$53	$75	$76	43.4%	$23
WORKERS COMP INSURANCE	$4,694	$5,994	$4,987	$4,921	-17.9%	-$1,073
PROFESSIONAL SERVICES	$195	$250	$0	$250	0%	$0
DISPOSAL - GARBAGE/RECYCLE	$356	$500	$356	$500	0%	$0
LAWN CARE		$300	$226	$350	16.7%	$50
PEST CONTROL	$860	$1,250	$2,096	$1,600	28%	$350
REPAIRS & MAINTENANCE	$10,698	$15,250	$11,977	$16,000	4.9%	$750
REPAIRS & MAINTENANCE - VEHICLES	$348	$2,000	$5,143	$2,500	25%	$500
RENTAL OF EQUIPMENT	$5,661	$5,500	$6,876	$6,500	18.2%	$1,000
COMMUNICATIONS	$12,755	$12,000	$13,635	$12,000	0%	$0
DUES AND FEES	$825	$500	$760	$750	50%	$250
OTHER EXPENDITURES	$3,663	$2,000	$393	$2,000	0%	$0
GENERAL SUPPLIES & MATERIALS	$6,105	$8,000	$6,594	$8,000	0%	$0
WATER AND SEWER	$2,546	$4,000	$4,017	$2,000	-50%	-$2,000
NATURAL GAS	$1,890	$2,500	$2,014	$2,000	-20%	-$500
ELECTRICITY	$14,022	$15,000	$12,792	$15,000	0%	$0
GASOLINE AND DIESEL	$2,385	$2,500	$3,781	$3,500	40%	$1,000
SMALL EQUIPMENT	$2,734	$1,000	$4,003	$2,000	100%	$1,000
SOFTWARE	$650	$1,000	$410	$750	-25%	-$250
OTHER SUPPLIES - UNIFORMS		$100	$34	$100	0%	$0
CAPITAL OUTLAY - SITES	$196,071		$0		N/A	$0
Total General Government Buildings:	**$333,689**	**$157,731**	**$151,417**	**$168,211**	**6.6%**	**$10,480**
Total General Government:	**$1,528,970**	**$1,752,912**	**$1,473,147**	**$2,062,948**	**17.7%**	**$310,036**
Total Expenditures:	**$1,528,970**	**$1,752,912**	**$1,473,147**	**$2,062,948**	**17.7%**	**$310,036**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Amended	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$962,208	$899,485	$1,100,637	$947,705	$1,253,573	$152,936
Purchased Services	$546,575	$433,415	$532,525	$525,442	$688,875	$156,350
Capital Outlay	$196,071	$196,071		$0		$0
Other Costs	$105,350	$0	$119,750	$0	$120,500	$750
Total Expense Objects:	**$1,810,204**	**$1,528,970**	**$1,752,912**	**$1,473,147**	**$2,062,948**	**$310,036**

Non-Departmental

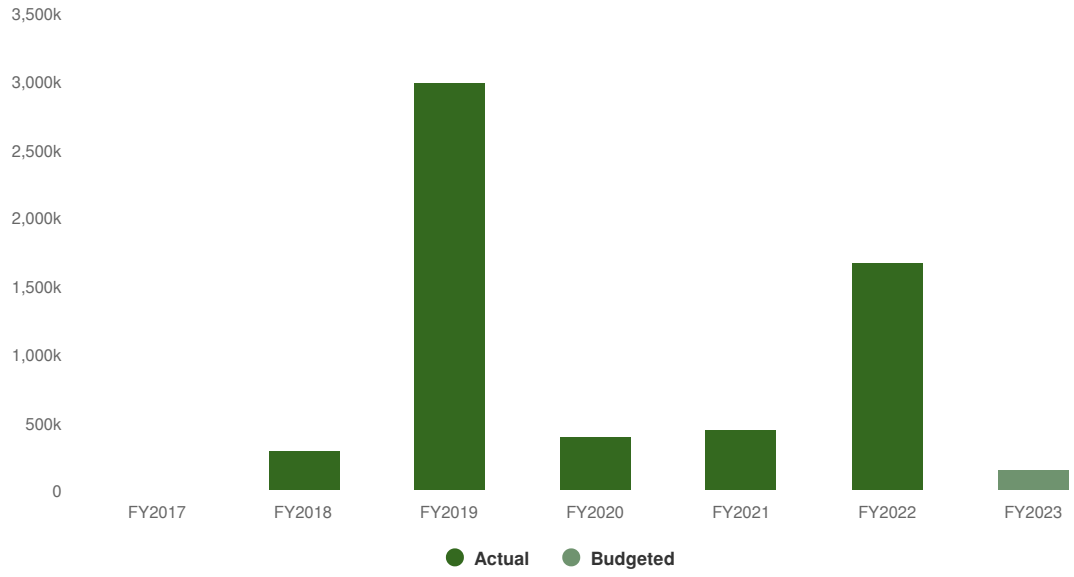
The Non-Departmental section is a group of accounts that are not directly related to a department's primary service activities, or that are separate from departmental operations for control purposes. Therefore, goals, objectives, performance measures, budget highlights and accomplishments do not apply to this cost center.

All other departments of the General Fund benefit from this department. Transfers to other funds and other expenditures including capital leases are examples of costs paid by non-departmental.

Expenditures Summary

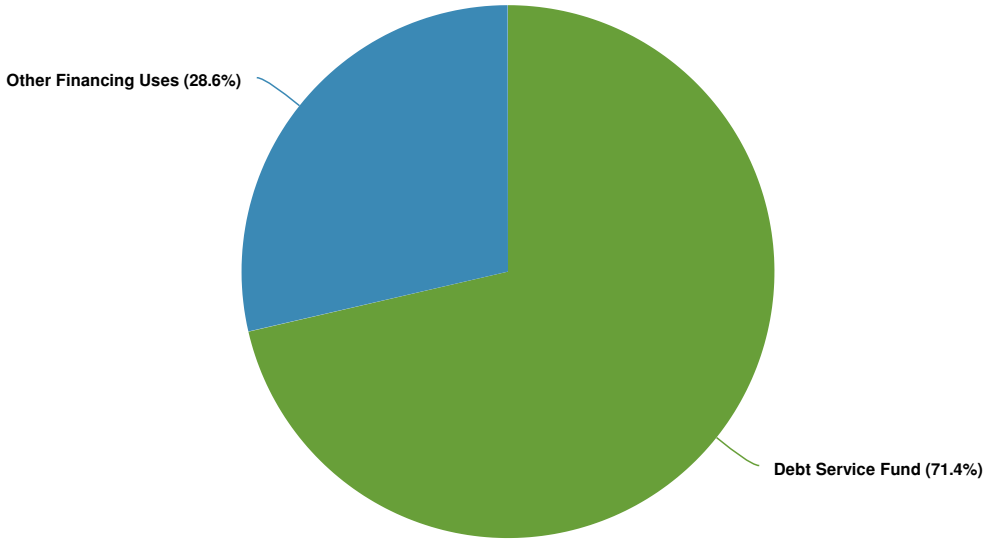
$159,372 $159,372
(% vs. prior year)

Non-Departmental Proposed and Historical Budget vs. Actual

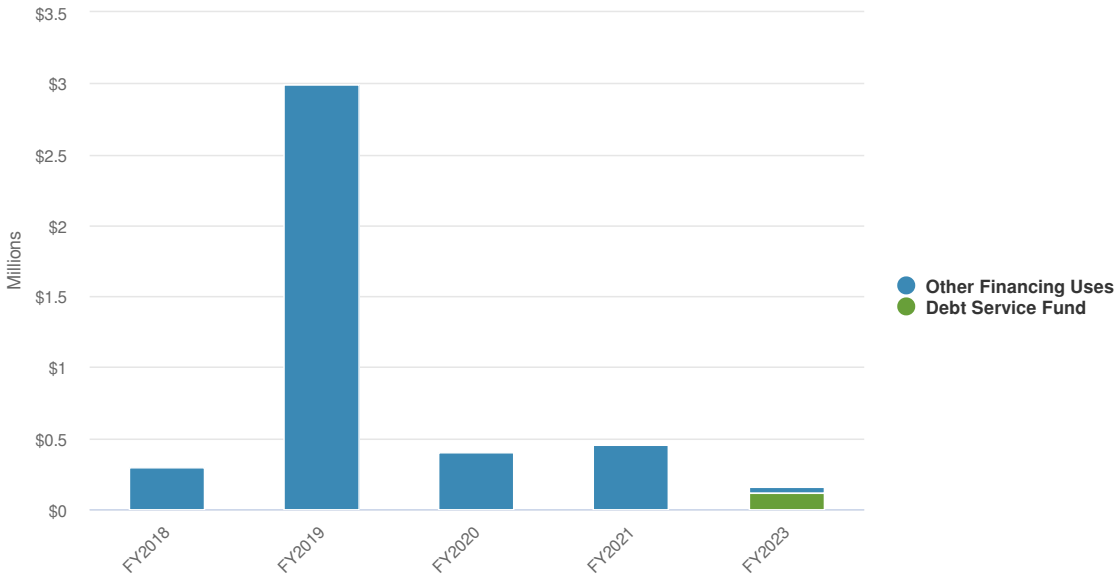


Expenditures by Function

Budgeted Expenditures by Function



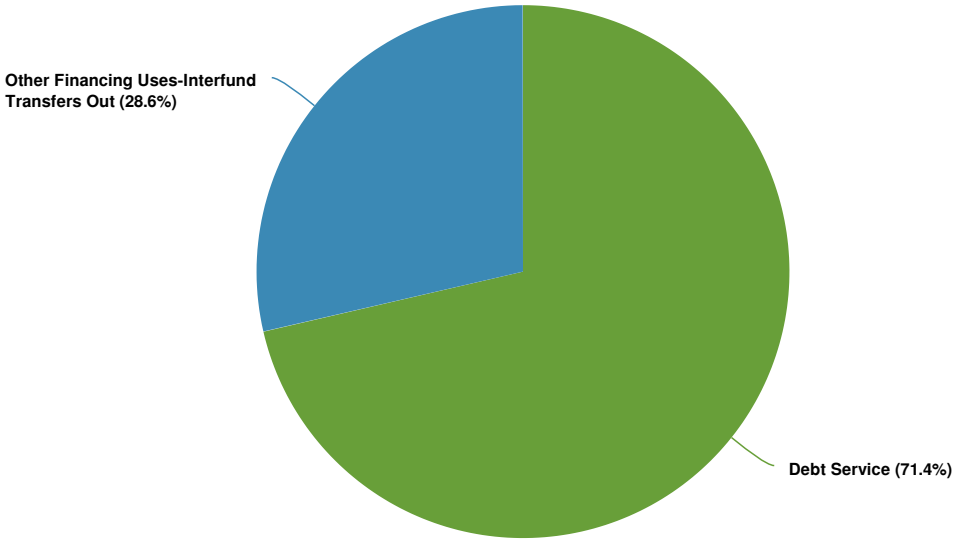
Budgeted and Historical Expenditures by Function



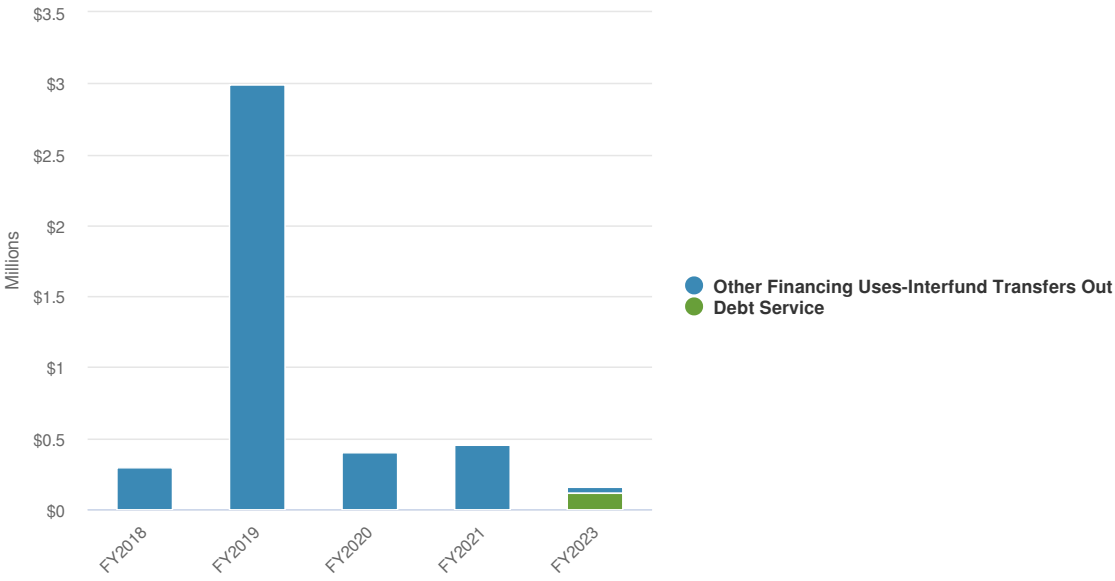
Name	FY2021 Actual	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures					
Debt Service					
Debt Service Fund					
Capital Lease			$113,781	N/A	$113,781
Total Debt Service Fund:			**$113,781**	**N/A**	**$113,781**
Total Debt Service:			**$113,781**	**N/A**	**$113,781**
Other Financing Uses					
Transfer to Other Funds	$450,000	$1,670,348	$45,591	N/A	$45,591
Total Other Financing Uses:	**$450,000**	**$1,670,348**	**$45,591**	**N/A**	**$45,591**
Total Expenditures:	**$450,000**	**$1,670,348**	**$159,372**	**N/A**	**$159,372**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects					
Debt Service					
Capital Lease			$113,781	N/A	$113,781
Total Debt Service:			**$113,781**	**N/A**	**$113,781**
Other Financing Uses-Interfund Transfers Out					
Transfer to Other Funds	$450,000	$1,670,348	$45,591	N/A	$45,591
Total Other Financing Uses-Interfund Transfers Out:	**$450,000**	**$1,670,348**	**$45,591**	**N/A**	**$45,591**
Total Expense Objects:	**$450,000**	**$1,670,348**	**$159,372**	**N/A**	**$159,372**

Transfer Schedule

Transfer In	Transfers Out	Amount
Tax Allocation District	General Fund	$45,591

Municipal Court



Donna Sanders
Court Administrator

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 $434,771 ($265,446 for salaries and benefits and $169,325 for operating). This is a 3.49% increase in budgeted expenditures from $420,098 in 2022.

Personnel

The FY2023 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 make any personnel changes in the 2023 budget.

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
Department	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*
Municipal Court	3.00	1.00	3.00	1.00	0.00	0.00	3.00	1.00
Total	*3.00*	*1.00*	*3.00*	*1.00*	*0.00*	*0.00*	*3.00*	*1.00*

The following court officials are contracted personnel:

Appointed Judge	One	(1)	Contracted
Appointed Associate Judge	One	(1)	Contracted
Contract Personnel	Five and a half	(5.5)	Contracted

Judicial Designation	FY2022 Budgeted Expenditures	Proposed Compensation	FY2023 Budgeted Expenditures
Judge (1)	$60,500	$1,500 per session	$60,500
Associate Judge (1)	9,000	1,250 per session	9,000
Chief Solicitor (1)	38,500	1,250 per session	37,500
Solicitor (1)	12,000	1,250 per session	11,2500
Public Defender (2.5)	9,150	300 per session	8,150
Translator (1)	3,600	130 per session	3,600
Totals:	**$132,750**		**$130,000**

Goals and Objectives

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.

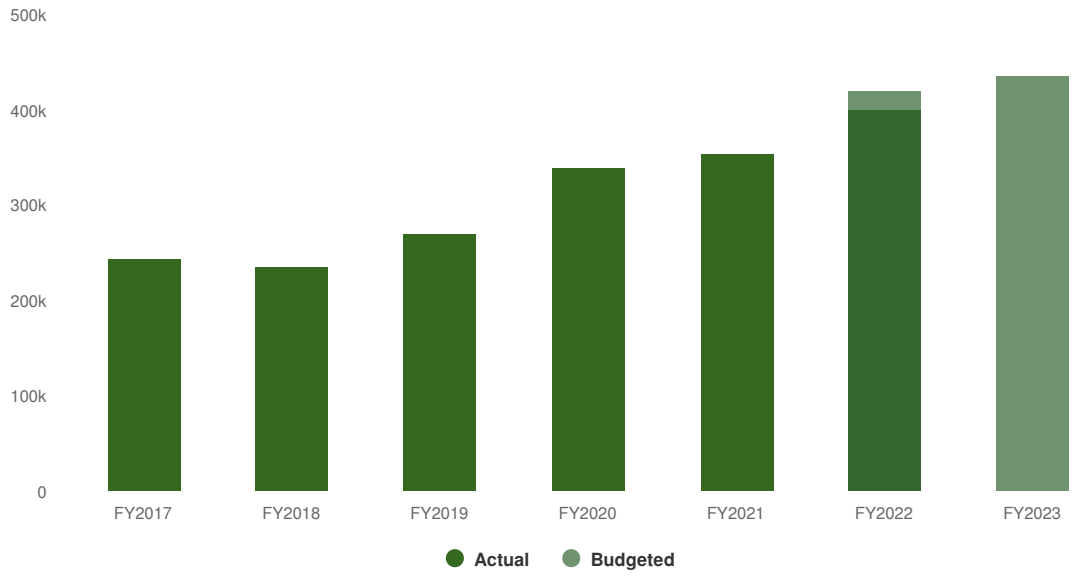
Performance Measures

Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 Budget
	Output				
Insist Upon Responsive Service Delivery	#of pre-trial diversions	16	25	4	8
	Effectiveness				
Insist Upon Responsive Service Delivery	% of successful transmissions to the Department of Driver Services	98%	98%	98%	98%
Insist Upon Responsive Service Delivery	% of court cases transferred to probation	2.06%	3.00%	2.04%	2.08%
	Efficiency				
Insist Upon Responsive Service Delivery	Average number of court hours per session - arraignments	7	7	7	7
Insist Upon Responsive Service Delivery	Average number of court hours per session - trials	6	6	6	6

Expenditures Summary

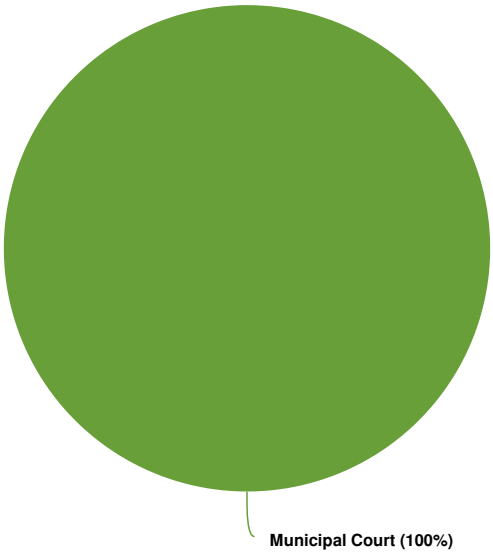
$434,771 $14,673
(3.49% vs. prior year)

Municipal Court Proposed and Historical Budget vs. Actual

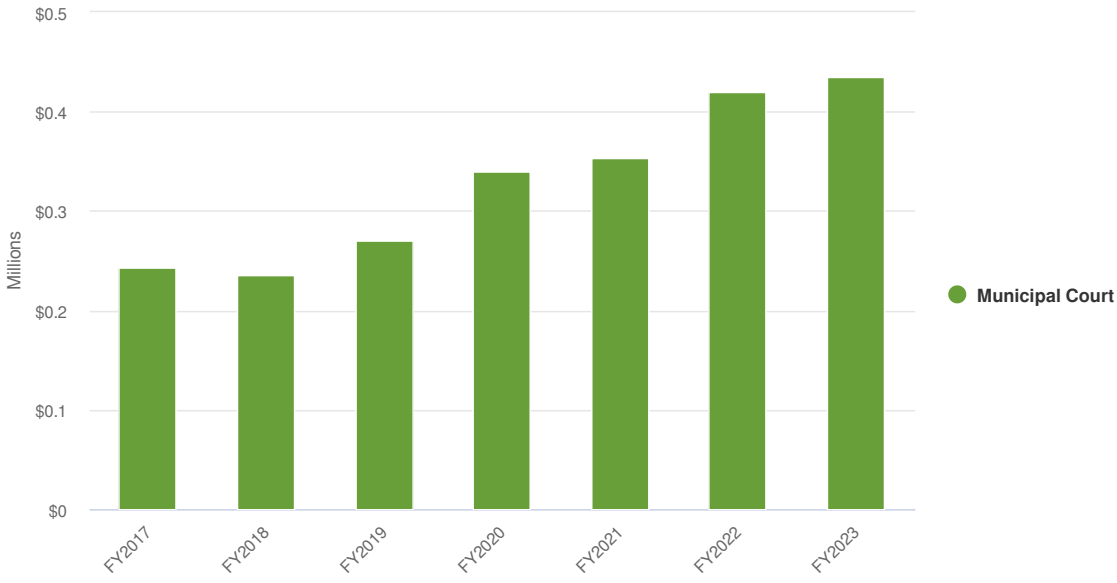


Expenditures by Function

Budgeted Expenditures by Function



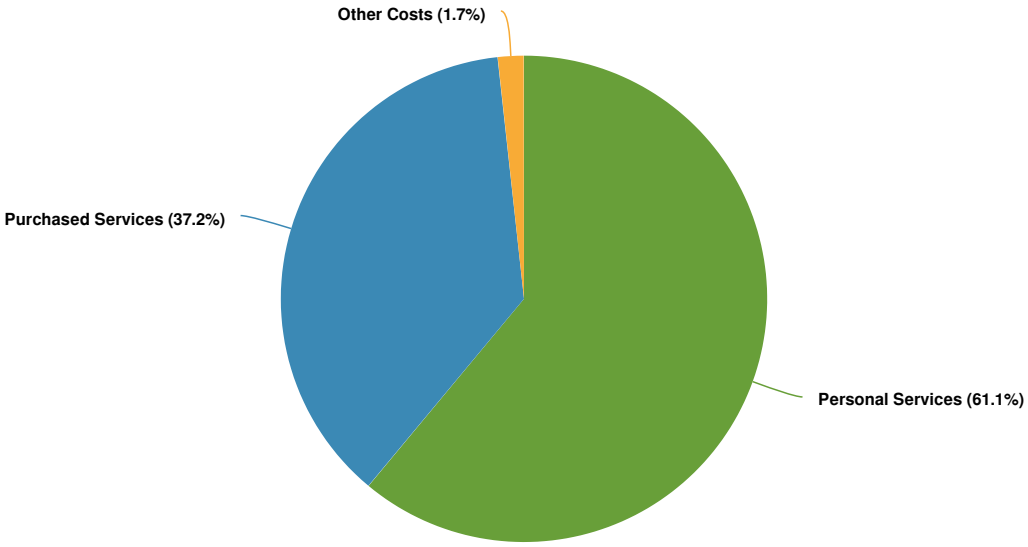
Budgeted and Historical Expenditures by Function



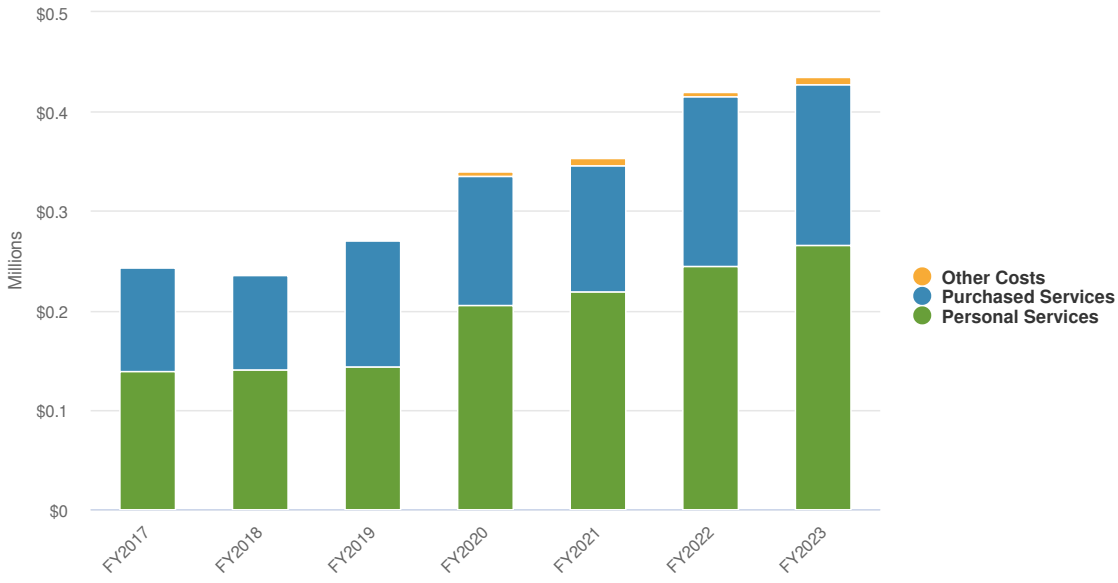
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Judicial						
Municipal Court						
SALARIES & WAGES	$145,001	$152,308	$152,002	$177,070	16.3%	$24,762
SALARIES & WAGES - OVERTIME	$0	$1,000	$0	$1,000	0%	$0
EMPLOYEE BENEFITS - MEDICAL	$45,471	$60,703	$50,743	$55,611	-8.4%	-$5,092
EMPLOYEE BENEFITS - DENTAL	$2,473	$3,359	$2,011	$2,131	-36.6%	-$1,228
EMPLOYEE BENEFITS - ADD LIFE	$437	$441	$441	$441	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$1,086	$1,086	$1,170	$1,170	7.7%	$84
FICA	$8,368	$9,505	$8,809	$11,040	16.2%	$1,535
MEDICARE	$1,957	$2,223	$2,060	$2,582	16.2%	$359
EMPLOYEE BENEFITS - RETIREMENT	$13,055	$14,200	$13,055	$13,793	-2.9%	-$407
UNEMPLOYMENT	$147	$106	$139	$152	43.4%	$46
WORKERS COMP INSURANCE	$304	$392	$326	$454	15.8%	$62
PROFESSIONAL SERVICES	$9,097	$12,750	$8,430	$10,000	-21.6%	-$2,750
PROFESSIONAL SERVICES - SOLICITOR/JUDGE	$87,021	$120,000	$96,142	$120,000	0%	$0
RENTAL OF EQUIPMENT	$1,689	$1,750	$1,486	$1,750	0%	$0
COMMUNICATIONS	$475	$500	$373	$500	0%	$0
ADVERTISING	$0	$50	$0	$50	0%	$0
PRINTING AND BINDING	$0	$100	$27	$100	0%	$0
TRAVEL	$0	$500	$514	$1,000	100%	$500
DUES AND FEES	$1,438	$500	$798	$750	50%	$250
EDUCATION AND TRAINING	$60	$675	$775	$675	0%	$0
OTHER EXPENDITURES	$136	$150	$138	$150	0%	$0
GENERAL SUPPLIES & MATERIALS	$2,292	$2,000	$1,056	$1,500	-25%	-$500
GENERAL SUPPLIES - POSTAGE	$750	$500	$1,260	$750	50%	$250
GASOLINE AND DIESEL	$0	$50	$0		-100%	-$50
FOOD SUPPLIES	$3,441	$4,500	$3,281	$4,100	-8.9%	-$400
SMALL EQUIPMENT	$1,280	$500	$808	$500	0%	$0
SOFTWARE	$19,877	$25,000	$12,414	$20,000	-20%	-$5,000
OTHER SUPPLIES - UNIFORMS	$216	$250	$0		-100%	-$250
INTERGOVERNMENTAL - CHEROKEE CNT	$7,945	$5,000	$27,665	$7,500	50%	$2,500
PAYMENT TO OTHER AGENCIES			$14,208		N/A	$0
Total Municipal Court:	**$354,016**	**$420,098**	**$400,131**	**$434,771**	**3.5%**	**$14,673**
Total Judicial:	**$354,016**	**$420,098**	**$400,131**	**$434,771**	**3.5%**	**$14,673**
Total Expenditures:	**$354,016**	**$420,098**	**$400,131**	**$434,771**	**3.5%**	**$14,673**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Amended	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$220,668	$218,299	$245,323	$230,756	$265,446	$20,123
Purchased Services	$148,275	$127,772	$169,775	$127,502	$161,825	-$7,950
Other Costs	$5,000	$7,945	$5,000	$41,873	$7,500	$2,500
Total Expense Objects:	**$373,943**	**$354,016**	**$420,098**	**$400,131**	**$434,771**	**$14,673**

Public Safety



Tommy Keheley
Chief of Police

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 the Cherokee County Board of Commissioners.

The total expenditures allocated for appropriation for the Police Department and fire services are anticipated to be $4,799,724 ($4,160,474 for salaries and benefits and $639,250 for operating). This is a 29.06% decrease in budgeted expenditures from $6,766,097 in 2022.

Personnel

The FY2023 personnel allocation recommendation for the Public Safety Department is as follows:

Chief of Police	One	(1)	FT
Deputy Chief	One	(1)	FT
Captain	Three	(3)	FT
Lietenant	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
Information Technology Technician	One	(1)	FT

The Public Safety Department did not make any personnel changes in FY2023.

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
Department	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*
Public Safety	38.00	1.00	42.00	1.00	0.00	0.00	42.00	1.00
Total	*38.00*	*1.00*	*42.00*	*1.00*	*0.00*	*0.00*	*42.00*	*1.00*

Goals and Objectives

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 an 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.

Performance Measures

Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 Budget
	Output				
Promote a Well-Planned City	# of COPS meetings conducted	11	12	13	12
Insist Upon Responsive Service Delivery	# of traffic tickets issued	8,216	7,500	6,626	6,750
	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)	8:59(1)	8:30	3:46	3:35

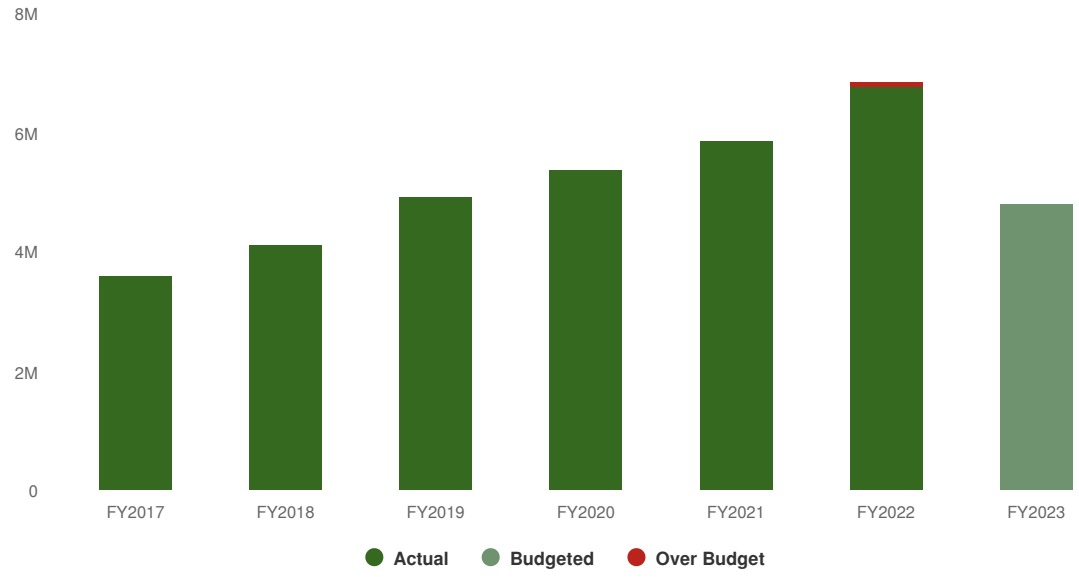
(1) In 2021, 911 Dispatch transitioned to a new system. The new system captures all calls received at the 911 call center. The old system included any self-initiated activity such as traffic stops. The response time is below the national average.

Expenditures Summary

The decrease of 29.06% in Public Safety expenditures from 2022 to 2023 is due to a reduction in fire services (function 3500). The fire service expenditures will be paid to Cherokee County with the American Rescue Plan Act of 2021 funds. As stated in the

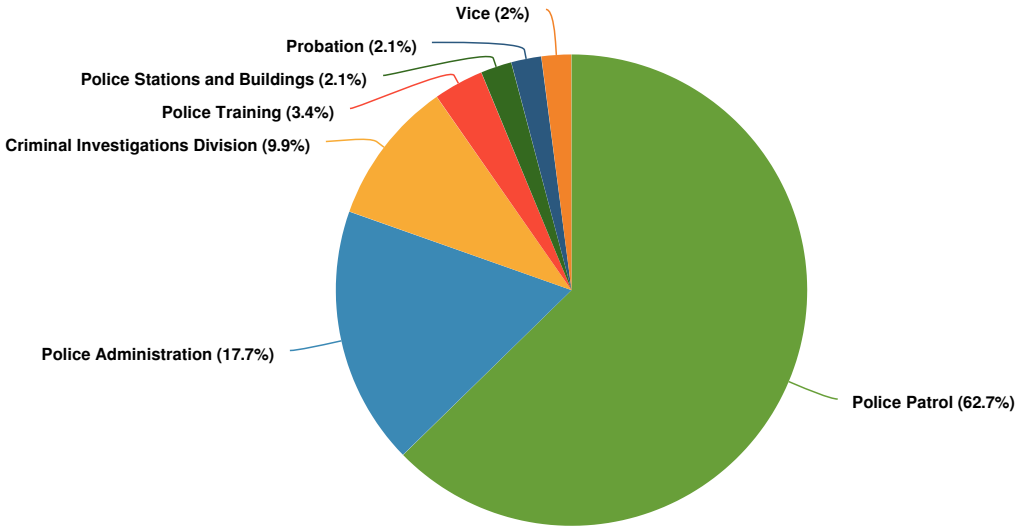
$4,799,724 **-$1,966,373**
(-29.06% vs. prior year)

Public Safety Proposed and Historical Budget vs. Actual

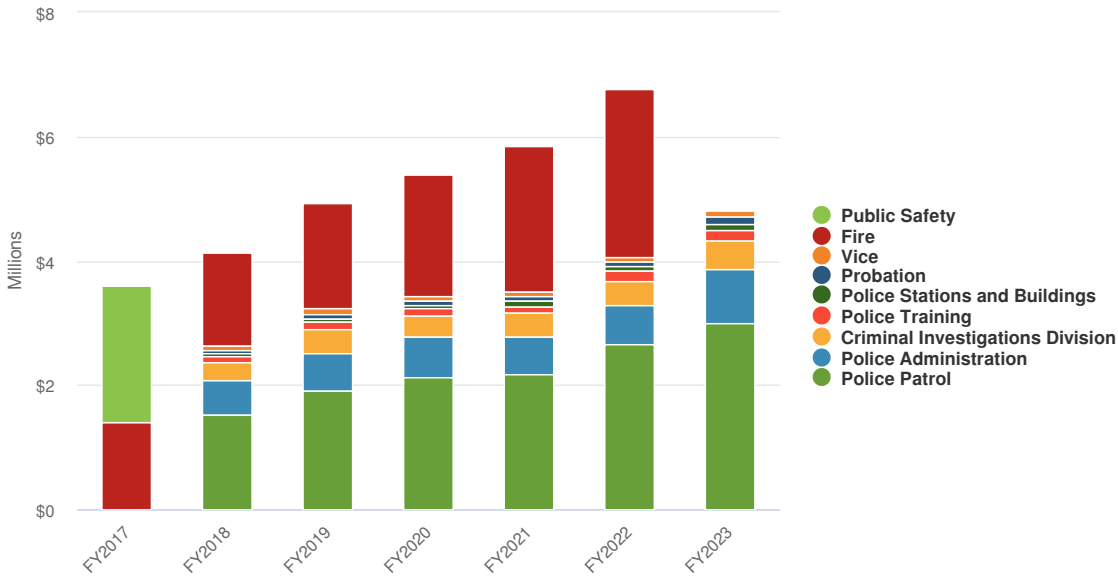


Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Public Safety						
Police Administration						
SALARIES & WAGES	$403,209	$353,342	$470,417	$566,854	60.4%	$213,512
SALARIES & WAGES - OVERTIME	$1,219	$6,000	$369	$4,000	-33.3%	-$2,000
EMPLOYEE BENEFITS - MEDICAL	$75,235	$112,807	$89,862	$95,310	-15.5%	-$17,497
EMPLOYEE BENEFITS - DENTAL	$4,166	$6,717	$3,900	$3,892	-42.1%	-$2,825
EMPLOYEE BENEFITS - ADD LIFE	$710	$809	$839	$956	18.1%	$147
EMPLOYEE BENEFITS - DISABILITY	$2,710	$2,975	$3,334	$3,478	16.9%	$503
FICA	$23,957	$22,403	$28,197	$35,641	59.1%	$13,238
MEDICARE	$5,603	$5,239	$6,594	$8,335	59.1%	$3,096
EMPLOYEE BENEFITS - RETIREMENT	$36,652	$33,495	$36,652	$45,231	35%	$11,736
UNEMPLOYMENT	$266	$186	$266	$304	63.4%	$118
WORKERS COMP INSURANCE	$16,346	$14,439	$12,597	$17,862	23.7%	$3,423
PROFESSIONAL SERVICES	$1,975	$1,000	$2,700	$1,000	0%	$0
REPAIRS & MAINTENANCE	$0		-$1,992		N/A	$0
REPAIRS & MAINTENANCE - VEHICLES	$3,886	$5,000	$16,195	$5,500	10%	$500
RENTAL OF EQUIPMENT	$4,743	$5,000	$6,112	$5,000	0%	$0
COMMUNICATIONS	$2,702	$3,300	$2,396	$2,500	-24.2%	-$800
ADVERTISING	$803	$3,000	$1,808	$5,000	66.7%	$2,000
PRINTING AND BINDING	$357	$500	$676	$600	20%	$100
TRAVEL	$2,864	$6,000	$4,324	$6,000	0%	$0
DUES AND FEES	$1,878	$5,000	$3,259	$5,000	0%	$0
EDUCATION AND TRAINING	$2,922	$9,000	$2,314	$6,000	-33.3%	-$3,000
OTHER EXPENDITURES	$2,021	$2,000	$2,044	$2,000	0%	$0
GENERAL SUPPLIES & MATERIALS	$343	$3,000	$1,489	$2,000	-33.3%	-$1,000
GENERAL SUPPLIES - POSTAGE	$233	$250	$1,031	$1,000	300%	$750
GASOLINE AND DIESEL	$10,075	$9,000	$17,257	$18,000	100%	$9,000
SMALL EQUIPMENT	$792	$4,000	$5,451	$4,000	0%	$0
SOFTWARE	$214	$5,000	-$282	$1,000	-80%	-$4,000
OTHER SUPPLIES - UNIFORMS	$2,601	$3,000	$7,027	$4,500	50%	$1,500
CAPITAL OUTLAY - VEHICLES			$41,605		N/A	$0
CAPITAL LEASE - PRINCIPAL			$2,242		N/A	$0
CAPITAL LEASE - INTEREST			$747		N/A	$0
Total Police Administration:	**$608,480**	**$622,462**	**$769,429**	**$850,962**	**36.7%**	**$228,500**

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Criminal Investigations Division						
SALARIES & WAGES	$249,605	$246,269	$242,677	$290,027	17.8%	$43,758
SALARIES & WAGES - OVERTIME	$1,680	$6,000	$1,831	$6,000	0%	$0
EMPLOYEE BENEFITS - MEDICAL	$46,445	$62,589	$62,972	$82,116	31.2%	$19,527
EMPLOYEE BENEFITS - DENTAL	$2,350	$2,975	$3,161	$4,345	46.1%	$1,370
EMPLOYEE BENEFITS - ADD LIFE	$579	$588	$545	$588	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$1,780	$1,746	$1,668	$1,823	4.4%	$77
FICA	$14,880	$15,641	$14,264	$18,354	17.3%	$2,713
MEDICARE	$3,480	$3,658	$3,336	$4,292	17.3%	$634
EMPLOYEE BENEFITS - RETIREMENT	$21,678	$25,531	$21,678	$24,587	-3.7%	-$944
UNEMPLOYMENT	$150	$106	$152	$152	43.4%	$46
WORKERS COMP INSURANCE	$8,922	$11,423	$9,506	$11,057	-3.2%	-$366
Professional Services	$200		$636	$750	N/A	$750
REPAIRS & MAINTENANCE - VEHICLES	$3,105	$3,000	$898	$3,000	0%	$0
COMMUNICATIONS	$2,295	$2,300	$1,469	$1,500	-34.8%	-$800
PRINTING AND BINDING	$112	$100	$251	$250	150%	$150
TRAVEL	$550	$1,500	$1,111	$2,000	33.3%	$500
DUES AND FEES	$920	$1,000	$585	$750	-25%	-$250
EDUCATION AND TRAINING	$1,235	$2,500	$150	$2,500	0%	$0
OTHER EXPENDITURES	$40	$200	$366	$500	150%	$300
GENERAL SUPPLIES & MATERIALS	$897	$1,500	$753	$1,000	-33.3%	-$500
GENERAL SUPPLIES - POSTAGE	$0	$50	$0	$50	0%	$0
GASOLINE AND DIESEL	$4,115	$4,500	$9,194	$10,000	122.2%	$5,500
SMALL EQUIPMENT	$1,338	$5,500	$9,459	$3,000	-45.5%	-$2,500
SOFTWARE	$5,156	$7,000	$4,813	$5,500	-21.4%	-$1,500
OTHER SUPPLIES - UNIFORMS	$709	$1,000	$1,720	$1,000	0%	$0
Total Criminal Investigations Division:	**$372,220**	**$406,676**	**$393,194**	**$475,141**	**16.8%**	**$68,465**
Vice						
SALARIES & WAGES	$52,106	$51,989	$57,710	$64,598	24.3%	$12,609
SALARIES & WAGES - OVERTIME	$7,595	$2,000	$7,703	$2,000	0%	$0
EMPLOYEE BENEFITS - MEDICAL	$8,453	$10,117	$9,322	$10,162	0.4%	$45

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
EMPLOYEE BENEFITS - DENTAL	$347	$368	$309	$328	-10.9%	-$40
EMPLOYEE BENEFITS - ADD LIFE	$142	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$374	$374	$397	$397	6.2%	$23
FICA	$3,610	$3,347	$3,964	$4,129	23.4%	$782
MEDICARE	$844	$783	$927	$966	23.3%	$183
EMPLOYEE BENEFITS - RETIREMENT	$4,655	$5,464	$4,655	$5,531	1.2%	$67
UNEMPLOYMENT	$38	$27	$38	$38	40.7%	$11
WORKERS COMP INSURANCE	$1,916	$2,445	$2,034	$2,487	1.7%	$42
REPAIRS & MAINTENANCE - VEHICLES	$1,700	$2,000	$1,727	$2,500	25%	$500
DUES AND FEES	$74	$150	$23	$100	-33.3%	-$50
GASOLINE AND DIESEL	$3,726	$4,000	$4,225	$5,000	25%	$1,000
Total Vice:	**$85,580**	**$83,211**	**$93,182**	**$98,383**	**18.2%**	**$15,172**
Police Patrol						
SALARIES & WAGES	$1,233,797	$1,443,046	$1,386,113	$1,767,665	22.5%	$324,619
SALARIES & WAGES - OVERTIME	$57,593	$54,000	$56,473	$52,000	-3.7%	-$2,000
EMPLOYEE BENEFITS - MEDICAL	$319,844	$487,445	$336,954	$440,306	-9.7%	-$47,139
EMPLOYEE BENEFITS - DENTAL	$14,107	$20,076	$14,648	$19,737	-1.7%	-$339
EMPLOYEE BENEFITS - ADD LIFE	$3,305	$4,116	$3,552	$4,116	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$8,814	$10,816	$9,856	$11,314	4.6%	$498
FICA	$75,457	$92,817	$85,509	$113,191	22%	$20,374
MEDICARE	$17,647	$21,707	$19,998	$26,472	22%	$4,765
EMPLOYEE BENEFITS - RETIREMENT	$121,052	$151,509	$121,052	$151,632	0.1%	$123
UNEMPLOYMENT	$1,156	$745	$1,148	$1,064	42.8%	$319
WORKERS COMP INSURANCE	$50,080	$67,786	$59,034	$68,189	0.6%	$403
PROFESSIONAL SERVICES	$3,922	$3,500	$2,673	$5,000	42.9%	$1,500
REPAIRS & MAINTENANCE	$1,059	$20,700	$3,142	$5,000	-75.8%	-$15,700
REPAIRS & MAINTENANCE - VEHICLES	$66,804	$60,000	$82,518	$70,000	16.7%	$10,000
COMMUNICATIONS	$21,409	$22,500	$15,031	$15,000	-33.3%	-$7,500
PRINTING AND BINDING	$753	$500	$509	$500	0%	$0
TRAVEL	$3,198	$7,000	$3,097	$7,000	0%	$0
DUES AND FEES	$2,302	$2,500	$2,061	$4,000	60%	$1,500
EDUCATION AND TRAINING	$5,112	$12,000	$1,833	$12,000	0%	$0
OTHER EXPENDITURES	$3,761	$4,000	$1,863	$2,000	-50%	-$2,000

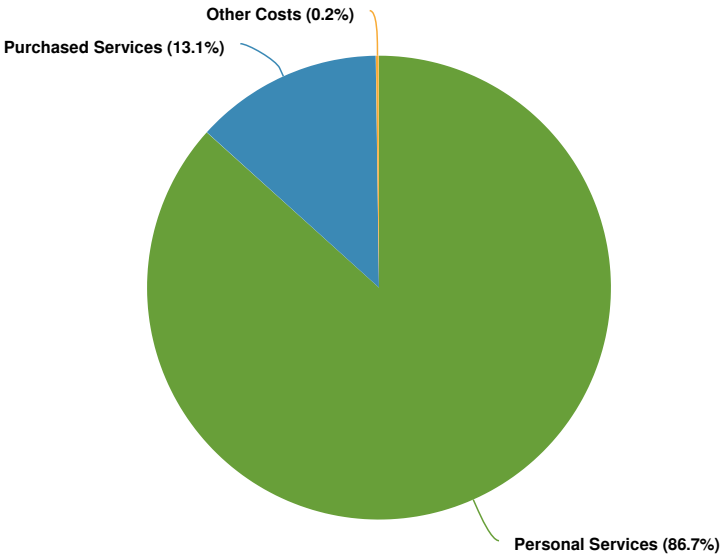
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
GENERAL SUPPLIES & MATERIALS	$4,214	$4,000	$4,244	$4,000	0%	$0
GASOLINE AND DIESEL	$105,577	$95,000	$118,490	$130,000	36.8%	$35,000
SMALL EQUIPMENT	$6,563	$15,000	$20,446	$20,000	33.3%	$5,000
SOFTWARE	$16,798	$20,000	$18,706	$20,000	0%	$0
OTHER SUPPLIES - UNIFORMS	$20,475	$35,000	$42,783	$51,000	45.7%	$16,000
Payments to Other Agencies	$10,147		$9,844	$7,500	N/A	$7,500
Total Police Patrol:	**$2,174,944**	**$2,655,763**	**$2,421,576**	**$3,008,686**	**13.3%**	**$352,923**
Police Training						
SALARIES & WAGES	$54,297	$57,773	$63,130	$68,488	18.5%	$10,715
SALARIES & WAGES - OVERTIME	$239	$2,000	$499	$2,000	0%	$0
EMPLOYEE BENEFITS - MEDICAL	$11,070	$19,729	$9,286	$10,162	-48.5%	-$9,567
EMPLOYEE BENEFITS - DENTAL	$615	$1,120	$309	$328	-70.7%	-$792
EMPLOYEE BENEFITS - ADD LIFE	$138	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$401	$399	$441	$441	10.6%	$42
FICA	$3,249	$3,706	$3,918	$4,370	17.9%	$664
MEDICARE	$760	$867	$916	$1,022	17.9%	$155
EMPLOYEE BENEFITS - RETIREMENT	$5,229	$6,049	$5,229	$5,854	-3.2%	-$195
UNEMPLOYMENT	$32	$27	$38	$38	40.7%	$11
WORKERS COMP INSURANCE	$2,152	$2,707	$2,251	$2,633	-2.7%	-$74
REPAIRS & MAINTENANCE - VEHICLES	$308	$2,000	$2,649	$2,000	0%	$0
COMMUNICATIONS	$58	$500	$0		-100%	-$500
TRAVEL	$834	$4,000	$880	$4,000	0%	$0
DUES AND FEES	$53	$1,500	$278	$750	-50%	-$750
EDUCATION AND TRAINING	$1,870	$6,000	$1,335	$6,000	0%	$0
GENERAL SUPPLIES & MATERIALS	$281	$2,000	$820	$2,000	0%	$0
WEAPONS SUPPLIES & AMMUNITION	$23,022	$40,000	$37,146	$40,000	0%	$0
GASOLINE AND DIESEL	$1,393	$1,500	$2,010	$2,000	33.3%	$500
SMALL EQUIPMENT	$252	$10,000	$2,547	$10,000	0%	$0
OTHER SUPPLIES - UNIFORMS	$478	$300	$319	$500	66.7%	$200
INTERGOVERNMENTAL	$0	$2,500	$2,500	$2,500	0%	$0
Total Police Training:	**$106,728**	**$164,824**	**$136,649**	**$165,234**	**0.2%**	**$410**
Police Stations and Buildings						

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
PROFESSIONAL SERVICES	$195	$250	$0	$250	0%	$0
DISPOSAL - GARBAGE/RECYCLE	$1,069	$1,500	$1,069	$1,500	0%	$0
PEST CONTROL	$860	$1,000	$815	$1,000	0%	$0
REPAIRS & MAINTENANCE	$13,670	$12,800	$23,066	$12,000	-6.2%	-$800
Rental of Land & Building			$28,171	$45,000	N/A	$45,000
COMMUNICATIONS	$12,195	$12,000	$13,246	$12,000	0%	$0
GENERAL SUPPLIES & MATERIALS	$2,524	$3,500	$2,470	$3,000	-14.3%	-$500
WATER AND SEWER	$5,118	$6,000	$4,949	$5,000	-16.7%	-$1,000
ELECTRICITY	$11,585	$13,500	$11,022	$12,000	-11.1%	-$1,500
SMALL EQUIPMENT	$3,459	$6,500	$7,543	$9,200	41.5%	$2,700
SOFTWARE	$1,151	$1,300	$731	$1,300	0%	$0
CAPITAL OUTLAY - BUILDINGS	$40,000		$61,949		N/A	$0
Total Police Stations and Buildings:	**$91,826**	**$58,350**	**$155,031**	**$102,250**	**75.2%**	**$43,900**
Probation						
SALARIES & WAGES	$51,158	$50,753	$58,498	$68,691	35.3%	$17,938
EMPLOYEE BENEFITS - MEDICAL	$8,468	$10,117	$9,308	$10,162	0.4%	$45
EMPLOYEE BENEFITS - DENTAL	$351	$368	$309	$328	-10.9%	-$40
EMPLOYEE BENEFITS - ADD LIFE	$147	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$402	$402	$426	$426	6.1%	$24
FICA	$3,143	$3,147	$3,600	$4,259	35.3%	$1,112
MEDICARE	$735	$736	$842	$996	35.3%	$260
EMPLOYEE BENEFITS - RETIREMENT	$4,371	$5,136	$4,371	$5,705	11.1%	$569
UNEMPLOYMENT	$38	$27	$38	$38	40.7%	$11
WORKERS COMP INSURANCE	$1,799	$2,298	$1,912	$2,566	11.6%	$268
COMMUNICATIONS	$566	$600	$389	$500	-16.7%	-$100
TRAVEL	$0	$250	$0	$500	100%	$250
DUES AND FEES	$175	$300	$295	$250	-16.7%	-$50
EDUCATION AND TRAINING	$103	$250	$0	$250	0%	$0
GENERAL SUPPLIES & MATERIALS	$20	$150	$113		-100%	-$150
SMALL EQUIPMENT	$0	$250	$0	$250	0%	$0
SOFTWARE	$3,000	$3,000	$2,900	$3,000	0%	$0
OTHER SUPPLIES - UNIFORMS	$26	$1,000	$551	$1,000	0%	$0
Total Probation:	**$74,501**	**$78,931**	**$83,699**	**$99,067**	**25.5%**	**$20,136**

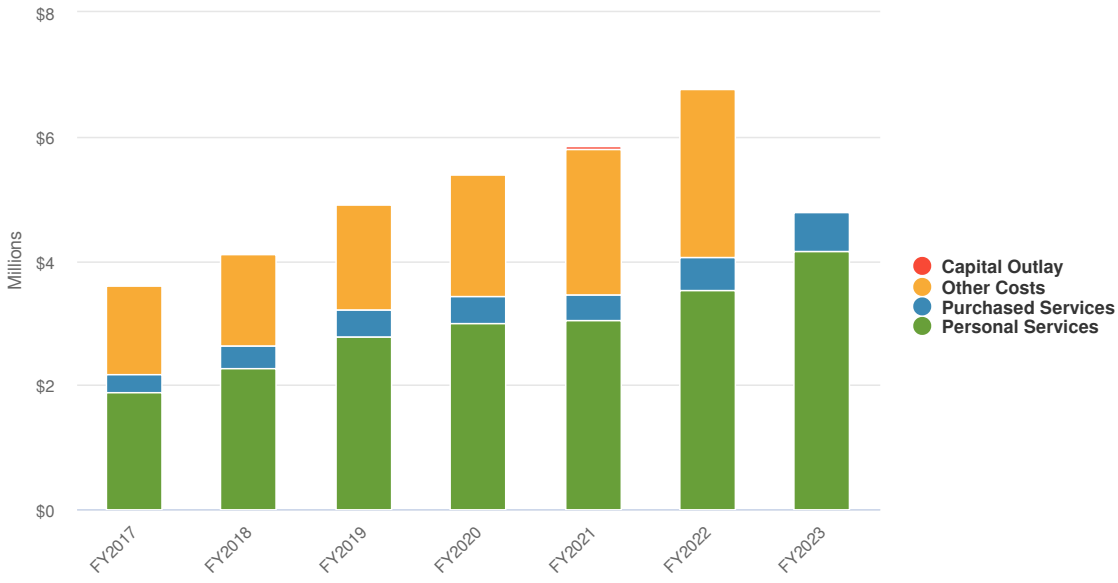
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Fire						
INTERGOVERNMENTAL - FIRE SERVICE	$2,335,380	$2,695,880	$2,782,453		-100%	-$2,695,880
Total Fire:	**$2,335,380**	**$2,695,880**	**$2,782,453**		**-100%**	**-$2,695,880**
Total Public Safety:	**$5,849,658**	**$6,766,097**	**$6,835,213**	**$4,799,724**	**-29.1%**	**-$1,966,373**
Total Expenditures:	**$5,849,658**	**$6,766,097**	**$6,835,213**	**$4,799,724**	**-29.1%**	**-$1,966,373**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Amended	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$3,414,591	$3,053,344	$3,533,717	$3,361,978	$4,160,474	$626,757
Purchased Services	$512,220	$410,787	$534,000	$571,896	$629,250	$95,250
Capital Outlay	$12,500	$40,000	$0	$103,554	$0	$0
Other Costs	$2,389,668	$2,345,526	$2,698,380	$2,794,797	$10,000	-$2,688,380
Debt Service				$2,989		$0
Total Expense Objects:	**$6,328,979**	**$5,849,658**	**$6,766,097**	**$6,835,213**	**$4,799,724**	**-$1,966,373**

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 by the Public Works Department are anticipated to be $3,760,280 (all expenditures shown are for operating costs). This is a 455.39% increase in expenditures from $677,050 in 2022.

Personnel

The Public Works Department will not have personnel allocated in the FY2023 budget.

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
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 and Objectives

The Public Works Department is responsible for the maintenance of the city's infrastructure, municipal facilities, and parks. Staff 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.

Performance Measures

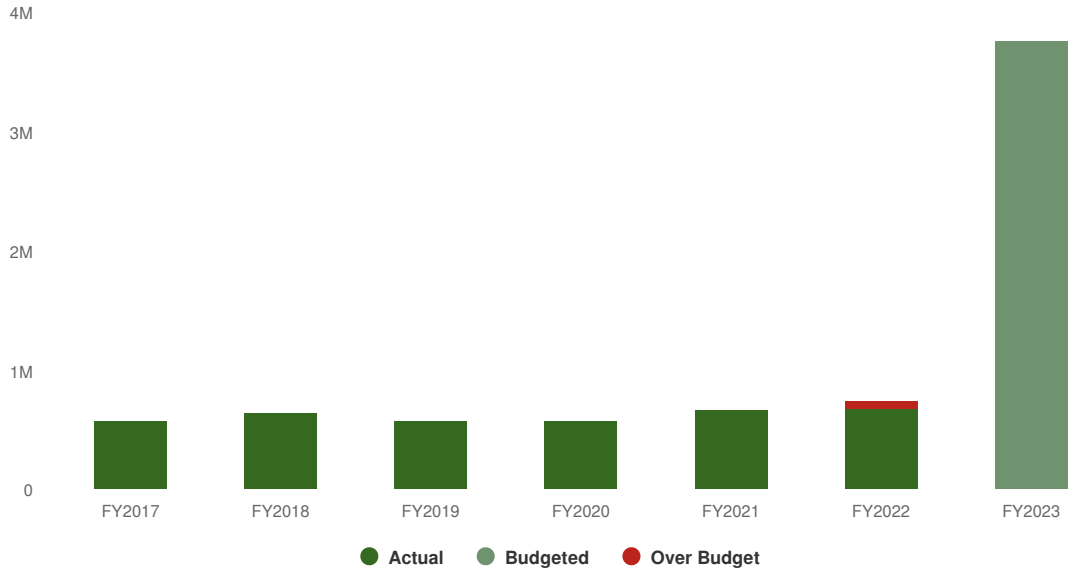
Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 Budget
	Output				
Foster and Maintain Regional Partnerships	# of miles of roads resurfaced	1.31	2.39	2.1	1.75
Sustain and Protect Natural Resources	# of re-landscaped sites	1	1	3	2
	Effectiveness				
Promote a Well-Planned 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

Expenditures Summary

The $3,083,230 increase in expenditures is due to capital outlay that is being budgeted for the Hickory Road/Hickory Springs Parkway/Hickory Springs Industrial Drive project that was not budgeted for in the prior year.

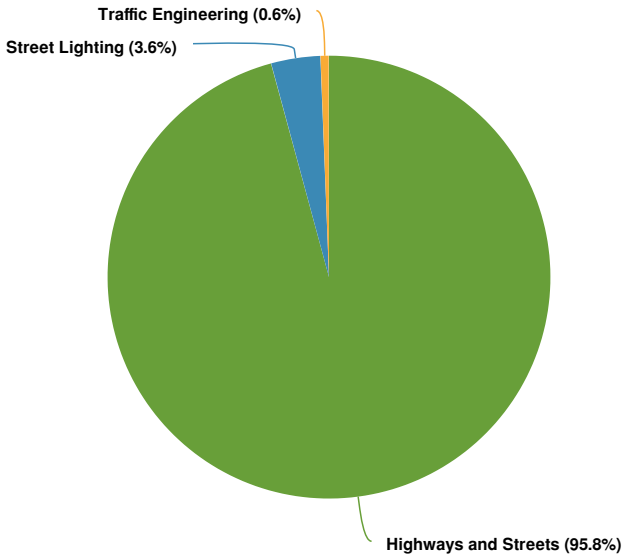
$3,760,280 **$3,083,230**
(455.39% vs. prior year)

Public Works Proposed and Historical Budget vs. Actual

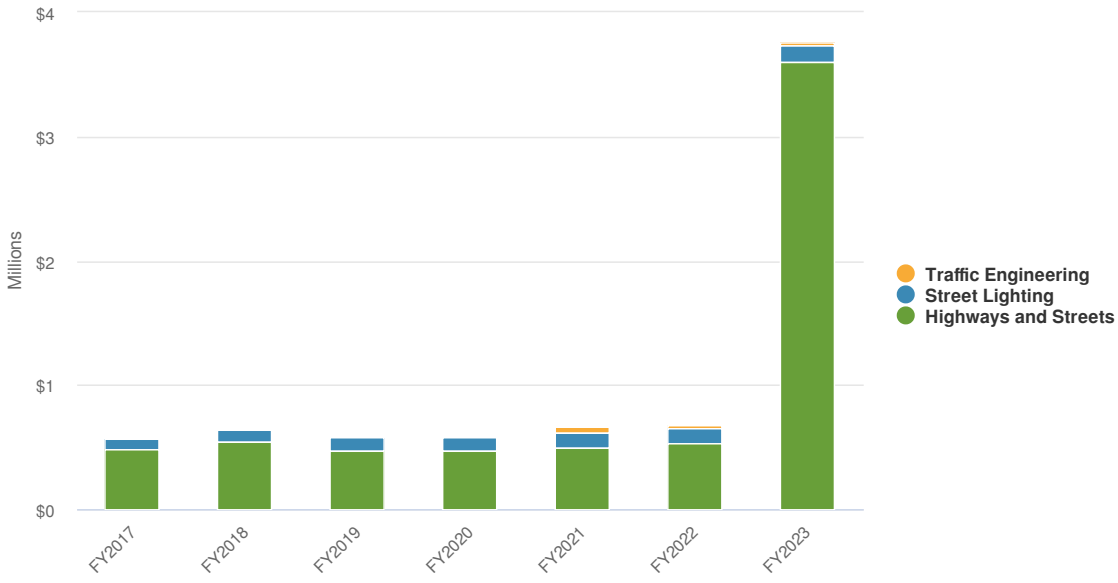


Expenditures by Function

Budgeted Expenditures by Function



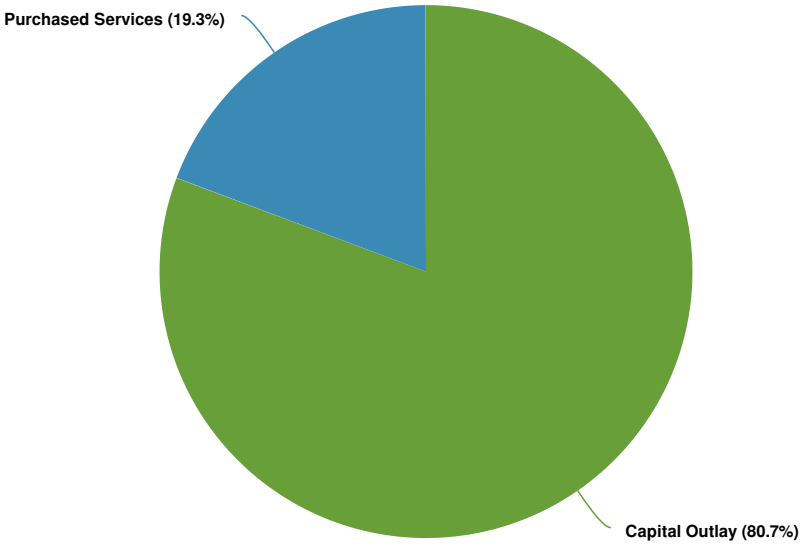
Budgeted and Historical Expenditures by Function



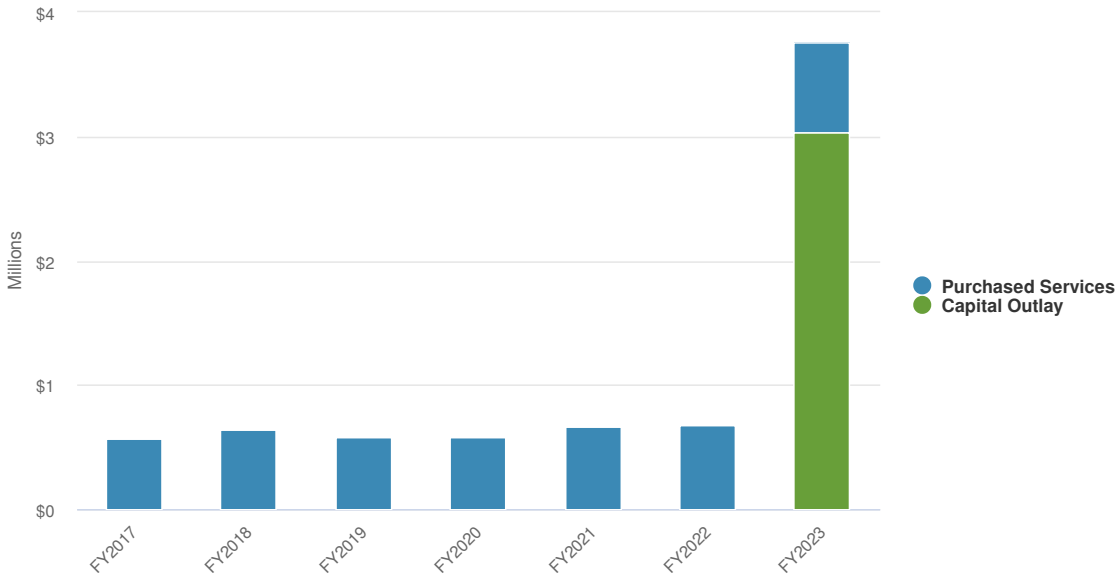
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Public Works						
Highways and Streets						
PROFESSIONAL SERVICES - ENGINEER	$0	$2,000	$0	$100	-95%	-$1,900
DISPOSAL - GARBAGE/RECYCLE	$1,134	$1,500	$189	$1,200	-20%	-$300
LAWN CARE	$215	$1,200	$0		-100%	-$1,200
PEST CONTROL	-$45	$750	$0	$250	-66.7%	-$500
REPAIRS & MAINTENANCE	$52,582	$51,100	$165,714	$75,000	46.8%	$23,900
REPAIRS & MAINTENANCE - VEHICLES	$5,204	$7,500	$2,336	$5,000	-33.3%	-$2,500
RENTAL OF EQUIPMENT	$0	$2,500	$5,623	$2,000	-20%	-$500
CONTRACT LABOR	$426,540	$450,000	$426,540	$475,000	5.6%	$25,000
OTHER EXPENDITURES	$0	$250	$35	$250	0%	$0
GENERAL SUPPLIES & MATERIALS	$554	$750	$271	$500	-33.3%	-$250
ELECTRICITY	$1,108	$2,500	$656	$1,500	-40%	-$1,000
GASOLINE AND DIESEL	$4,315	$5,000	$5,089	$5,000	0%	$0
SMALL EQUIPMENT	-$5	$2,000	$3,593	$1,000	-50%	-$1,000
Capital Outlay Infrastructure				$3,035,480	N/A	$3,035,480
Total Highways and Streets:	**$491,602**	**$527,050**	**$610,046**	**$3,602,280**	**583.5%**	**$3,075,230**
Street Lighting						
REPAIRS & MAINTENANCE	$3,735	$5,000	$2,245	$5,000	0%	$0
ELECTRICITY	$117,666	$120,000	$119,755	$130,000	8.3%	$10,000
Total Street Lighting:	**$121,401**	**$125,000**	**$122,000**	**$135,000**	**8%**	**$10,000**
Traffic Engineering						
REPAIRS & MAINTENANCE	$46,232	$22,000	$12,187	$20,000	-9.1%	-$2,000
ELECTRICITY	$1,976	$3,000	$2,106	$3,000	0%	$0
Total Traffic Engineering:	**$48,209**	**$25,000**	**$14,293**	**$23,000**	**-8%**	**-$2,000**
Total Public Works:	**$661,211**	**$677,050**	**$746,340**	**$3,760,280**	**455.4%**	**$3,083,230**
Total Expenditures:	**$661,211**	**$677,050**	**$746,340**	**$3,760,280**	**455.4%**	**$3,083,230**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Amended	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services	$691,942	$661,211	$677,050	$746,340	$724,800	$47,750
Capital Outlay					$3,035,480	$3,035,480
Total Expense Objects:	**$691,942**	**$661,211**	**$677,050**	**$746,340**	**$3,760,280**	**$3,083,230**

Housing and Development



Nancy Moon
Community Development Director

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 to the Housing and Development Department are anticipated to be $832,905 ($600,705 for salaries and benefits and $232,200 for operating). This is a 9.76% increase in budgeted expenditures from $758,843 in 2022.

Personnel

The FY2023 personnel allocation recommendation in the Housing and Development Department is as follows:

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

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
Department	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*
Housing & Development	6.00	0.00	6.50	0.00	0.00	0.00	6.50	0.00
Total	*6.00*	*0.00*	*5.50*	*0.00*	*0.00*	*0.00*	*5.50*	*0.00*

Goals and Objectives

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.

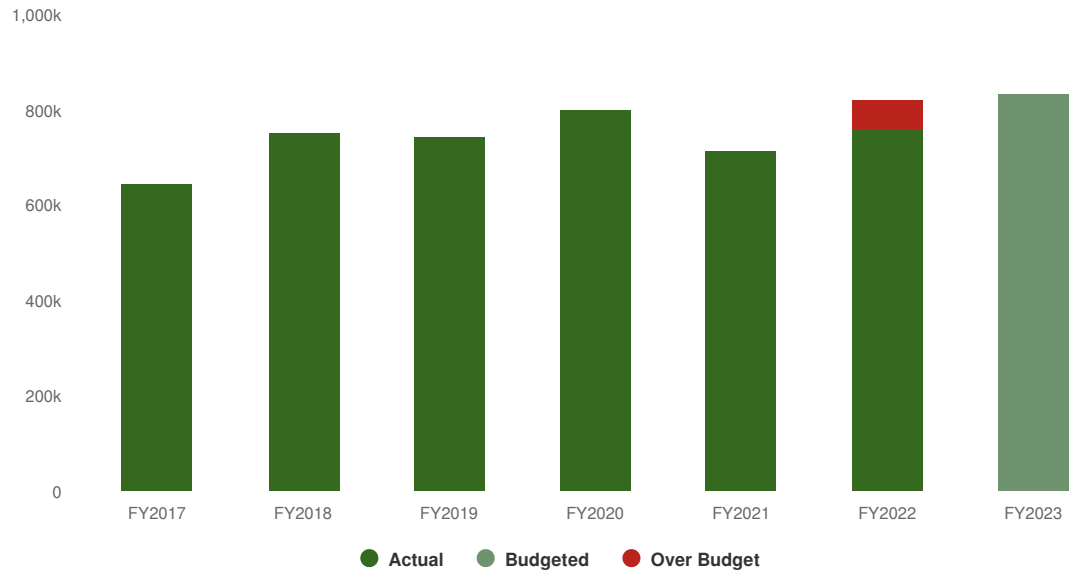
Performance Measures

Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 Budget
	Output				
Foster and Maintain Regional Partnerships	# of acres annexed into the City	23.52	30	9.51	30
Sustain and Protect Natural Resources	# of acres of greenspace added	56.461	65	21.34	25
Promote a Well-Planned City	# of businesses opened in the City	87	80	73	75
	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

Expenditures Summary

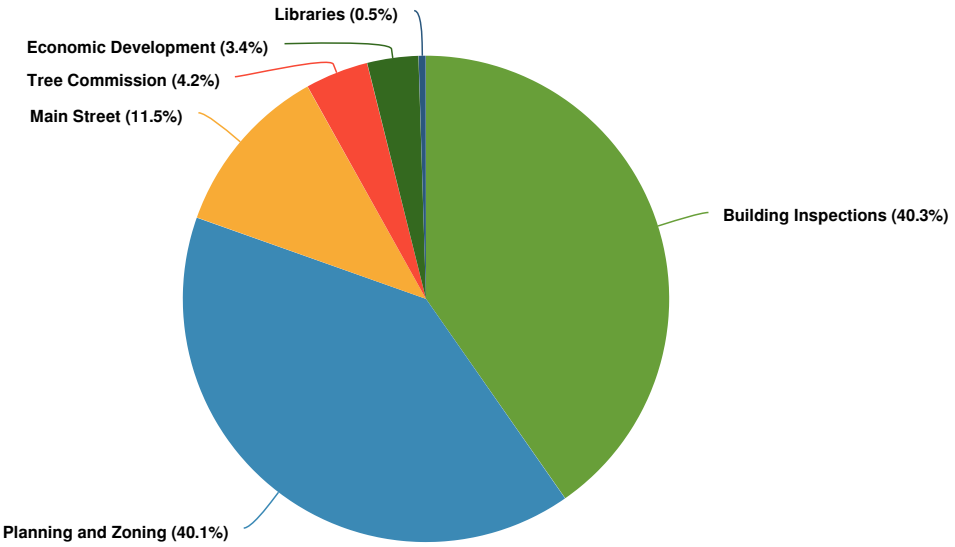
$832,905 $74,062
(9.76% vs. prior year)

Housing and Development Proposed and Historical Budget vs. Actual

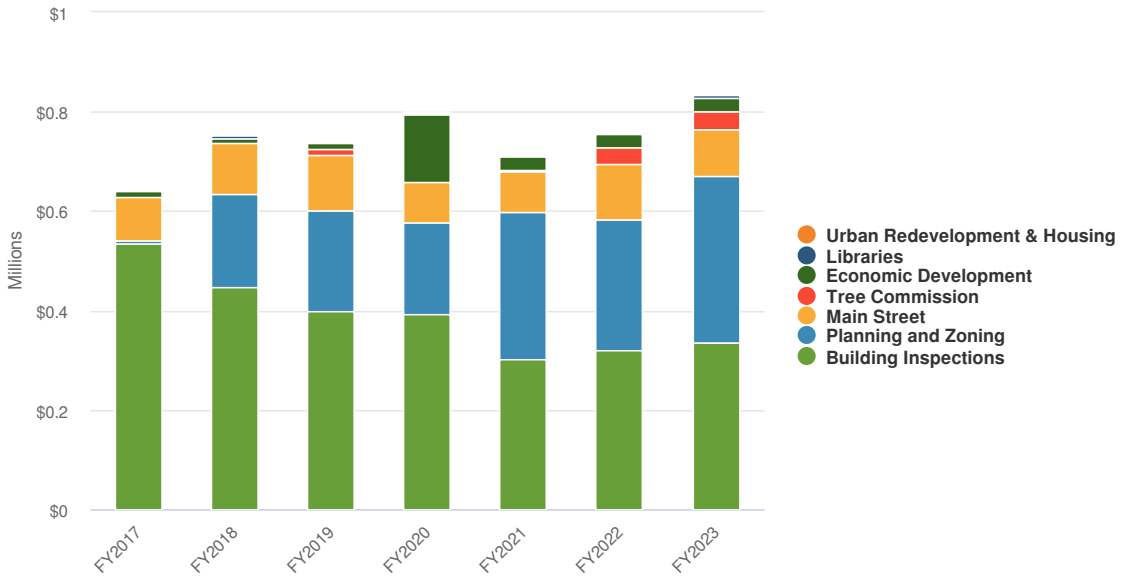


Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Parks, Recreation & Culture						
Tree Commission						
REPAIRS & MAINTENANCE	$0	$31,500	$0	$31,500	0%	$0
TRAVEL	$0	$750	$0	$750	0%	$0
DUES AND FEES	$233	$500	$175	$500	0%	$0
EDUCATION AND TRAINING	$0	$1,000	$0	$1,000	0%	$0
GENERAL SUPPLIES & MATERIALS	$3,031	$750	$6,986	$750	0%	$0
BOOKS AND PERIODICALS	$0	$500	$0	$500	0%	$0
Total Tree Commission:	**$3,264**	**$35,000**	**$7,161**	**$35,000**	**0%**	**$0**
Libraries						
INTERGOVERNMENTAL - SEQUOYAH REG	$4,000	$4,000	$4,000	$4,000	0%	$0
Total Libraries:	**$4,000**	**$4,000**	**$4,000**	**$4,000**	**0%**	**$0**
Total Parks, Recreation & Culture:	**$7,264**	**$39,000**	**$11,161**	**$39,000**	**0%**	**$0**
Community Development						
Building Inspections						
SALARIES & WAGES	$204,917	$207,284	$235,877	$224,867	8.5%	$17,583
SALARIES & WAGES - OVERTIME	$0	$500	$63		-100%	-$500
EMPLOYEE BENEFITS - MEDICAL	$17,448	$20,234	$29,122	$38,442	90%	$18,208
EMPLOYEE BENEFITS - DENTAL	$1,906	$2,224	$1,565	$1,623	-27%	-$601
EMPLOYEE BENEFITS - ADD LIFE	$422	$434	$500	$515	18.6%	$81
EMPLOYEE BENEFITS - DISABILITY	$1,697	$1,664	$1,700	$1,521	-8.6%	-$143
FICA	$12,650	$12,883	$14,464	$13,973	8.5%	$1,090
MEDICARE	$2,959	$3,013	$3,383	$3,268	8.5%	$255
EMPLOYEE BENEFITS - RETIREMENT	$18,017	$21,029	$18,017	$18,718	-11%	-$2,311
UNEMPLOYMENT	$152	$106	$285	$152	43.4%	$46
WORKERS COMP INSURANCE	$3,353	$3,551	$2,929	$2,621	-26.2%	-$930
PROFESSIONAL SERVICES			$400		N/A	$0
PROFESSIONAL SERVICES - LEGAL	-$1,596	$1,000	$0	$1,000	0%	$0
REPAIRS & MAINTENANCE	$0		$209		N/A	$0
REPAIRS & MAINTENANCE - VEHICLES	$3,046	$3,000	$1,532	$3,000	0%	$0
COMMUNICATIONS	$3,159	$3,500	$1,897	$2,500	-28.6%	-$1,000
ADVERTISING	$550	$500	$21,425	$10,000	1,900%	$9,500
PRINTING AND BINDING	$112	$100	$338	$200	100%	$100

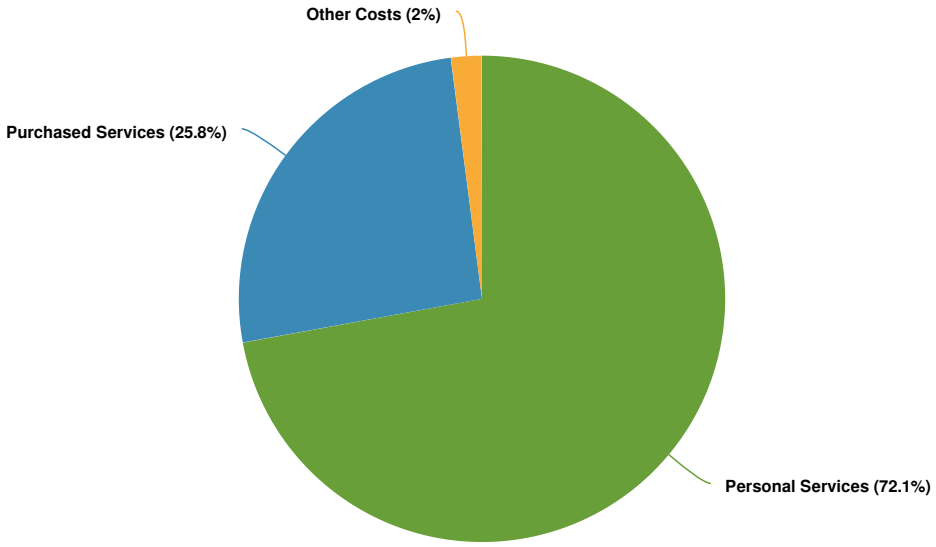
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
TRAVEL	$0	$1,000	$0	$1,000	0%	$0
DUES AND FEES	$797	$1,000	$1,152	$1,000	0%	$0
EDUCATION AND TRAINING	$90	$1,000	$1,230	$1,000	0%	$0
CONTRACT LABOR	$27,863	$30,000	$15,038		-100%	-$30,000
OTHER EXPENDITURES	$153	$100	$885	$250	150%	$150
GENERAL SUPPLIES & MATERIALS	$336	$250	$214	$250	0%	$0
GENERAL SUPPLIES - POSTAGE	$277	$100	$0		-100%	-$100
GASOLINE AND DIESEL	$3,471	$4,000	$3,724	$4,000	0%	$0
BOOKS AND PERIODICALS	$0	$100	$0	$100	0%	$0
SMALL EQUIPMENT	$367	$1,500	$3,654	$1,500	0%	$0
Software			$3,459	$4,000	N/A	$4,000
OTHER SUPPLIES - UNIFORMS	$903	$750	$368	$250	-66.7%	-$500
CAPITAL OUTLAY - VEHICLES			$77,250		N/A	$0
CAPITAL LEASE - PRINCIPAL			$1,623		N/A	$0
CAPITAL LEASE - INTEREST			$760		N/A	$0
Total Building Inspections:	**$303,049**	**$320,822**	**$443,061**	**$335,749**	**4.7%**	**$14,927**
Planning and Zoning						
SALARIES & WAGES	$130,580	$102,114	$107,947	$131,441	28.7%	$29,327
EMPLOYEE BENEFITS - MEDICAL	$23,580	$21,483	$16,872	$28,501	32.7%	$7,018
EMPLOYEE BENEFITS - DENTAL	$832	$560	$124	$390	-30.4%	-$170
EMPLOYEE BENEFITS - ADD LIFE	$296	$221	$322	$294	33%	$73
EMPLOYEE BENEFITS - DISABILITY	$1,002	$809	$749	$1,057	30.6%	$248
FICA	$7,579	$6,331	$6,347	$8,149	28.7%	$1,818
MEDICARE	$1,772	$1,481	$1,490	$1,906	28.7%	$425
EMPLOYEE BENEFITS - RETIREMENT	$9,682	$10,334	$9,586	$10,917	5.6%	$583
UNEMPLOYMENT	$123	$40	$86	$76	90%	$36
WORKERS COMP INSURANCE	$959	$4,780	$1,057	$6,262	31%	$1,482
PROFESSIONAL SERVICES - LCI	$0		$130		N/A	$0
PROFESSIONAL SERVICES - ENGINEER	$98,155	$75,000	$68,680	$75,000	0%	$0
PROFESSIONAL SERVICES - LEGAL	$5,044	$7,000	$6,116	$7,000	0%	$0
TECHNICAL SERVICES - PLANNING	$0	$2,500	$0	$2,500	0%	$0
COMMUNICATIONS	$584	$600	$389	$600	0%	$0
ADVERTISING	$10,485	$20,000	$1,829	$20,000	0%	$0

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
PRINTING AND BINDING	$400	$400	$498	$500	25%	$100
TRAVEL	$0	$1,000	$0	$1,000	0%	$0
DUES AND FEES	$1,829	$1,750	$1,575	$2,500	42.9%	$750
EDUCATION AND TRAINING	$0	$750	$110	$750	0%	$0
PLANNING & ZONING MEETING FEES	$1,666	$3,000	$1,960	$3,000	0%	$0
OTHER EXPENDITURES	$472	$250	$190	$250	0%	$0
GENERAL SUPPLIES & MATERIALS	$206	$250	$365	$250	0%	$0
GENERAL SUPPLIES - POSTAGE	$134	$100	$793	$1,000	900%	$900
GASOLINE AND DIESEL	$0	$50	$0	$50	0%	$0
SMALL EQUIPMENT	$349	$250	$2,142	$250	0%	$0
Software	$282		$282	$30,500	N/A	$30,500
Total Planning and Zoning:	**$296,011**	**$261,053**	**$229,639**	**$334,143**	**28%**	**$73,090**
Economic Development						
SALARIES & WAGES	$11,218	$10,609	$11,786	$13,190	24.3%	$2,581
FICA	$662	$658	$695	$818	24.3%	$160
MEDICARE	$155	$154	$162	$191	24.2%	$37
EMPLOYEE BENEFITS - RETIREMENT	$941	$1,074	$941	$1,095	2%	$21
WORKERS COMP INSURANCE	$37	$46	$38	$56	22.6%	$10
PROFESSIONAL SERVICES			$23,500		N/A	$0
INTERGOVERNMENTAL - CHEROKEE OFF	$13,000	$13,000	$13,000	$13,000	0%	$0
Total Economic Development:	**$26,013**	**$25,541**	**$50,123**	**$28,351**	**11%**	**$2,810**
Main Street						
SALARIES & WAGES	$51,237	$53,361	$55,002	$60,551	13.5%	$7,190
EMPLOYEE BENEFITS - MEDICAL	$14,852	$19,729	$16,561	$18,120	-8.2%	-$1,609
EMPLOYEE BENEFITS - DENTAL	$824	$1,120	$1,025	$1,086	-3%	-$34
EMPLOYEE BENEFITS - ADD LIFE	$147	$147	$147	$147	0%	$0
EMPLOYEE BENEFITS - DISABILITY	$598	$598	$635	$635	6.2%	$37
FICA	$3,022	$3,370	$3,244	$3,816	13.2%	$446
MEDICARE	$707	$788	$759	$892	13.3%	$104
EMPLOYEE BENEFITS - RETIREMENT	$4,718	$5,502	$4,718	$5,112	-7.1%	-$390
UNEMPLOYMENT	$32	$27	$32	$38	40.7%	$11
WORKERS COMP INSURANCE	$185	$235	$195	$263	12%	$28
COMMUNICATIONS	$560	$600	$389	$600	0%	$0
TRAVEL	$0	$700	$344	$700	0%	$0

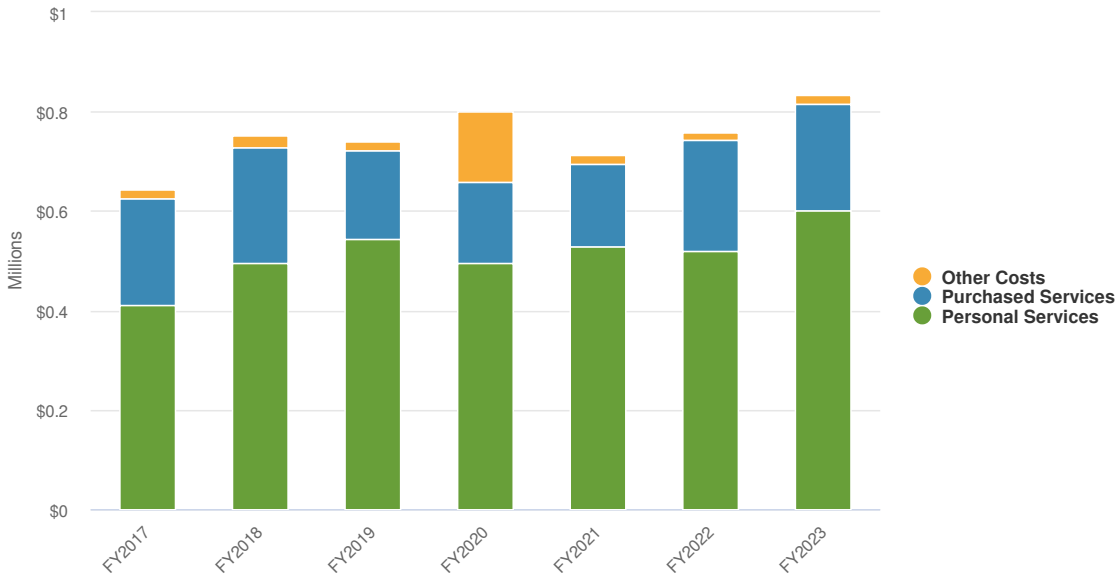
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
DUES AND FEES	$1,300	$1,000	$952	$1,400	40%	$400
EDUCATION AND TRAINING	$750	$1,700	$550	$1,300	-23.5%	-$400
CONTRACT LABOR	$1,300	$6,000	$700		-100%	-$6,000
OTHER EXPENDITURES			$98		N/A	$0
SUPPLIES - SPECIAL EVENTS	$292	$16,000	$231		-100%	-$16,000
SMALL EQUIPMENT	$74	$250	$74		-100%	-$250
SOFTWARE	$0	$1,300	$0	$1,000	-23.1%	-$300
Total Main Street:	**$80,597**	**$112,427**	**$85,657**	**$95,661**	**-14.9%**	**-$16,766**
Total Community Development:	**$705,670**	**$719,843**	**$808,480**	**$793,905**	**10.3%**	**$74,062**
Total Expenditures:	**$712,934**	**$758,843**	**$819,641**	**$832,905**	**9.8%**	**$74,062**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



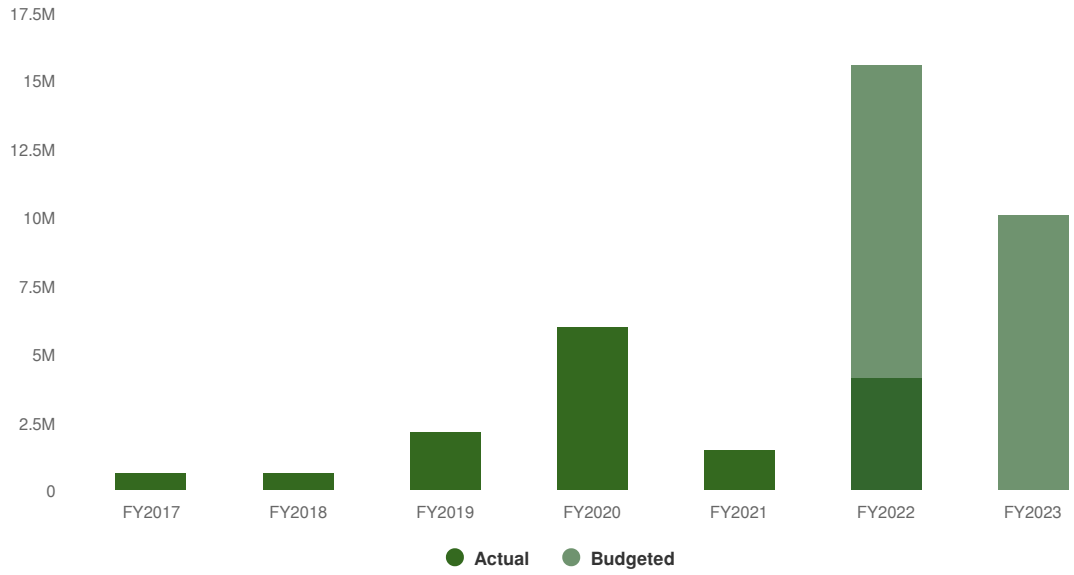
Name	FY2021 Amended	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$562,457	$529,262	$518,493	$548,424	$600,705	$82,212
Purchased Services	$297,975	$166,672	$223,350	$174,583	$215,200	-$8,150
Capital Outlay				$77,250		$0
Other Costs	$19,500	$17,000	$17,000	$17,000	$17,000	$0
Debt Service				$2,383		$0
Total Expense Objects:	**$879,932**	**$712,934**	**$758,843**	**$819,641**	**$832,905**	**$74,062**

Special Revenue Funds

Expenditures Summary

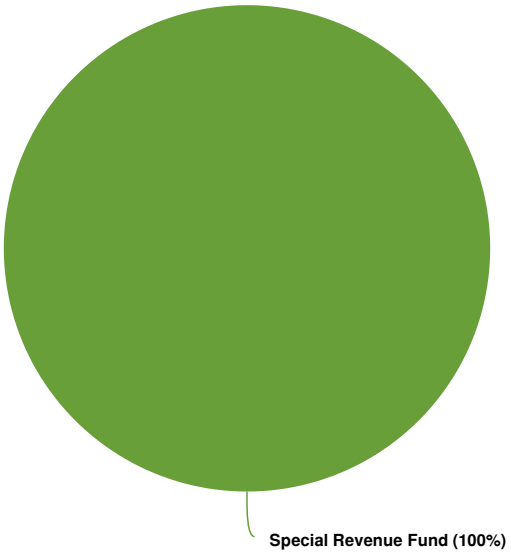
$10,104,335 -$5,541,515
(-35.42% vs. prior year)

Special Revenue Funds Proposed and Historical Budget vs. Actual

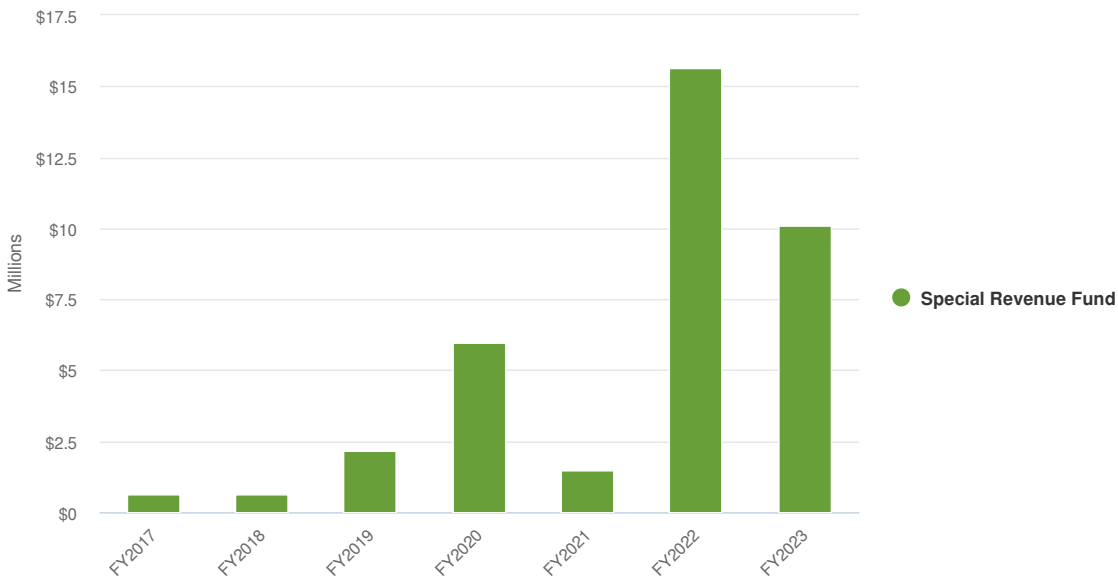


Expenditures by Fund

2023 Expenditures by Fund



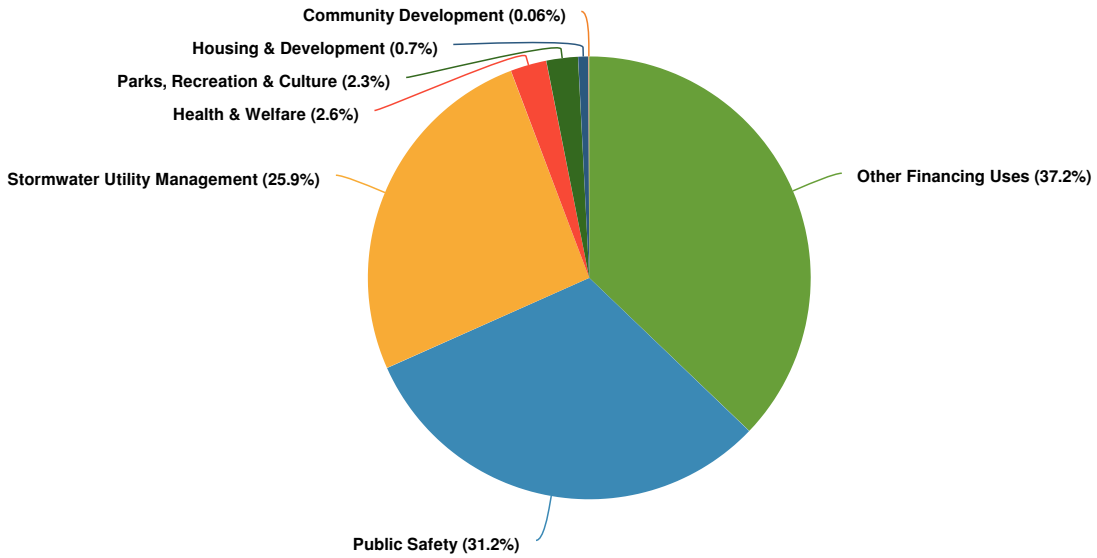
Budgeted and Historical 2023 Expenditures by Fund



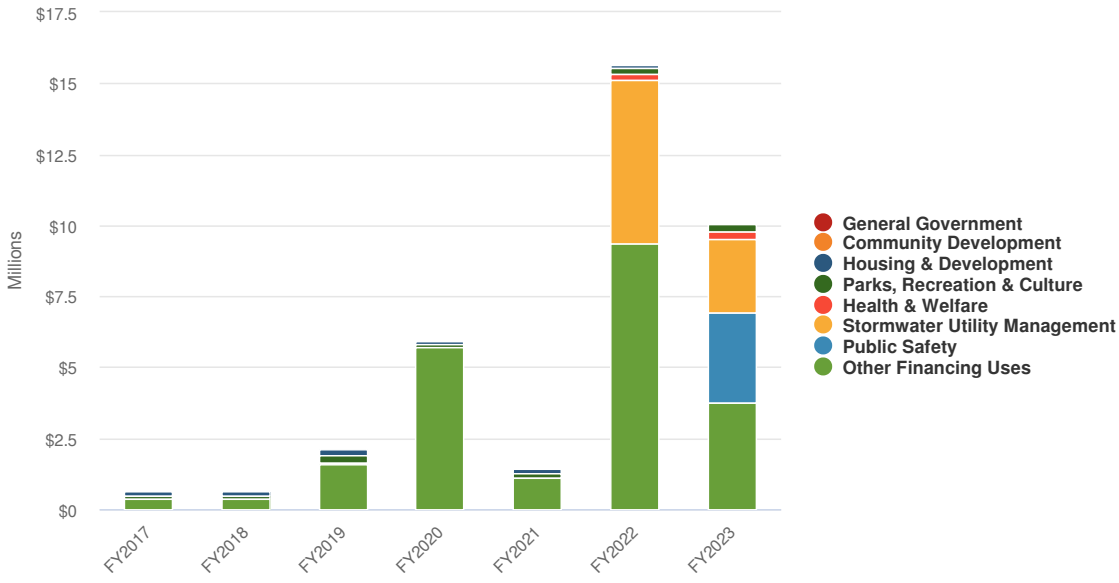
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund	$0	$5,767,700	$0	$5,769,200	0%	$1,500
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$194,977	$407,150	$293,585	$500,000	22.8%	$92,850
Tax Allocation District				$300,135	N/A	$300,135
Hotel Motel Tax Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Special Revenue Fund:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Expenditures by Function

Budgeted Expenditures by Function



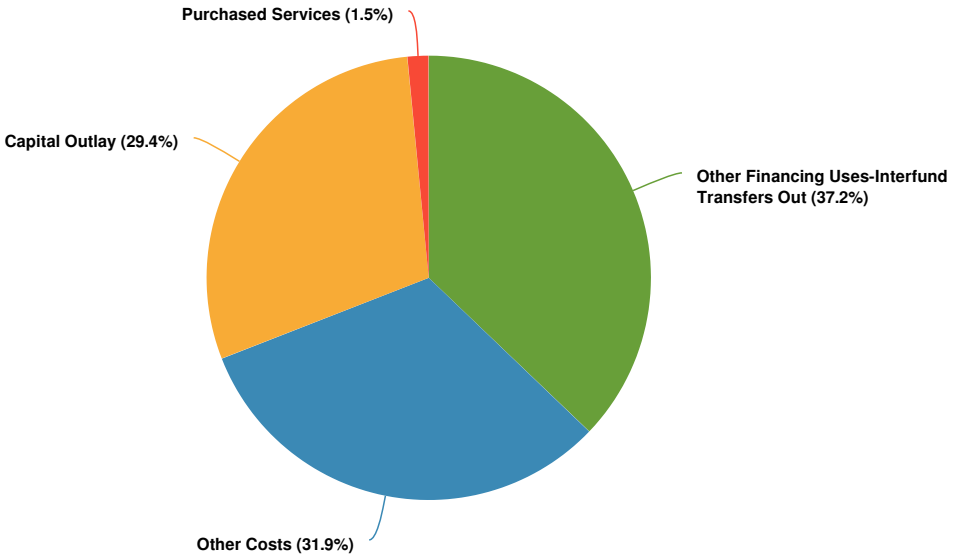
Budgeted and Historical Expenditures by Function



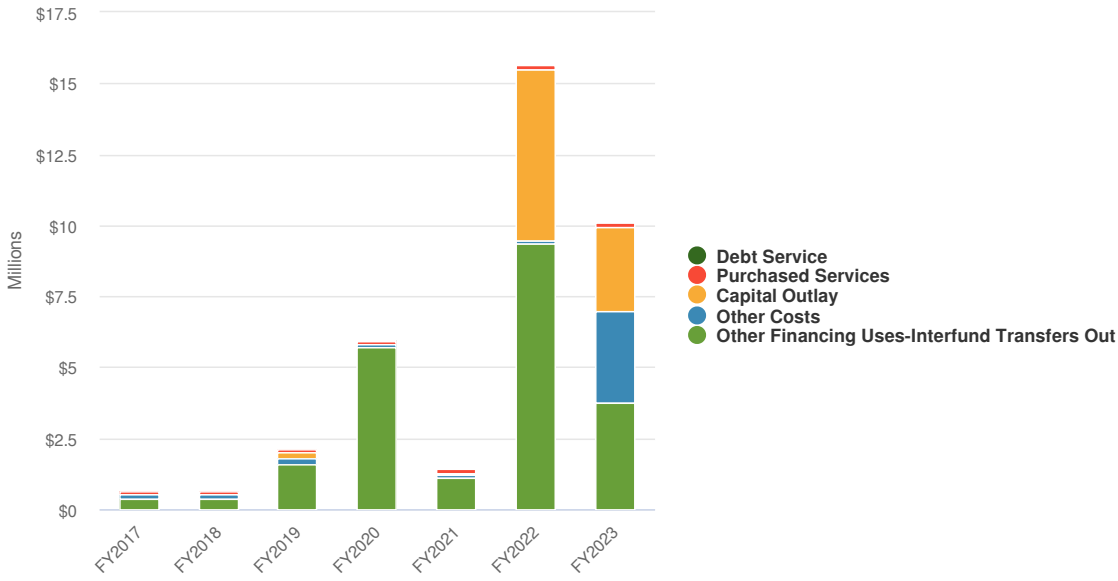
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
Finance Administration	$70,873		$0		N/A	$0
Total General Government:	**$70,873**		**$0**		**N/A**	**$0**
Public Safety						
Fire				$3,150,975	N/A	$3,150,975
Total Public Safety:				**$3,150,975**	**N/A**	**$3,150,975**
Stormwater Utility Management	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475
Total Stormwater Utility Management:	**$0**	**$5,767,700**	**$0**	**$2,618,225**	**-54.6%**	**-$3,149,475**
Health & Welfare						
Parks and Recreation Fund	$14,916	$185,650	$9,021	$267,550	44.1%	$81,900
Total Health & Welfare:	**$14,916**	**$185,650**	**$9,021**	**$267,550**	**44.1%**	**$81,900**
Parks, Recreation & Culture						
Parks and Recreation Fund	$180,061	$221,500	$105,195	$232,450	4.9%	$10,950
Total Parks, Recreation & Culture:	**$180,061**	**$221,500**	**$105,195**	**$232,450**	**4.9%**	**$10,950**
Community Development						
Hotel/Motel Fund	$5,295	$6,000	$3,945	$6,000	0%	$0
Total Community Development:	**$5,295**	**$6,000**	**$3,945**	**$6,000**	**0%**	**$0**
Housing & Development						
Operating Grant Fund	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Total Housing & Development:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**
Other Financing Uses	$1,098,678	$9,375,000	$3,965,036	$3,754,135	-60%	-$5,620,865
Total Other Financing Uses:	**$1,098,678**	**$9,375,000**	**$3,965,036**	**$3,754,135**	**-60%**	**-$5,620,865**
Total Expenditures:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

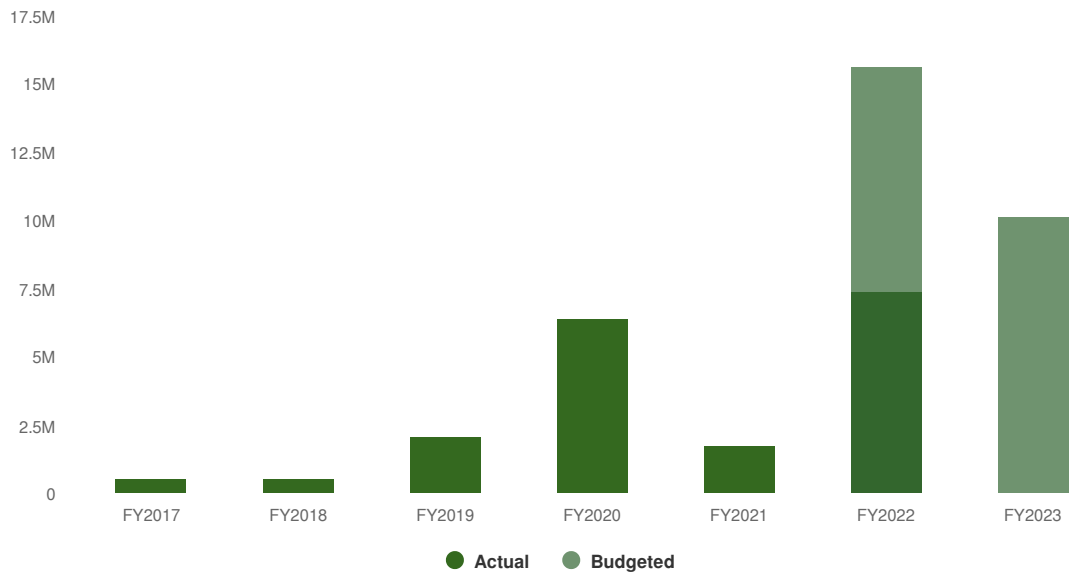


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services	$140,147	$160,550	$117,162	$155,000	-3.5%	-$5,550
Capital Outlay	$60,125	$6,020,300	$0	$2,968,225	-50.7%	-$3,052,075
Other Costs	$135,667	$90,000	$71,104	$3,226,975	3,485.5%	$3,136,975
Debt Service	$70,873		$0		N/A	$0
Other Financing Uses-Interfund Transfers Out	$1,098,678	$9,375,000	$3,965,036	$3,754,135	-60%	-$5,620,865
Total Expense Objects:	**$1,505,490**	**$15,645,850**	**$4,153,301**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Revenues Summary

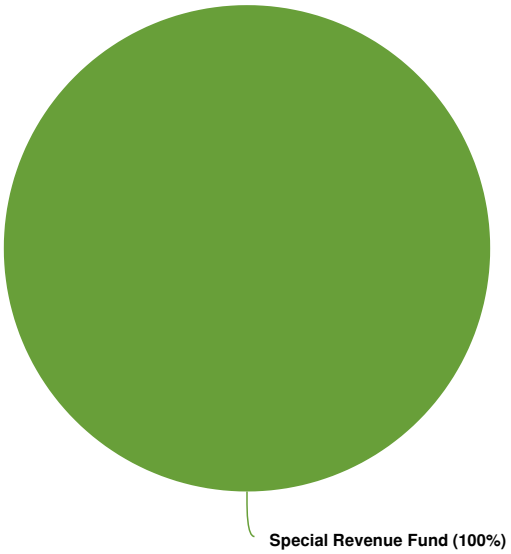
$10,104,335 -$5,541,515
(-35.42% vs. prior year)

Special Revenue Funds Proposed and Historical Budget vs. Actual

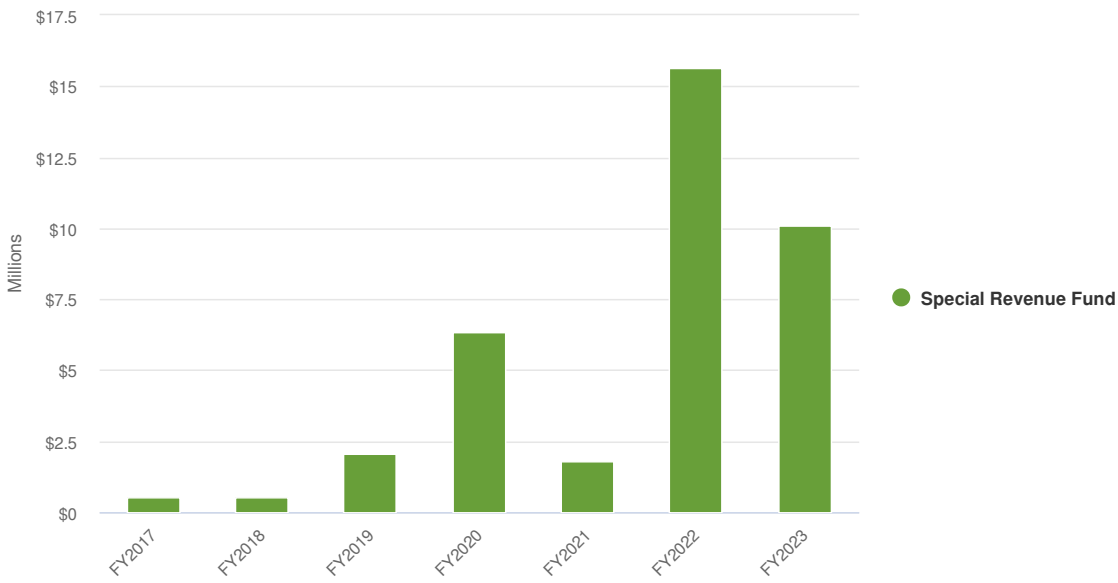


Revenue by Fund

2023 Revenue by Fund



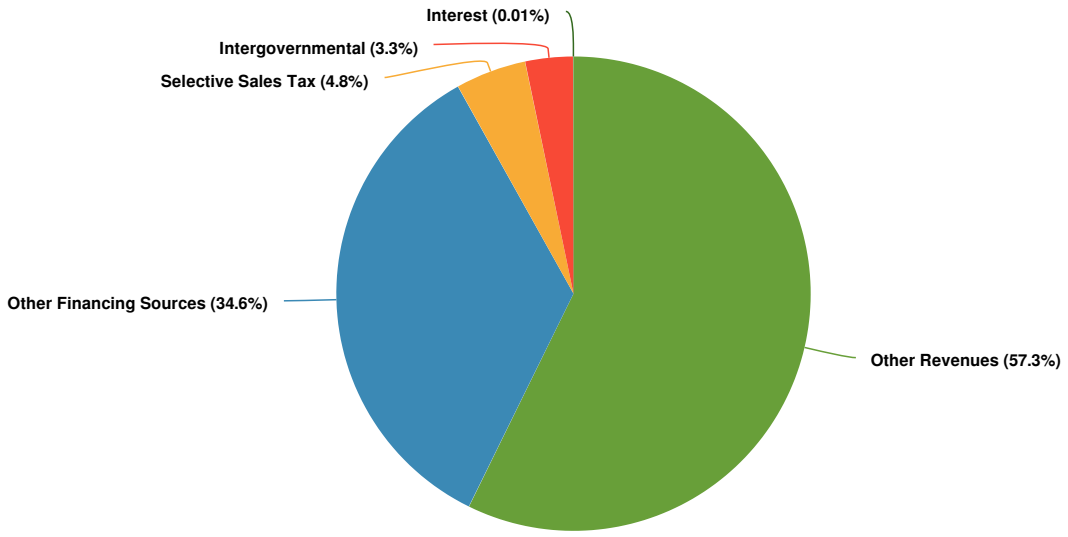
Budgeted and Historical 2023 Revenue by Fund



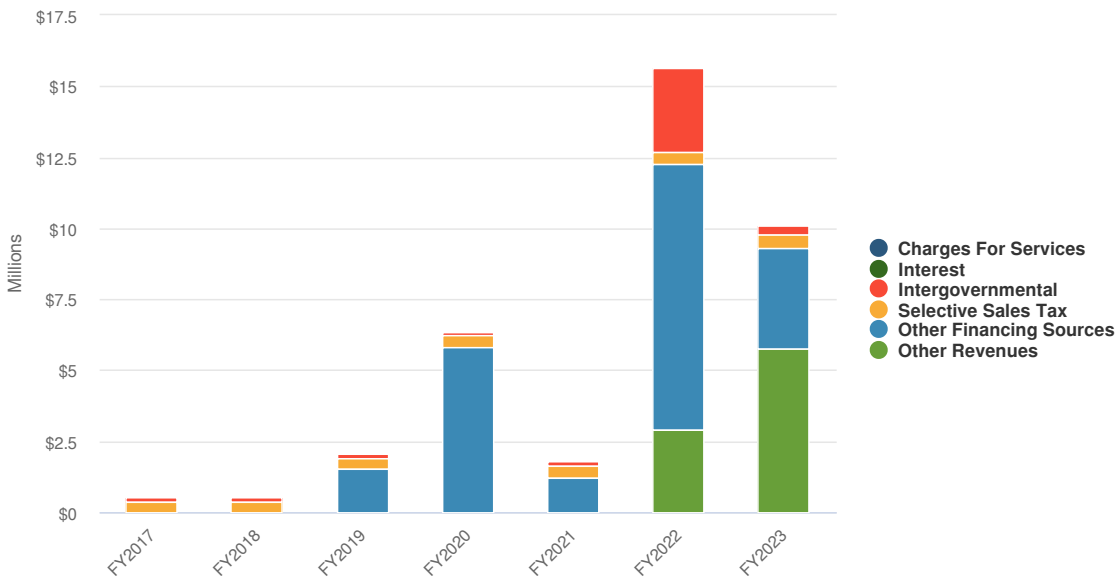
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Special Revenue Fund						
American Rescue Plan Act of 2021 Fund	$469	$5,767,700	$2,885,305	$5,769,200	0%	$1,500
Operating Grant Fund	$135,670	$90,000	$78,258	$75,000	-16.7%	-$15,000
Parks and Recreation Fund	$468,146	$407,150	$485,514	$500,000	22.8%	$92,850
Tax Allocation District	$0	$0	$122,010	$300,135	N/A	$300,135
Hotel Motel Tax Fund	$4,945	$6,000	$4,470	$6,000	0%	$0
Urban Redevelopment Agency Fund	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Special Revenue Fund:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Selective Sales Tax	$452,829	$401,000	$462,552	$486,000	21.2%	$85,000
Charges For Services	$0	$150	$77		-100%	-$150
Intergovernmental	$135,667	$2,973,302	$3,083,570	$329,544	-88.9%	-$2,643,758
Interest	$591	$1,096	$2,003	$1,500	36.9%	$404
Other Revenues	$20,142	$2,895,302	$27,355	$5,787,700	99.9%	$2,892,398
Other Financing Sources	$1,169,551	$9,375,000	$3,785,668	$3,499,591	-62.7%	-$5,875,409
Total Revenue Source:	**$1,778,781**	**$15,645,850**	**$7,361,225**	**$10,104,335**	**-35.4%**	**-$5,541,515**

American Rescue Plan Act of 2021 Fund

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 the impact 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?

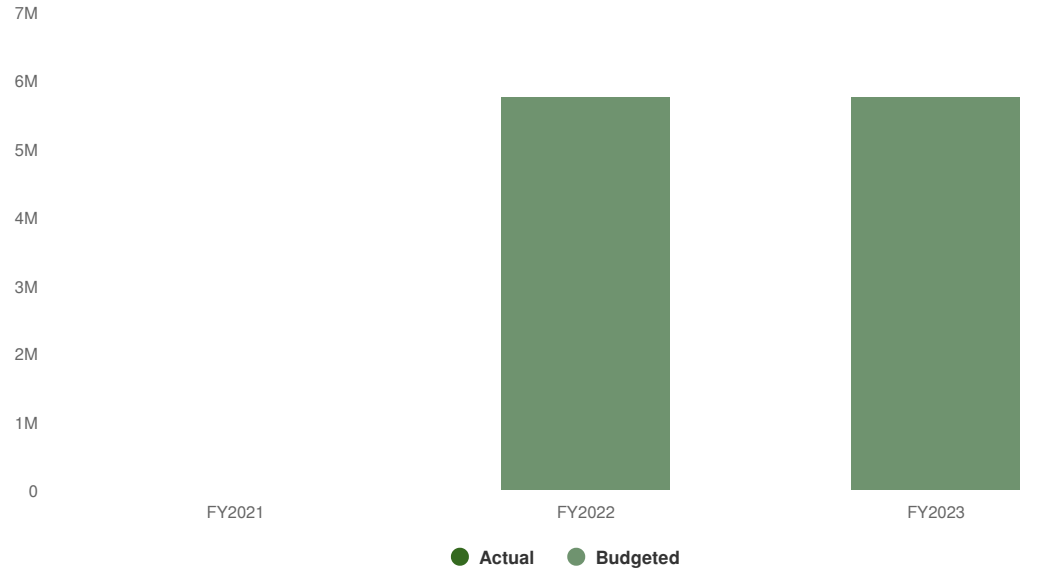
- Mount a national vaccination program, contain COVID-19, and safely reopen schools
- Deliver immediate relief to American families bearing the brunt of this crisis
- Support communities that are struggling in the wake of COVID-19

On July 14, 2021, the City of Holly Springs received $2,883,302 in ARPA funds. On July 18, 2022, the City of Holly Springs received the remainder of these funds in the amount of $2,883,302.

Expenditures Summary

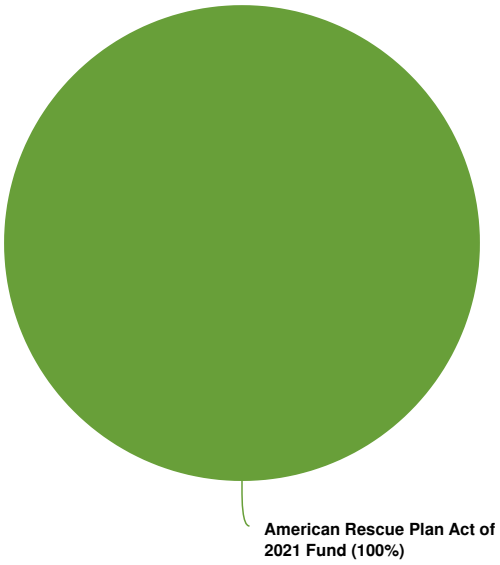
$5,769,200 $1,500
(0.03% vs. prior year)

American Rescue Plan Act of 2021 Fund Proposed and Historical Budget vs. Actual

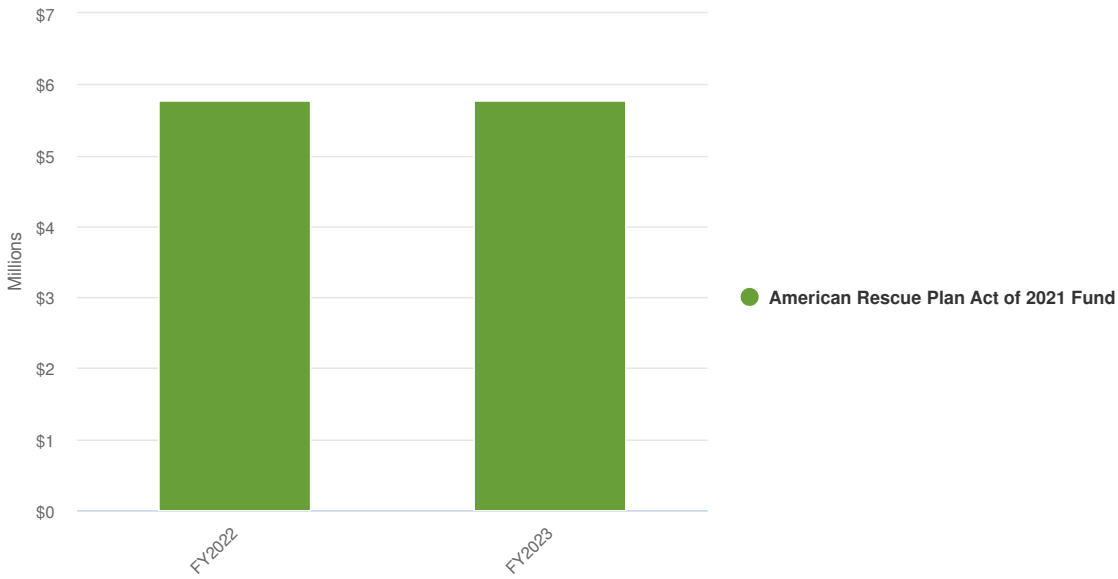


Expenditures by Fund

2023 Expenditures by Fund



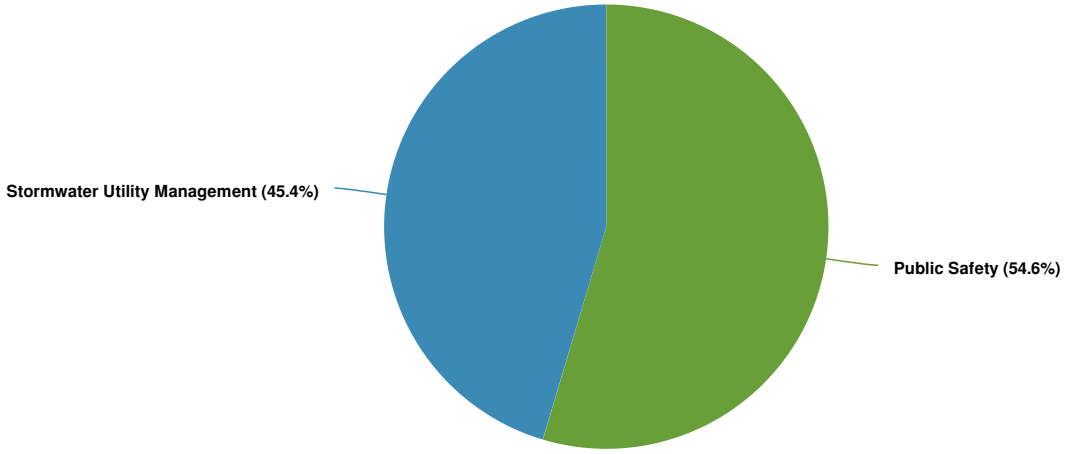
Budgeted and Historical 2023 Expenditures by Fund



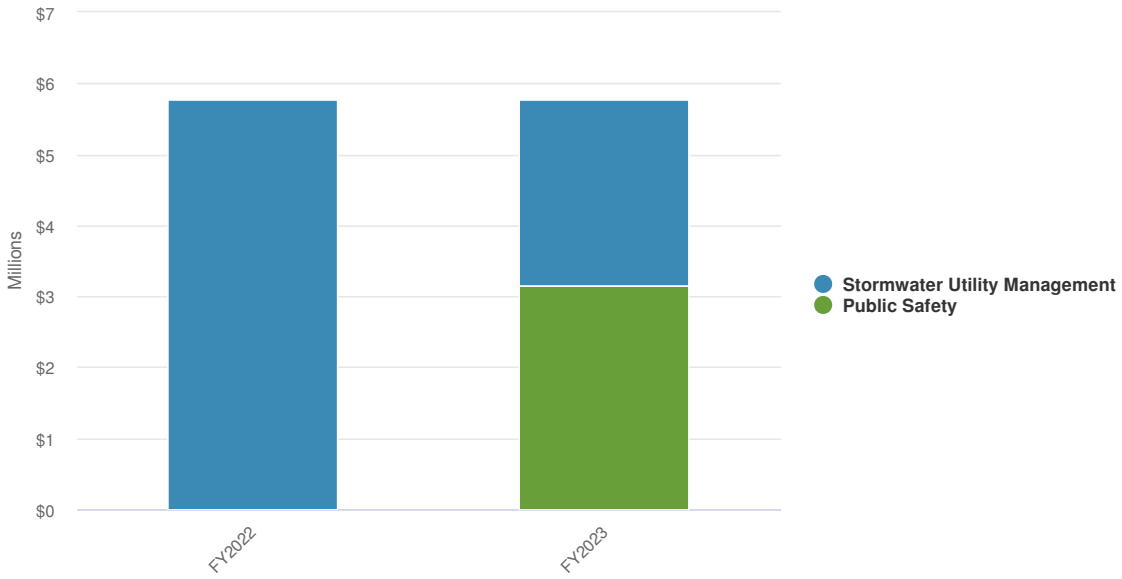
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
American Rescue Plan Act of 2021 Fund						
CAPITAL OUTLAY - INFRASTRUCTURE	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475
Intergovernmental - Cherokee County				$3,150,975	N/A	$3,150,975
Total American Rescue Plan Act of 2021 Fund:	**$0**	**$5,767,700**	**$0**	**$5,769,200**	**0%**	**$1,500**

Expenditures by Function

Budgeted Expenditures by Function



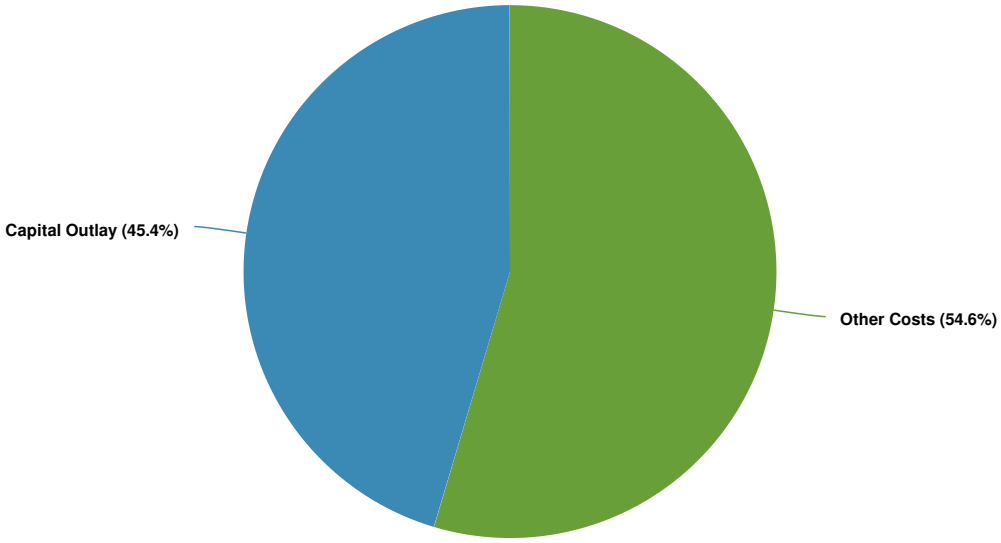
Budgeted and Historical Expenditures by Function



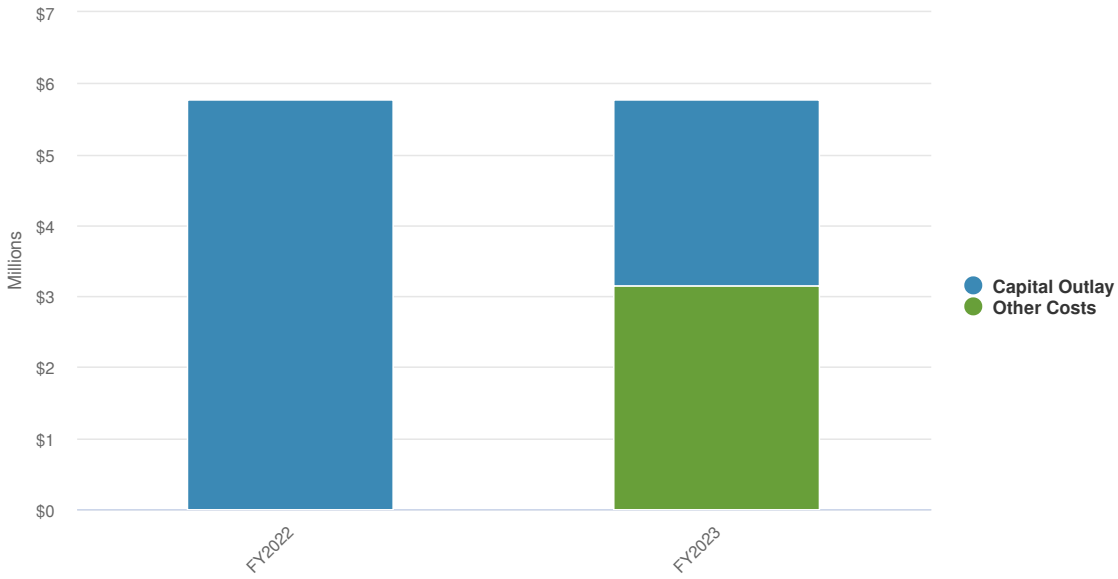
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Public Safety						
Fire						
Intergovernmental - Cherokee County				$3,150,975	N/A	$3,150,975
Total Fire:				**$3,150,975**	**N/A**	**$3,150,975**
Total Public Safety:				**$3,150,975**	**N/A**	**$3,150,975**
Stormwater Utility Management						
CAPITAL OUTLAY - INFRASTRUCTURE	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475
Total Stormwater Utility Management:	**$0**	**$5,767,700**	**$0**	**$2,618,225**	**-54.6%**	**-$3,149,475**
Total Expenditures:	**$0**	**$5,767,700**	**$0**	**$5,769,200**	**0%**	**$1,500**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

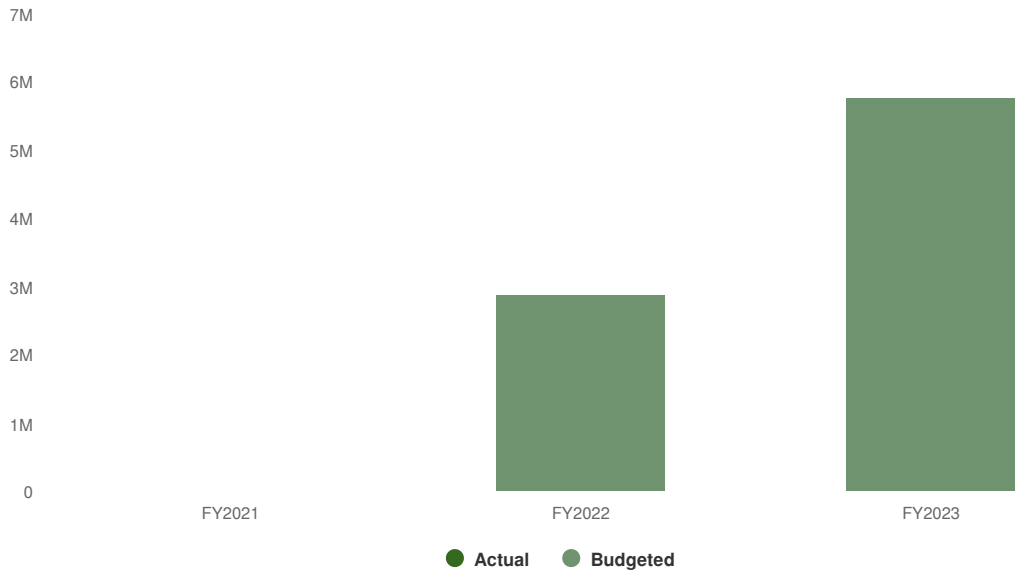


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Capital Outlay						
CAPITAL OUTLAY - INFRASTRUCTURE	$0	$5,767,700	$0	$2,618,225	-54.6%	-$3,149,475
Total Capital Outlay:	**$0**	**$5,767,700**	**$0**	**$2,618,225**	**-54.6%**	**-$3,149,475**
Other Costs						
Intergovernmental - Cherokee County				$3,150,975	N/A	$3,150,975
Total Other Costs:				**$3,150,975**	**N/A**	**$3,150,975**
Total Expense Objects:	**$0**	**$5,767,700**	**$0**	**$5,769,200**	**0%**	**$1,500**

Revenues Summary

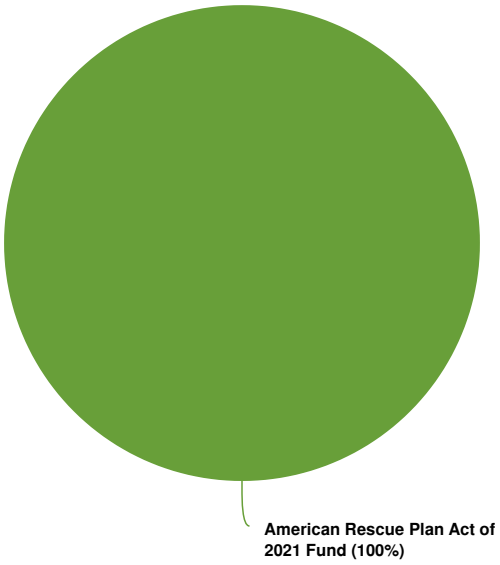
$5,769,200 $2,884,802
(100.01% vs. prior year)

American Rescue Plan Act of 2021 Fund Proposed and Historical Budget vs. Actual

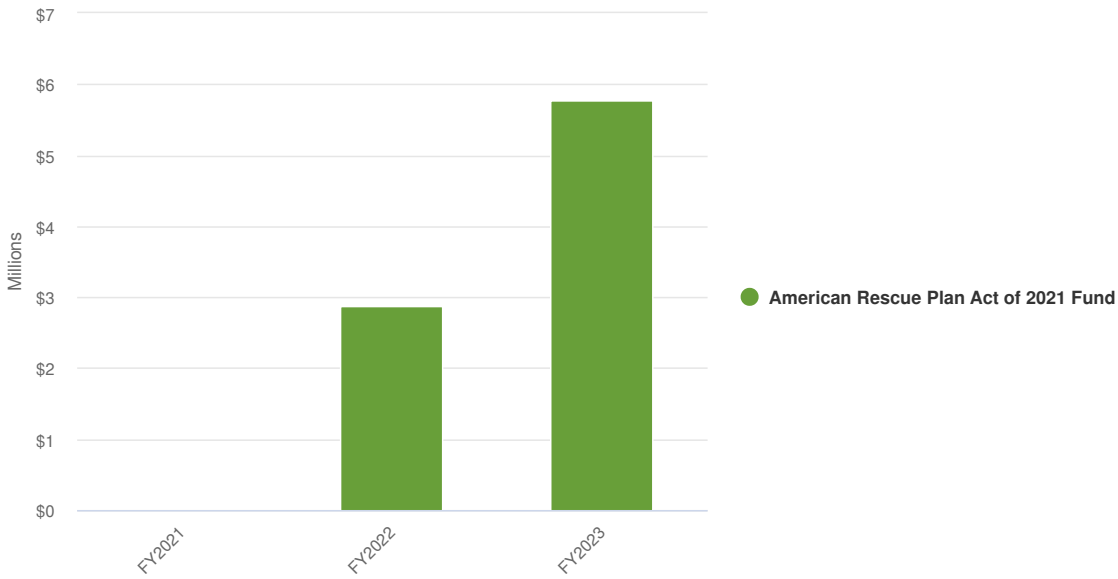


Revenue by Fund

2023 Revenue by Fund



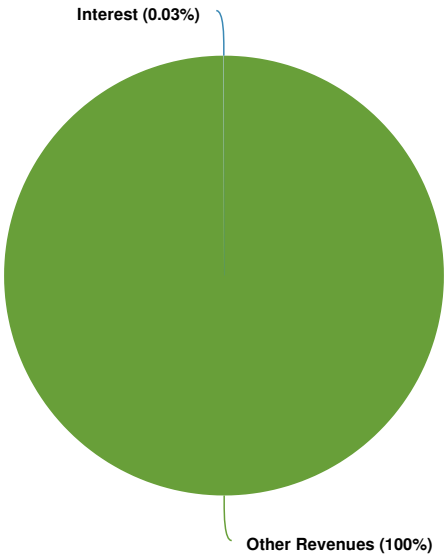
Budgeted and Historical 2023 Revenue by Fund



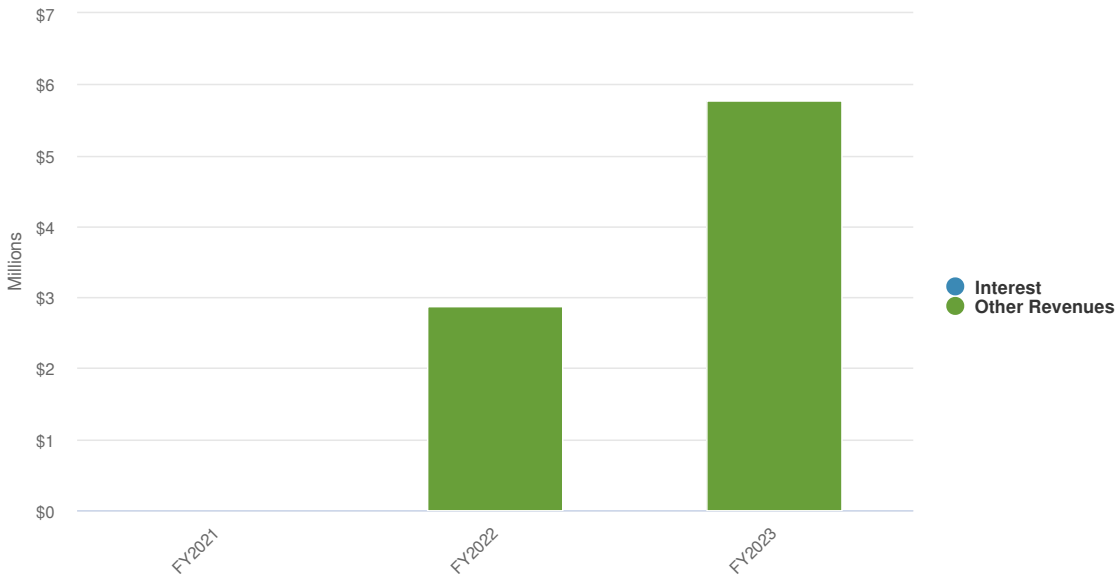
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
American Rescue Plan Act of 2021 Fund						
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
Total American Rescue Plan Act of 2021 Fund:	**$469**	**$2,884,398**	**$2,003**	**$5,769,200**	**100%**	**$2,884,802**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Interest						
INTEREST REVENUE	$469	$1,096	$2,003	$1,500	36.9%	$404
Total Interest:	**$469**	**$1,096**	**$2,003**	**$1,500**	**36.9%**	**$404**
Other Revenues						
MISCELLANEOUS REVENUE		$2,883,302	$0	$5,767,700	100%	$2,884,398
Total Other Revenues:		**$2,883,302**	**$0**	**$5,767,700**	**100%**	**$2,884,398**
Total Revenue Source:	**$469**	**$2,884,398**	**$2,003**	**$5,769,200**	**100%**	**$2,884,802**

Operating Grant 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.

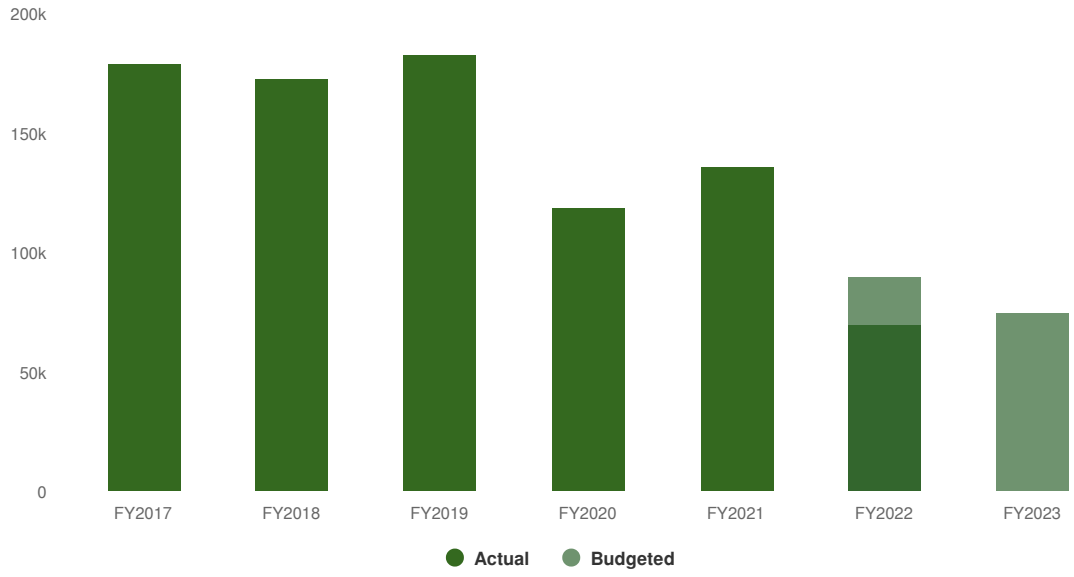
The City supports Families of Cherokee United in Service (F.O.C.U.S.) by serving as their fiscal agent for their grants received from the Atlanta Regional Commission (ARC). While the funds are entirely reimbursable through the ARC as invoiced by F.O.C.U.S., the City must budget accordingly for these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

FOCUS
Families of Cherokee United in Service

Expenditures Summary

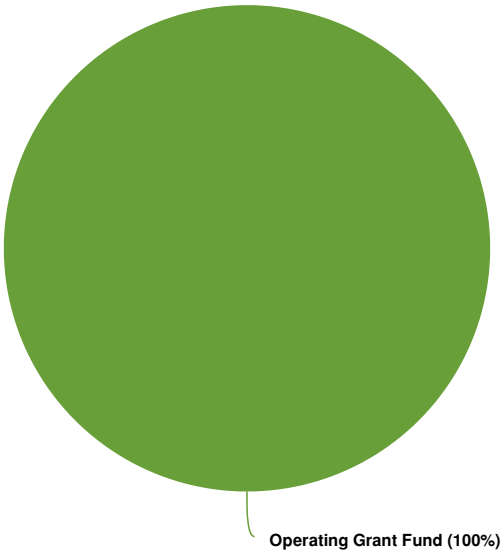
$75,000 -$15,000
(-16.67% vs. prior year)

Operating Grant Fund Proposed and Historical Budget vs. Actual

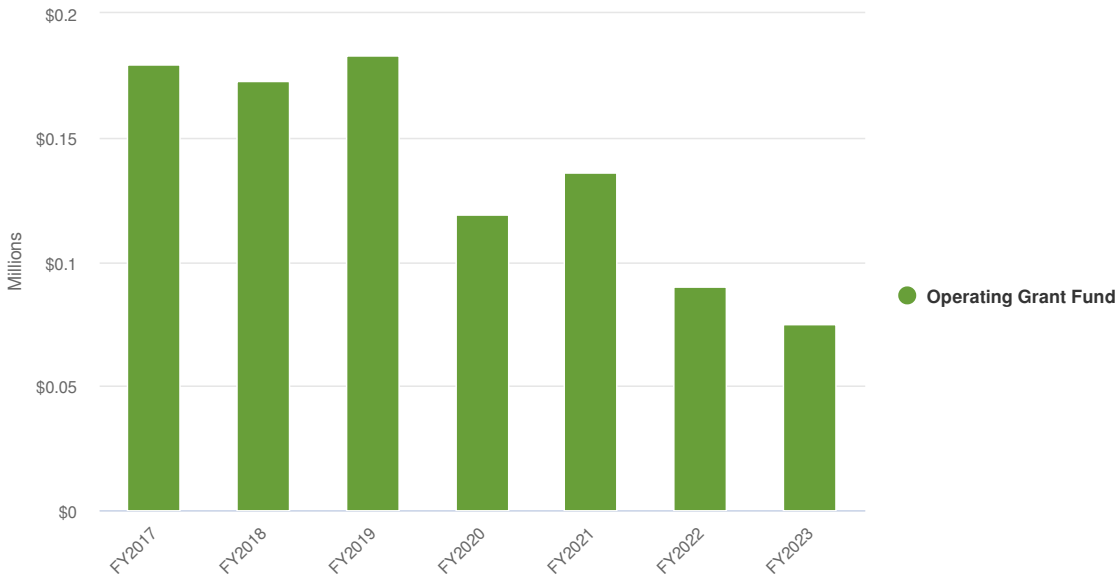


Expenditures by Fund

2023 Expenditures by Fund



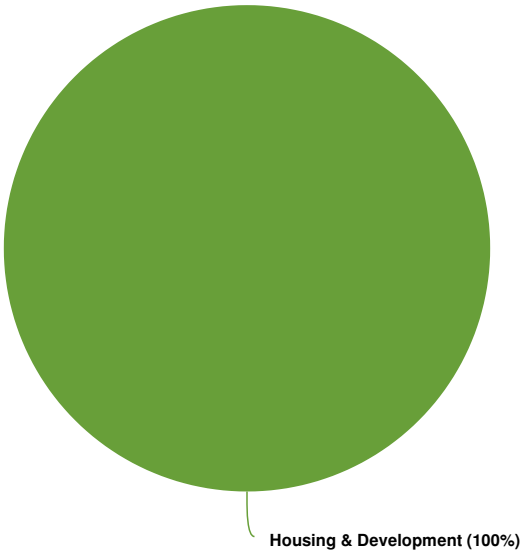
Budgeted and Historical 2023 Expenditures by Fund



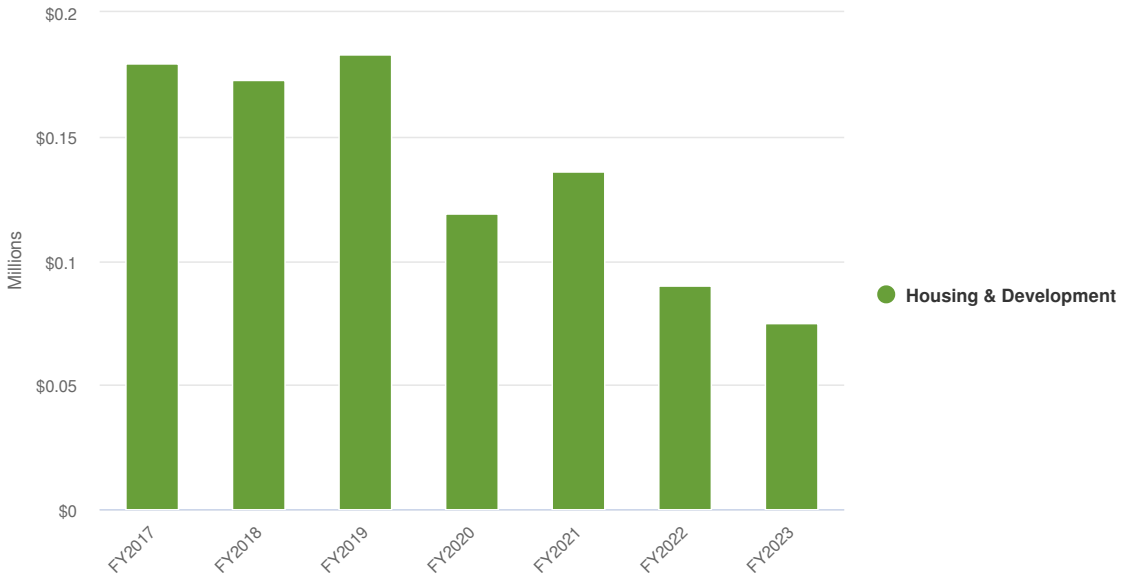
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Operating Grant Fund						
PAYMENT TO OTHER AGENCIES	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Total Operating Grant Fund:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**

Expenditures by Function

Budgeted Expenditures by Function



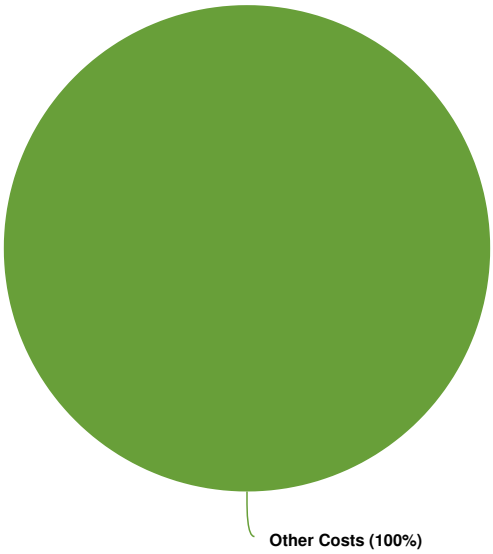
Budgeted and Historical Expenditures by Function



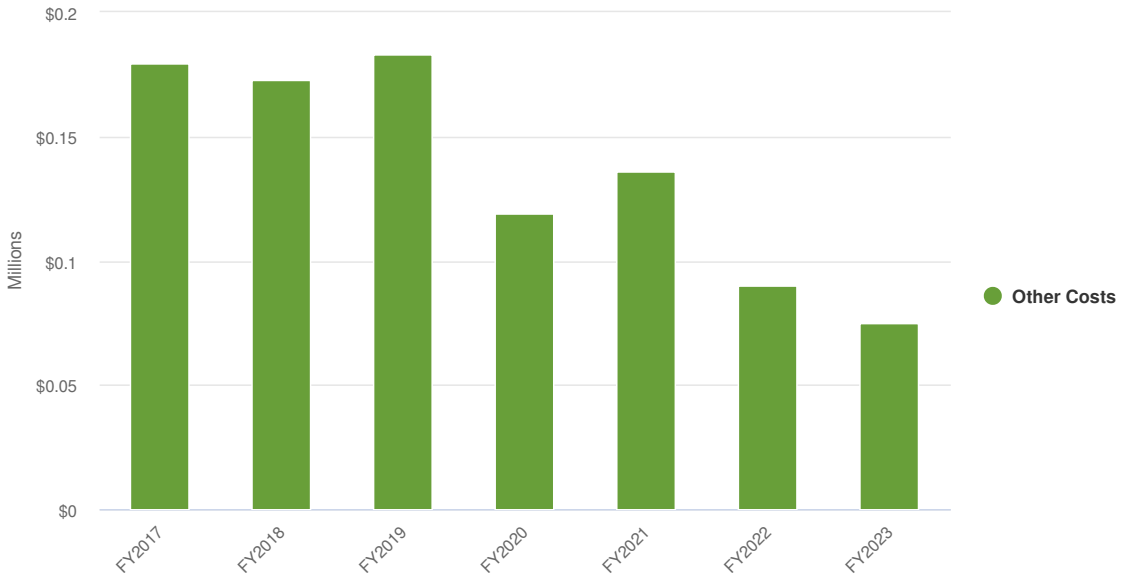
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Housing & Development						
Operating Grant Fund						
PAYMENT TO OTHER AGENCIES	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Total Operating Grant Fund:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**
Total Housing & Development:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**
Total Expenditures:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

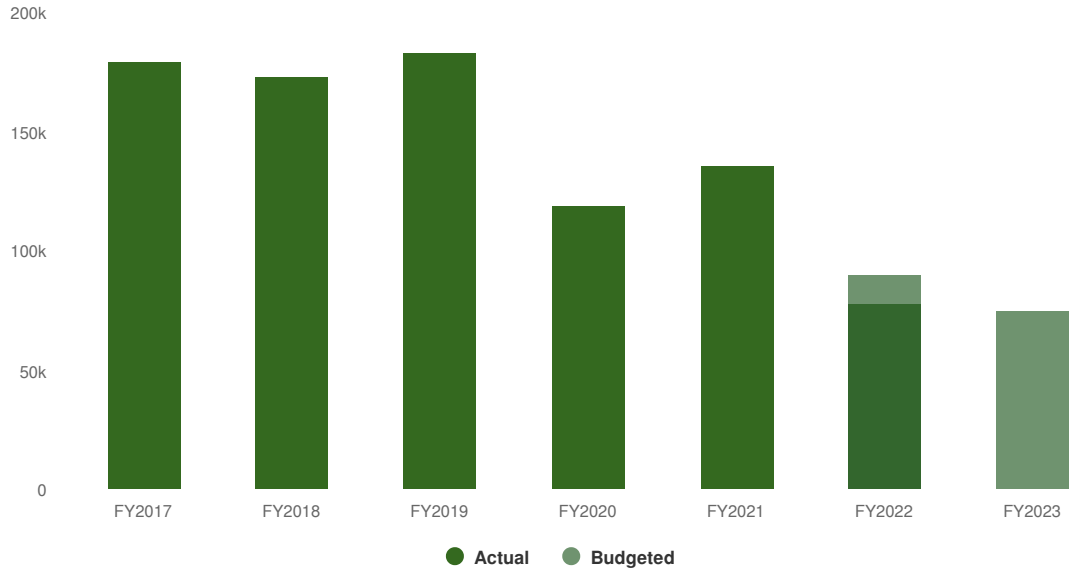


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Other Costs						
PAYMENT TO OTHER AGENCIES	$135,667	$90,000	$70,104	$75,000	-16.7%	-$15,000
Total Other Costs:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**
Total Expense Objects:	**$135,667**	**$90,000**	**$70,104**	**$75,000**	**-16.7%**	**-$15,000**

Revenues Summary

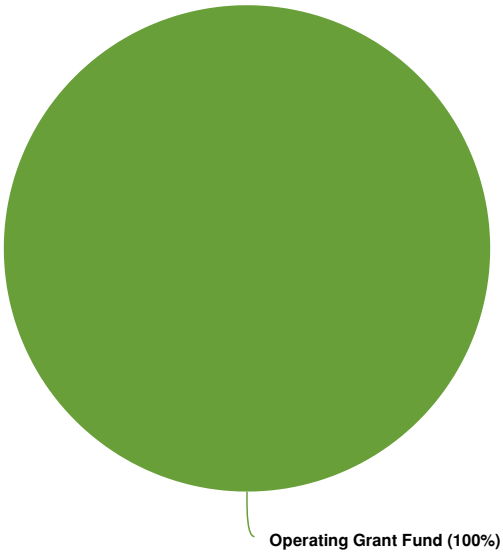
$75,000 -$15,000
(-16.67% vs. prior year)

Operating Grant Fund Proposed and Historical Budget vs. Actual

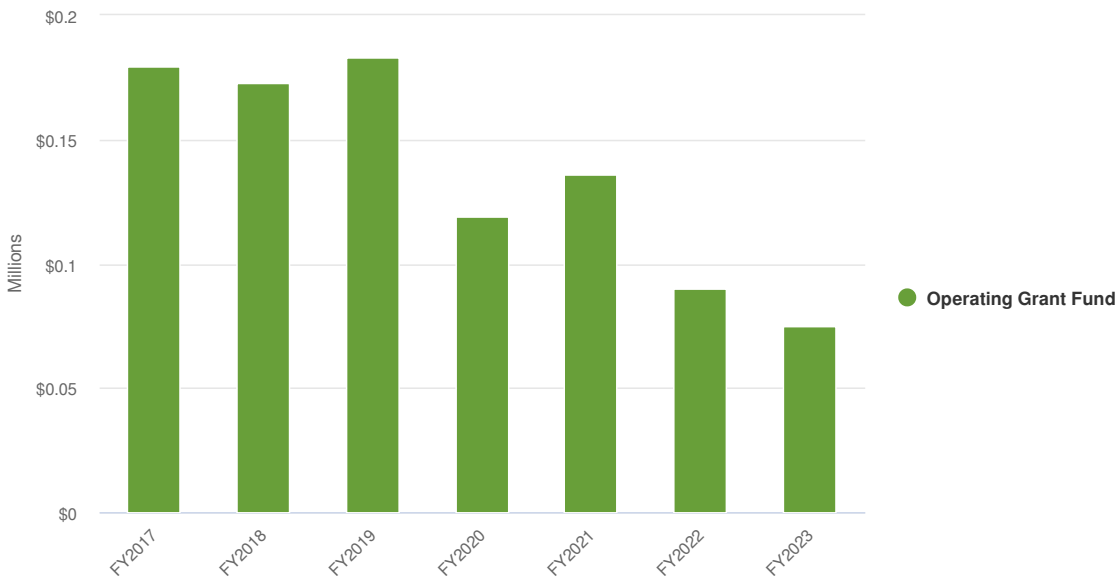


Revenue by Fund

2023 Revenue by Fund



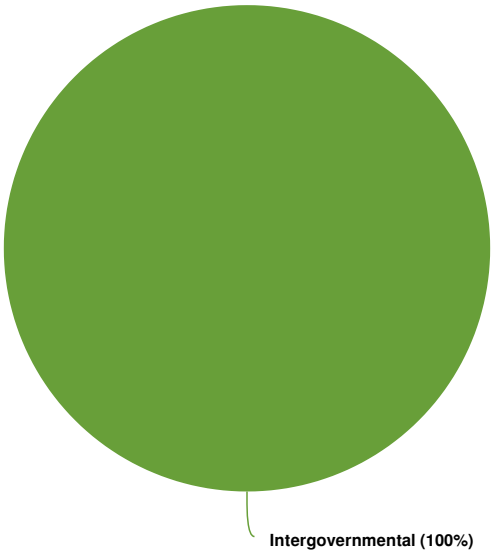
Budgeted and Historical 2023 Revenue by Fund



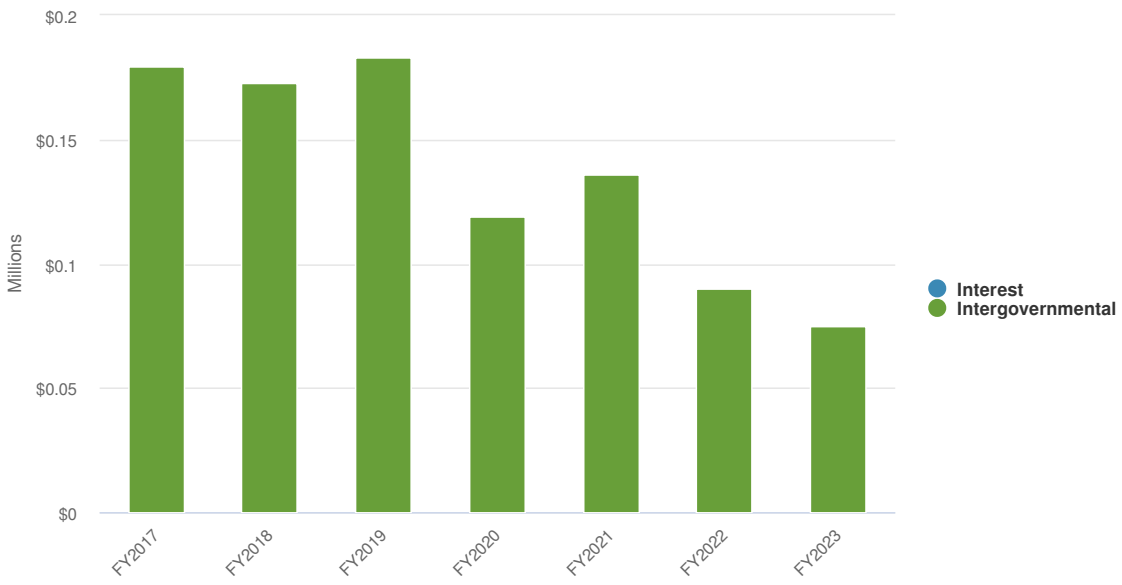
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Operating Grant Fund						
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000
INTEREST REVENUE	$3		$0		N/A	$0
Total Operating Grant Fund:	**$135,670**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Intergovernmental						
GRANT REVENUE	$135,667	$90,000	$78,258	$75,000	-16.7%	-$15,000
Total Intergovernmental:	**$135,667**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**
Interest						
INTEREST REVENUE	$3		$0		N/A	$0
Total Interest:	**$3**		**$0**		**N/A**	**$0**
Total Revenue Source:	**$135,670**	**$90,000**	**$78,258**	**$75,000**	**-16.7%**	**-$15,000**

Parks and Recreation Fund

Parks and Recreation Departments are essential services to communities. They provide economic value, health and environmental benefits, and social importance. The City of Holly Springs Parks and Recreation Department provides services for the purposes of leisure, entertainment, and recreational pursuits. These services are provided to our residents through our public spaces and facilities like parks, nature preserves, open space areas, greenways, trails, and built structures for sport, recreation, or arts programs.



Personnel

The Parks and Recreation Department will not have personnel allocated in the FY2023 budget

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
Department	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*
Parks and Recreation	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*

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 and Objectives

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 by 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

Performance Measures

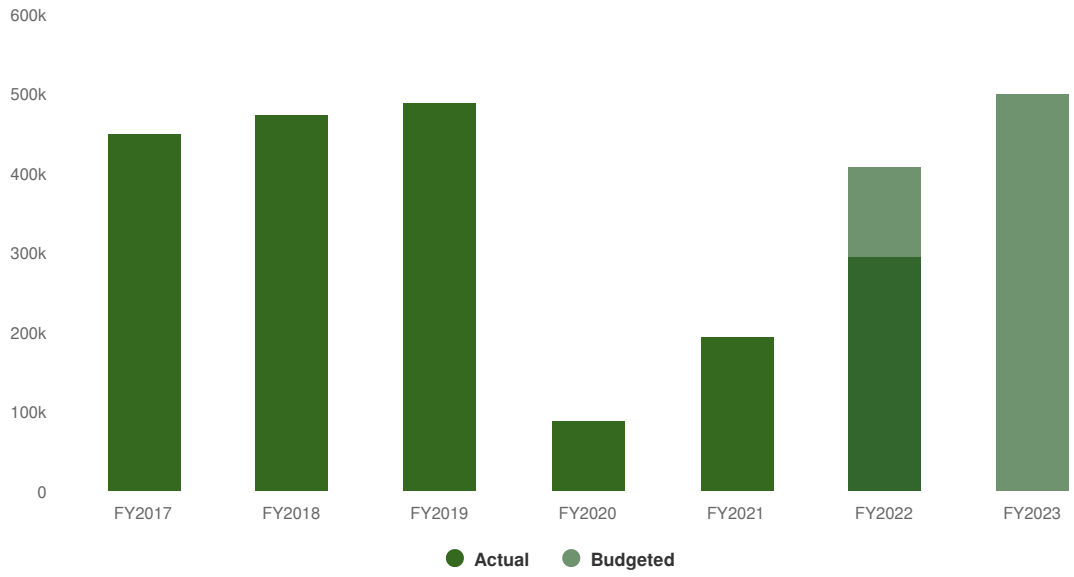
Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 Budget
	Output				
Promote a Well-Planned City	# of acres of land set aside for future park construction	58	58	58	58
Foster and Maintain Regional Partnerships	# of acres of developed park land per 1,000 city residents	0.0035	0.0035	0.0035	0.0035
	Effectiveness				
Insist Upon Responsive Service Delivery	% of days park facilities are available for rent by citizens	97%	100%	100%	100%
Insist Upon Responsive Service Delivery	% of days community center is available for rent by citizens	100%	100%	100%	25%*
	Efficiency				
Insist Upon Responsive Service Delivery	Average operating cost per resident - parks	$9.38	$9.71	$6.50	$8.17
Insist Upon Responsive Service Delivery	Average operating cost per resident - community center	$0.97	$2.04	$0.56	$1.08

*The Community Center (Train Depot) will be closed for 9 months for renovations.

Expenditures Summary

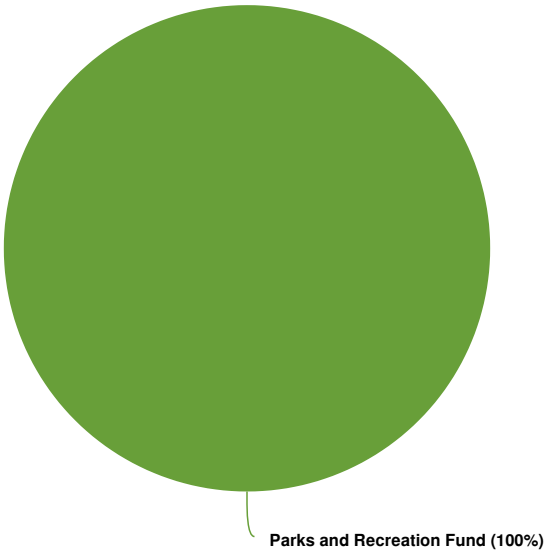
$500,000 $92,850
(22.80% vs. prior year)

Parks and Recreation Fund Proposed and Historical Budget vs. Actual

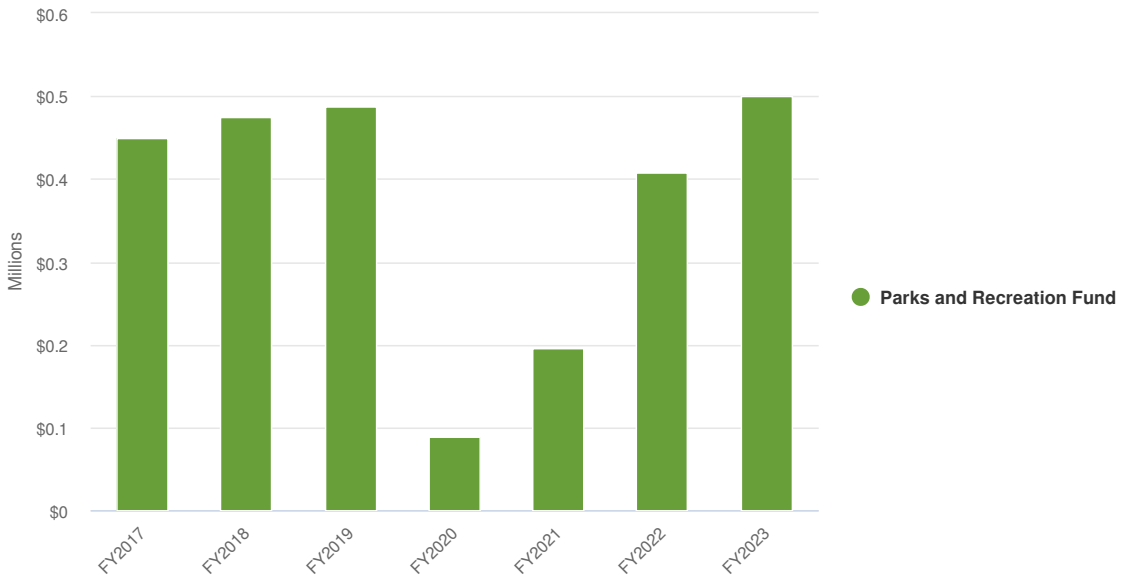


Expenditures by Fund

2023 Expenditures by Fund



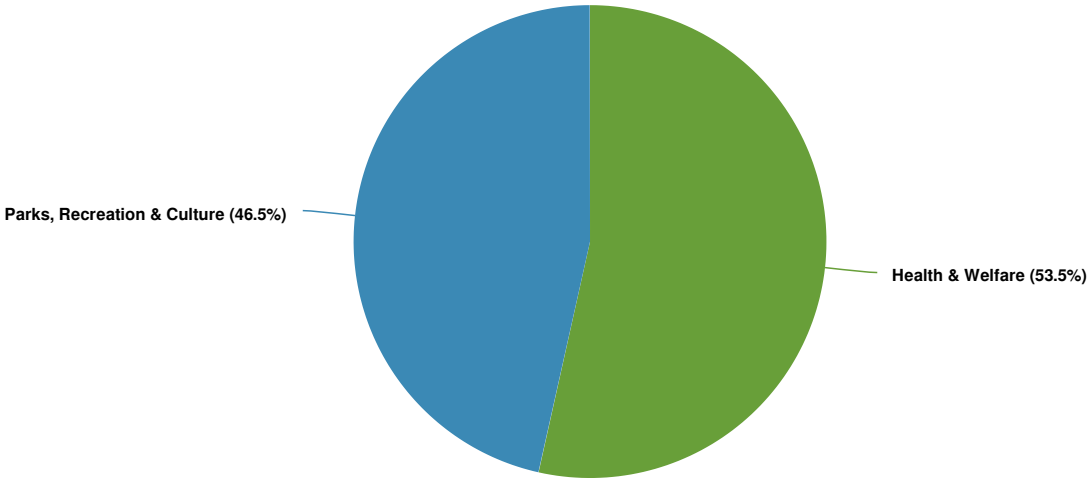
Budgeted and Historical 2023 Expenditures by Fund



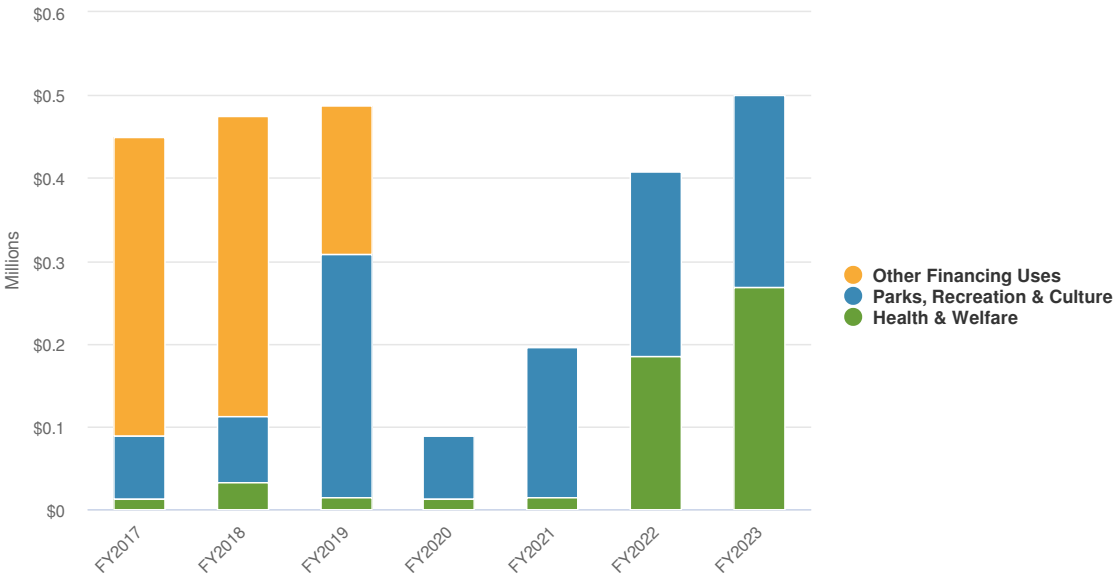
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Parks and Recreation Fund						
DISPOSAL - GARBAGE/RECYCLE	$617	$750	$395	$500	-33.3%	-$250
PEST CONTROL	$670	$750	$815	$750	0%	$0
REPAIRS & MAINTENANCE	$6,407	$20,000	$841	$5,000	-75%	-$15,000
COMMUNICATIONS	$2,273	$2,300	$1,662	$1,750	-23.9%	-$550
GENERAL SUPPLIES & MATERIALS	$577	$1,500	$196	$1,500	0%	$0
WATER AND SEWER	$125	$250	$215	$250	0%	$0
NATURAL GAS	$1,959	$2,000	$2,159	$2,300	15%	$300
ELECTRICITY	$2,288	$5,000	$2,737	$5,000	0%	$0
SMALL EQUIPMENT	$0	$500	$0	$500	0%	$0
PROFESSIONAL SERVICES	$250		$0		N/A	$0
DISPOSAL - GARBAGE/RECYCLE	$617	$750	$1,278	$1,000	33.3%	$250
LAWN CARE	$6,705	$8,000	$6,713	$8,000	0%	$0
PEST CONTROL	$585	$750	$540	$750	0%	$0
REPAIRS & MAINTENANCE	$47,960	$50,000	$23,491	$48,825	-2.3%	-$1,175
RENTAL OF EQUIPMENT	$2,292	$1,000	$3,197	$1,000	0%	$0
Communications-Parks			$317	$375	N/A	$375
DUES AND FEES	$367	$500	$402	$500	0%	$0
CONTRACT LABOR	$49,413	$50,000	$56,475	$60,000	20%	$10,000
GENERAL SUPPLIES & MATERIALS	$938	$1,000	$1,521	$2,000	100%	$1,000
WATER AND SEWER	$7,585	$6,000	$7,274	$6,000	0%	$0
ELECTRICITY	$3,225	$3,000	$3,703	$3,500	16.7%	$500
SMALL EQUIPMENT	$0	$500	$285	$500	0%	$0
CAPITAL OUTLAY - BUILDINGS	$0	$152,600	$0	$250,000	63.8%	$97,400
CAPITAL OUTLAY - SITE IMPROVEMEN	$60,125	$100,000	$0	$100,000	0%	$0
TRANSFERS TO DEBT SERVICE FUND			$179,368		N/A	$0
Total Parks and Recreation Fund:	**$194,977**	**$407,150**	**$293,585**	**$500,000**	**22.8%**	**$92,850**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

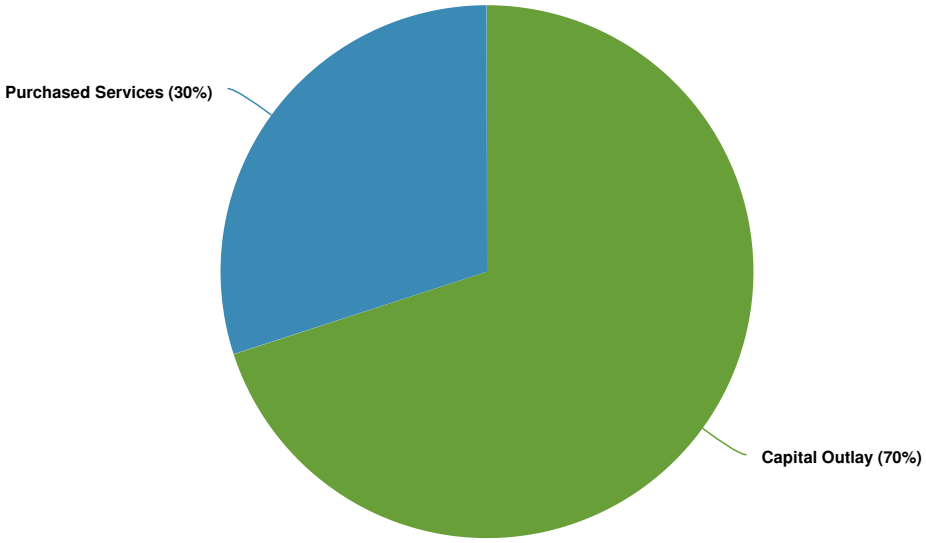


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Health & Welfare						
Parks and Recreation Fund						
DISPOSAL - GARBAGE/RECYCLE	$617	$750	$395	$500	-33.3%	-$250
PEST CONTROL	$670	$750	$815	$750	0%	$0
REPAIRS & MAINTENANCE	$6,407	$20,000	$841	$5,000	-75%	-$15,000
COMMUNICATIONS	$2,273	$2,300	$1,662	$1,750	-23.9%	-$550
GENERAL SUPPLIES & MATERIALS	$577	$1,500	$196	$1,500	0%	$0
WATER AND SEWER	$125	$250	$215	$250	0%	$0
NATURAL GAS	$1,959	$2,000	$2,159	$2,300	15%	$300
ELECTRICITY	$2,288	$5,000	$2,737	$5,000	0%	$0
SMALL EQUIPMENT	$0	$500	$0	$500	0%	$0
CAPITAL OUTLAY - BUILDINGS	$0	$152,600	$0	$250,000	63.8%	$97,400
Total Parks and Recreation Fund:	**$14,916**	**$185,650**	**$9,021**	**$267,550**	**44.1%**	**$81,900**
Total Health & Welfare:	**$14,916**	**$185,650**	**$9,021**	**$267,550**	**44.1%**	**$81,900**
Parks, Recreation & Culture						
Parks and Recreation Fund						
PROFESSIONAL SERVICES	$250		$0		N/A	$0
DISPOSAL - GARBAGE/RECYCLE	$617	$750	$1,278	$1,000	33.3%	$250
LAWN CARE	$6,705	$8,000	$6,713	$8,000	0%	$0
PEST CONTROL	$585	$750	$540	$750	0%	$0
REPAIRS & MAINTENANCE	$47,960	$50,000	$23,491	$48,825	-2.3%	-$1,175
RENTAL OF EQUIPMENT	$2,292	$1,000	$3,197	$1,000	0%	$0
Communications-Parks			$317	$375	N/A	$375
DUES AND FEES	$367	$500	$402	$500	0%	$0
CONTRACT LABOR	$49,413	$50,000	$56,475	$60,000	20%	$10,000
GENERAL SUPPLIES & MATERIALS	$938	$1,000	$1,521	$2,000	100%	$1,000
WATER AND SEWER	$7,585	$6,000	$7,274	$6,000	0%	$0
ELECTRICITY	$3,225	$3,000	$3,703	$3,500	16.7%	$500
SMALL EQUIPMENT	$0	$500	$285	$500	0%	$0
CAPITAL OUTLAY - SITE IMPROVEMEN	$60,125	$100,000	$0	$100,000	0%	$0
Total Parks and Recreation Fund:	**$180,061**	**$221,500**	**$105,195**	**$232,450**	**4.9%**	**$10,950**
Total Parks, Recreation & Culture:	**$180,061**	**$221,500**	**$105,195**	**$232,450**	**4.9%**	**$10,950**
Other Financing Uses						
TRANSFERS TO DEBT SERVICE FUND			$179,368		N/A	$0

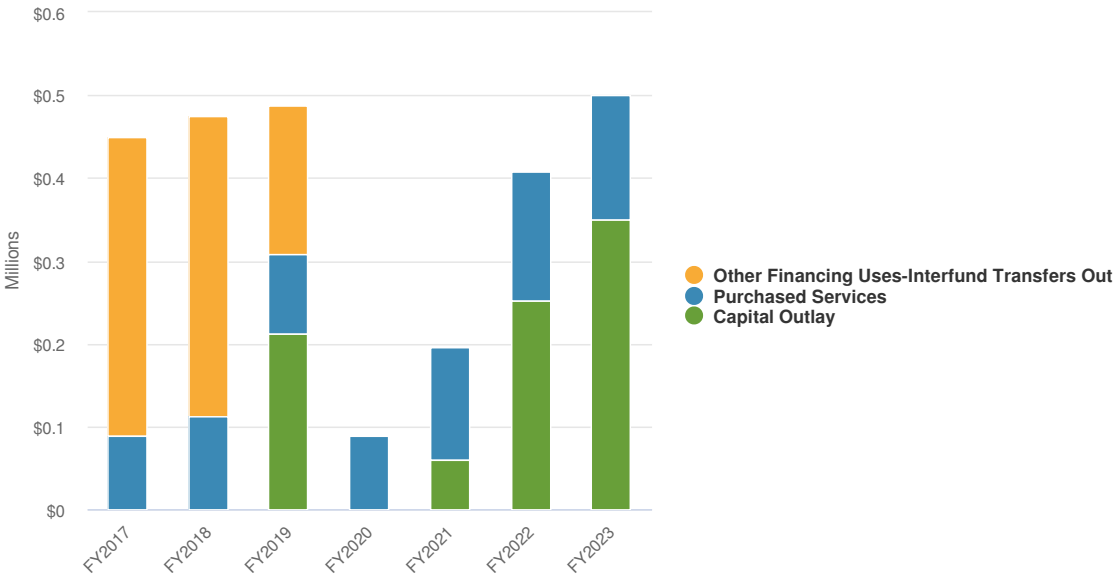
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Total Other Financing Uses:			$179,368		N/A	$0
Total Expenditures:	$194,977	$407,150	$293,585	$500,000	22.8%	$92,850

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



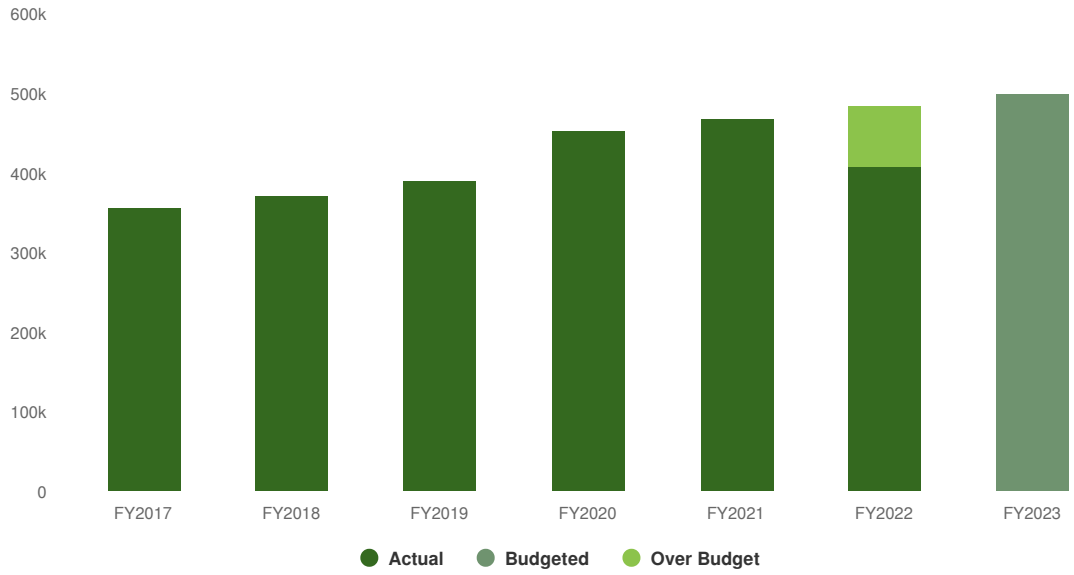
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services						
DISPOSAL - GARBAGE/RECYCLE	$617	$750	$395	$500	-33.3%	-$250
PEST CONTROL	$670	$750	$815	$750	0%	$0
REPAIRS & MAINTENANCE	$6,407	$20,000	$841	$5,000	-75%	-$15,000
COMMUNICATIONS	$2,273	$2,300	$1,662	$1,750	-23.9%	-$550
GENERAL SUPPLIES & MATERIALS	$577	$1,500	$196	$1,500	0%	$0
WATER AND SEWER	$125	$250	$215	$250	0%	$0
NATURAL GAS	$1,959	$2,000	$2,159	$2,300	15%	$300
ELECTRICITY	$2,288	$5,000	$2,737	$5,000	0%	$0
SMALL EQUIPMENT	$0	$500	$0	$500	0%	$0
PROFESSIONAL SERVICES	$250		$0		N/A	$0
DISPOSAL - GARBAGE/RECYCLE	$617	$750	$1,278	$1,000	33.3%	$250
LAWN CARE	$6,705	$8,000	$6,713	$8,000	0%	$0
PEST CONTROL	$585	$750	$540	$750	0%	$0
REPAIRS & MAINTENANCE	$47,960	$50,000	$23,491	$48,825	-2.3%	-$1,175
RENTAL OF EQUIPMENT	$2,292	$1,000	$3,197	$1,000	0%	$0
Communications-Parks			$317	$375	N/A	$375
DUES AND FEES	$367	$500	$402	$500	0%	$0
CONTRACT LABOR	$49,413	$50,000	$56,475	$60,000	20%	$10,000
GENERAL SUPPLIES & MATERIALS	$938	$1,000	$1,521	$2,000	100%	$1,000
WATER AND SEWER	$7,585	$6,000	$7,274	$6,000	0%	$0
ELECTRICITY	$3,225	$3,000	$3,703	$3,500	16.7%	$500
SMALL EQUIPMENT	$0	$500	$285	$500	0%	$0
Total Purchased Services:	**$134,852**	**$154,550**	**$114,217**	**$150,000**	**-2.9%**	**-$4,550**
Capital Outlay						
CAPITAL OUTLAY - BUILDINGS	$0	$152,600	$0	$250,000	63.8%	$97,400
CAPITAL OUTLAY - SITE IMPROVEMEN	$60,125	$100,000	$0	$100,000	0%	$0
Total Capital Outlay:	**$60,125**	**$252,600**	**$0**	**$350,000**	**38.6%**	**$97,400**
Other Financing Uses-Interfund Transfers Out						
TRANSFERS TO DEBT SERVICE FUND			$179,368		N/A	$0
Total Other Financing Uses-Interfund Transfers Out:			**$179,368**		**N/A**	**$0**
Total Expense Objects:	**$194,977**	**$407,150**	**$293,585**	**$500,000**	**22.8%**	**$92,850**

Revenues Summary

$500,000 $92,850

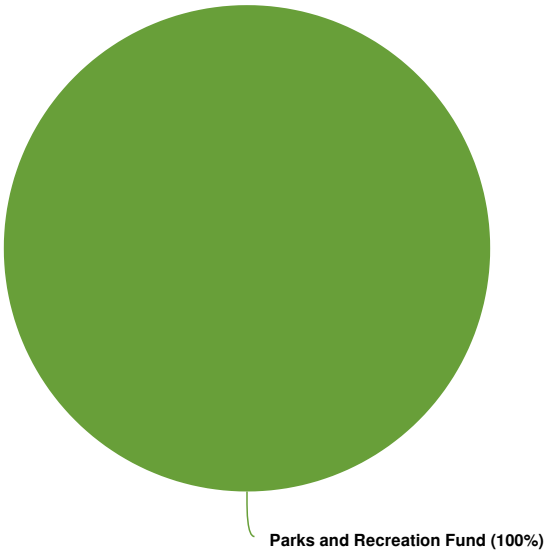
(22.80% vs. prior year)

Parks and Recreation Fund Proposed and Historical Budget vs. Actual

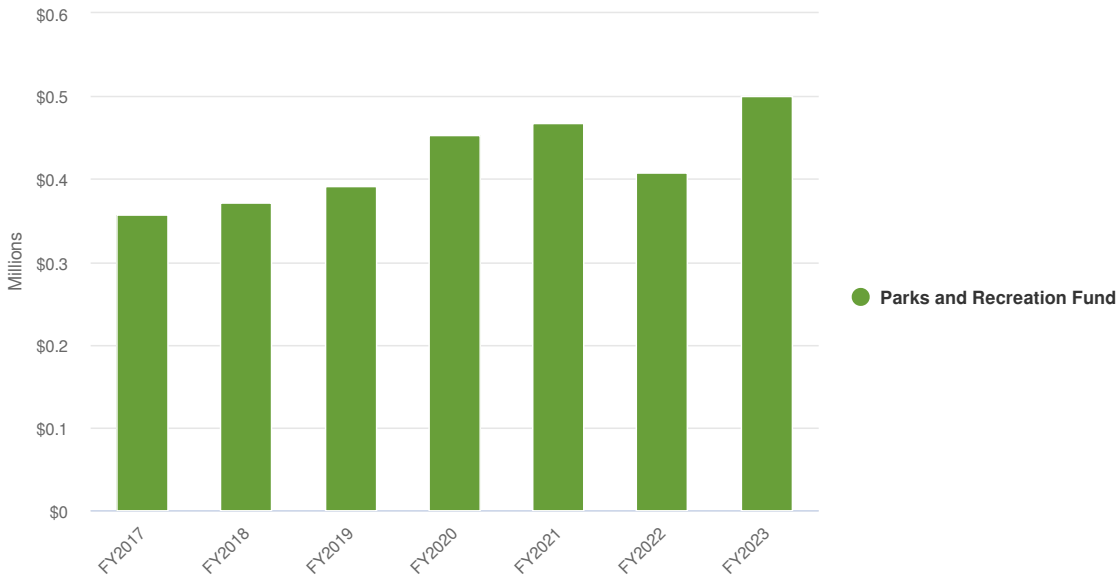


Revenue by Fund

2023 Revenue by Fund



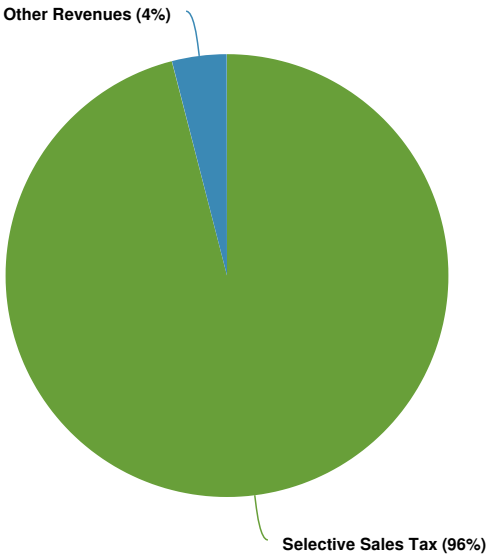
Budgeted and Historical 2023 Revenue by Fund



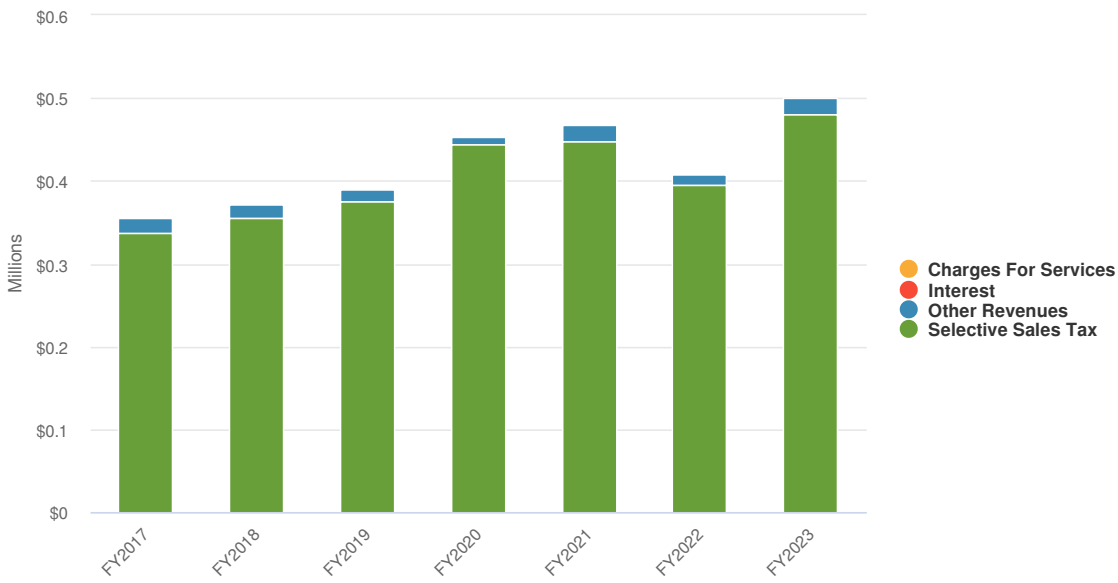
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Parks and Recreation Fund						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
INTEREST REVENUE	$119		$0		N/A	$0
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
Total Parks and Recreation Fund:	**$468,146**	**$407,150**	**$485,514**	**$500,000**	**22.8%**	**$92,850**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Selective Sales Tax						
BEER/WINE ALCOHOLIC BEVERAGE EXCISE TAX	$279,069	$255,000	$273,478	$300,000	17.6%	$45,000
DISTILLED SPIRIT ALCOHOL BEVERAGE EXCISE	$110,089	$90,000	$120,720	$120,000	33.3%	$30,000
LOCAL OPTION MIXED DRINK TAX	$58,728	$50,000	$63,884	$60,000	20%	$10,000
Total Selective Sales Tax:	**$447,885**	**$395,000**	**$458,082**	**$480,000**	**21.5%**	**$85,000**
Charges For Services						
PENALTIES & INTEREST	$0	$100	$27		-100%	-$100
BAD CHECK FEES	$0	$50	$50		-100%	-$50
Total Charges For Services:	**$0**	**$150**	**$77**		**-100%**	**-$150**
Interest						
INTEREST REVENUE	$119		$0		N/A	$0
Total Interest:	**$119**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0		$0		N/A	$0
RENTS AND ROYALTIES	$20,142	$12,000	$27,355	$20,000	66.7%	$8,000
Total Other Revenues:	**$20,142**	**$12,000**	**$27,355**	**$20,000**	**66.7%**	**$8,000**
Total Revenue Source:	**$468,146**	**$407,150**	**$485,514**	**$500,000**	**22.8%**	**$92,850**

Tax Allocation District Fund

A *Tax Allocation District (TAD)* is a redevelopment tool that uses the increased property taxes in a designated redevelopment area to finance costs related to development including, but not limited to, public infrastructure, demolition, utilities, and planning costs.

The City of Holly Springs entered into an intergovernmental agreement with the Cherokee County School System a/k/a the Cherokee County School District (CCSD) on July 21, 2022 to collect the portion of the tax allocation increment accruing from the TAD in each calendar year attributable to the ad valorem taxes on real property levied by the CCSD for educational purposes in such calendar year.

The City of Holly Springs entered into an intergovernmental agreement with Cherokee County on August 16, 2022 to collect the portion of the tax allocation increment accruing from the TAD in each calendar year attributable to the ad valorem taxes on real property levied by Cherokee County for each calendar year computed as provided in O.C.G.A Section 36-443-3(14) of the Redevelopment Powers Law with respect to real property.

Both intergovernmental agreements have a fifteen (15) year term.

Expenditures Summary

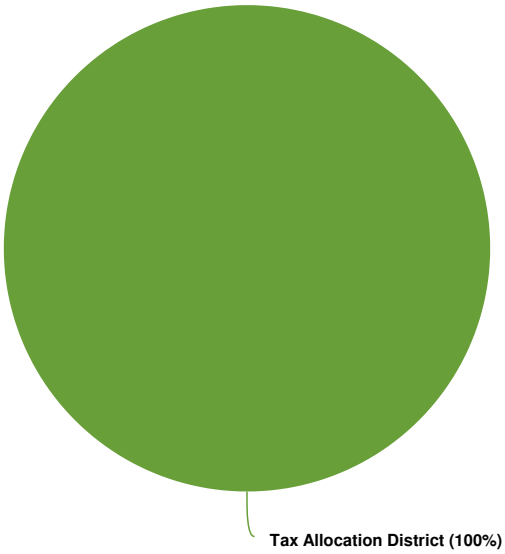
$300,135 $300,135
(% vs. prior year)

Tax Allocation District Fund Proposed and Historical Budget vs. Actual

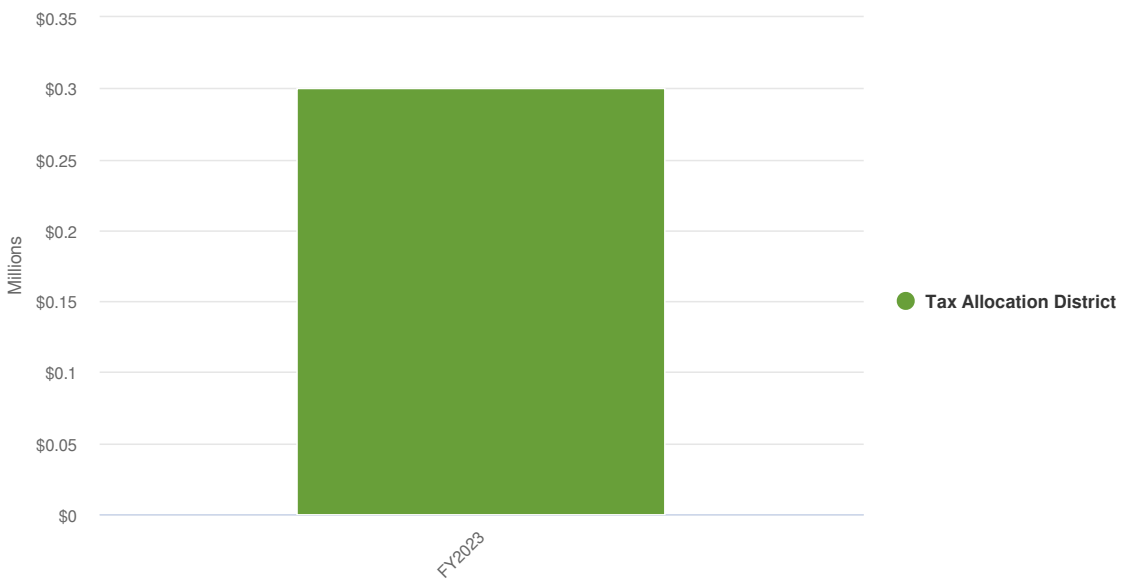


Expenditures by Fund

2023 Expenditures by Fund



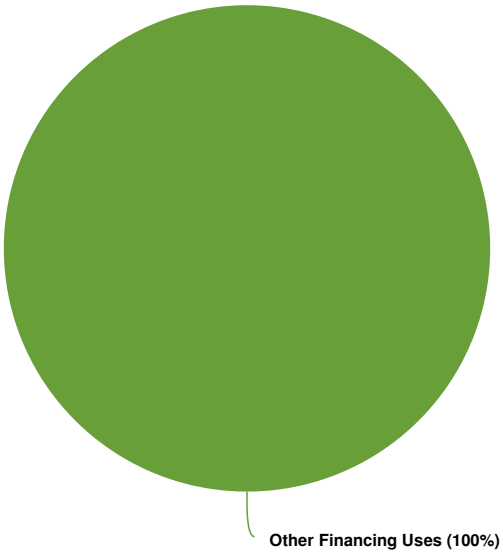
Budgeted and Historical 2023 Expenditures by Fund



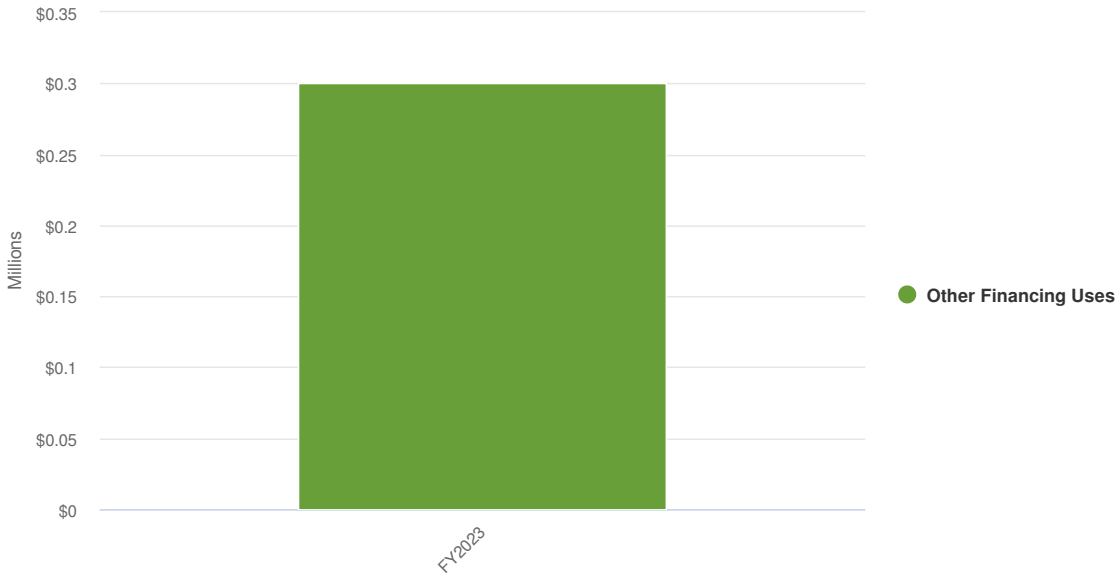
Name	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Tax Allocation District			
Transfer to Debt Service Fund	$300,135	N/A	$300,135
Total Tax Allocation District:	**$300,135**	**N/A**	**$300,135**

Expenditures by Function

Budgeted Expenditures by Function



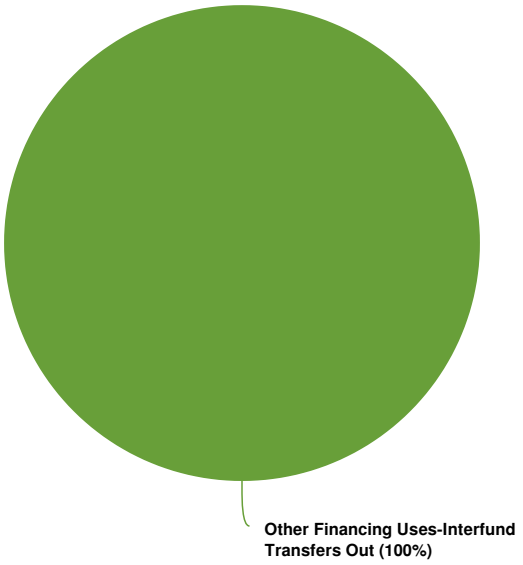
Budgeted and Historical Expenditures by Function



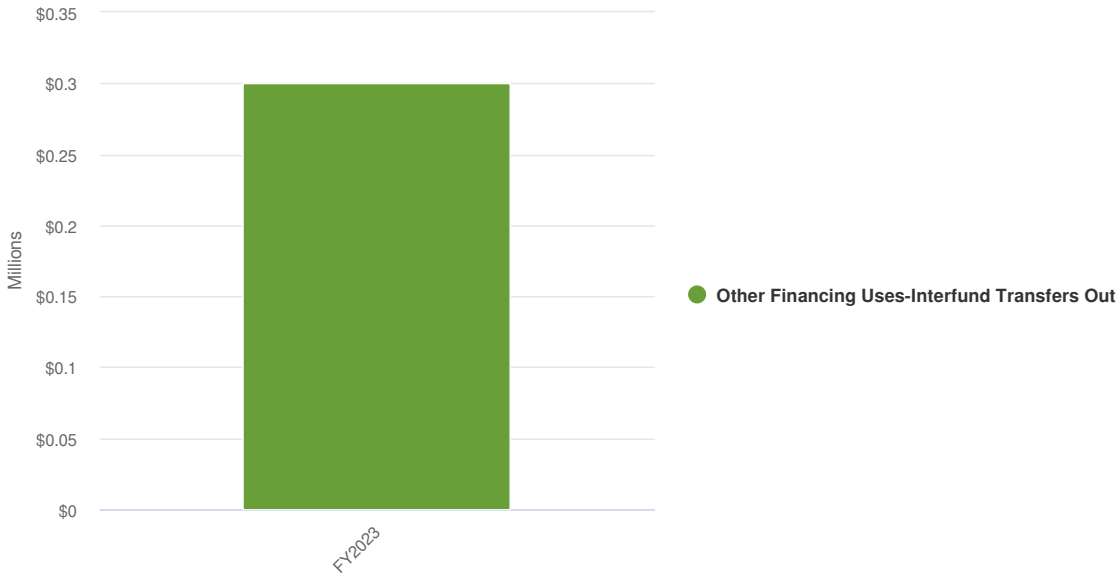
Name	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures			
Other Financing Uses			
Transfer to Debt Service Fund	$300,135	N/A	$300,135
Total Other Financing Uses:	**$300,135**	**N/A**	**$300,135**
Total Expenditures:	**$300,135**	**N/A**	**$300,135**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

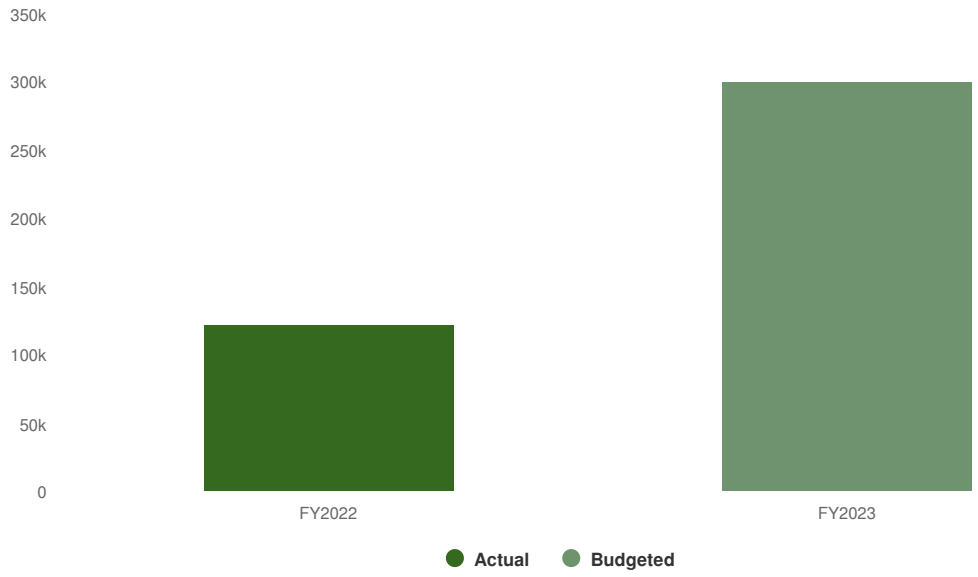


Name	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects			
Other Financing Uses-Interfund Transfers Out			
Transfer to Debt Service Fund	$300,135	N/A	$300,135
Total Other Financing Uses-Interfund Transfers Out:	**$300,135**	**N/A**	**$300,135**
Total Expense Objects:	**$300,135**	**N/A**	**$300,135**

Revenues Summary

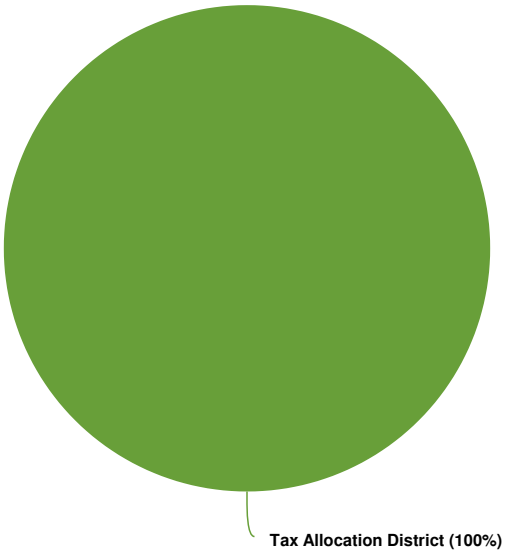
$300,135 $300,135
(% vs. prior year)

Tax Allocation District Fund Proposed and Historical Budget vs. Actual

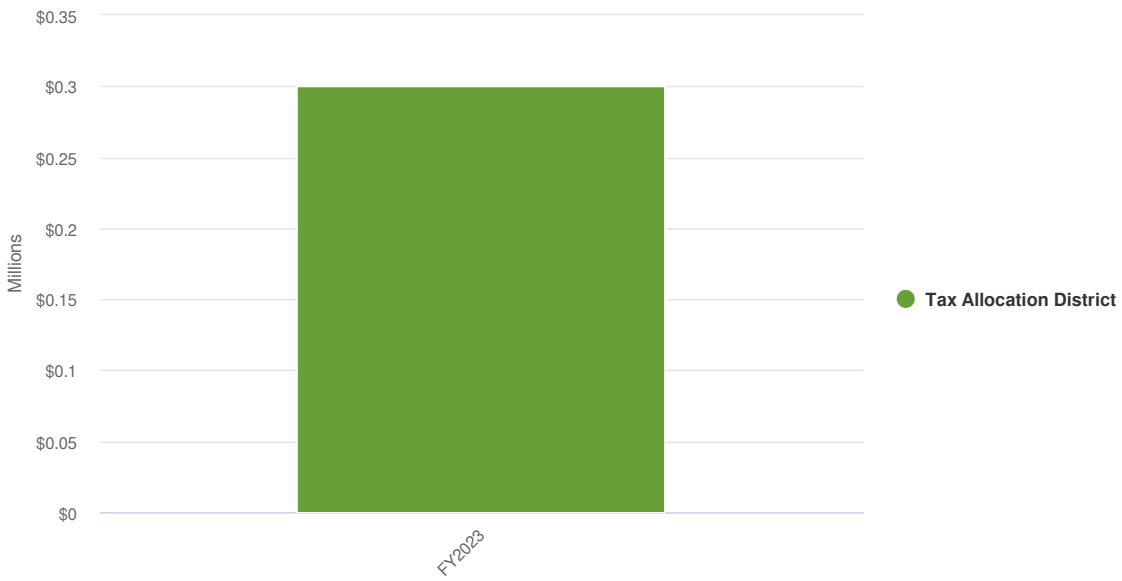


Revenue by Fund

2023 Revenue by Fund



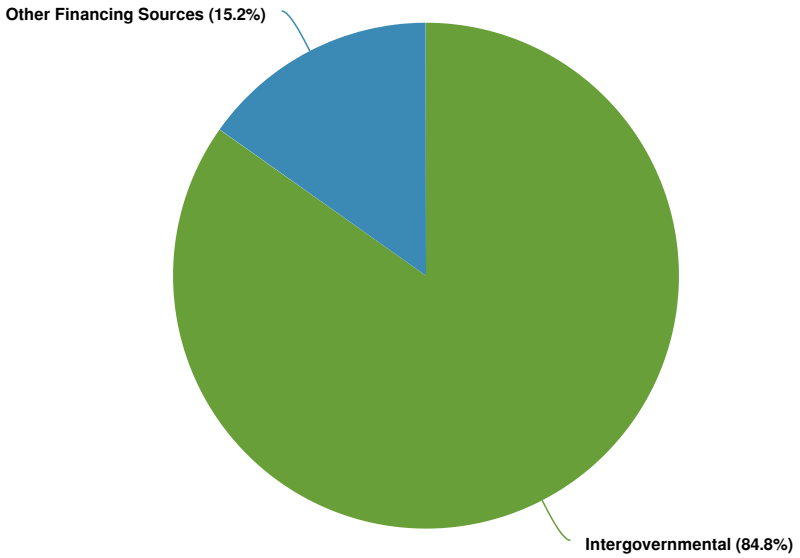
Budgeted and Historical 2023 Revenue by Fund



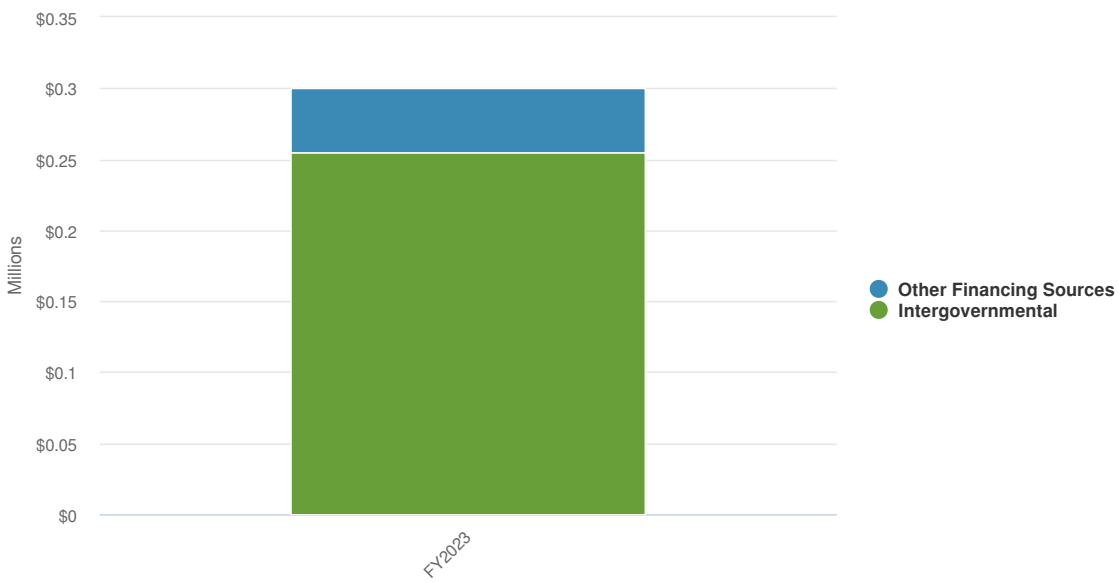
Name	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Tax Allocation District				
Intergovernmental - Cherokee County Government	$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District	$68,256	$195,255	N/A	$195,255
Transfers from General Fund		$45,591	N/A	$45,591
Total Tax Allocation District:	**$122,010**	**$300,135**	**N/A**	**$300,135**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source				
Intergovernmental				
Intergovernmental - Cherokee County Government	$53,754	$59,289	N/A	$59,289
Intergovernmental - Cherokee County School District	$68,256	$195,255	N/A	$195,255
Total Intergovernmental:	**$122,010**	**$254,544**	**N/A**	**$254,544**
Other Financing Sources				
Transfers from General Fund		$45,591	N/A	$45,591
Total Other Financing Sources:		**$45,591**	**N/A**	**$45,591**
Total Revenue Source:	**$122,010**	**$300,135**	**N/A**	**$300,135**

Transfer Schedule

Transfer In	Transfer Out	Amount
Tax Allocation District	General Fund	$45,591
Debt Service Fund	Tax Allocation District	$300,135

Hotel Motel Tax Fund

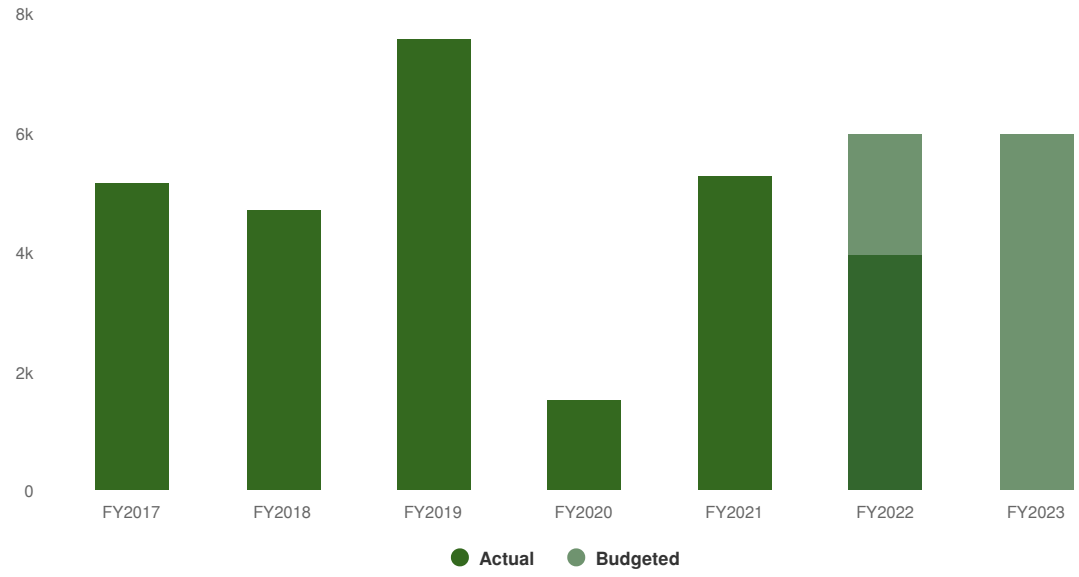
In March of 2008, the Mayor and Council approved the creation of a Hotel/Motel Tax Fund. This fund accounts for the levy and collection of excise tax upon hotels and motels. Funds can be used for the purpose of promoting conventions, tourism, and trade shows, while also providing funds to develop economic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

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.

Expenditures Summary

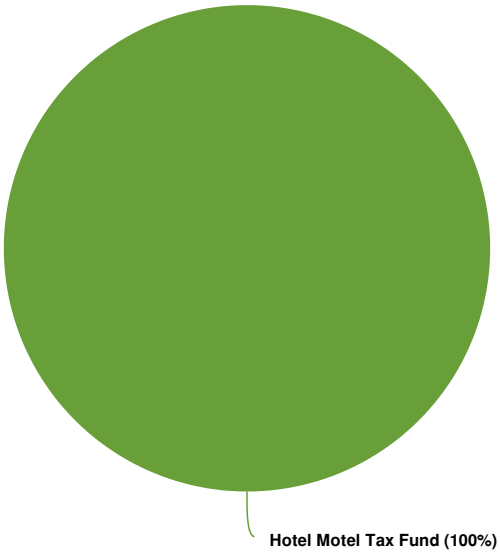
$6,000 $0
(0.00% vs. prior year)

Hotel Motel Tax Fund Proposed and Historical Budget vs. Actual

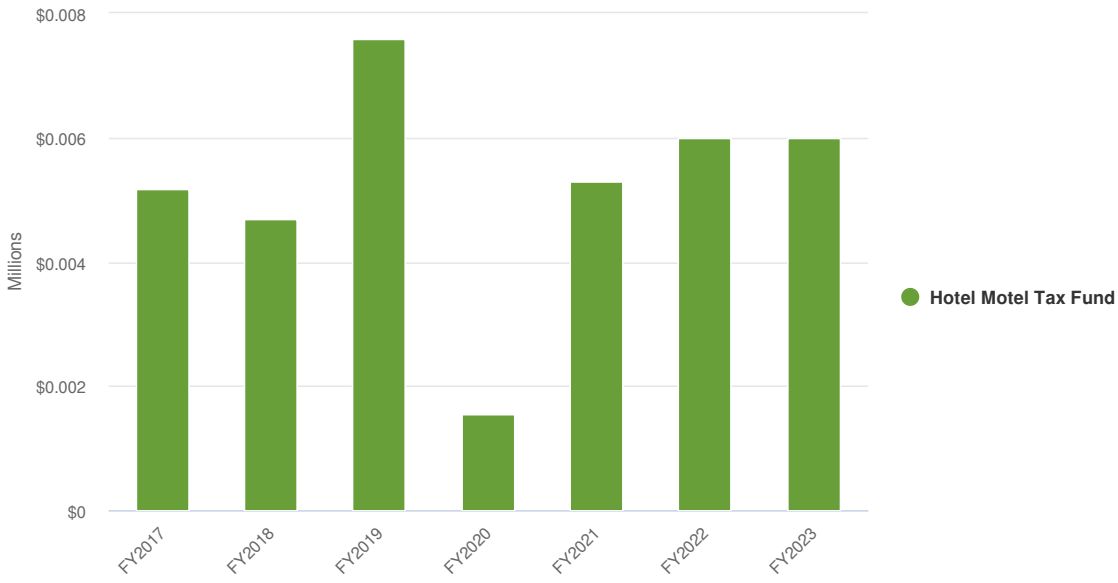


Expenditures by Fund

2023 Expenditures by Fund



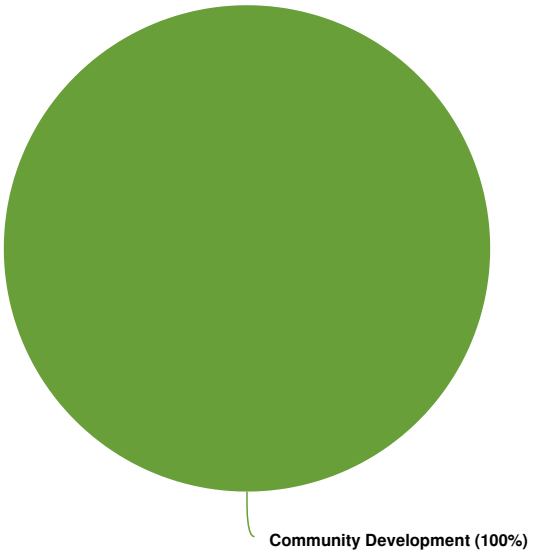
Budgeted and Historical 2023 Expenditures by Fund



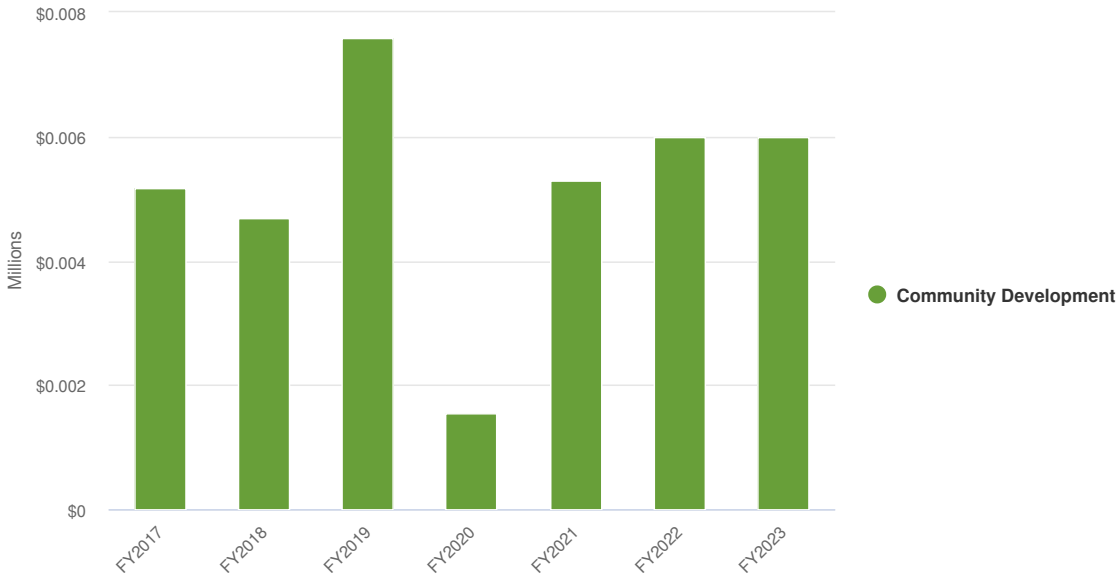
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Hotel Motel Tax Fund						
ADVERTISING	$5,295	$6,000	$2,945	$5,000	-16.7%	-$1,000
Payment to Other Agencies			$1,000	$1,000	N/A	$1,000
Total Hotel Motel Tax Fund:	**$5,295**	**$6,000**	**$3,945**	**$6,000**	**0%**	**$0**

Expenditures by Function

Budgeted Expenditures by Function



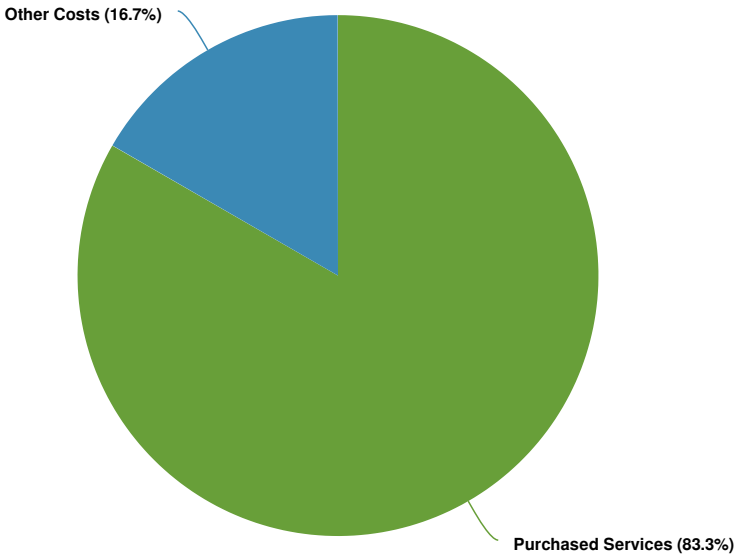
Budgeted and Historical Expenditures by Function



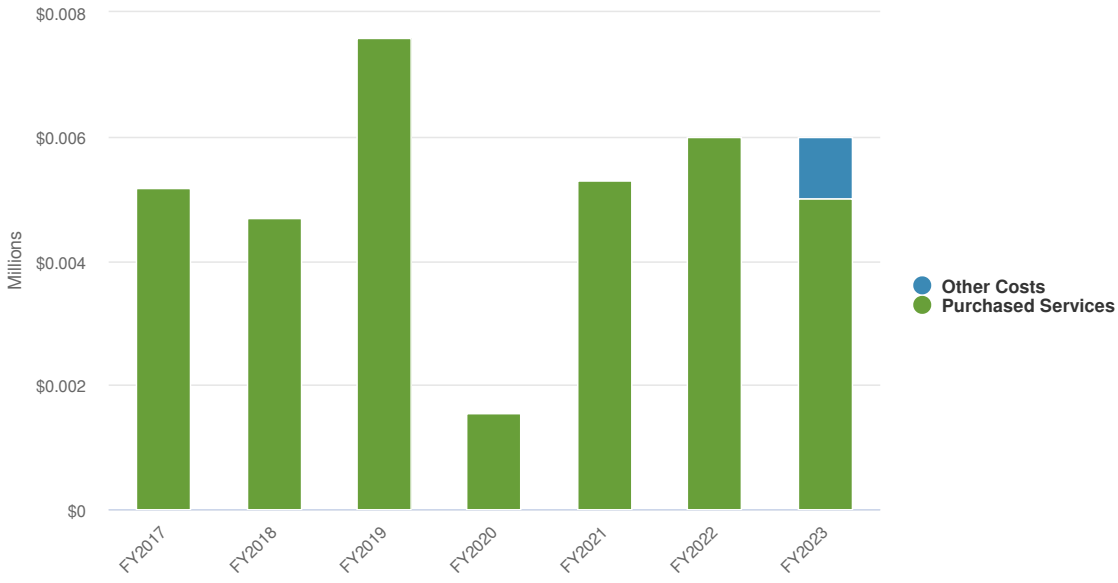
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Community Development						
Hotel/Motel Fund						
ADVERTISING	$5,295	$6,000	$2,945	$5,000	-16.7%	-$1,000
Payment to Other Agencies			$1,000	$1,000	N/A	$1,000
Total Hotel/Motel Fund:	**$5,295**	**$6,000**	**$3,945**	**$6,000**	**0%**	**$0**
Total Community Development:	**$5,295**	**$6,000**	**$3,945**	**$6,000**	**0%**	**$0**
Total Expenditures:	**$5,295**	**$6,000**	**$3,945**	**$6,000**	**0%**	**$0**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

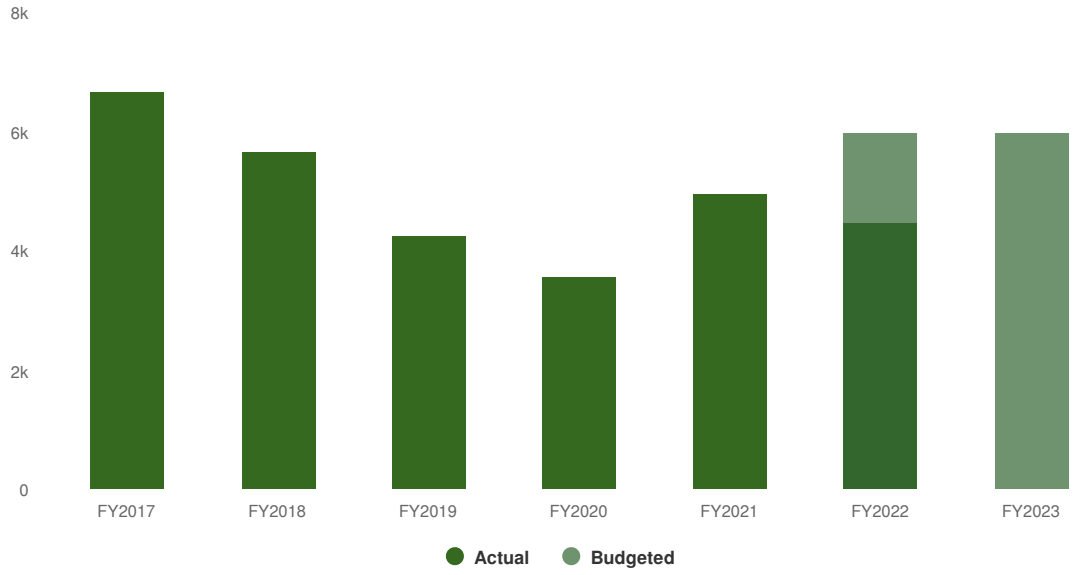


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services						
ADVERTISING	$5,295	$6,000	$2,945	$5,000	-16.7%	-$1,000
Total Purchased Services:	**$5,295**	**$6,000**	**$2,945**	**$5,000**	**-16.7%**	**-$1,000**
Other Costs						
Payment to Other Agencies			$1,000	$1,000	N/A	$1,000
Total Other Costs:			**$1,000**	**$1,000**	**N/A**	**$1,000**
Total Expense Objects:	**$5,295**	**$6,000**	**$3,945**	**$6,000**	**0%**	**$0**

Revenues Summary

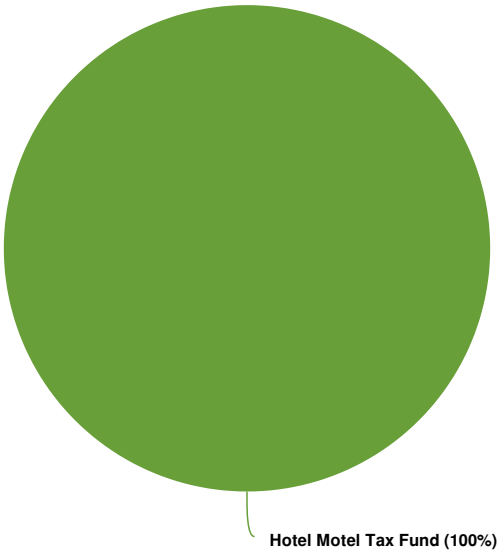
$6,000 $0
(0.00% vs. prior year)

Hotel Motel Tax Fund Proposed and Historical Budget vs. Actual

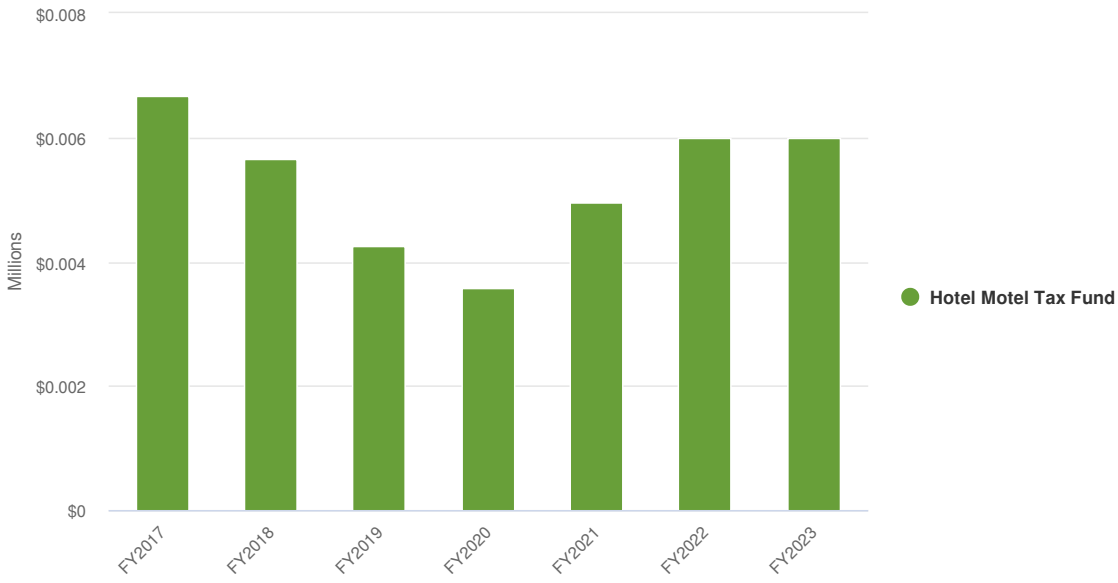


Revenue by Fund

2023 Revenue by Fund



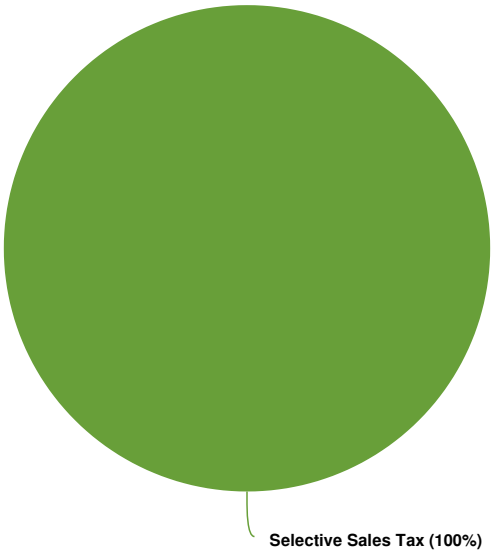
Budgeted and Historical 2023 Revenue by Fund



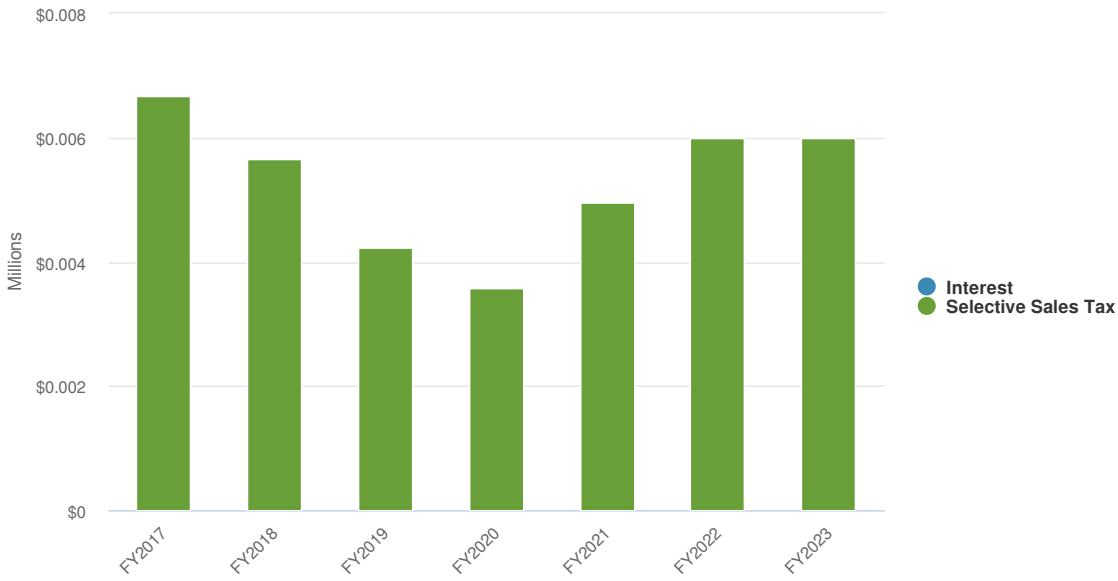
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Hotel Motel Tax Fund						
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
INTEREST REVENUE	$1		$0		N/A	$0
Total Hotel Motel Tax Fund:	**$4,945**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Selective Sales Tax						
HOTEL MOTEL TAX	$4,944	$6,000	$4,470	$6,000	0%	$0
Total Selective Sales Tax:	**$4,944**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**
Interest						
INTEREST REVENUE	$1		$0		N/A	$0
Total Interest:	**$1**		**$0**		**N/A**	**$0**
Total Revenue Source:	**$4,945**	**$6,000**	**$4,470**	**$6,000**	**0%**	**$0**

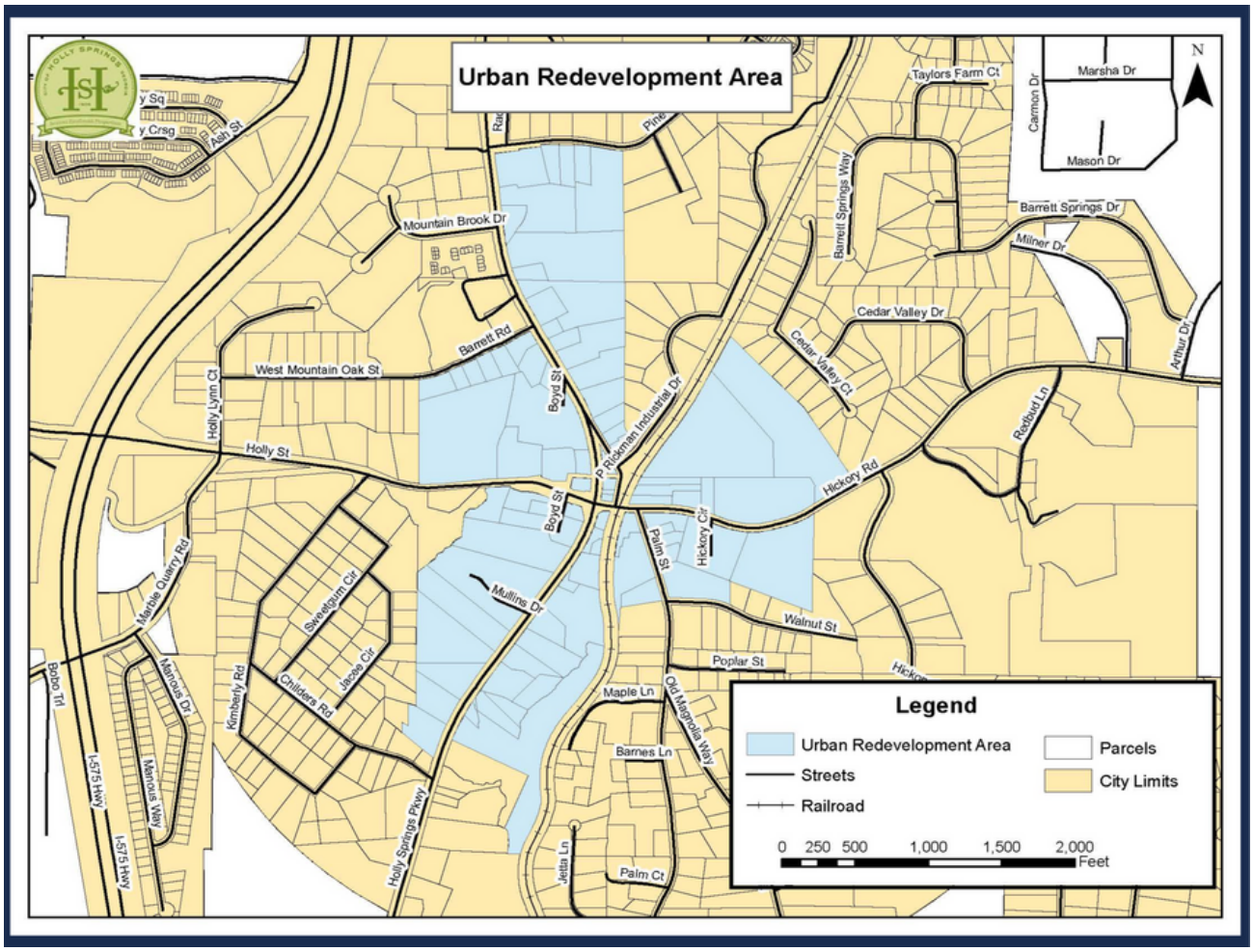
Urban Redevelopment Agency Fund

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 will be used for the following projects:

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

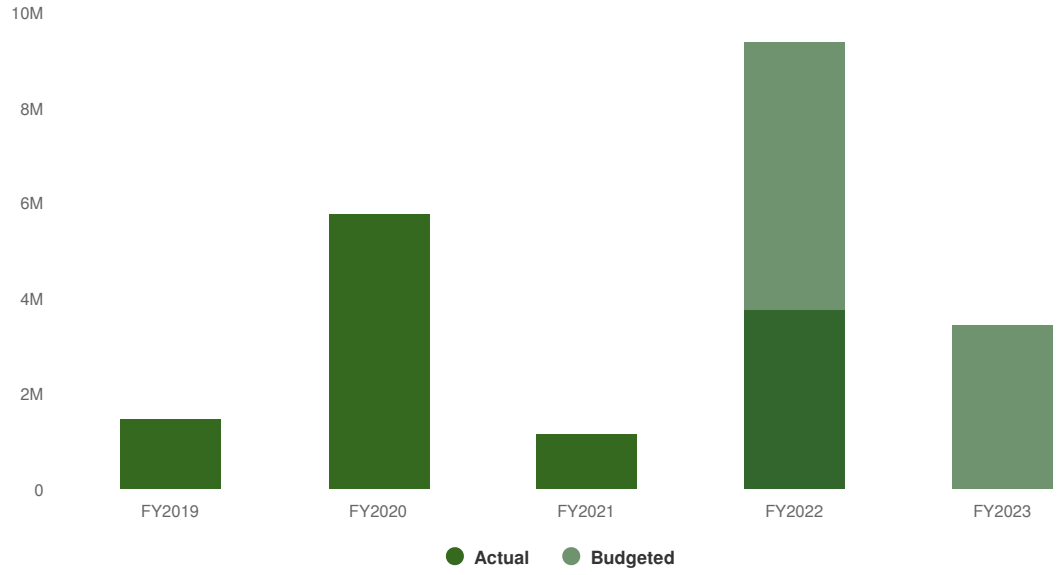
Map of Urban Redevelopment Area



Expenditures Summary

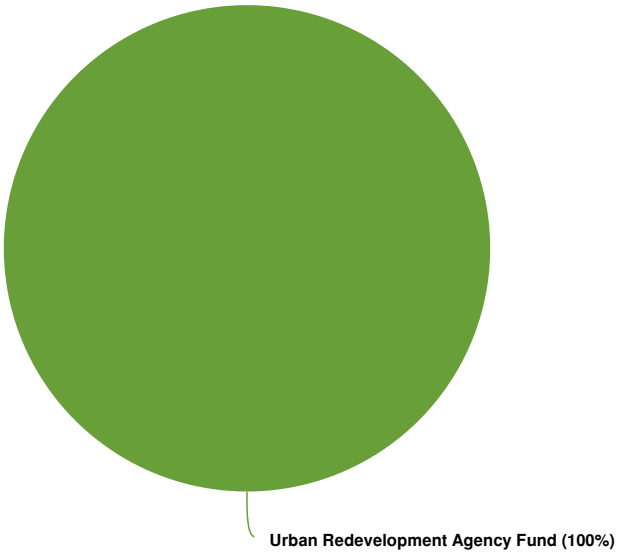
$3,454,000 -$5,921,000
(-63.16% vs. prior year)

Urban Redevelopment Agency Fund Proposed and Historical Budget vs. Actual

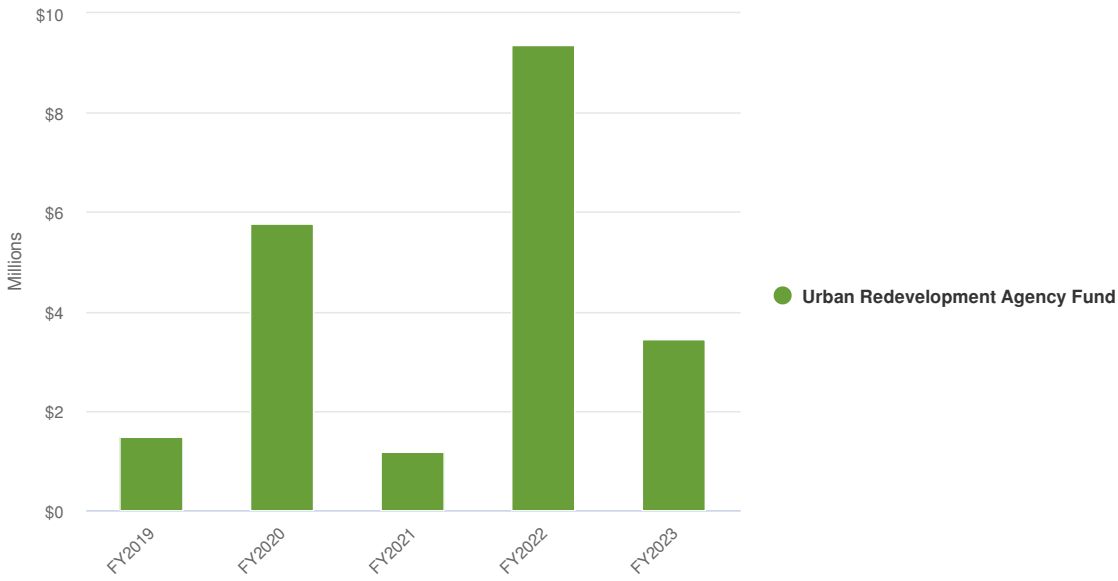


Expenditures by Fund

2023 Expenditures by Fund



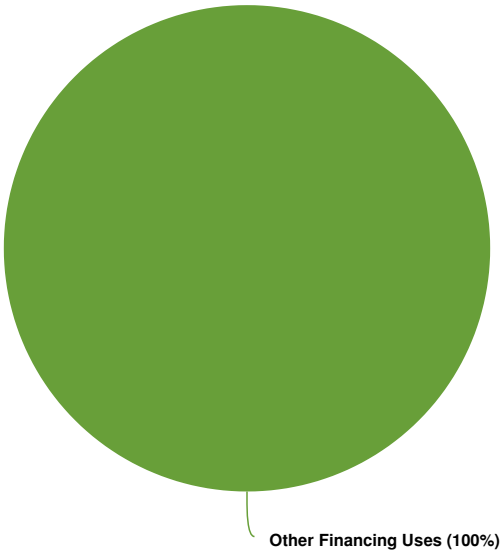
Budgeted and Historical 2023 Expenditures by Fund



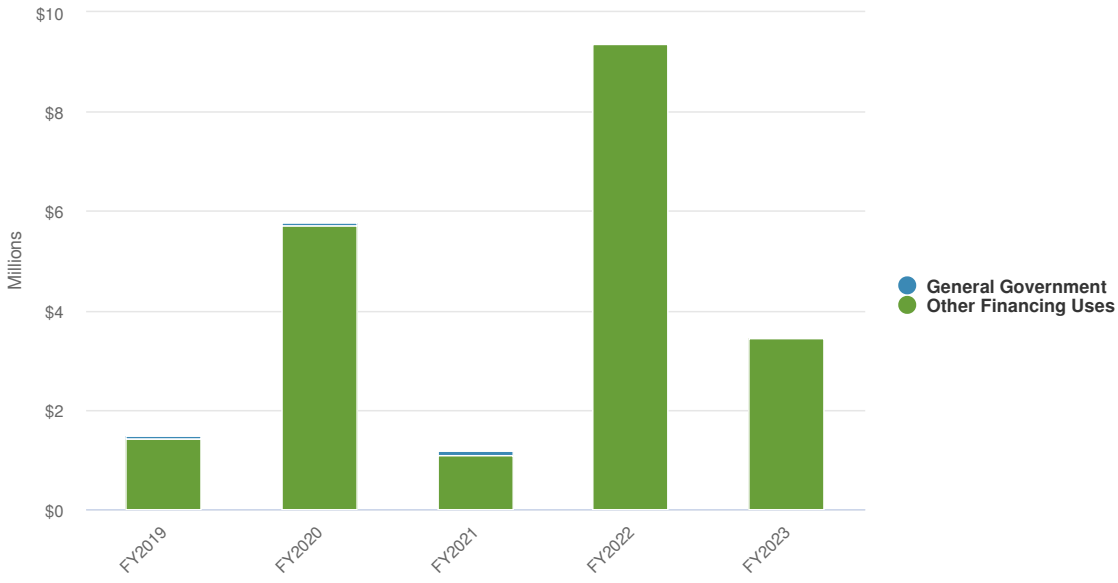
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Urban Redevelopment Agency Fund						
ISSUANCE COSTS	$70,873		$0		N/A	$0
TRANSFER TO OTHER FUNDS	$1,098,678	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Urban Redevelopment Agency Fund:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**

Expenditures by Function

Budgeted Expenditures by Function



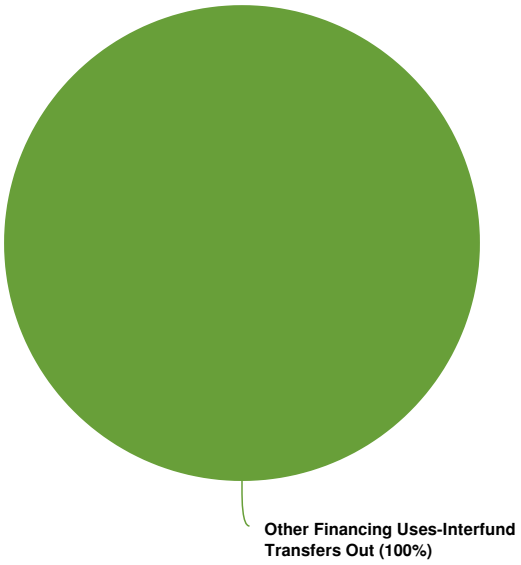
Budgeted and Historical Expenditures by Function



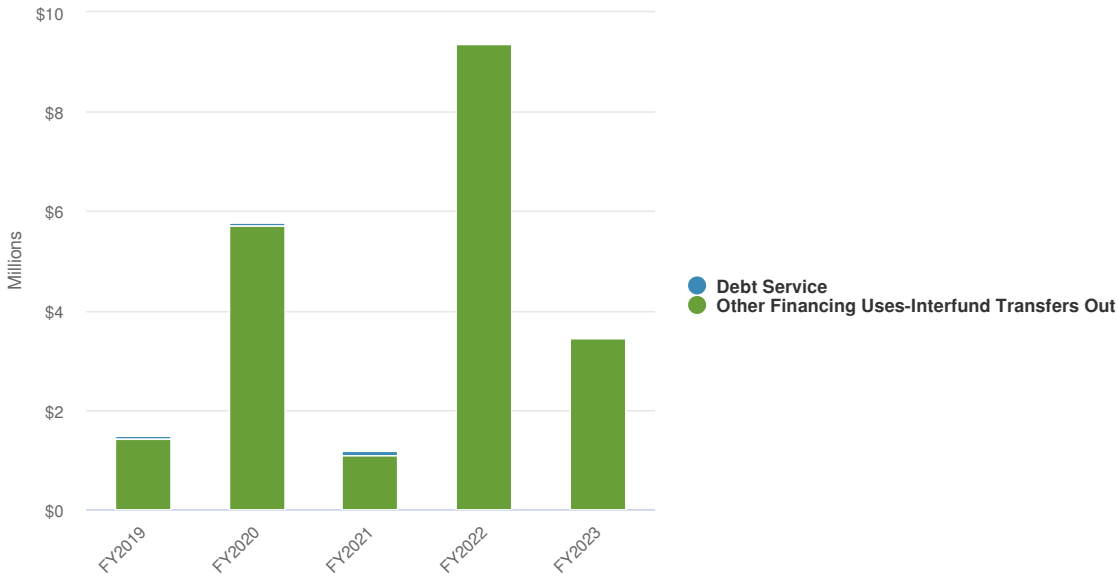
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
Finance Administration						
ISSUANCE COSTS	$70,873		$0		N/A	$0
Total Finance Administration:	**$70,873**		**$0**		**N/A**	**$0**
Total General Government:	**$70,873**		**$0**		**N/A**	**$0**
Other Financing Uses						
TRANSFER TO OTHER FUNDS	$1,098,678	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Other Financing Uses:	**$1,098,678**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total Expenditures:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Debt Service						
ISSUANCE COSTS	$70,873		$0		N/A	$0
Total Debt Service:	**$70,873**		**$0**		**N/A**	**$0**
Other Financing Uses-Interfund Transfers Out						
TRANSFER TO OTHER FUNDS	$1,098,678	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Other Financing Uses-Interfund Transfers Out:	**$1,098,678**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total Expense Objects:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**

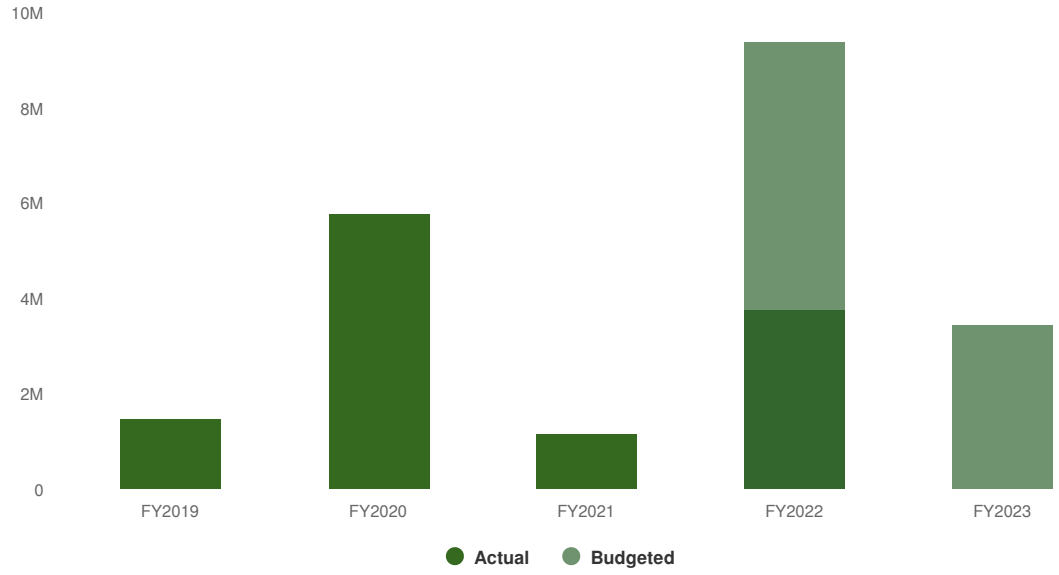
Transfer Schedule

Transfer In	Transfer Out	Amount
Town Center Fund	Urban Redevelopment Agency	$3,454,000

Revenues Summary

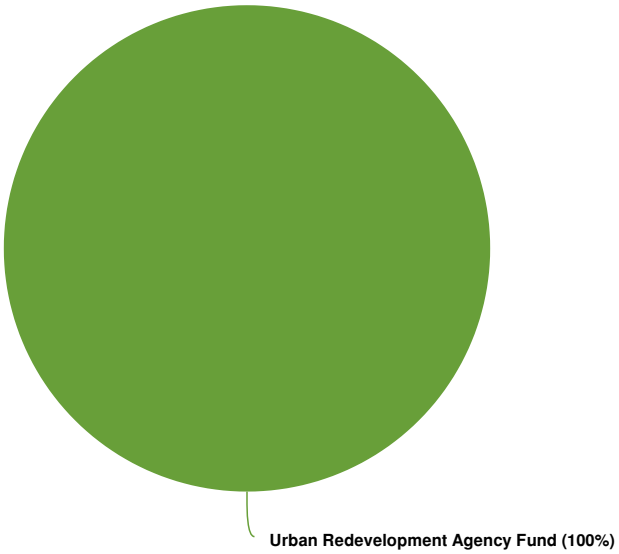
$3,454,000 -$5,921,000
(-63.16% vs. prior year)

Urban Redevelopment Agency Fund Proposed and Historical Budget vs. Actual

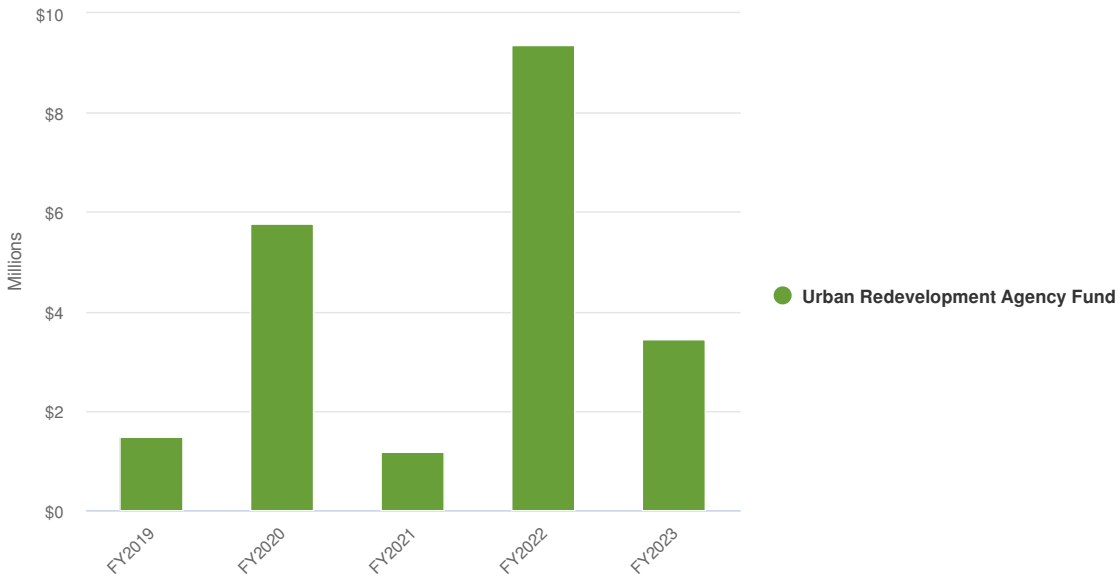


Revenue by Fund

2023 Revenue by Fund



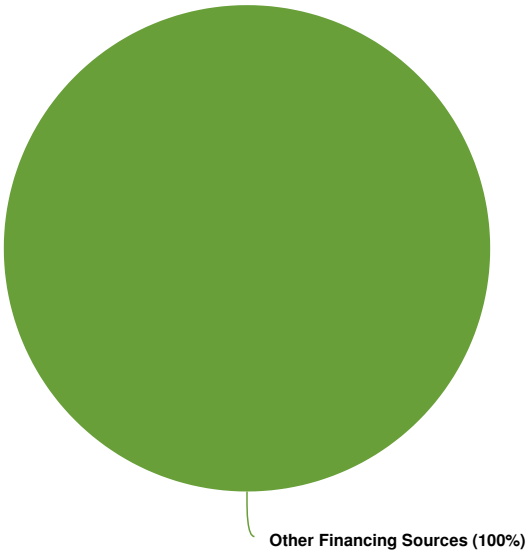
Budgeted and Historical 2023 Revenue by Fund



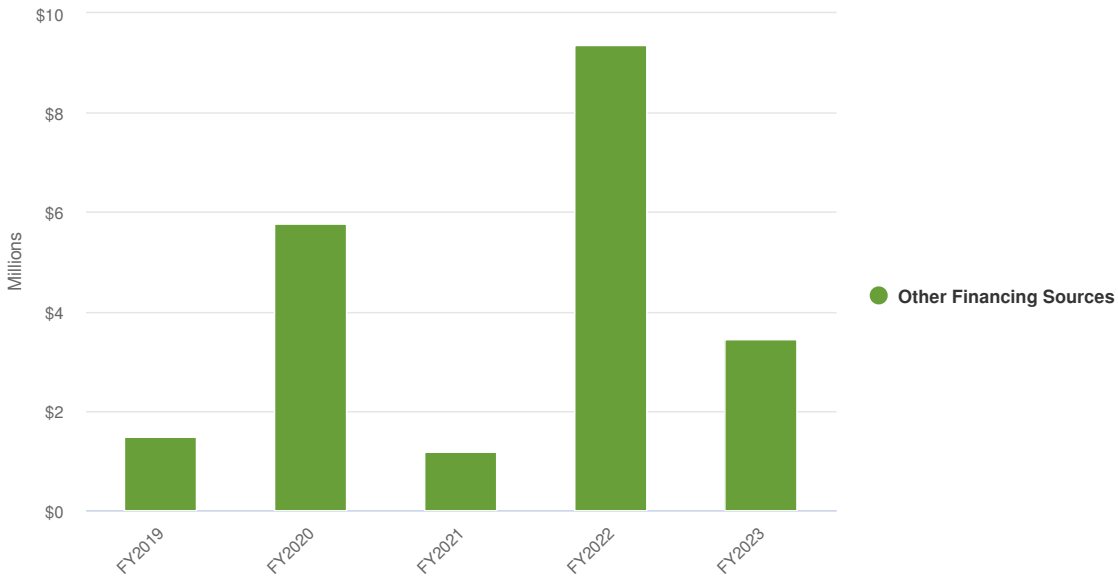
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Urban Redevelopment Agency Fund						
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Urban Redevelopment Agency Fund:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



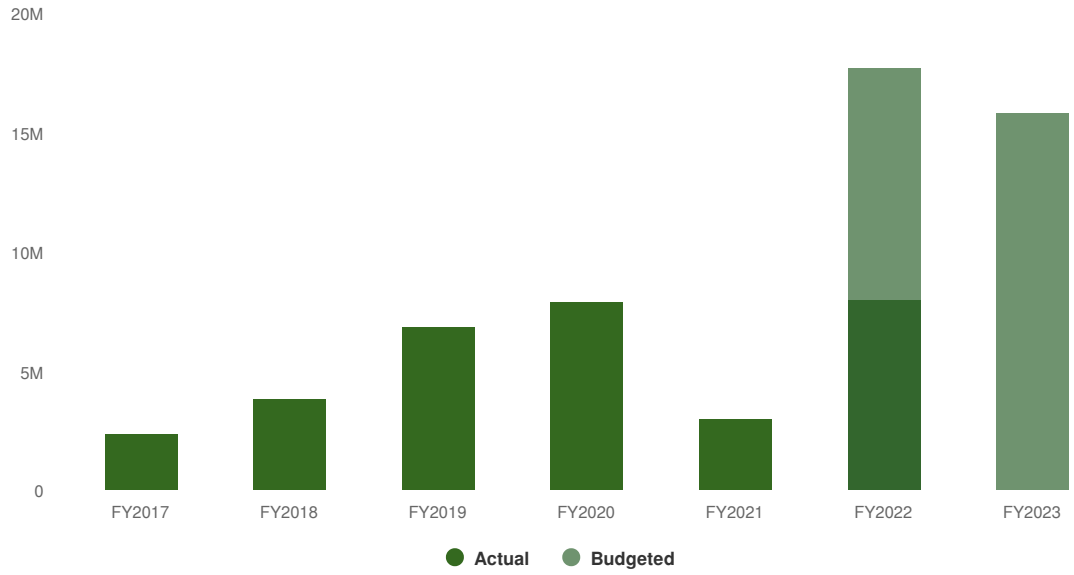
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Other Financing Sources						
ISSUANCE OF LONG-TERM DEBT	$1,169,551	$9,375,000	$3,785,668	$3,454,000	-63.2%	-$5,921,000
Total Other Financing Sources:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**
Total Revenue Source:	**$1,169,551**	**$9,375,000**	**$3,785,668**	**$3,454,000**	**-63.2%**	**-$5,921,000**

Capital Project Funds

Expenditures Summary

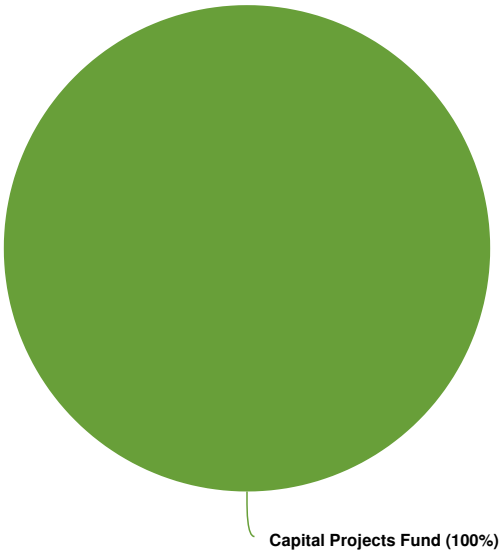
$15,879,000 -$1,854,400
(-10.46% vs. prior year)

Capital Project Funds Proposed and Historical Budget vs. Actual

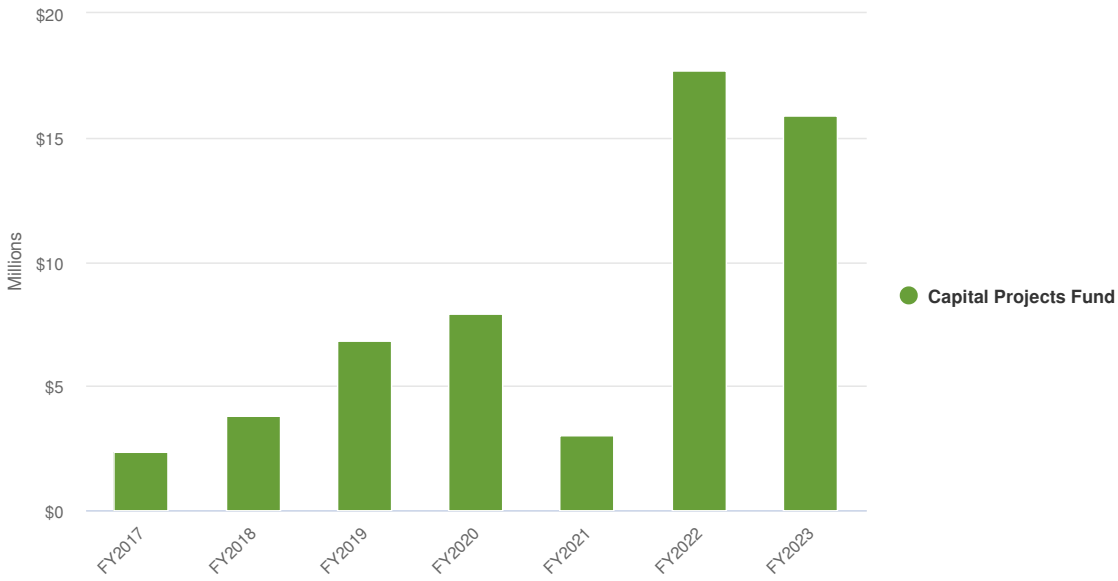


Expenditures by Fund

2023 Expenditures by Fund



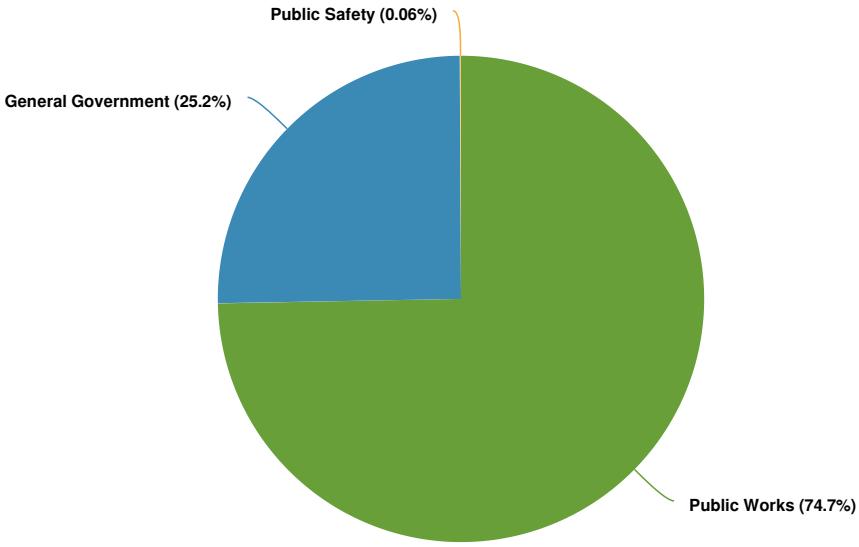
Budgeted and Historical 2023 Expenditures by Fund



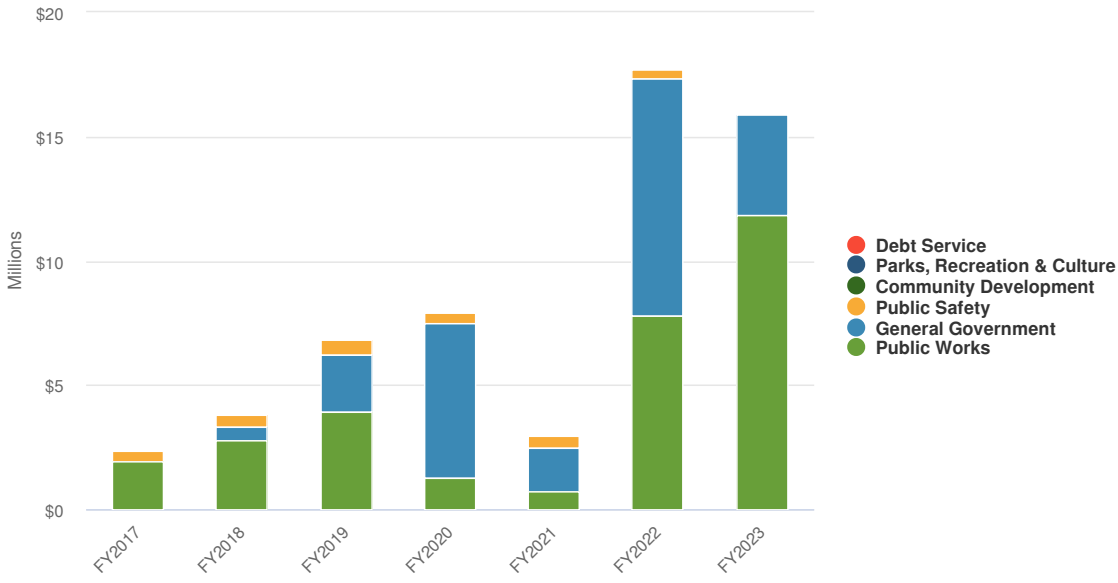
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Capital Projects Fund						
SPLOST III Fund	$0	$286,000	$47,014	$290,000	1.4%	$4,000
SPLOST IV Fund	$0	$69,000	$69,418		-100%	-$69,000
SPLOST V Fund	$1,238,338	$7,950,000	$4,044,137	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,796,777	$9,428,400	$3,831,626	$3,754,000	-60.2%	-$5,674,400
Total Capital Projects Fund:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Expenditures by Function

Budgeted Expenditures by Function



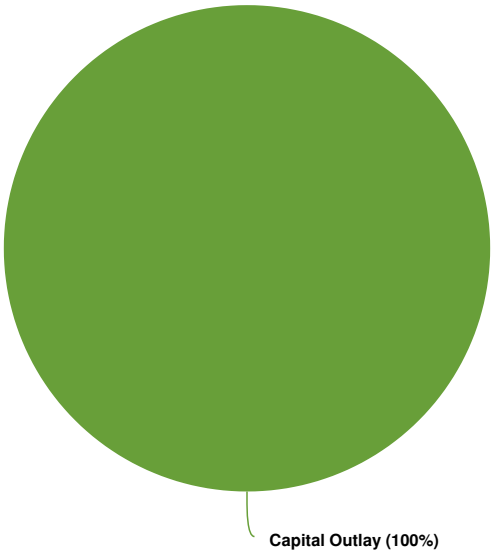
Budgeted and Historical Expenditures by Function



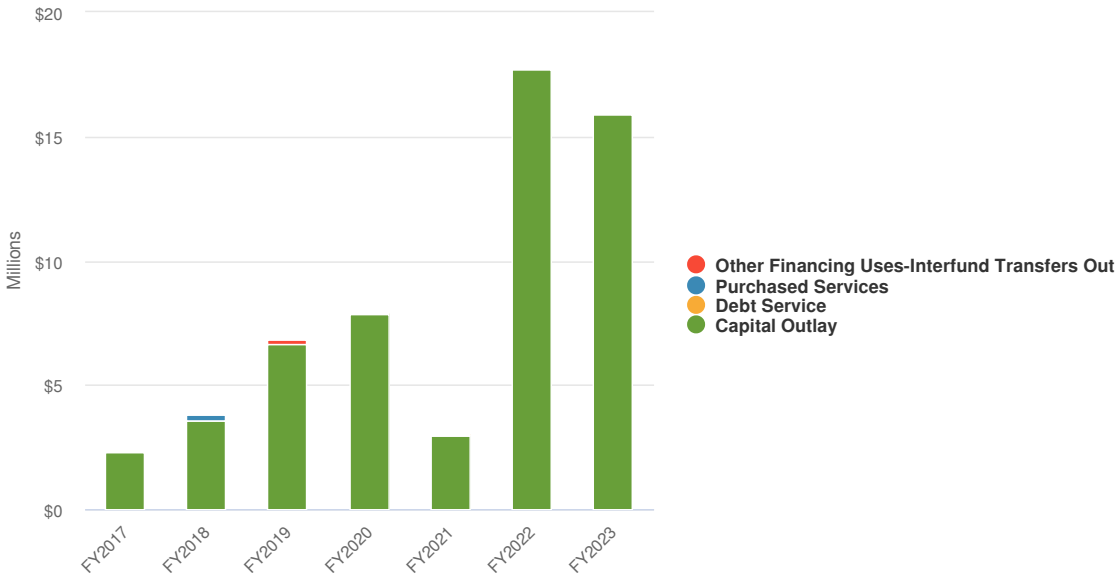
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
General Administration	$0	$69,000	$0		-100%	-$69,000
General Government Buildings	$1,797,577	$9,478,400	$4,152,722	$4,004,000	-57.8%	-$5,474,400
Total General Government:	**$1,797,577**	**$9,547,400**	**$4,152,722**	**$4,004,000**	**-58.1%**	**-$5,543,400**
Public Safety						
Public Safety	$451,103	$386,000	$81,898	$10,000	-97.4%	-$376,000
Total Public Safety:	**$451,103**	**$386,000**	**$81,898**	**$10,000**	**-97.4%**	**-$376,000**
Public Works						
Highways and Streets	$691,946	$6,314,000	$3,677,173	$10,225,000	61.9%	$3,911,000
Sidewalks and Crosswalks	$1,477	$1,436,000	$54,457	$1,390,000	-3.2%	-$46,000
Traffic Engineering	$8,762	$50,000	$25,945	$250,000	400%	$200,000
Total Public Works:	**$702,185**	**$7,800,000**	**$3,757,575**	**$11,865,000**	**52.1%**	**$4,065,000**
Parks, Recreation & Culture						
Parks and Recreation Fund	$84,250		$0		N/A	$0
Total Parks, Recreation & Culture:	**$84,250**		**$0**		**N/A**	**$0**
Total Expenditures:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

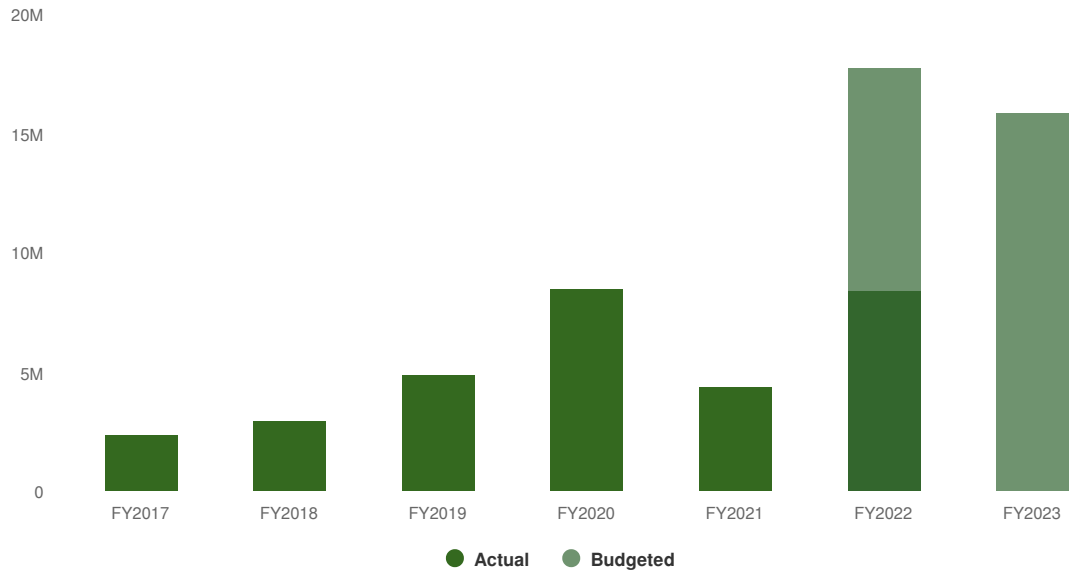


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services	$7,680	$53,400	$0		-100%	-$53,400
Capital Outlay	$2,967,435	$17,680,000	$7,992,195	$15,879,000	-10.2%	-$1,801,000
Debt Service	$60,000		$0		N/A	$0
Total Expense Objects:	**$3,035,115**	**$17,733,400**	**$7,992,195**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Revenues Summary

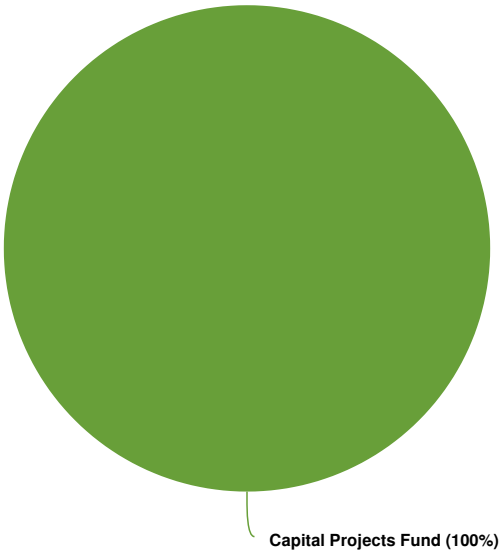
$15,879,000 -$1,854,400
(-10.46% vs. prior year)

Capital Project Funds Proposed and Historical Budget vs. Actual

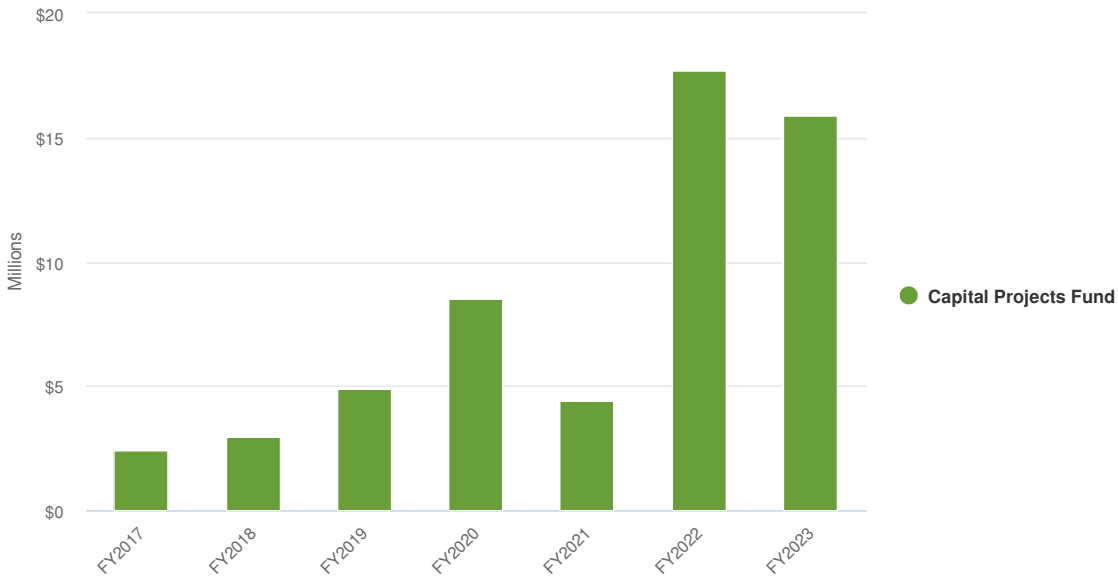


Revenue by Fund

2023 Revenue by Fund



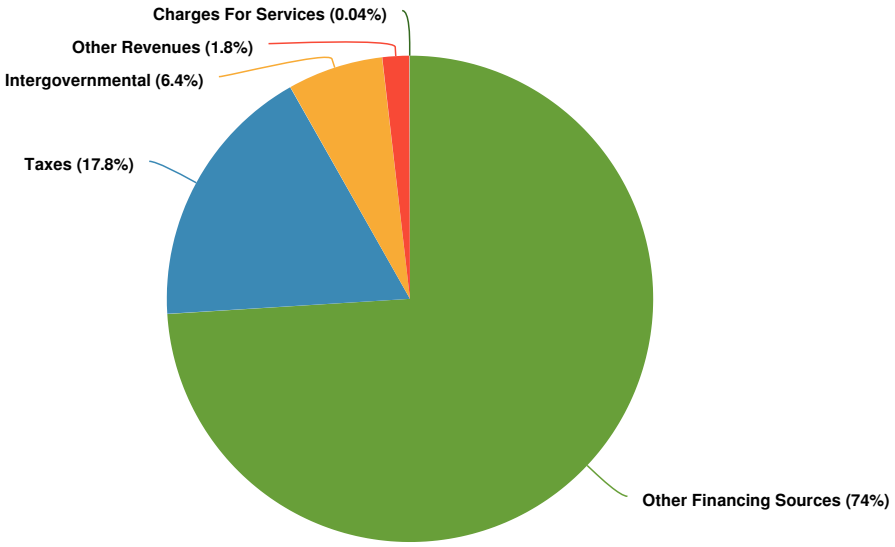
Budgeted and Historical 2023 Revenue by Fund



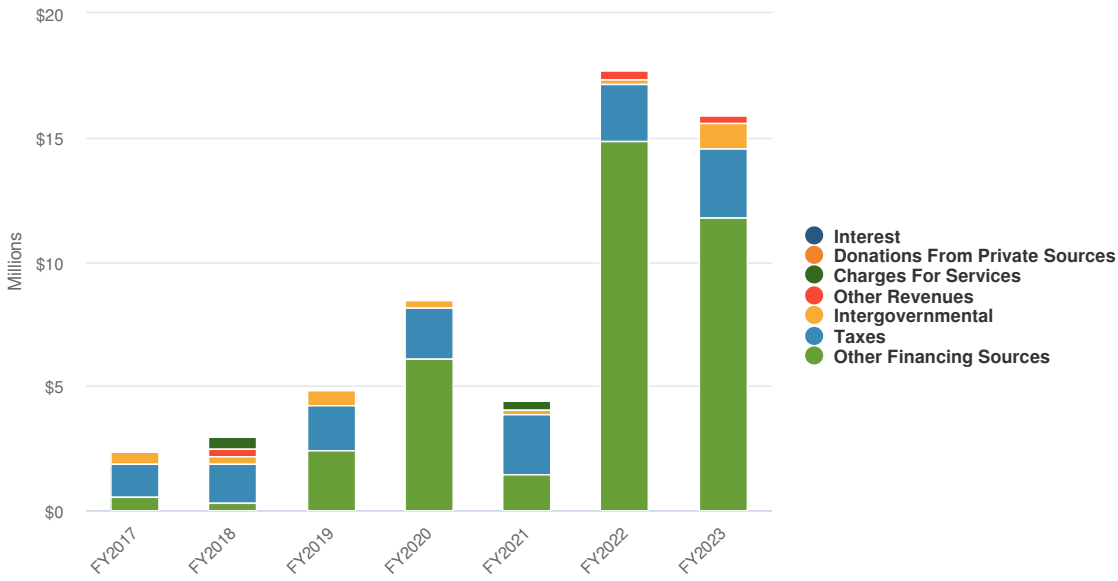
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Capital Projects Fund						
SPLOST III Fund	$6,039	$286,000	$2,982	$290,000	1.4%	$4,000
SPLOST IV Fund	$6	$69,000	$348	$0	-100%	-$69,000
SPLOST V Fund	$3,002,527	$7,950,000	$4,233,338	$11,835,000	48.9%	$3,885,000
Town Center Fund	$1,398,696	$9,428,400	$4,185,668	$3,754,000	-60.2%	-$5,674,400
Total Capital Projects Fund:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Taxes	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Charges For Services	$369,582	$6,384	$60,513	$5,964	-6.6%	-$420
Intergovernmental	$188,124	$168,800	$580,559	$1,010,000	498.3%	$841,200
Interest	$185		$0		N/A	$0
Other Revenues	$10,000	$402,016	$0	$284,036	-29.3%	-$117,980
Other Financing Sources	$1,458,678	$14,875,000	$5,139,512	$11,754,000	-21%	-$3,121,000
Total Revenue Source:	**$4,407,268**	**$17,733,400**	**$8,422,335**	**$15,879,000**	**-10.5%**	**-$1,854,400**

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

Collections under SPLOST III ended June 30, 2012.

Expenditures Summary

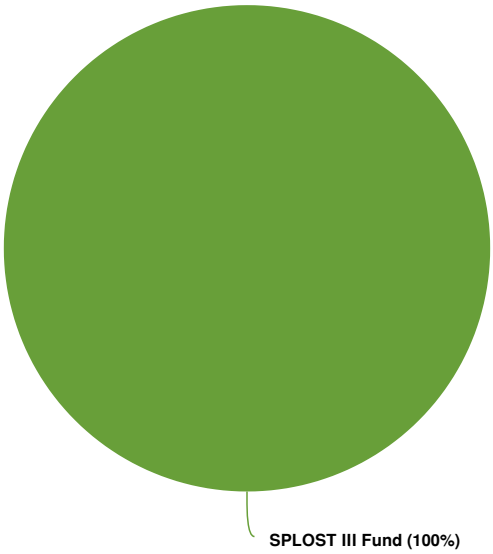
$290,000 $4,000
(1.40% vs. prior year)

SPLOST III (Special Purpose Local Option Sales Tax) Fund Proposed and Historical Budget vs. Actual

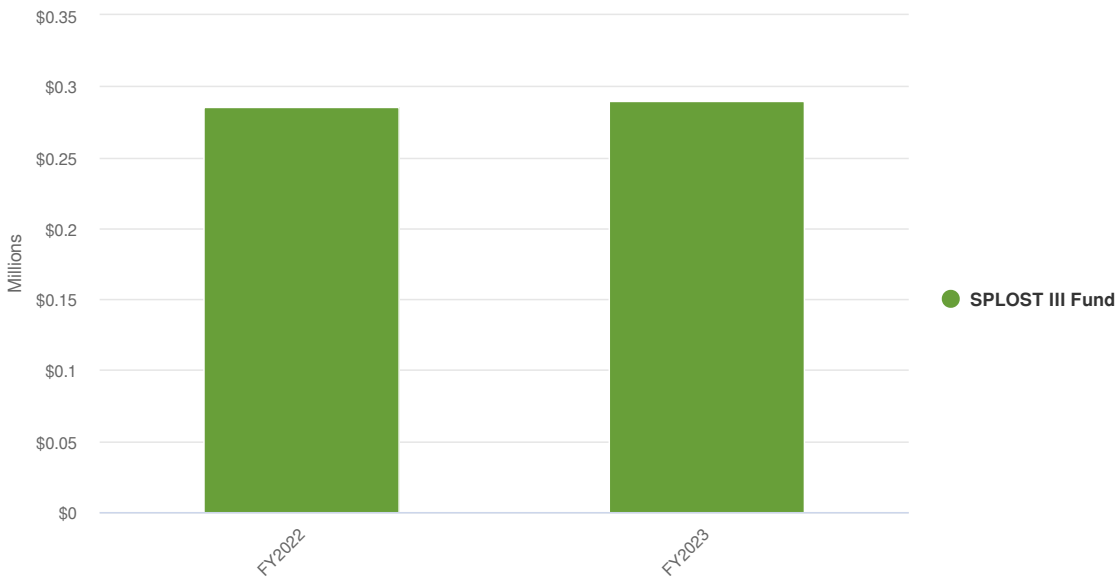


Expenditures by Fund

2023 Expenditures by Fund



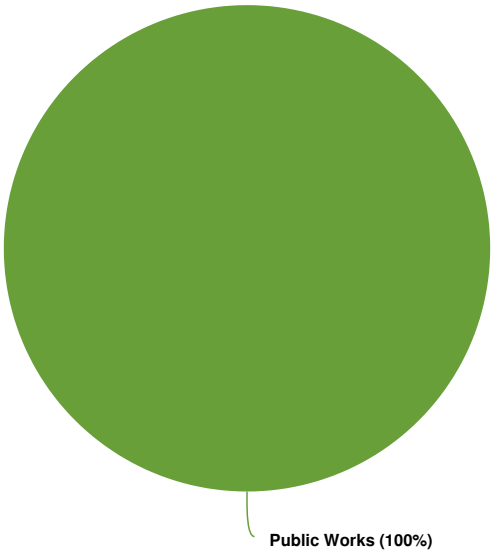
Budgeted and Historical 2023 Expenditures by Fund



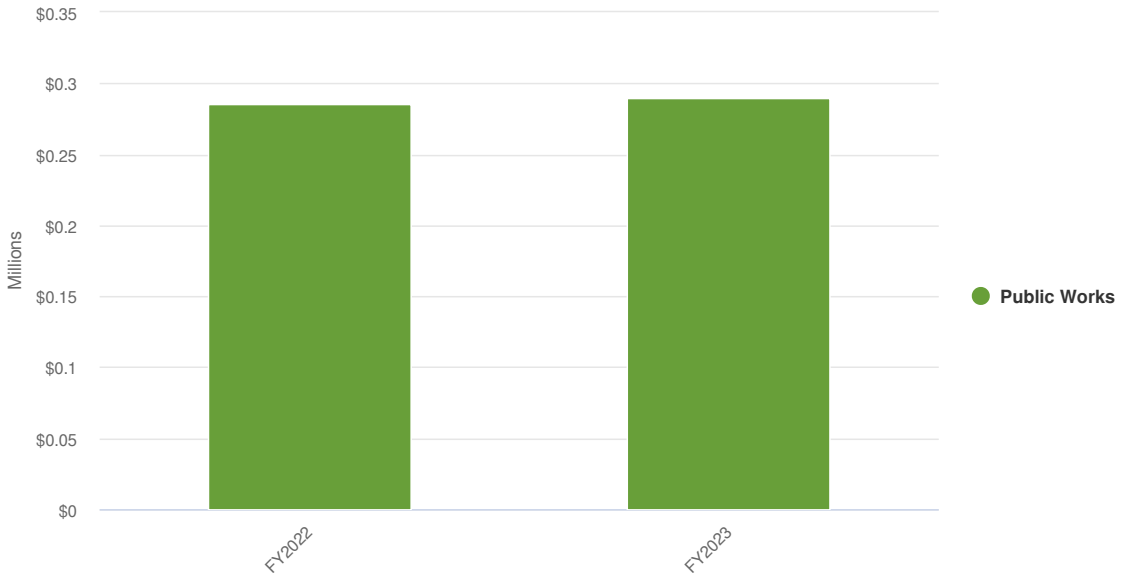
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST III Fund						
CAPITAL OUTLAY - INFRASTRUCTURE			$3,067		N/A	$0
CAPITAL OUTLAY - INFRASTRUCTURE	$0	$286,000	$43,947	$290,000	1.4%	$4,000
Total SPLOST III Fund:	**$0**	**$286,000**	**$47,014**	**$290,000**	**1.4%**	**$4,000**

Expenditures by Function

Budgeted Expenditures by Function



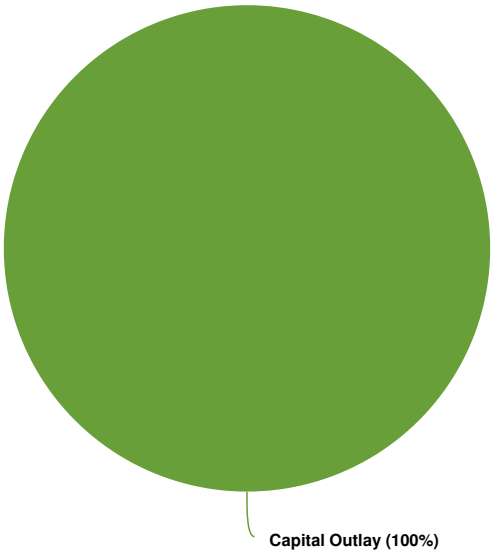
Budgeted and Historical Expenditures by Function



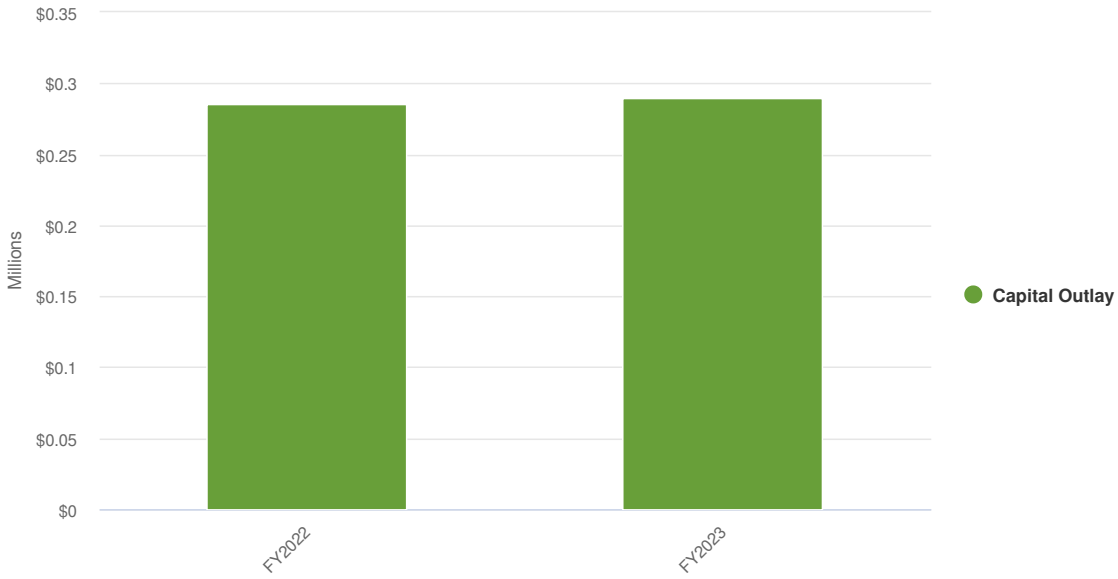
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Public Works						
Highways and Streets						
CAPITAL OUTLAY - INFRASTRUCTURE			$3,067		N/A	$0
Total Highways and Streets:			**$3,067**		**N/A**	**$0**
Sidewalks and Crosswalks						
CAPITAL OUTLAY - INFRASTRUCTURE	$0	$286,000	$43,947	$290,000	1.4%	$4,000
Total Sidewalks and Crosswalks:	**$0**	**$286,000**	**$43,947**	**$290,000**	**1.4%**	**$4,000**
Total Public Works:	**$0**	**$286,000**	**$47,014**	**$290,000**	**1.4%**	**$4,000**
Total Expenditures:	**$0**	**$286,000**	**$47,014**	**$290,000**	**1.4%**	**$4,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

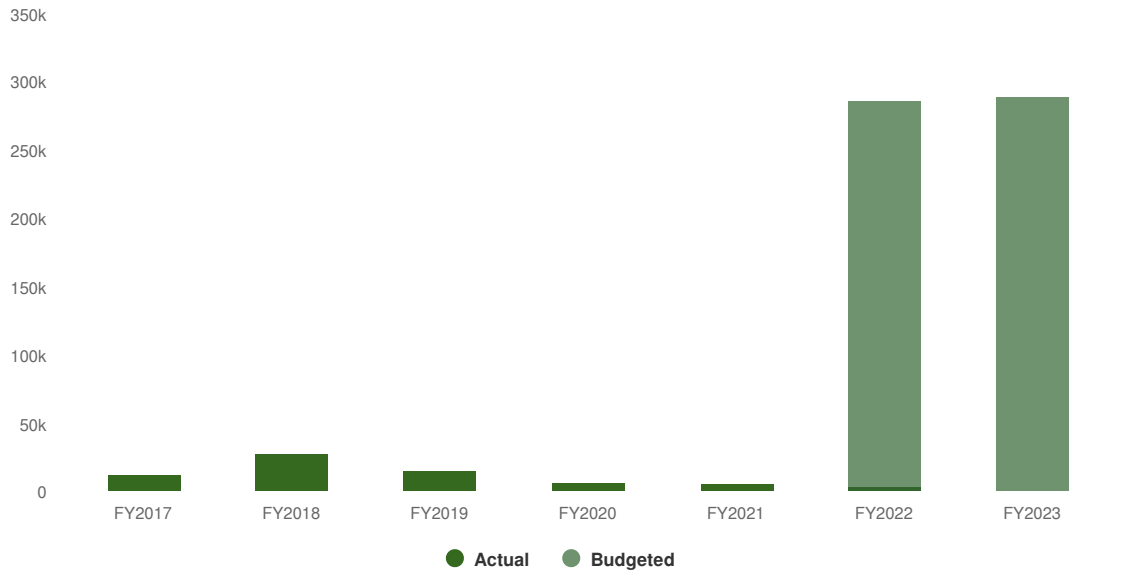


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Capital Outlay						
CAPITAL OUTLAY - INFRASTRUCTURE			$3,067		N/A	$0
CAPITAL OUTLAY - INFRASTRUCTURE	$0	$286,000	$43,947	$290,000	1.4%	$4,000
Total Capital Outlay:	**$0**	**$286,000**	**$47,014**	**$290,000**	**1.4%**	**$4,000**
Total Expense Objects:	**$0**	**$286,000**	**$47,014**	**$290,000**	**1.4%**	**$4,000**

Revenues Summary

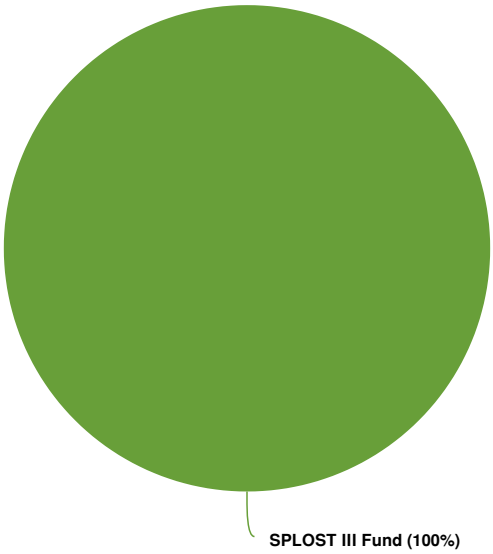
$290,000 $4,000
(1.40% vs. prior year)

SPLOST III (Special Purpose Local Option Sales Tax) Fund Proposed and Historical Budget vs. Actual

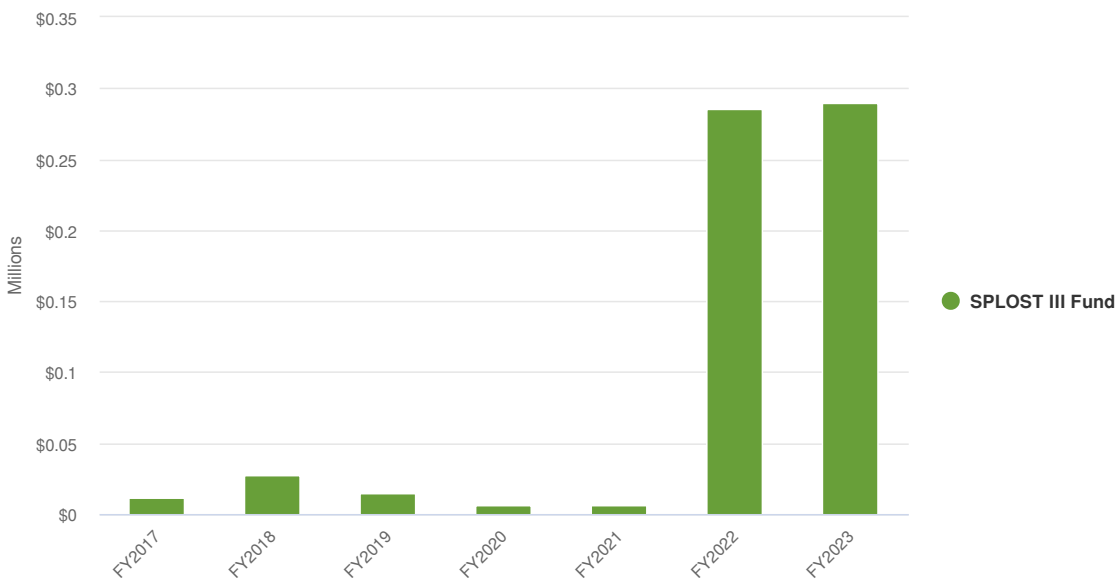


Revenue by Fund

2023 Revenue by Fund



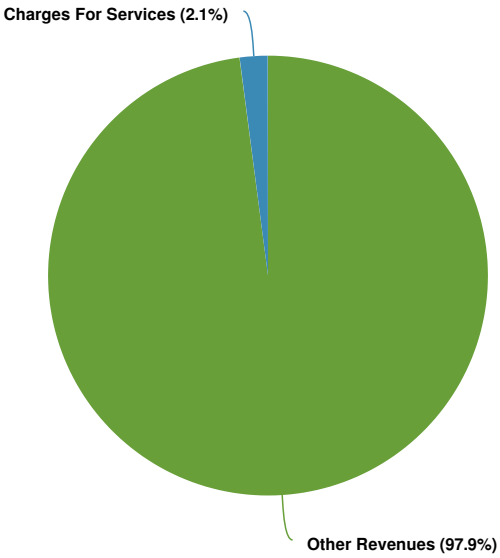
Budgeted and Historical 2023 Revenue by Fund



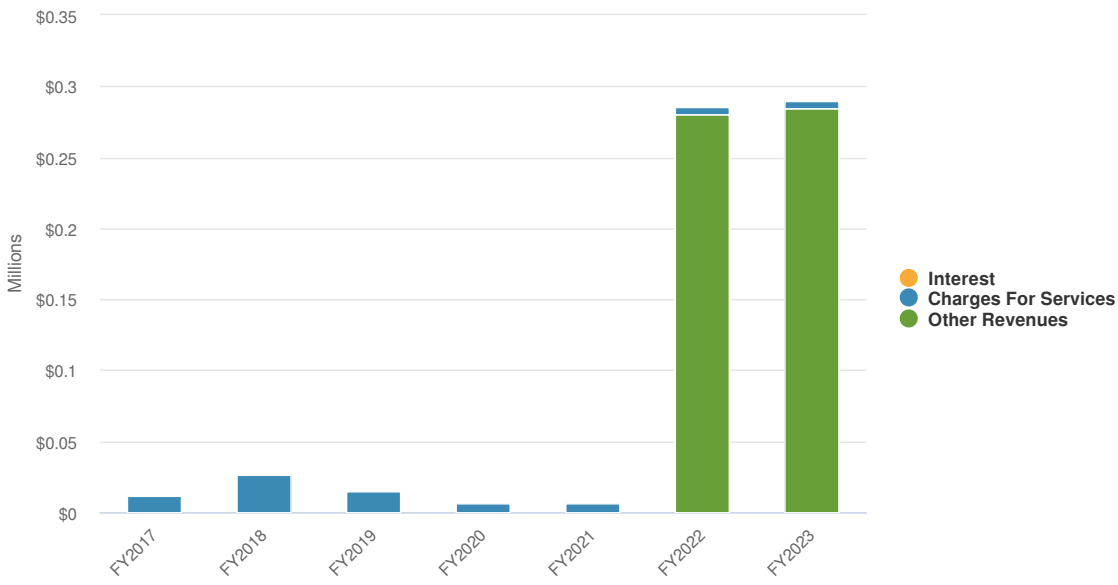
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST III Fund						
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
INTEREST REVENUE	$75		$0		N/A	$0
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
Total SPLOST III Fund:	**$6,039**	**$286,000**	**$2,982**	**$290,000**	**1.4%**	**$4,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Charges For Services						
SPECIAL ASSESSMENTS-CRESTMONT	$5,964	$5,964	$2,982	$5,964	0%	$0
Total Charges For Services:	**$5,964**	**$5,964**	**$2,982**	**$5,964**	**0%**	**$0**
Interest						
INTEREST REVENUE	$75		$0		N/A	$0
Total Interest:	**$75**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$280,036	$0	$284,036	1.4%	$4,000
Total Other Revenues:	**$0**	**$280,036**	**$0**	**$284,036**	**1.4%**	**$4,000**
Total Revenue Source:	**$6,039**	**$286,000**	**$2,982**	**$290,000**	**1.4%**	**$4,000**

SPLOST V (Special Purpose Local Option Sales Tax) Fund

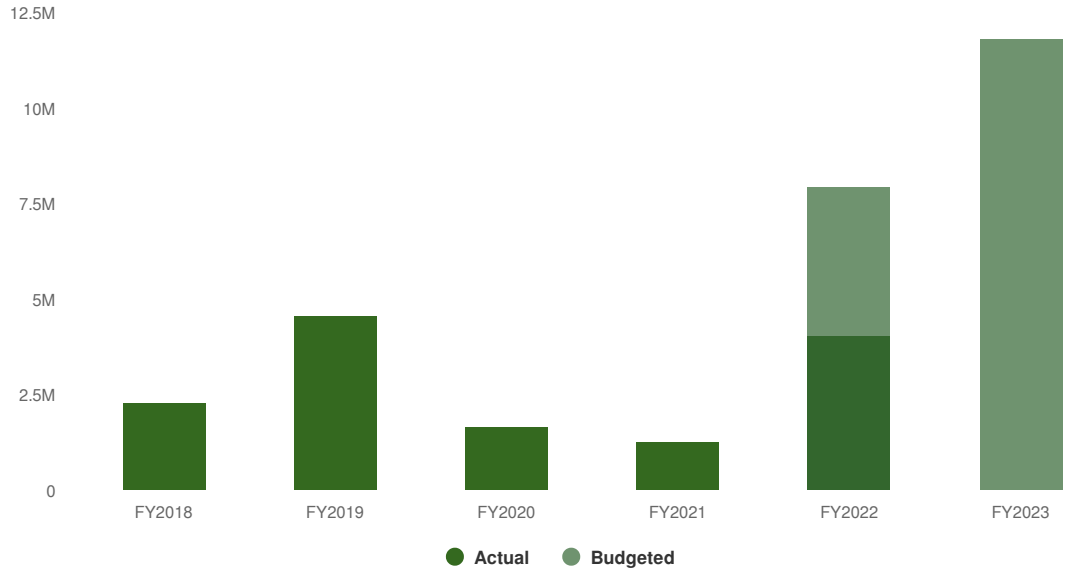
The City of Holly Springs started receiving SPLOST V funds on July 1, 2018. Voters in Cherokee County approved the referendum for SPLOST V in November of 2017. The duration of SPLOST V spans six (6) years and includes the following approved projects and/or capital expenditures:

- 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

Expenditures Summary

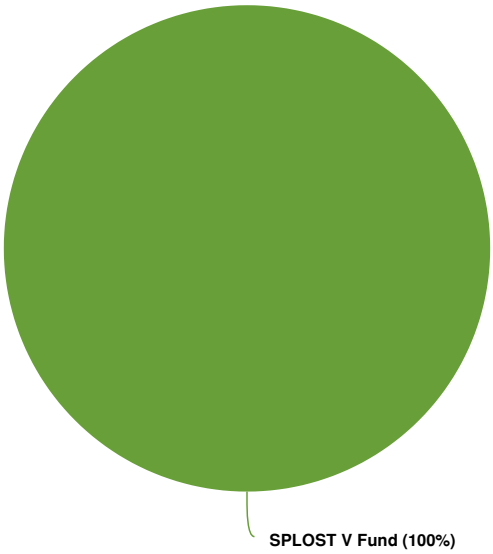
$11,835,000 $3,885,000
(48.87% vs. prior year)

SPLOST V (Special Purpose Local Option Sales Tax) Fund Proposed and Historical Budget vs. Actual

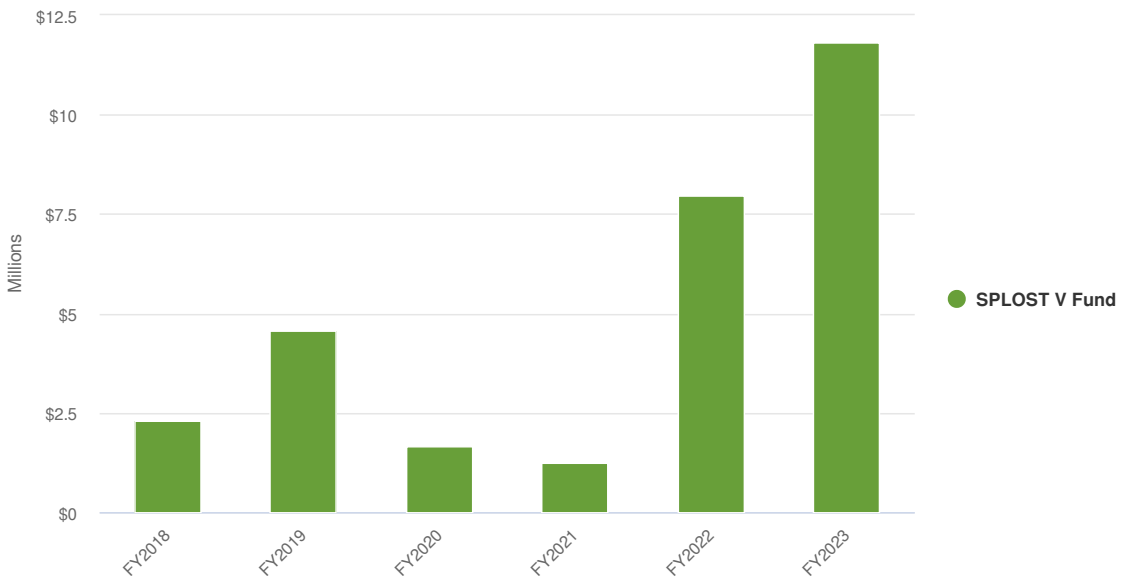


Expenditures by Fund

2023 Expenditures by Fund



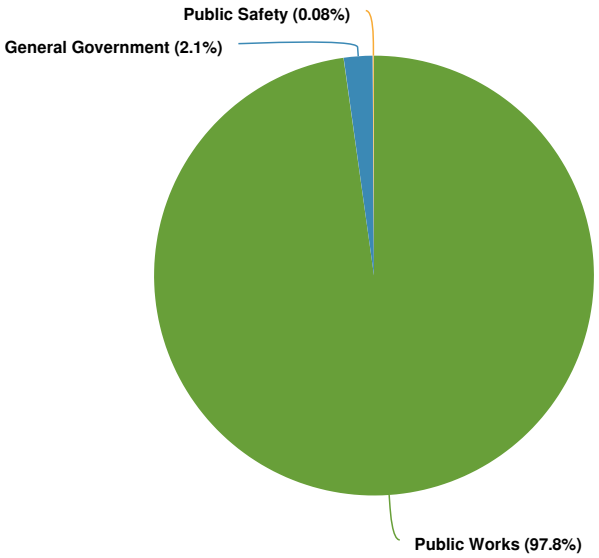
Budgeted and Historical 2023 Expenditures by Fund



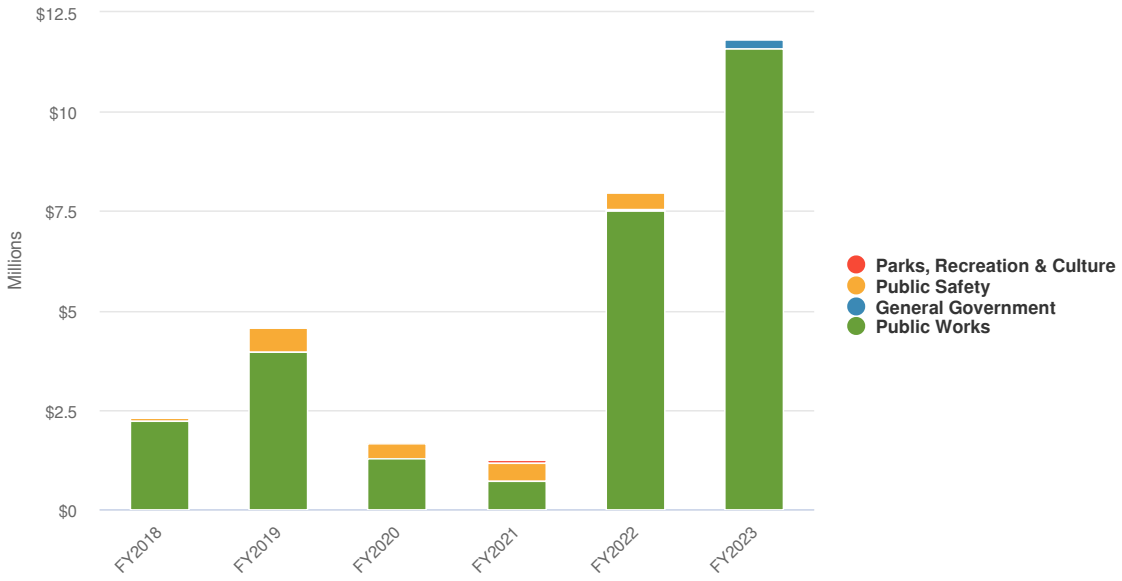
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST V Fund						
CAPITAL OUTLAY - BUILDINGS	$800	$50,000	$251,678	$250,000	400%	$200,000
CAPITAL OUTLAY - EQUIPMENT	$248,945	$145,000	$81,898	$10,000	-93.1%	-$135,000
CAPITAL OUTLAY - VEHICLES	$202,158	$241,000	$0		-100%	-$241,000
Capital Outlay - Sites	$0		$52,498	$1,500,000	N/A	$1,500,000
CAPITAL OUTLAY - LMIG	$299,845	$461,090	$642,692	$600,000	30.1%	$138,910
CAPITAL OUTLAY - IND CONNECTOR	$46,000	$250,000	$210,631	$250,000	0%	$0
CAPITAL OUTLAY - HS PKWY PH II	$201,482	$3,500,000	$2,541,909	$4,750,000	35.7%	$1,250,000
CAPITAL OUTLAY - HS PKWY PH III	$17,884	$2,002,910	$154,806	$3,000,000	49.8%	$997,090
CAPITAL OUTLAY - HOLLY STREET	$47,739	$100,000	$434	$100,000	0%	$0
Capital Outlay - Equipment	$18,996		$0	$25,000	N/A	$25,000
CAPITAL OUTLAY - VEHICLES			$71,138		N/A	$0
CAPITAL OUTLAY - HS PKW SIDEWALK	$0	$100,000	$0	$100,000	0%	$0
CAPITAL OUTLAY - HICKRD SIDEWALK	$0	$1,000,000	$0	$1,000,000	0%	$0
CAPITAL OUTLAY - PALMST SIDEWALK	$1,151	$50,000	$203		-100%	-$50,000
CAPITAL OUTLAY - HARDIN HOUSE SIDEWALK	$325		$10,307		N/A	$0
CAPITAL OUTLAY - FOX CK/TURNER VILLAGE	$8,762	$50,000	$17,945	$250,000	400%	$200,000
CAPITAL OUTLAY - PINECREST/HS PKWY			$8,000		N/A	$0
CAPITAL OUTLAY - CAGLE PARK	$84,250		$0		N/A	$0
ISSUANCE COSTS	$60,000		$0		N/A	$0
Total SPLOST V Fund:	**$1,238,338**	**$7,950,000**	**$4,044,137**	**$11,835,000**	**48.9%**	**$3,885,000**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

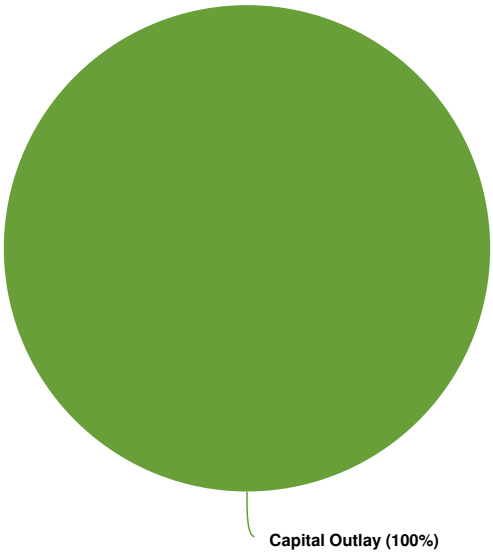


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
General Government Buildings						
CAPITAL OUTLAY - BUILDINGS	$800	$50,000	$251,678	$250,000	400%	$200,000
Total General Government Buildings:	**$800**	**$50,000**	**$251,678**	**$250,000**	**400%**	**$200,000**
Total General Government:	**$800**	**$50,000**	**$251,678**	**$250,000**	**400%**	**$200,000**
Public Safety						
Public Safety						
CAPITAL OUTLAY - EQUIPMENT	$248,945	$145,000	$81,898	$10,000	-93.1%	-$135,000
CAPITAL OUTLAY - VEHICLES	$202,158	$241,000	$0		-100%	-$241,000
Total Public Safety:	**$451,103**	**$386,000**	**$81,898**	**$10,000**	**-97.4%**	**-$376,000**
Total Public Safety:	**$451,103**	**$386,000**	**$81,898**	**$10,000**	**-97.4%**	**-$376,000**
Public Works						
Highways and Streets						
Capital Outlay - Sites	$0		$52,498	$1,500,000	N/A	$1,500,000
CAPITAL OUTLAY - LMIG	$299,845	$461,090	$642,692	$600,000	30.1%	$138,910
CAPITAL OUTLAY - IND CONNECTOR	$46,000	$250,000	$210,631	$250,000	0%	$0
CAPITAL OUTLAY - HS PKWY PH II	$201,482	$3,500,000	$2,541,909	$4,750,000	35.7%	$1,250,000
CAPITAL OUTLAY - HS PKWY PH III	$17,884	$2,002,910	$154,806	$3,000,000	49.8%	$997,090
CAPITAL OUTLAY - HOLLY STREET	$47,739	$100,000	$434	$100,000	0%	$0
Capital Outlay - Equipment	$18,996		$0	$25,000	N/A	$25,000
CAPITAL OUTLAY - VEHICLES			$71,138		N/A	$0
ISSUANCE COSTS	$60,000		$0		N/A	$0
Total Highways and Streets:	**$691,946**	**$6,314,000**	**$3,674,106**	**$10,225,000**	**61.9%**	**$3,911,000**
Sidewalks and Crosswalks						
CAPITAL OUTLAY - HS PKW SIDEWALK	$0	$100,000	$0	$100,000	0%	$0
CAPITAL OUTLAY - HICKRD SIDEWALK	$0	$1,000,000	$0	$1,000,000	0%	$0
CAPITAL OUTLAY - PALMST SIDEWALK	$1,151	$50,000	$203		-100%	-$50,000
CAPITAL OUTLAY - HARDIN HOUSE SIDEWALK	$325		$10,307		N/A	$0
Total Sidewalks and Crosswalks:	**$1,477**	**$1,150,000**	**$10,510**	**$1,100,000**	**-4.3%**	**-$50,000**
Traffic Engineering						
CAPITAL OUTLAY - FOX CK/TURNER VILLAGE	$8,762	$50,000	$17,945	$250,000	400%	$200,000

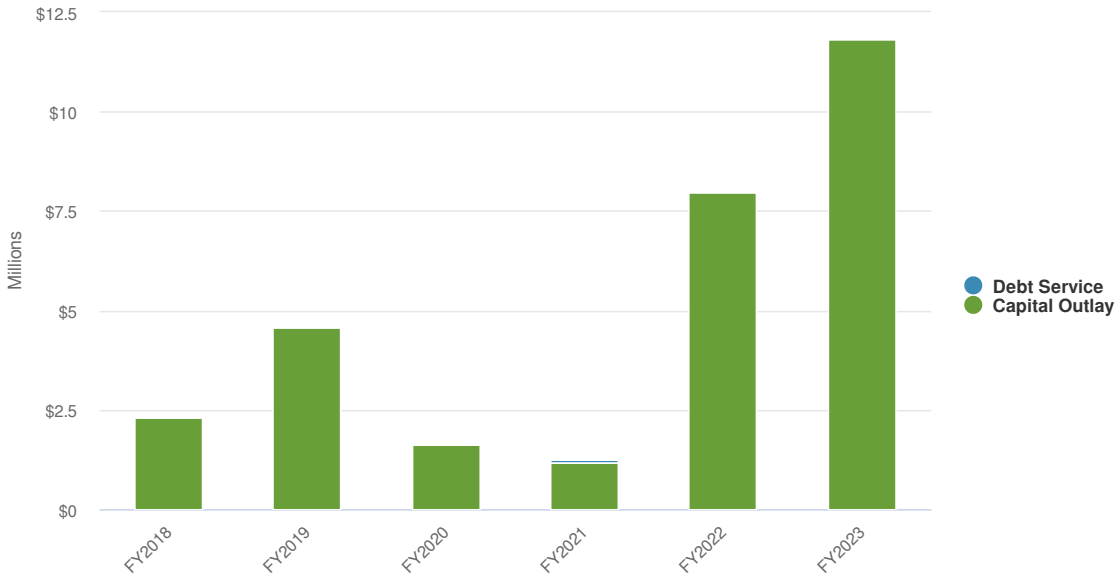
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
CAPITAL OUTLAY - PINECREST/HS PKWY			$8,000		N/A	$0
Total Traffic Engineering:	**$8,762**	**$50,000**	**$25,945**	**$250,000**	**400%**	**$200,000**
Total Public Works:	**$702,185**	**$7,514,000**	**$3,710,561**	**$11,575,000**	**54%**	**$4,061,000**
Parks, Recreation & Culture						
Parks and Recreation Fund						
CAPITAL OUTLAY - CAGLE PARK	$84,250		$0		N/A	$0
Total Parks and Recreation Fund:	**$84,250**		**$0**		**N/A**	**$0**
Total Parks, Recreation & Culture:	**$84,250**		**$0**		**N/A**	**$0**
Total Expenditures:	**$1,238,338**	**$7,950,000**	**$4,044,137**	**$11,835,000**	**48.9%**	**$3,885,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

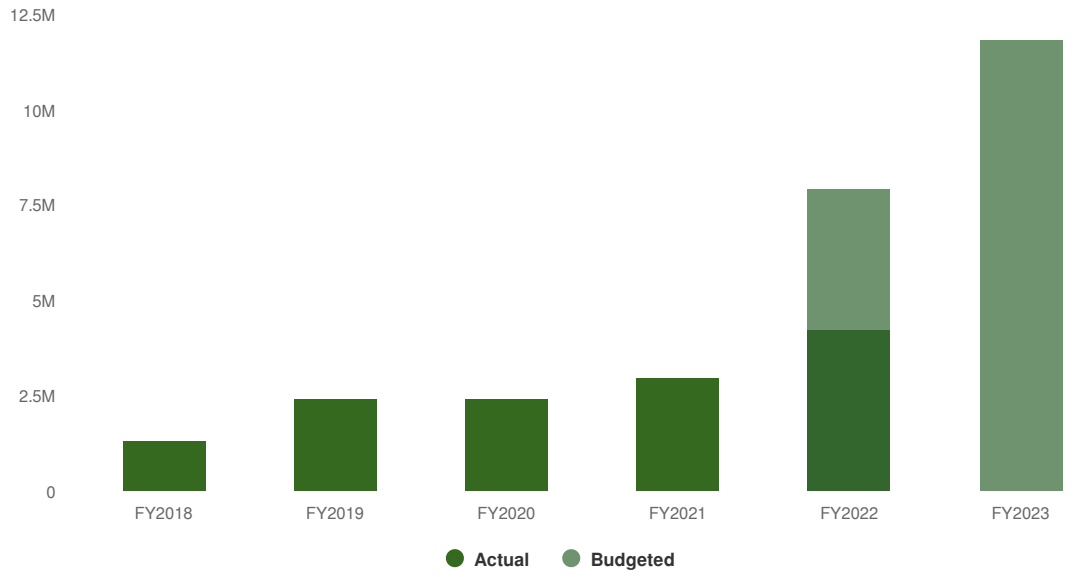


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Capital Outlay						
CAPITAL OUTLAY - BUILDINGS	$800	$50,000	$251,678	$250,000	400%	$200,000
CAPITAL OUTLAY - EQUIPMENT	$248,945	$145,000	$81,898	$10,000	-93.1%	-$135,000
CAPITAL OUTLAY - VEHICLES	$202,158	$241,000	$0		-100%	-$241,000
Capital Outlay - Sites	$0		$52,498	$1,500,000	N/A	$1,500,000
CAPITAL OUTLAY - LMIG	$299,845	$461,090	$642,692	$600,000	30.1%	$138,910
CAPITAL OUTLAY - IND CONNECTOR	$46,000	$250,000	$210,631	$250,000	0%	$0
CAPITAL OUTLAY - HS PKWY PH II	$201,482	$3,500,000	$2,541,909	$4,750,000	35.7%	$1,250,000
CAPITAL OUTLAY - HS PKWY PH III	$17,884	$2,002,910	$154,806	$3,000,000	49.8%	$997,090
CAPITAL OUTLAY - HOLLY STREET	$47,739	$100,000	$434	$100,000	0%	$0
Capital Outlay - Equipment	$18,996		$0	$25,000	N/A	$25,000
CAPITAL OUTLAY - VEHICLES			$71,138		N/A	$0
CAPITAL OUTLAY - HS PKW SIDEWALK	$0	$100,000	$0	$100,000	0%	$0
CAPITAL OUTLAY - HICKRD SIDEWALK	$0	$1,000,000	$0	$1,000,000	0%	$0
CAPITAL OUTLAY - PALMST SIDEWALK	$1,151	$50,000	$203		-100%	-$50,000
CAPITAL OUTLAY - HARDIN HOUSE SIDEWALK	$325		$10,307		N/A	$0
CAPITAL OUTLAY - FOX CK/TURNER VILLAGE	$8,762	$50,000	$17,945	$250,000	400%	$200,000
CAPITAL OUTLAY - PINECREST/HS PKWY			$8,000		N/A	$0
CAPITAL OUTLAY - CAGLE PARK	$84,250		$0		N/A	$0
Total Capital Outlay:	**$1,178,338**	**$7,950,000**	**$4,044,137**	**$11,835,000**	**48.9%**	**$3,885,000**
Debt Service						
ISSUANCE COSTS	$60,000		$0		N/A	$0
Total Debt Service:	**$60,000**		**$0**		**N/A**	**$0**
Total Expense Objects:	**$1,238,338**	**$7,950,000**	**$4,044,137**	**$11,835,000**	**48.9%**	**$3,885,000**

Revenues Summary

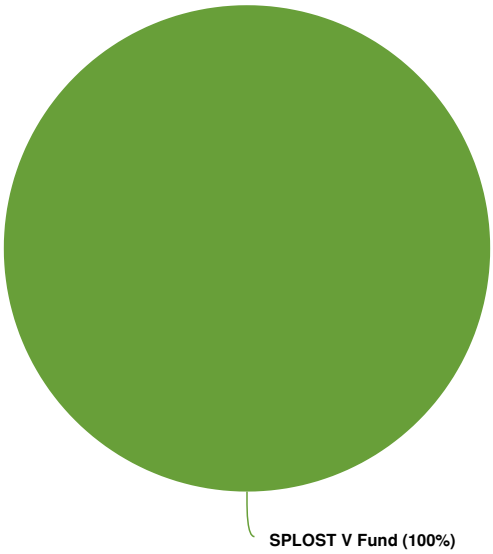
$11,835,000 $3,885,000
(48.87% vs. prior year)

SPLOST V (Special Purpose Local Option Sales Tax) Fund Proposed and Historical Budget vs. Actual

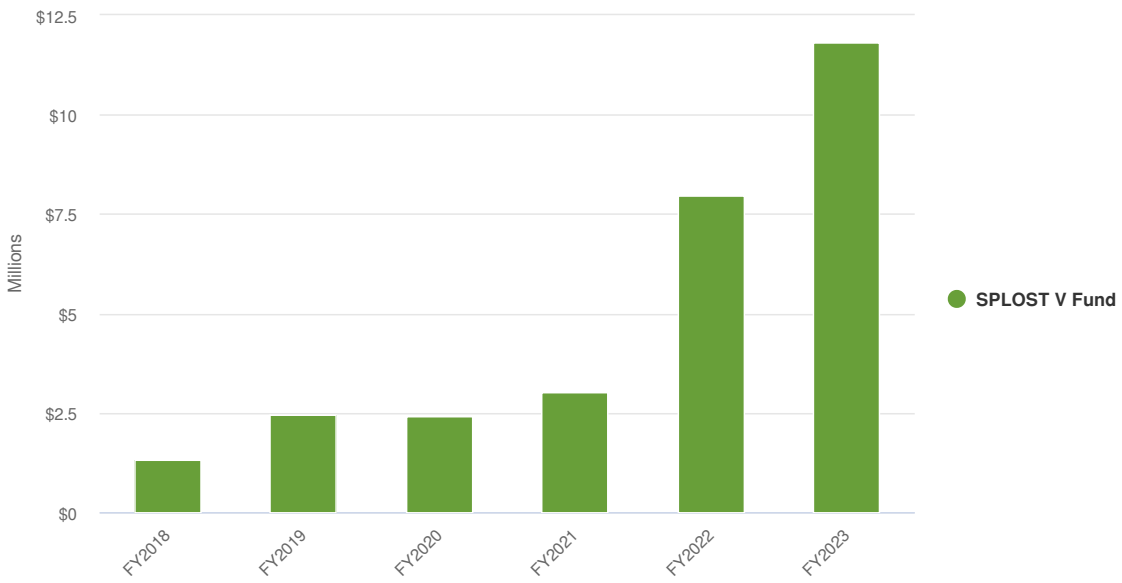


Revenue by Fund

2023 Revenue by Fund



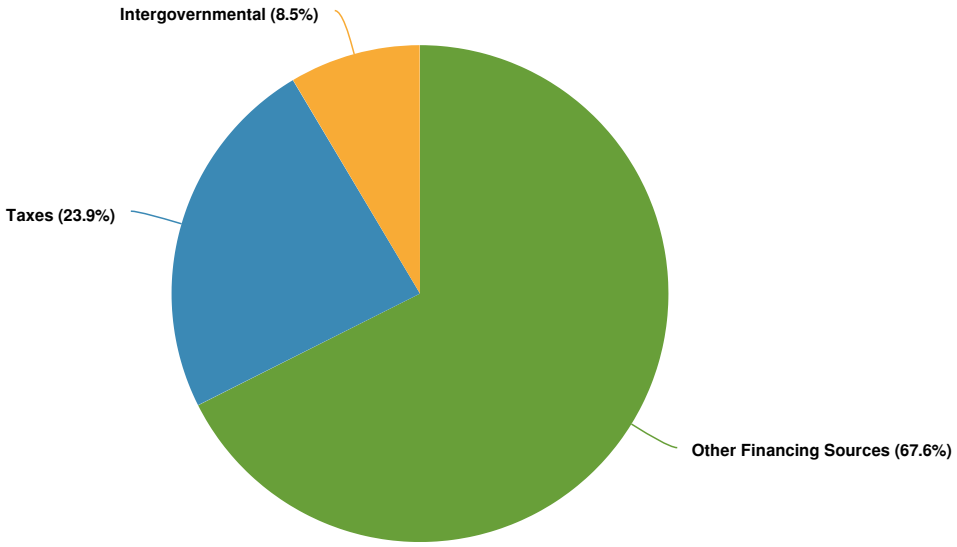
Budgeted and Historical 2023 Revenue by Fund



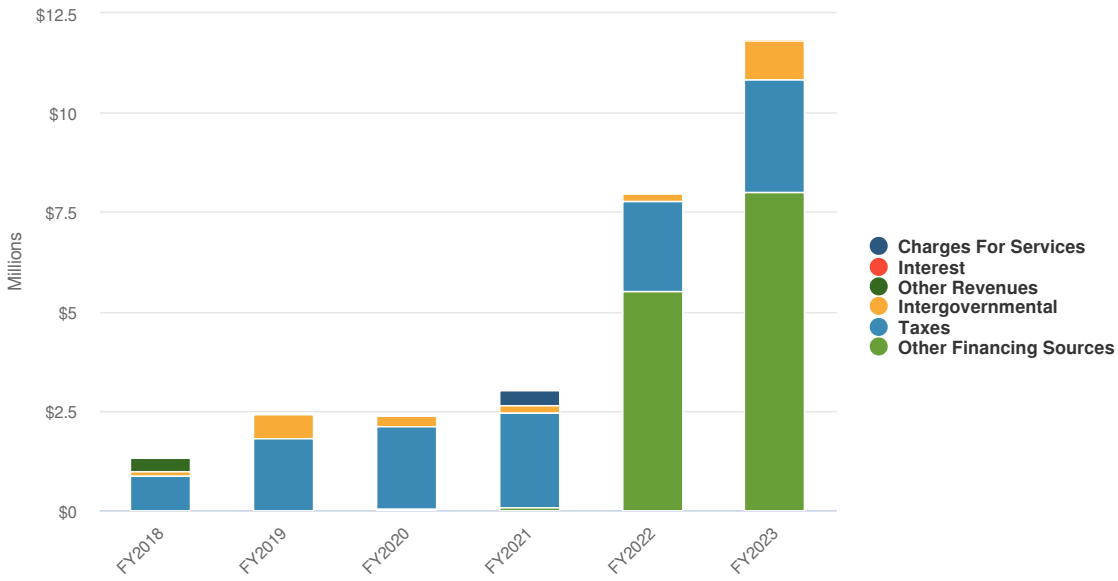
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
SPLOST V Fund						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
INTEREST REVENUE	$87		$0		N/A	$0
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
Total SPLOST V Fund:	**$3,002,527**	**$7,950,000**	**$4,233,338**	**$11,835,000**	**48.9%**	**$3,885,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Taxes						
SPLOST V REVENUE	$2,380,699	$2,281,200	$2,641,752	$2,825,000	23.8%	$543,800
Total Taxes:	**$2,380,699**	**$2,281,200**	**$2,641,752**	**$2,825,000**	**23.8%**	**$543,800**
Charges For Services						
ASSESSMENTS - ROADS	$363,618		$57,531		N/A	$0
Total Charges For Services:	**$363,618**		**$57,531**		**N/A**	**$0**
Intergovernmental						
GRANT REV - LMIG	$0	$156,520	$156,514	$160,000	2.2%	$3,480
GRANT REV - SRTA	$188,124	$12,280	$424,045	$850,000	6,821.8%	$837,720
Total Intergovernmental:	**$188,124**	**$168,800**	**$580,559**	**$1,010,000**	**498.3%**	**$841,200**
Interest						
INTEREST REVENUE	$87		$0		N/A	$0
Total Interest:	**$87**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$10,000		$0		N/A	$0
Total Other Revenues:	**$10,000**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS			$800,000		N/A	$0
ISSUANCE OF LONG-TERM DEBT	$60,000	$5,500,000	$153,496	$8,000,000	45.5%	$2,500,000
Total Other Financing Sources:	**$60,000**	**$5,500,000**	**$953,496**	**$8,000,000**	**45.5%**	**$2,500,000**
Total Revenue Source:	**$3,002,527**	**$7,950,000**	**$4,233,338**	**$11,835,000**	**48.9%**	**$3,885,000**

Town Center Fund

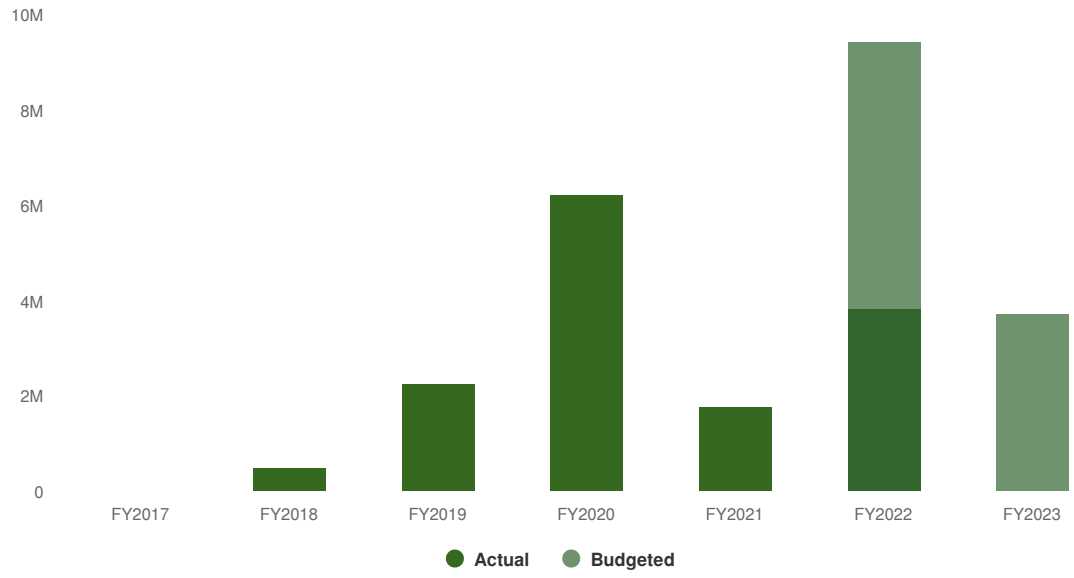
The City of Holly Springs budgeted the proceeds from the sale of real estate for planning the construction of the Town Center project to include the following approved capital expenditures:

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

Expenditures Summary

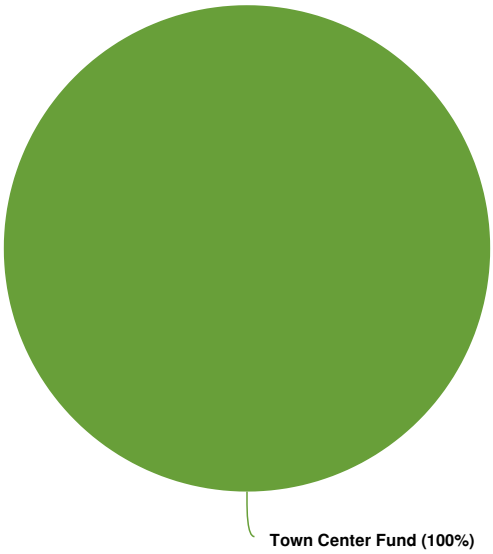
$3,754,000 -$5,674,400 (-60.18% vs. prior year)

Town Center Fund Proposed and Historical Budget vs. Actual

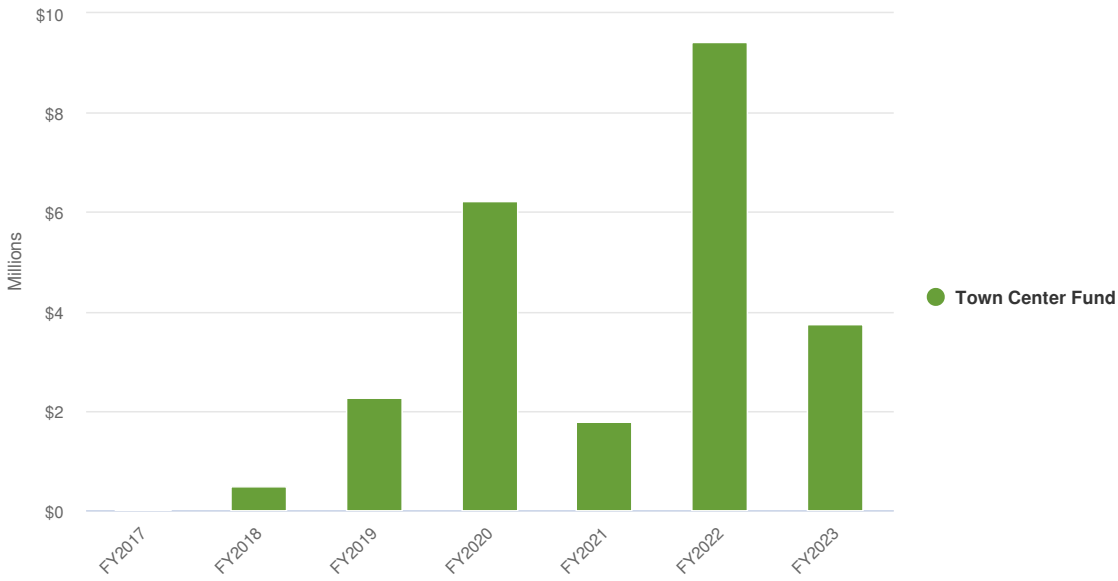


Expenditures by Fund

2023 Expenditures by Fund



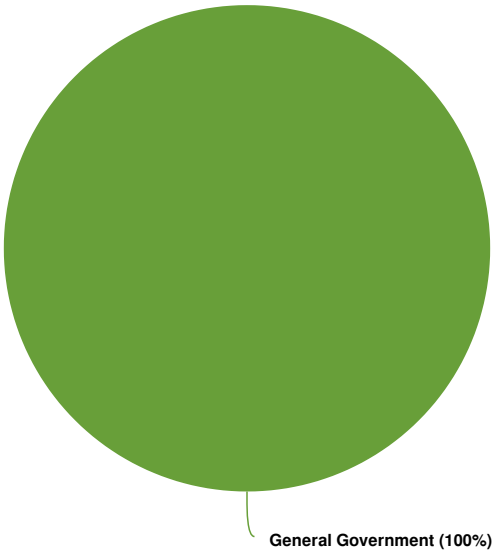
Budgeted and Historical 2023 Expenditures by Fund



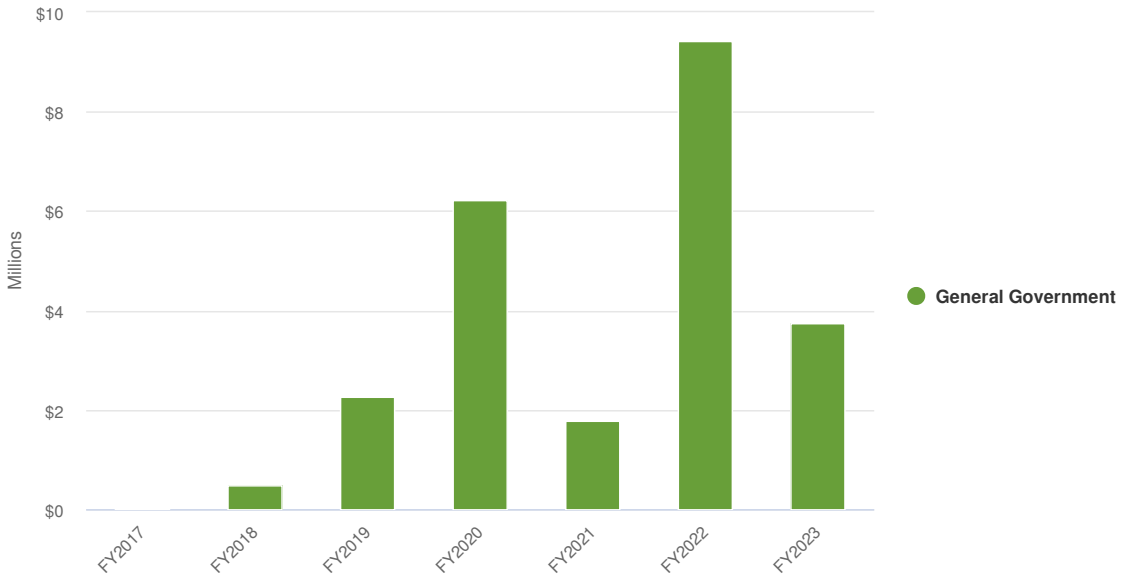
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Town Center Fund						
PROFESSIONAL SERVICES	$7,680	$53,400	$0		-100%	-$53,400
CAPITAL OUTLAY - SITES	$201		$0		N/A	$0
CAPITAL OUTLAY - SITE IMPROVEM	$1,720,646	$3,378,057	$3,822,463	$3,754,000	11.1%	$375,943
CAPITAL OUTLAY - BUILDINGS	$68,250	$5,996,943	$9,163		-100%	-$5,996,943
Total Town Center Fund:	**$1,796,777**	**$9,428,400**	**$3,831,626**	**$3,754,000**	**-60.2%**	**-$5,674,400**

Expenditures by Function

Budgeted Expenditures by Function



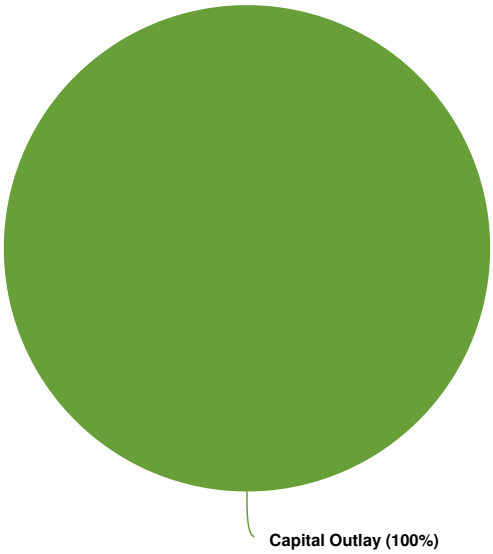
Budgeted and Historical Expenditures by Function



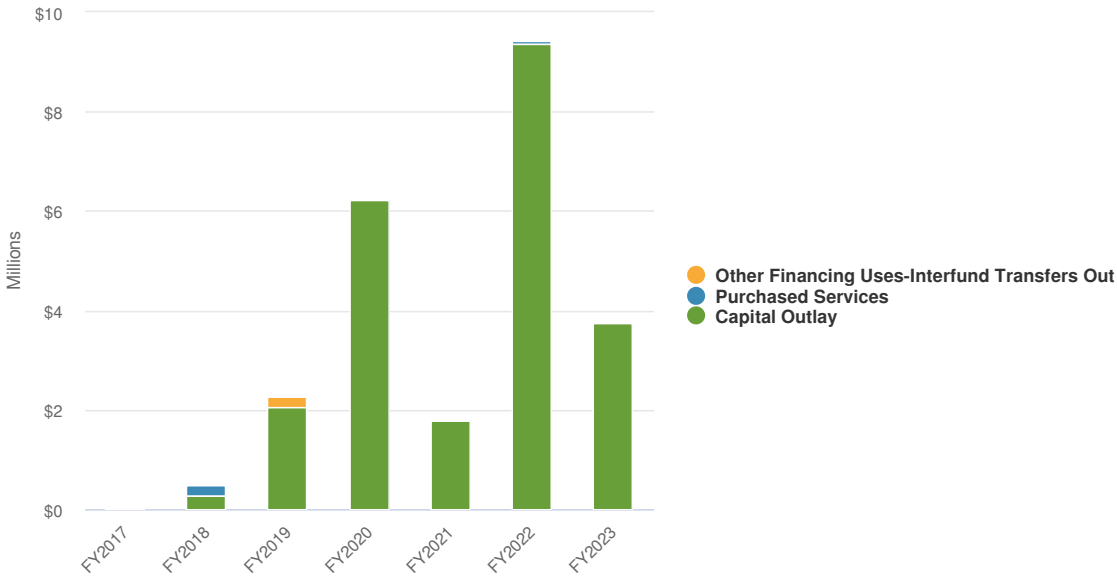
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
General Government						
General Government Buildings						
PROFESSIONAL SERVICES	$7,680	$53,400	$0		-100%	-$53,400
CAPITAL OUTLAY - SITES	$201		$0		N/A	$0
CAPITAL OUTLAY - SITE IMPROVEM	$1,720,646	$3,378,057	$3,822,463	$3,754,000	11.1%	$375,943
CAPITAL OUTLAY - BUILDINGS	$68,250	$5,996,943	$9,163		-100%	-$5,996,943
Total General Government Buildings:	**$1,796,777**	**$9,428,400**	**$3,831,626**	**$3,754,000**	**-60.2%**	**-$5,674,400**
Total General Government:	**$1,796,777**	**$9,428,400**	**$3,831,626**	**$3,754,000**	**-60.2%**	**-$5,674,400**
Total Expenditures:	**$1,796,777**	**$9,428,400**	**$3,831,626**	**$3,754,000**	**-60.2%**	**-$5,674,400**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

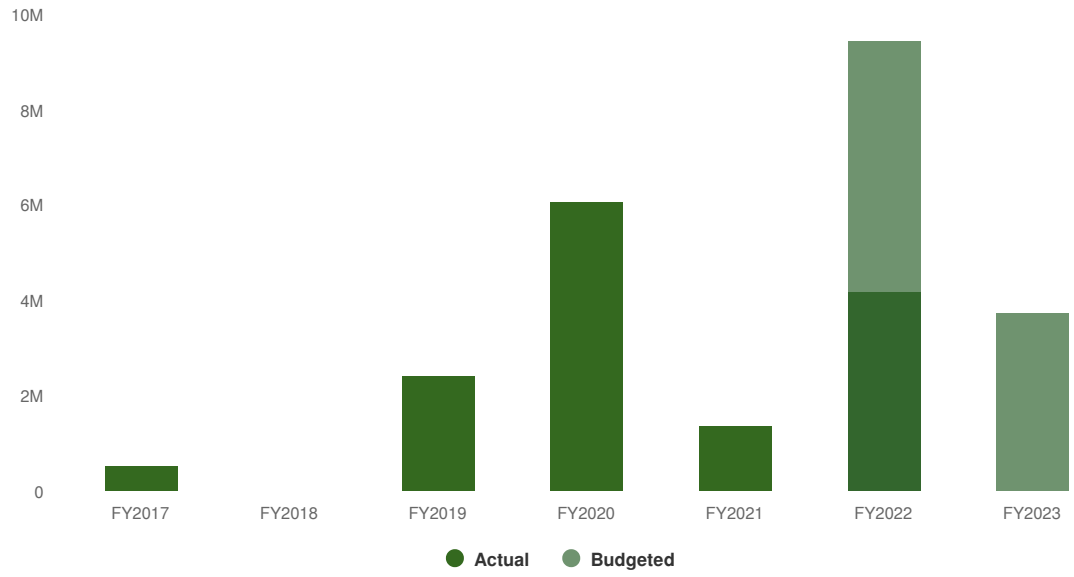


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Purchased Services						
PROFESSIONAL SERVICES	$7,680	$53,400	$0		-100%	-$53,400
Total Purchased Services:	**$7,680**	**$53,400**	**$0**		**-100%**	**-$53,400**
Capital Outlay						
CAPITAL OUTLAY - SITES	$201		$0		N/A	$0
CAPITAL OUTLAY - SITE IMPROVEM	$1,720,646	$3,378,057	$3,822,463	$3,754,000	11.1%	$375,943
CAPITAL OUTLAY - BUILDINGS	$68,250	$5,996,943	$9,163		-100%	-$5,996,943
Total Capital Outlay:	**$1,789,097**	**$9,375,000**	**$3,831,626**	**$3,754,000**	**-60%**	**-$5,621,000**
Total Expense Objects:	**$1,796,777**	**$9,428,400**	**$3,831,626**	**$3,754,000**	**-60.2%**	**-$5,674,400**

Revenues Summary

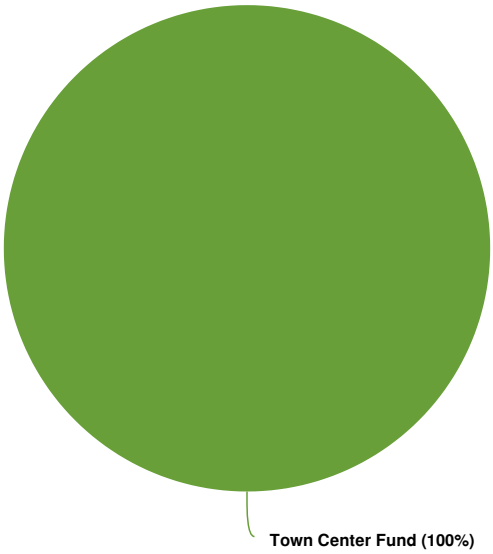
$3,754,000 -$5,674,400
(-60.18% vs. prior year)

Town Center Fund Proposed and Historical Budget vs. Actual

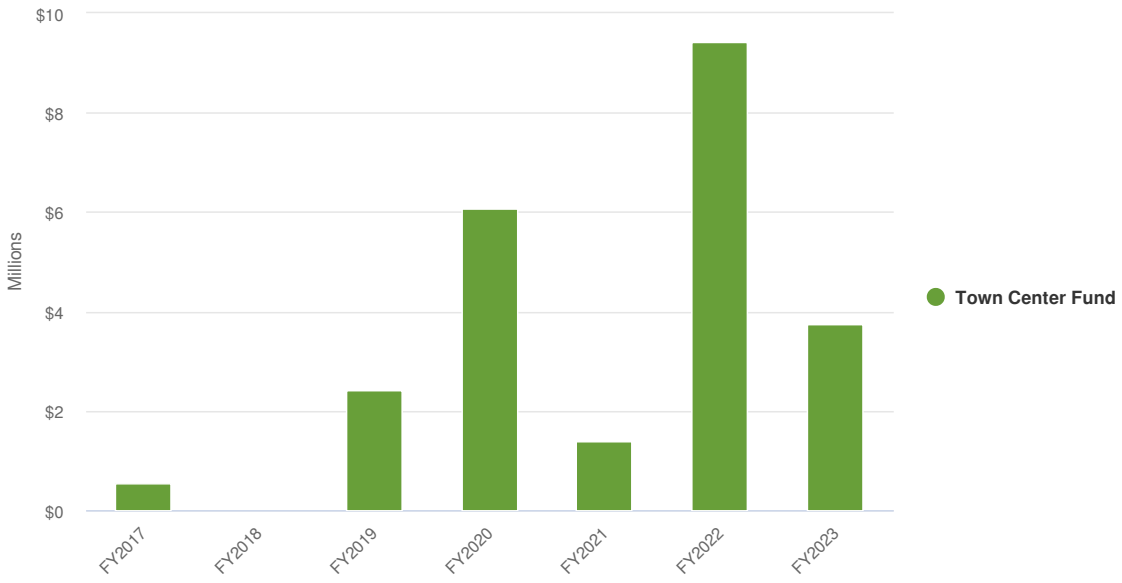


Revenue by Fund

2023 Revenue by Fund



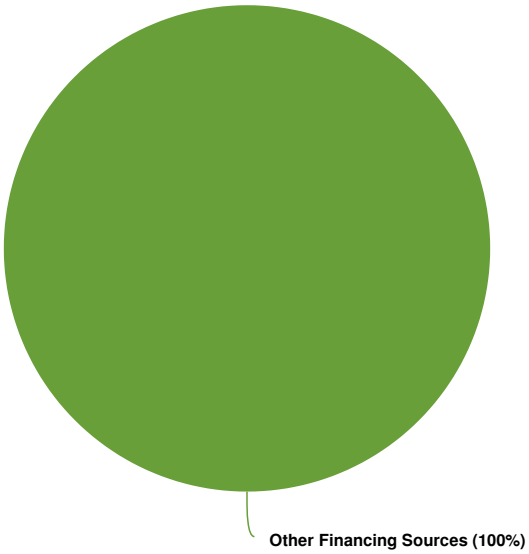
Budgeted and Historical 2023 Revenue by Fund



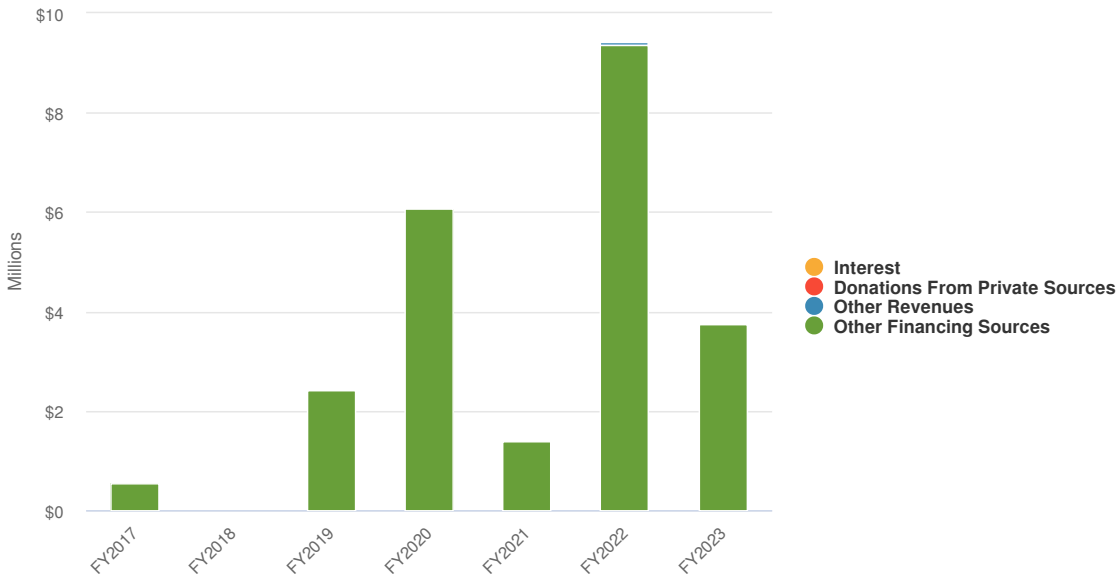
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Town Center Fund						
INTEREST REVENUE	$17		$0		N/A	$0
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
Total Town Center Fund:	**$1,398,696**	**$9,428,400**	**$4,185,668**	**$3,754,000**	**-60.2%**	**-$5,674,400**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Interest						
INTEREST REVENUE	$17		$0		N/A	$0
Total Interest:	**$17**		**$0**		**N/A**	**$0**
Other Revenues						
MISCELLANEOUS REVENUE	$0	$53,400	$0		-100%	-$53,400
Total Other Revenues:	**$0**	**$53,400**	**$0**		**-100%**	**-$53,400**
Other Financing Sources						
TRANSFER FROM OTHER FUNDS	$1,398,678	$9,375,000	$4,185,668	$3,754,000	-60%	-$5,621,000
Total Other Financing Sources:	**$1,398,678**	**$9,375,000**	**$4,185,668**	**$3,754,000**	**-60%**	**-$5,621,000**
Total Revenue Source:	**$1,398,696**	**$9,428,400**	**$4,185,668**	**$3,754,000**	**-60.2%**	**-$5,674,400**

Transfer Schedule

Transfer In	Transfer Out	Amount
Town Center Fund	Downtown Development Authority	$300,000
Town Center Fund	Urban Redevelopment Agency	$3,454,000

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.

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.

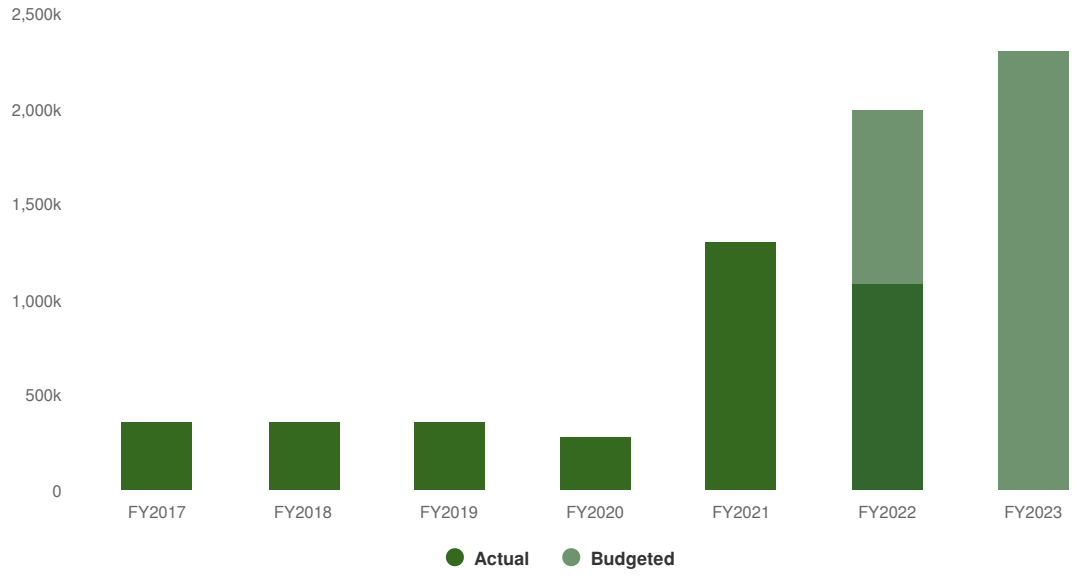
Objectives:

- 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.

Expenditures Summary

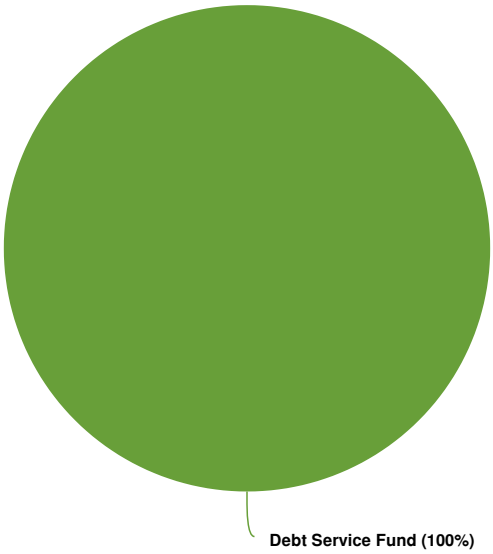
$2,300,135 $300,135
(15.01% vs. prior year)

Debt Service Fund Proposed and Historical Budget vs. Actual

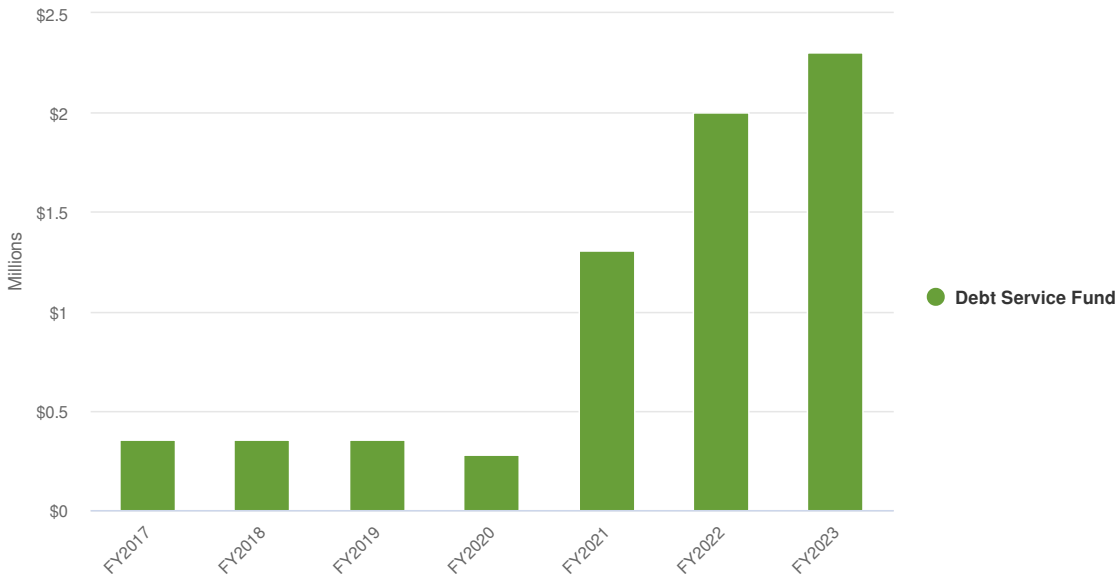


Expenditures by Fund

2023 Expenditures by Fund



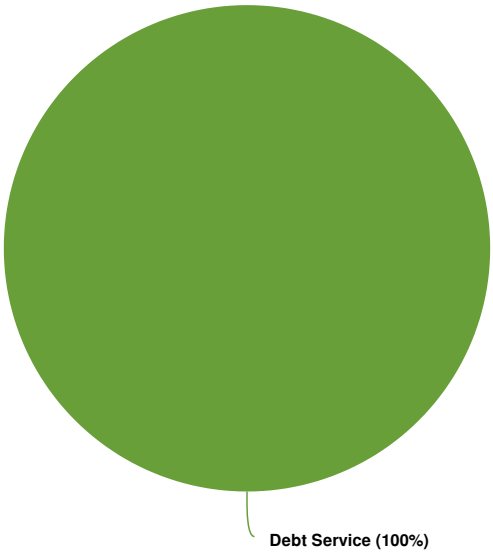
Budgeted and Historical 2023 Expenditures by Fund



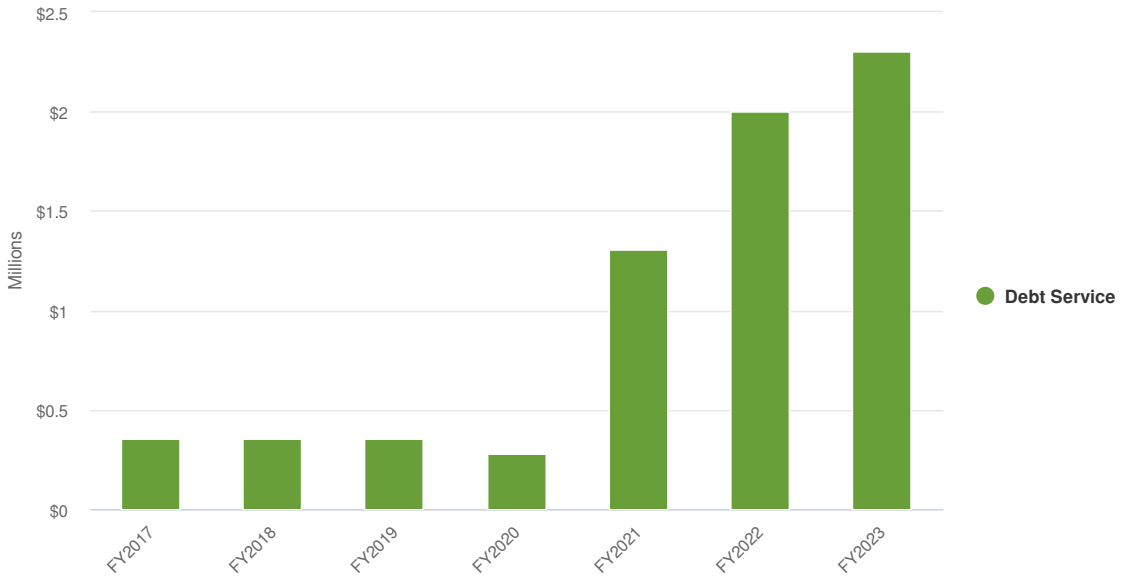
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Debt Service Fund						
Debt Service Fund						
CONTINGENCY		$608,672	$0	$814,869	33.9%	$206,197
DEBT SERVICE - BOND PRINCIPAL	$1,030,395	$993,025	$833,079	$1,115,801	12.4%	$122,776
DEBT SERVICE - BOND INTEREST	$277,303	$398,303	$248,292	$369,465	-7.2%	-$28,838
Total Debt Service Fund:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service Fund:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**

Expenditures by Function

Budgeted Expenditures by Function



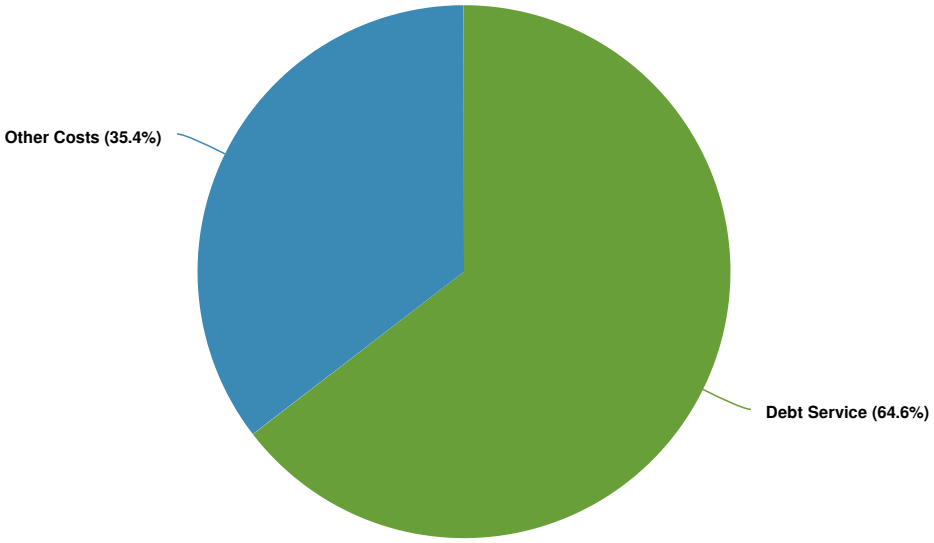
Budgeted and Historical Expenditures by Function



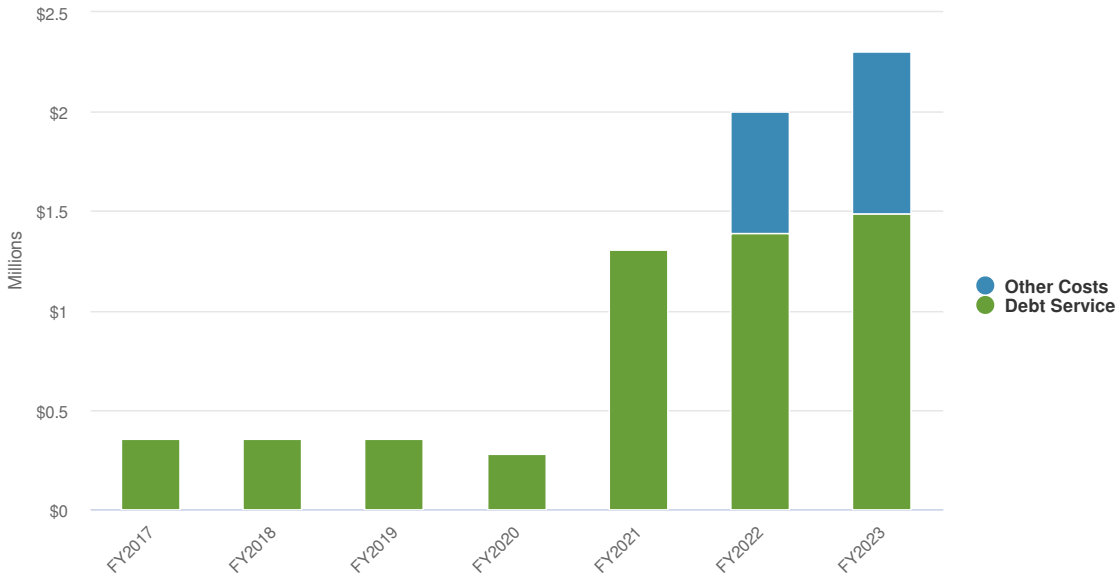
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Debt Service						
Debt Service Fund						
CONTINGENCY		$608,672	$0	$814,869	33.9%	$206,197
DEBT SERVICE - BOND PRINCIPAL	$1,030,395	$993,025	$833,079	$1,115,801	12.4%	$122,776
DEBT SERVICE - BOND INTEREST	$277,303	$398,303	$248,292	$369,465	-7.2%	-$28,838
Total Debt Service Fund:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**
Total Expenditures:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

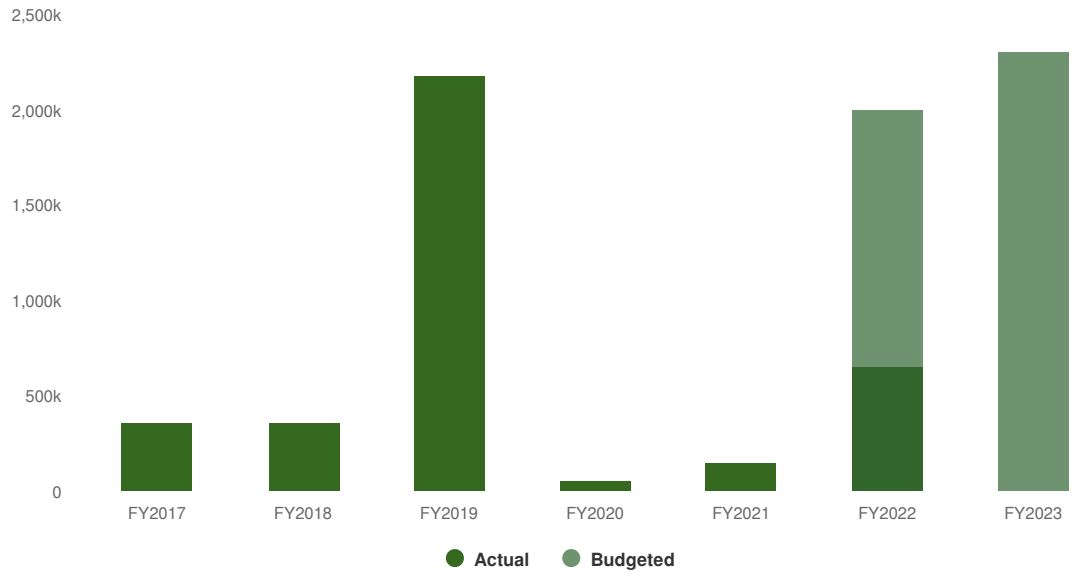


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Other Costs						
CONTINGENCY		$608,672	$0	$814,869	33.9%	$206,197
Total Other Costs:		**$608,672**	**$0**	**$814,869**	**33.9%**	**$206,197**
Debt Service						
DEBT SERVICE - BOND PRINCIPAL	$1,030,395	$993,025	$833,079	$1,115,801	12.4%	$122,776
DEBT SERVICE - BOND INTEREST	$277,303	$398,303	$248,292	$369,465	-7.2%	-$28,838
Total Debt Service:	**$1,307,698**	**$1,391,328**	**$1,081,371**	**$1,485,266**	**6.8%**	**$93,938**
Total Expense Objects:	**$1,307,698**	**$2,000,000**	**$1,081,371**	**$2,300,135**	**15%**	**$300,135**

Revenues Summary

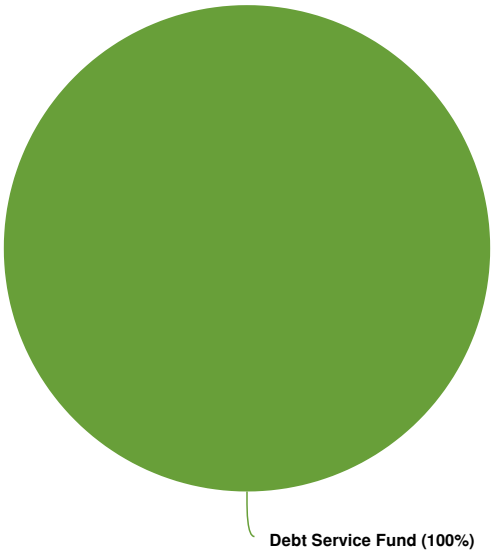
$2,300,135 $300,135
(15.01% vs. prior year)

Debt Service Fund Proposed and Historical Budget vs. Actual

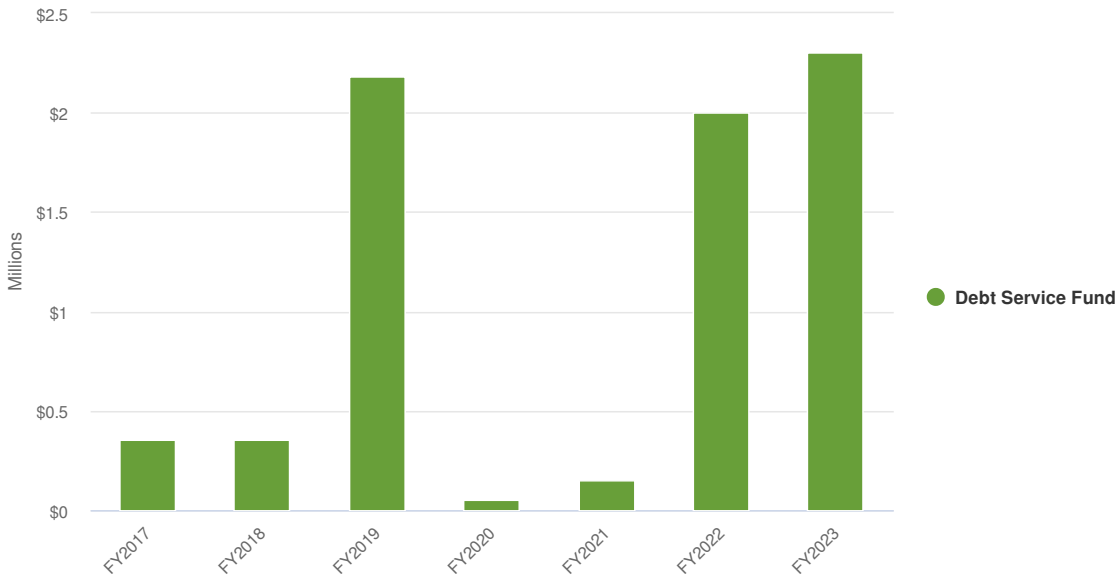


Revenue by Fund

2023 Revenue by Fund



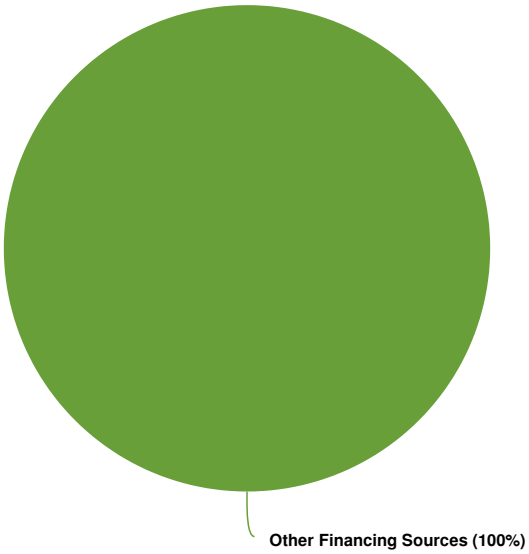
Budgeted and Historical 2023 Revenue by Fund



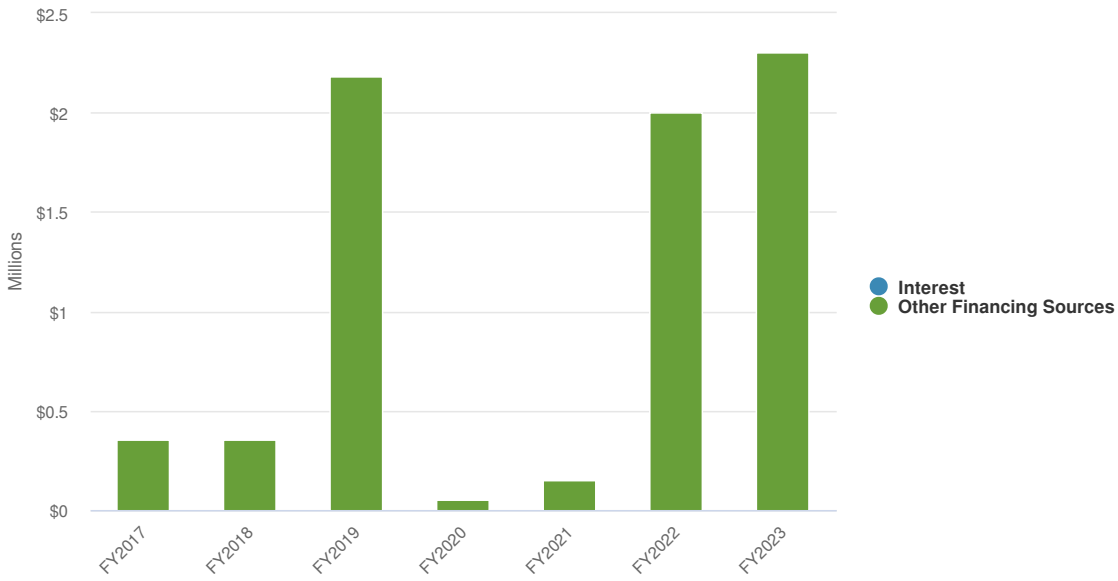
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Debt Service Fund						
Debt Service Fund						
INTEREST REVENUE	$373		$0		N/A	$0
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Debt Service Fund:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Interest						
INTEREST REVENUE	$373		$0		N/A	$0
Total Interest:	**$373**		**$0**		**N/A**	**$0**
Other Financing Sources						
TRANSFERS FROM OTHER FUNDS	$150,000	$2,000,000	$649,368	$2,300,135	15%	$300,135
Total Other Financing Sources:	**$150,000**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**
Total Revenue Source:	**$150,373**	**$2,000,000**	**$649,368**	**$2,300,135**	**15%**	**$300,135**

Transfer Schedule

Transfers In	Transfers Out	Amount
Debt Service Fund	Downtown Development Authority	$2,000,000
Debt Service Fund	Tax Allocation District	$300,135

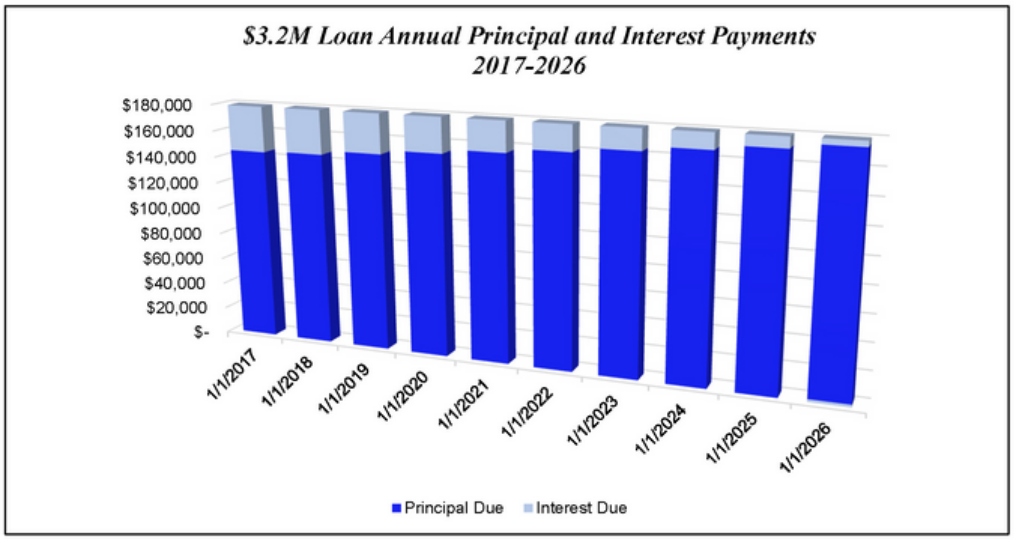
The Effect of Existing Debt on Current Operations

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 $10,366,641 as of December 31, 2021, exclusive of interest expense, will have no effect 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 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 includes revitalization and to complete redevelopment efforts in a specified area. The City entered into intergovernmental agreements with the Cherokee County Board of Commissioners and the Cherokee County Board of Education to 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.

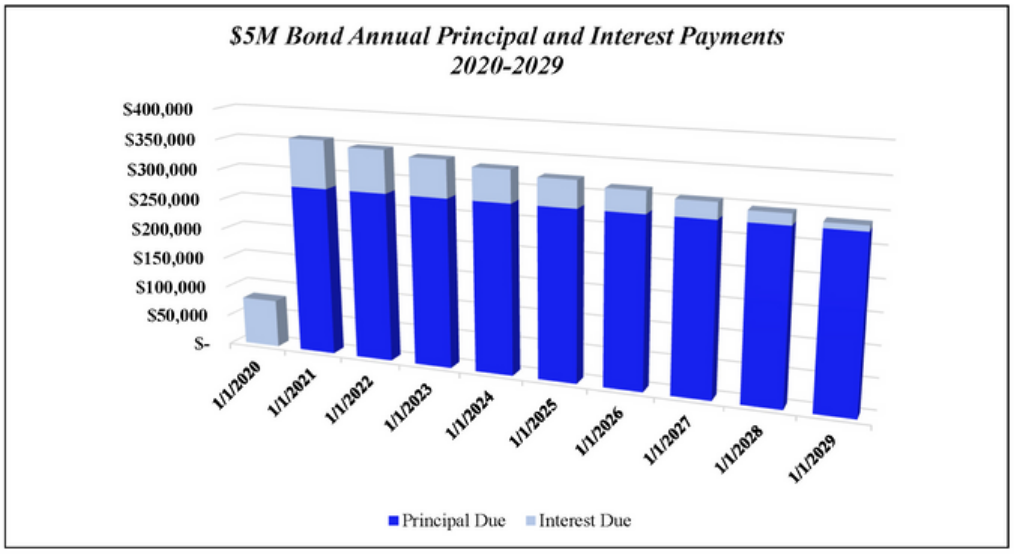
During the year ended December 31, 2016, Holly Springs Parks and Recreation Authority issued notes payable in the amount of $3,200,000 for the purpose of purchasing real estate for future park development. Terms of the note require semi-annual payments of $179,367.87 at an interest rate of 2.25% maturing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



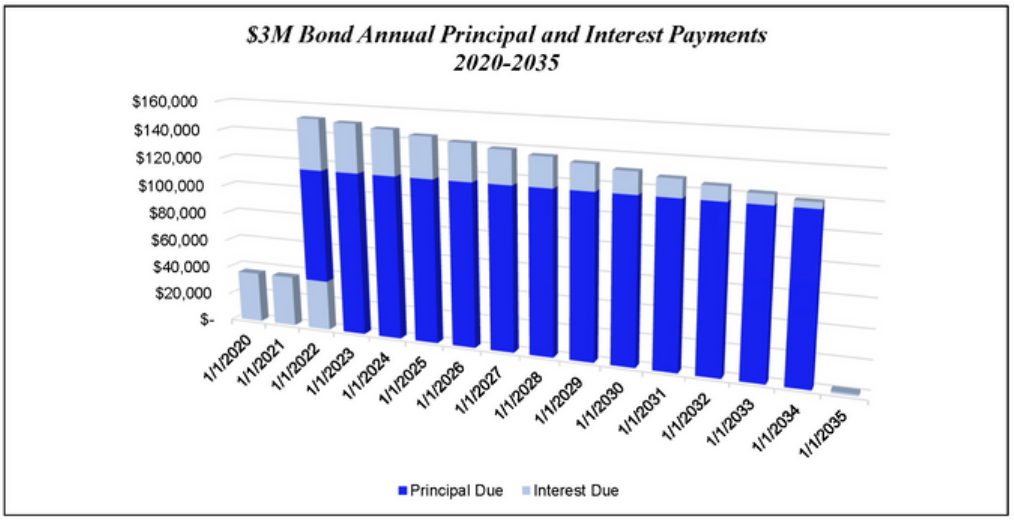
During the year ended December 31, 2019, the Urban Redevelopment Agency issued notes payable in the amount of $5,000,000 for the purpose of financing infrastructure needs. Terms of the note require semi-annual payments of principal and interest on February 14th and August 14th of each year at an interest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

Date	*Principal Due*	*Interest Due*	*Principal Balance*	*Payment Amount*	*Balloon*
8/14/19			$ 5,000,000.00		
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



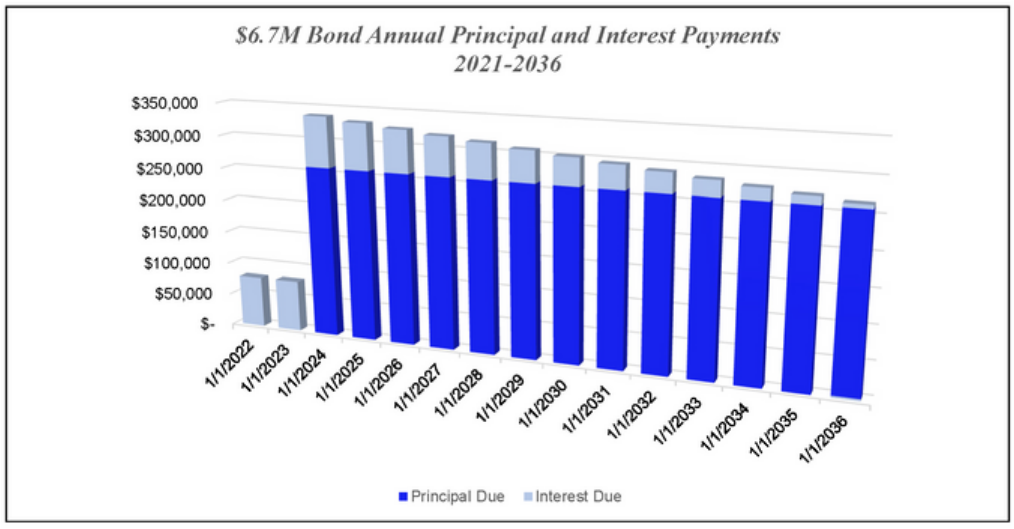
During the year ended December 31, 2020, the Urban Redevelopment Agency issued notes payable in the amount of $3,000,000 for the purpose of financing infrastructure needs. Terms of the note require semi-annual payments of principal and interest on June 1st and December 1st of each year at an interest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

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

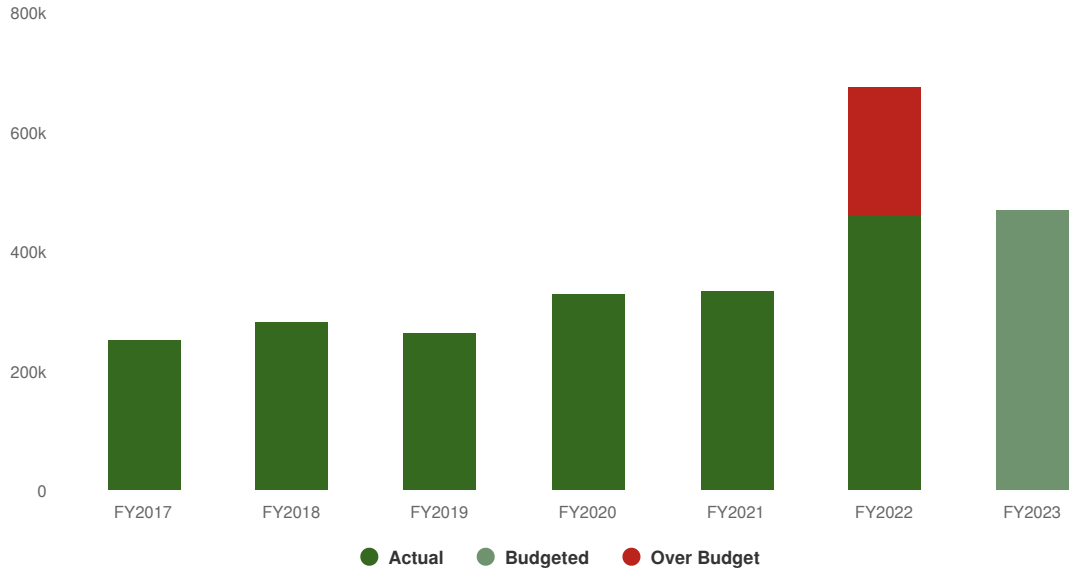


Proprietary Fund

Expenditures Summary

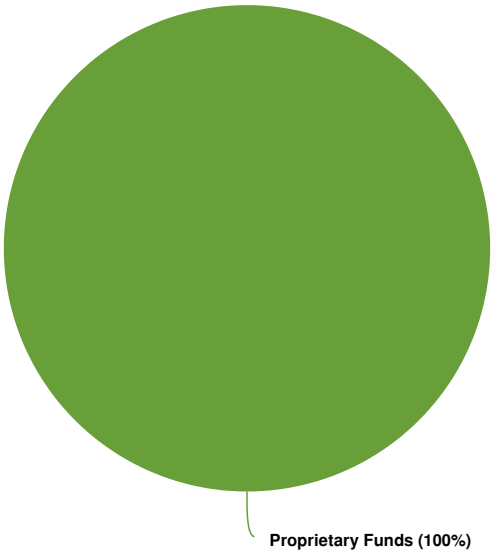
$470,000 $10,000
(2.17% vs. prior year)

Proprietary Fund Proposed and Historical Budget vs. Actual

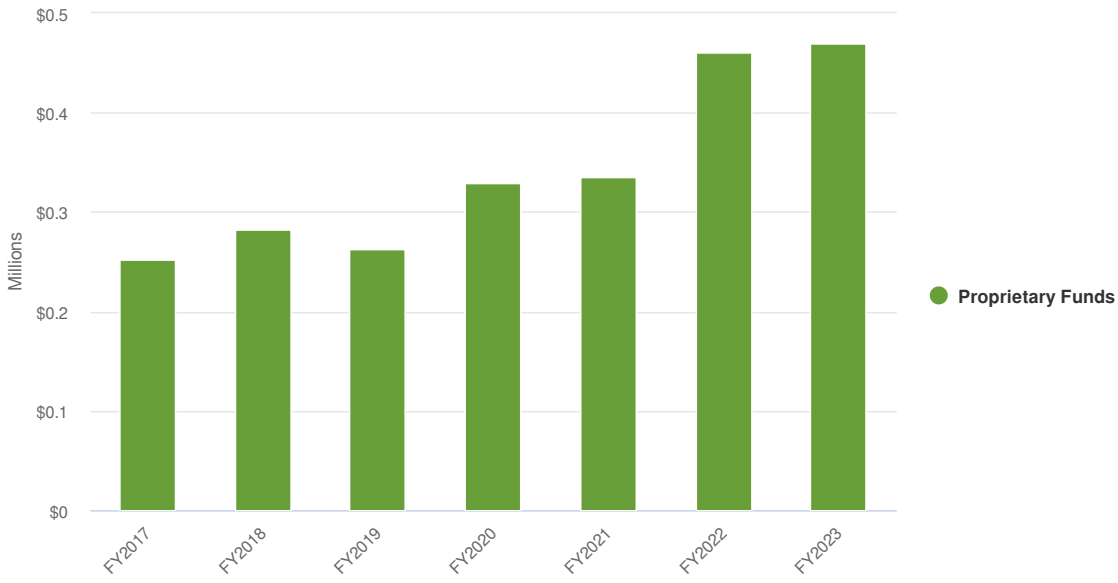


Expenditures by Fund

2023 Expenditures by Fund



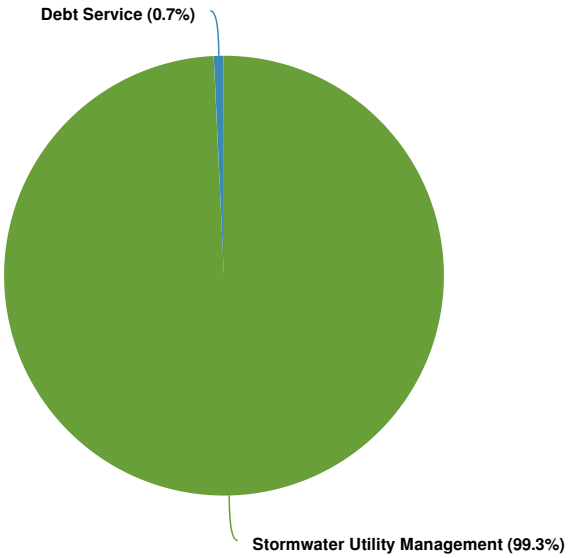
Budgeted and Historical 2023 Expenditures by Fund



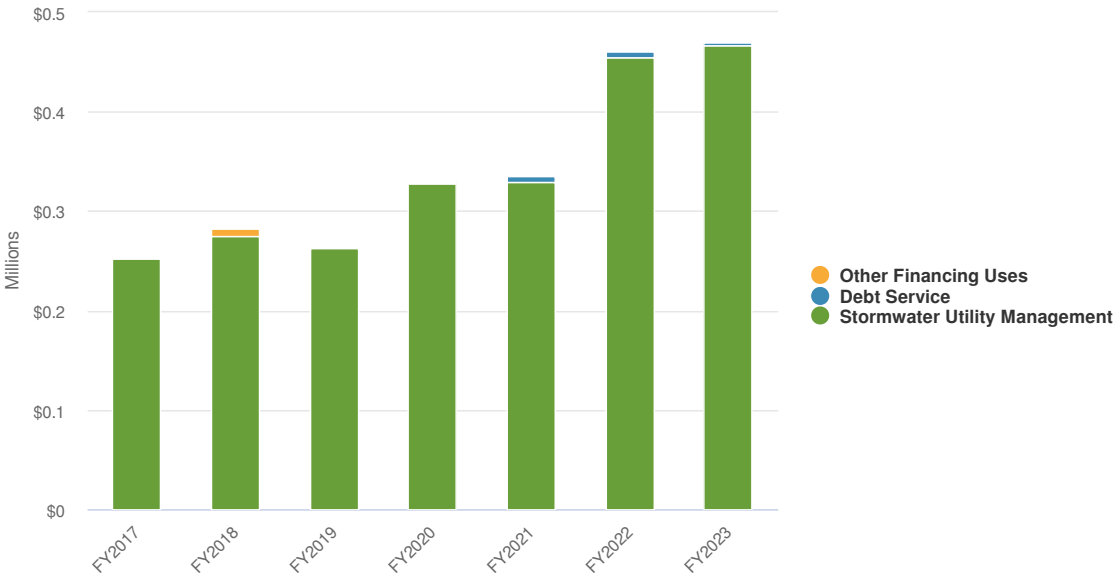
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Proprietary Funds						
Enterprise Fund						
Stormwater Utility Management Fund	$335,100	$460,000	$677,227	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**
Total Proprietary Funds:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Expenditures by Function

Budgeted Expenditures by Function



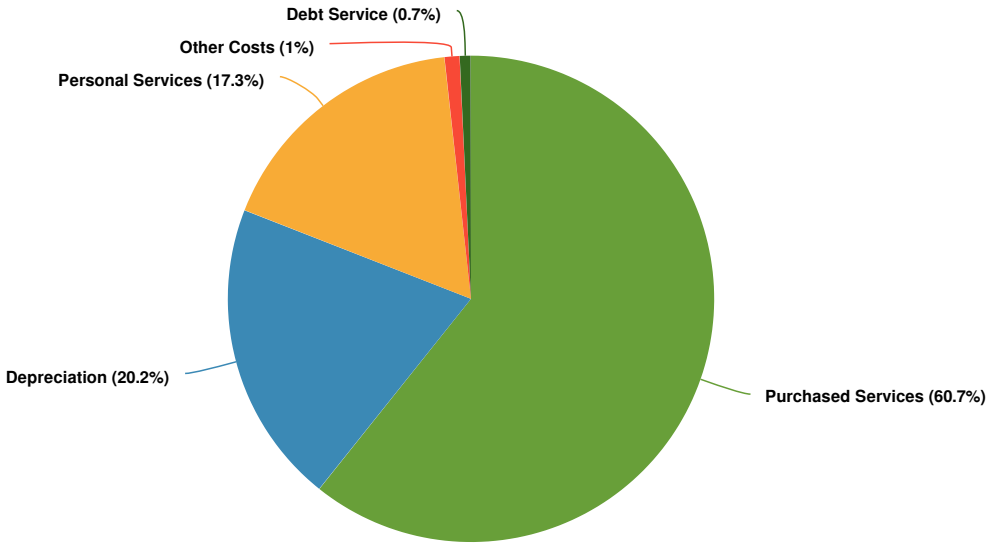
Budgeted and Historical Expenditures by Function



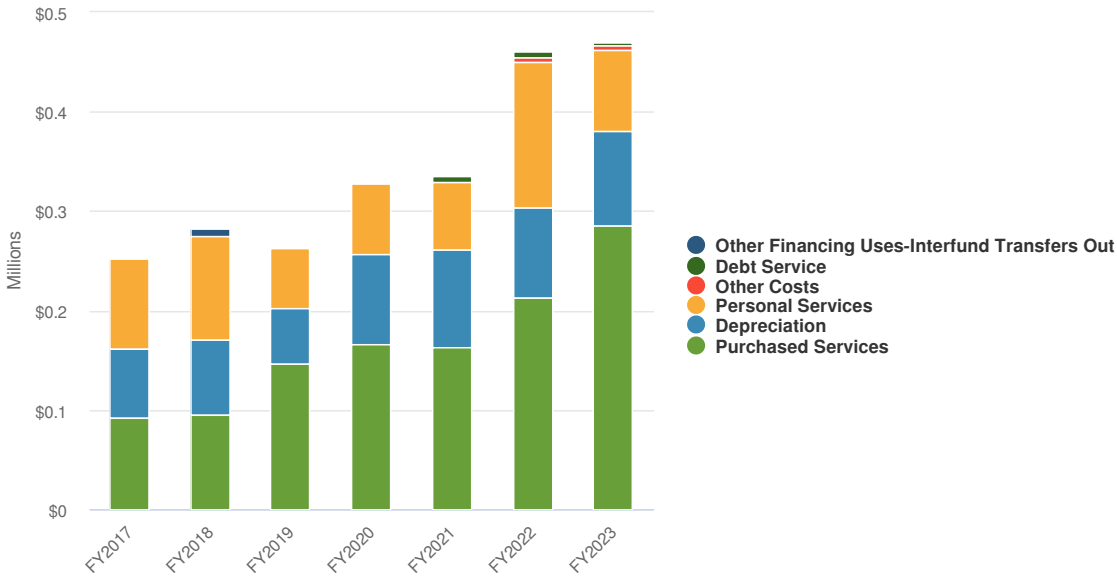
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Stormwater Utility Management	$329,404	$455,000	$672,618	$466,500	2.5%	$11,500
Total Stormwater Utility Management:	**$329,404**	**$455,000**	**$672,618**	**$466,500**	**2.5%**	**$11,500**
Debt Service						
Debt Service Fund	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500
Total Debt Service:	**$5,696**	**$5,000**	**$4,609**	**$3,500**	**-30%**	**-$1,500**
Total Expenditures:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type

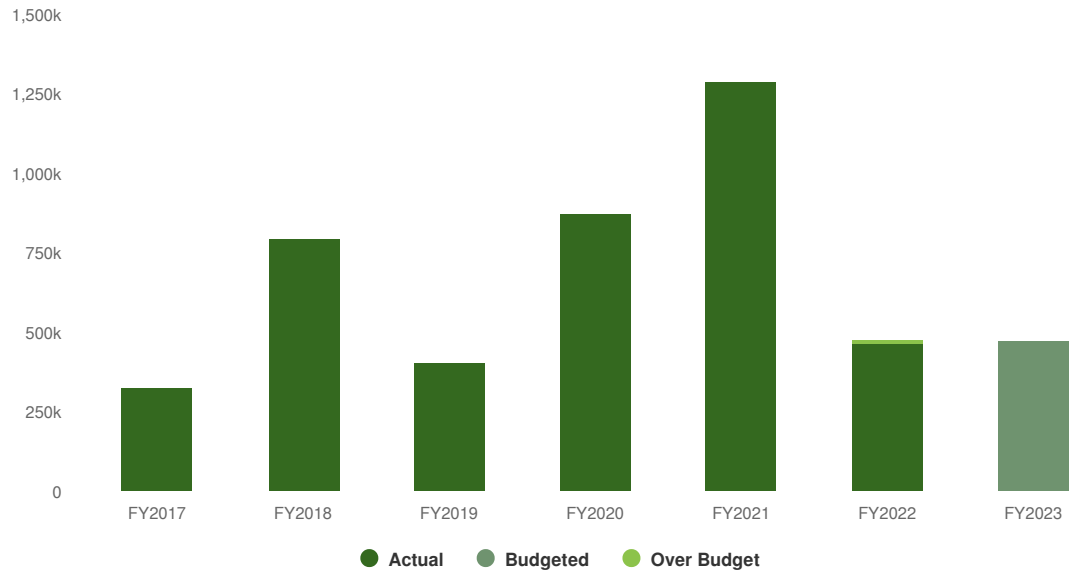


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services	$68,588	$147,008	$77,080	$81,386	-44.6%	-$65,622
Purchased Services	$162,566	$213,560	$595,538	$285,414	33.6%	$71,854
Depreciation	$98,251	$89,832	$0	$95,000	5.8%	$5,168
Other Costs	$0	$4,600	$0	$4,700	2.2%	$100
Debt Service	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500
Total Expense Objects:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Revenues Summary

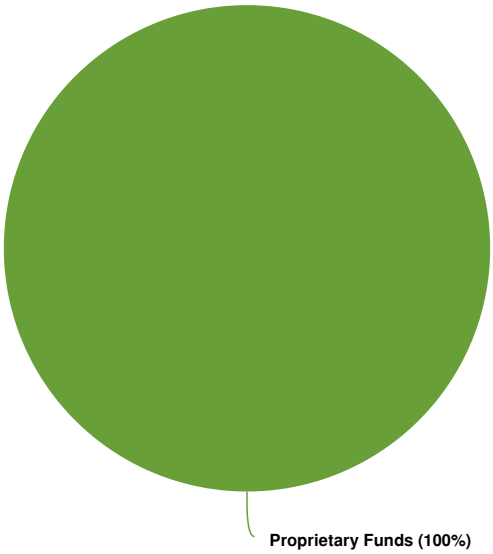
$470,000 $10,000
(2.17% vs. prior year)

Proprietary Fund Proposed and Historical Budget vs. Actual

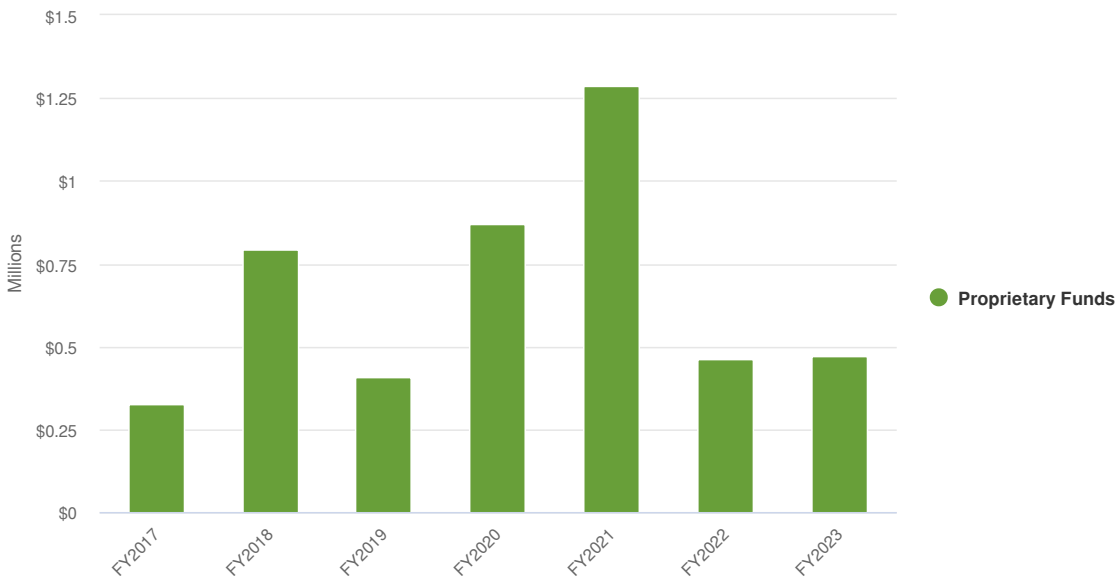


Revenue by Fund

2023 Revenue by Fund



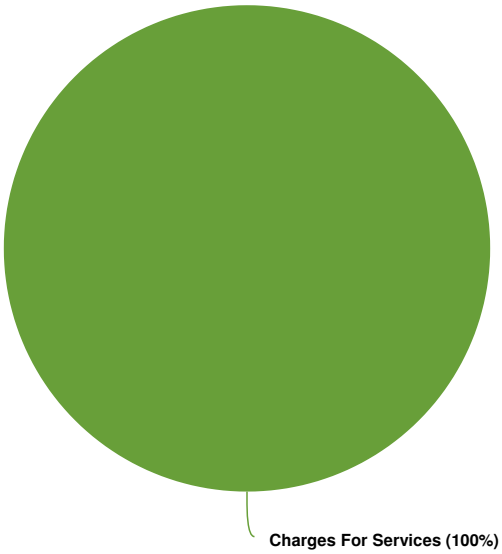
Budgeted and Historical 2023 Revenue by Fund



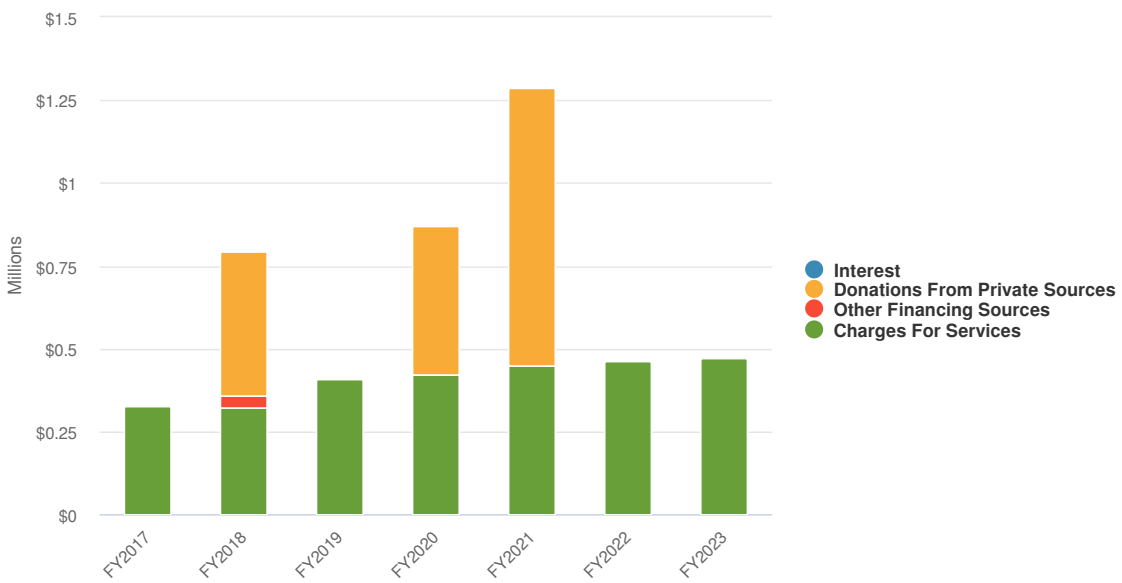
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Proprietary Funds						
Enterprise Fund						
Stormwater Utility Management Fund	$1,286,476	$460,000	$477,702	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total Proprietary Funds:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Charges For Services	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Interest	$59		$0		N/A	$0
Donations From Private Sources	$838,072		$0		N/A	$0
Total Revenue Source:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Stormwater Utility Fund

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.

Holly Springs is facing issues of aging infrastructure and 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 2023 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 of 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 of failure. Over time, this asset management approach should increase the efficiency and cost effectiveness of the City's inspection and maintenance efforts.

Personnel

The FY2023 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 did not have any changes to personnel in the 2023 budget.

Summary Table of Personnel								
	FY2021		*FY2022*		*+/-*		*FY2023*	
Department	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*	*F/T*	*P/T*
Stormwater Utility Management	1.00	0.00	2.00	0.00	0.00	0.00	2.00	0.00
Total	*1.00*	*0.00*	*2.00*	*0.00*	*0.00*	*0.00*	*2.00*	*0.00*

Goals and Objectives

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.

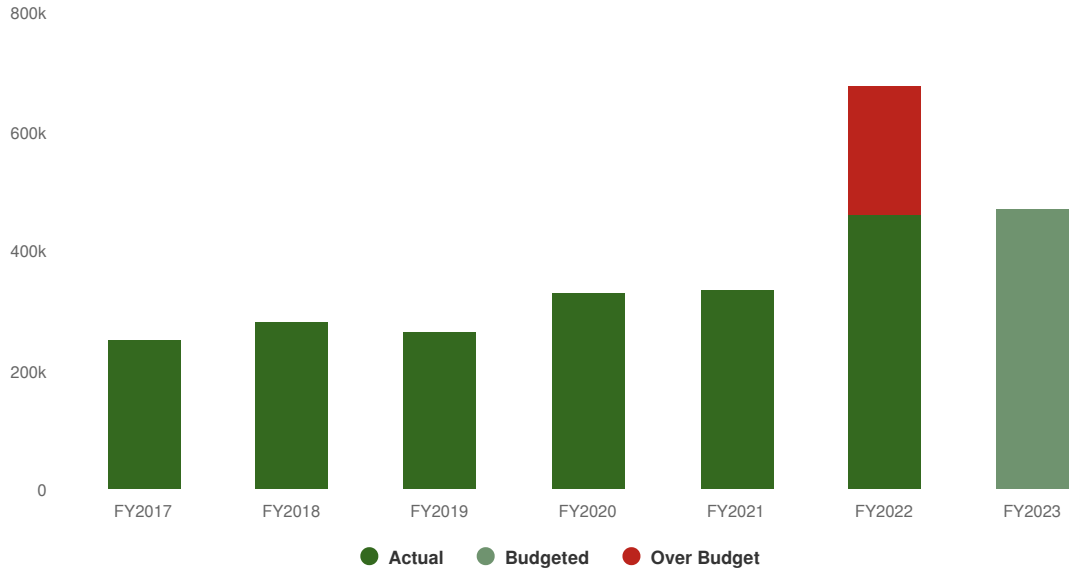
Performance Measures

Strategic Goal	Performance Measures	FY2021 Actual	FY2022 Budget	FY2022 Actual	FY2023 Budget
	Output				
Promote a Well-Planned City	# of new stormwater outfall structures, catch basins, and detention facilities (1)	209	350	205	350
Sustain and Protect Natural Resources	# of structures inspected	1221	975	796	975
Foster and Maintain Regional Partnerships	# of water samples conducted pursuant to the North Georgia Water Planning District requirements	0	5	0	5
	Effectiveness				
Insist Upon Responsive Service Delivery	% of stormwater structures inspected	31%	25%	27%	25%
	Efficiency				
Insist Upon Responsive Service Delivery	Average number of days to respond to stormwater complaints	1	1	1	1

Expenditures Summary

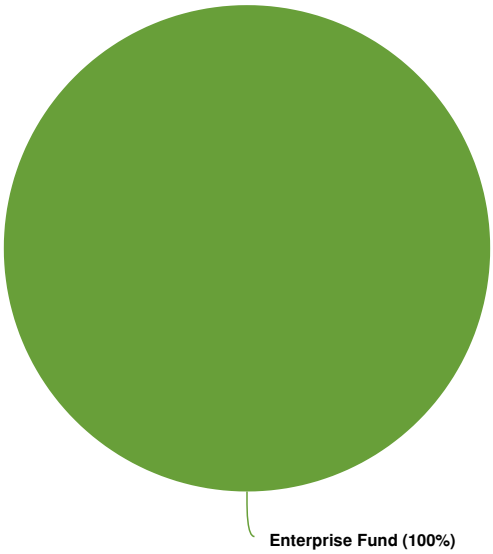
$470,000 $10,000
(2.17% vs. prior year)

Stormwater Utility Fund Proposed and Historical Budget vs. Actual

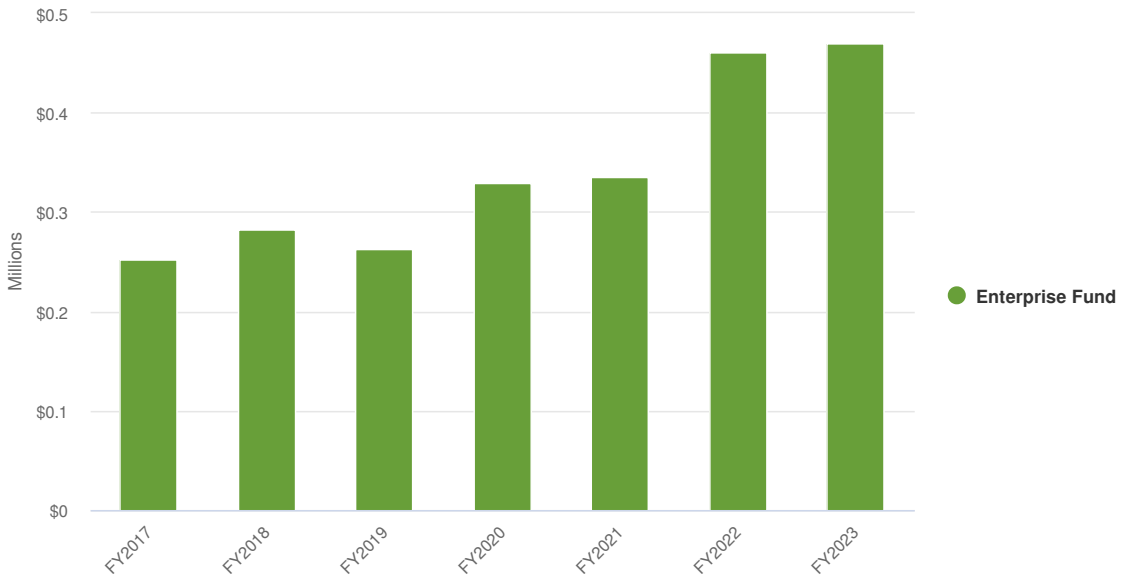


Expenditures by Fund

2023 Expenditures by Fund



Budgeted and Historical 2023 Expenditures by Fund

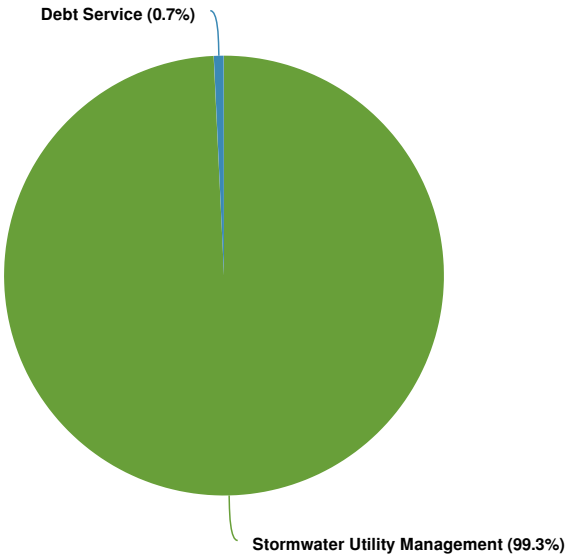


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Enterprise Fund						
Stormwater Utility Management Fund						
SALARIES & WAGES	$50,162	$101,058	$52,312	$58,287	-42.3%	-$42,771
EMPLOYEE BENEFITS - MEDICAL	$8,568	$20,234	$11,388	$10,162	-49.8%	-$10,072
EMPLOYEE BENEFITS - DENTAL	$372	$736	$416	$328	-55.5%	-$408
EMPLOYEE BENEFITS - ADD LIFE	$144	$796	$64	$147	-81.5%	-$649
EMPLOYEE BENEFITS - DISABILITY	$396	$294	$544	$377	28.1%	$83
FICA	$3,108	$6,266	$3,240	$3,614	-42.3%	-$2,652
MEDICARE	$728	$1,465	$752	$845	-42.3%	-$620
EMPLOYEE BENEFITS - RETIREMENT	$2,242	$10,228	$5,292	$4,841	-52.7%	-$5,387
UNEMPLOYMENT	$24	$53	$28	$38	-28.3%	-$15
WORKERS COMP INSURANCE	$2,844	$5,878	$3,044	$2,748	-53.2%	-$3,130
PROFESSIONAL SERVICES	$70	$1,000	$0		-100%	-$1,000
Professional Services Legal				$1,000	N/A	$1,000
TECHNICAL SERVICES - POLLUTION P	$84		$0		N/A	$0
PROFESSIONAL SERVICES - ENG	$99,456	$100,000	$85,398	$100,000	0%	$0
PEST CONTROL			$375		N/A	$0
REPAIRS & MAINTENANCE	$6,366	$67,510	$484,792	$152,314	125.6%	$84,804
REPAIRS & MAINTENANCE - VEHICLES	$4,757	$2,500	$1,136	$2,500	0%	$0
RENTAL OF EQUIPMENT	$1,825	$5,000	$490	$5,000	0%	$0
COMMUNICATIONS	$1,893	$3,000	$1,370	$2,000	-33.3%	-$1,000
PRINTING AND BINDING	$112	$100	$0	$100	0%	$0
DUES AND FEES	$4,851	$6,500	$4,897	$6,500	0%	$0
EDUCATION AND TRAINING	$895	$2,500	$1,164	$2,500	0%	$0
CONTRACT LABOR	$35,200	$15,000	$8,800	$5,000	-66.7%	-$10,000
OTHER EXPENDITURES	$230	$100	$404	$250	150%	$150
GENERAL SUPPLIES & MATERIALS	$225	$500	$195	$500	0%	$0
GENERAL SUPPLIES - POSTAGE	$439	$250	$910	$1,500	500%	$1,250
WATER AND SEWER	$685	$2,500	$1,904	$1,000	-60%	-$1,500
GASOLINE AND DIESEL	$3,772	$4,000	$3,270	$4,000	0%	$0
SMALL EQUIPMENT	$55	$2,100	$113	$1,000	-52.4%	-$1,100
OTHER SUPPLIES - UNIFORMS	$1,652	$1,000	$319	$250	-75%	-$750
DEPRECIATION	$98,251	$89,832	$0	$95,000	5.8%	$5,168
CONTINGENCY	$0	$4,600	$0	$4,700	2.2%	$100
CAPITAL LEASE INTEREST	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500

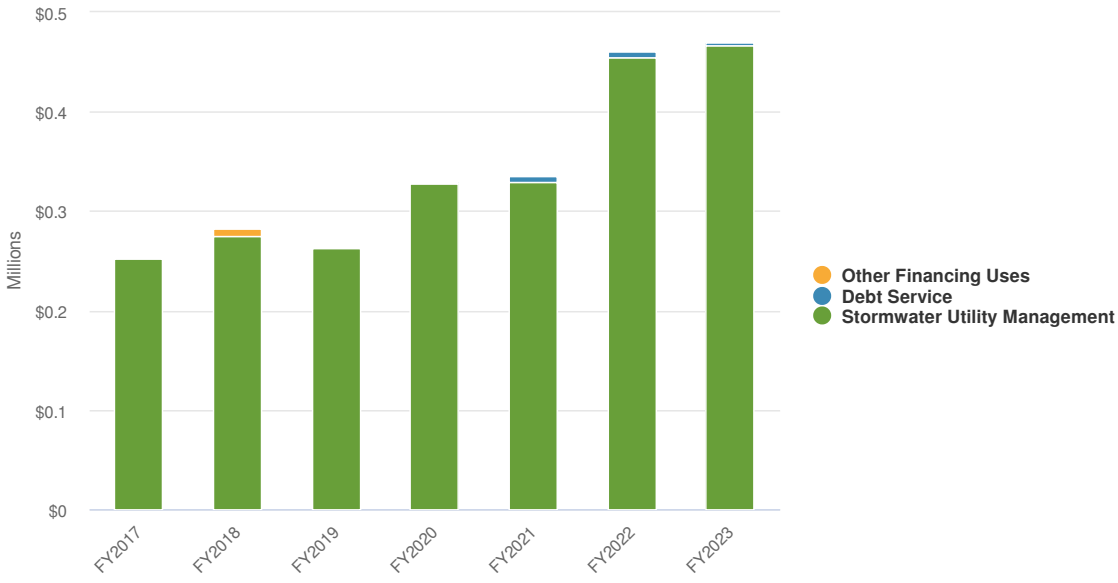
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Total Stormwater Utility Management Fund:	$335,100	$460,000	$677,227	$470,000	2.2%	$10,000
Total Enterprise Fund:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Expenditures by Function

Budgeted Expenditures by Function



Budgeted and Historical Expenditures by Function

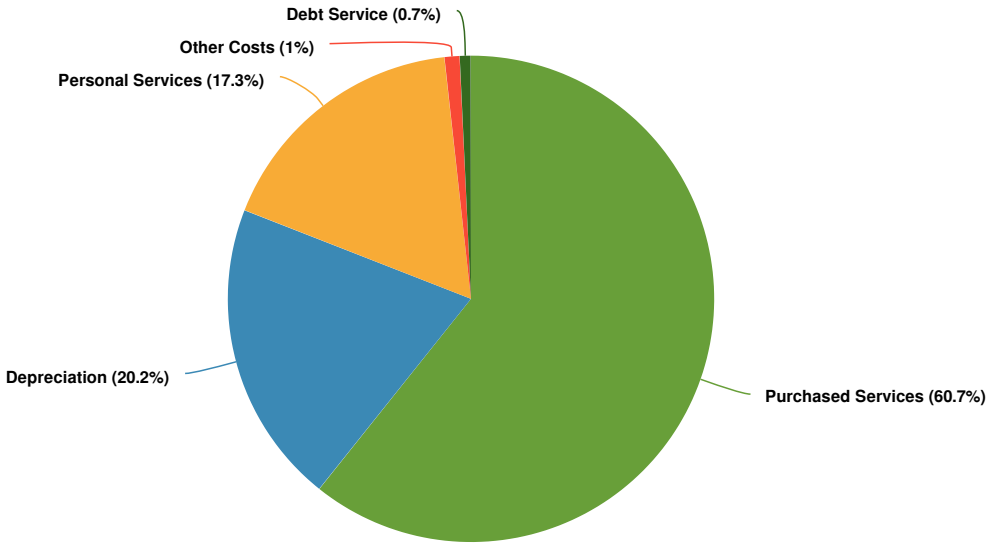


Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expenditures						
Stormwater Utility Management						
SALARIES & WAGES	$50,162	$101,058	$52,312	$58,287	-42.3%	-$42,771
EMPLOYEE BENEFITS - MEDICAL	$8,568	$20,234	$11,388	$10,162	-49.8%	-$10,072
EMPLOYEE BENEFITS - DENTAL	$372	$736	$416	$328	-55.5%	-$408
EMPLOYEE BENEFITS - ADD LIFE	$144	$796	$64	$147	-81.5%	-$649
EMPLOYEE BENEFITS - DISABILITY	$396	$294	$544	$377	28.1%	$83
FICA	$3,108	$6,266	$3,240	$3,614	-42.3%	-$2,652
MEDICARE	$728	$1,465	$752	$845	-42.3%	-$620
EMPLOYEE BENEFITS - RETIREMENT	$2,242	$10,228	$5,292	$4,841	-52.7%	-$5,387
UNEMPLOYMENT	$24	$53	$28	$38	-28.3%	-$15
WORKERS COMP INSURANCE	$2,844	$5,878	$3,044	$2,748	-53.2%	-$3,130
PROFESSIONAL SERVICES	$70	$1,000	$0		-100%	-$1,000
Professional Services Legal				$1,000	N/A	$1,000
TECHNICAL SERVICES - POLLUTION P	$84		$0		N/A	$0
PROFESSIONAL SERVICES - ENG	$99,456	$100,000	$85,398	$100,000	0%	$0
PEST CONTROL			$375		N/A	$0
REPAIRS & MAINTENANCE	$6,366	$67,510	$484,792	$152,314	125.6%	$84,804
REPAIRS & MAINTENANCE - VEHICLES	$4,757	$2,500	$1,136	$2,500	0%	$0
RENTAL OF EQUIPMENT	$1,825	$5,000	$490	$5,000	0%	$0
COMMUNICATIONS	$1,893	$3,000	$1,370	$2,000	-33.3%	-$1,000
PRINTING AND BINDING	$112	$100	$0	$100	0%	$0
DUES AND FEES	$4,851	$6,500	$4,897	$6,500	0%	$0
EDUCATION AND TRAINING	$895	$2,500	$1,164	$2,500	0%	$0
CONTRACT LABOR	$35,200	$15,000	$8,800	$5,000	-66.7%	-$10,000
OTHER EXPENDITURES	$230	$100	$404	$250	150%	$150
GENERAL SUPPLIES & MATERIALS	$225	$500	$195	$500	0%	$0
GENERAL SUPPLIES - POSTAGE	$439	$250	$910	$1,500	500%	$1,250
WATER AND SEWER	$685	$2,500	$1,904	$1,000	-60%	-$1,500
GASOLINE AND DIESEL	$3,772	$4,000	$3,270	$4,000	0%	$0
SMALL EQUIPMENT	$55	$2,100	$113	$1,000	-52.4%	-$1,100
OTHER SUPPLIES - UNIFORMS	$1,652	$1,000	$319	$250	-75%	-$750
DEPRECIATION	$98,251	$89,832	$0	$95,000	5.8%	$5,168
CONTINGENCY	$0	$4,600	$0	$4,700	2.2%	$100

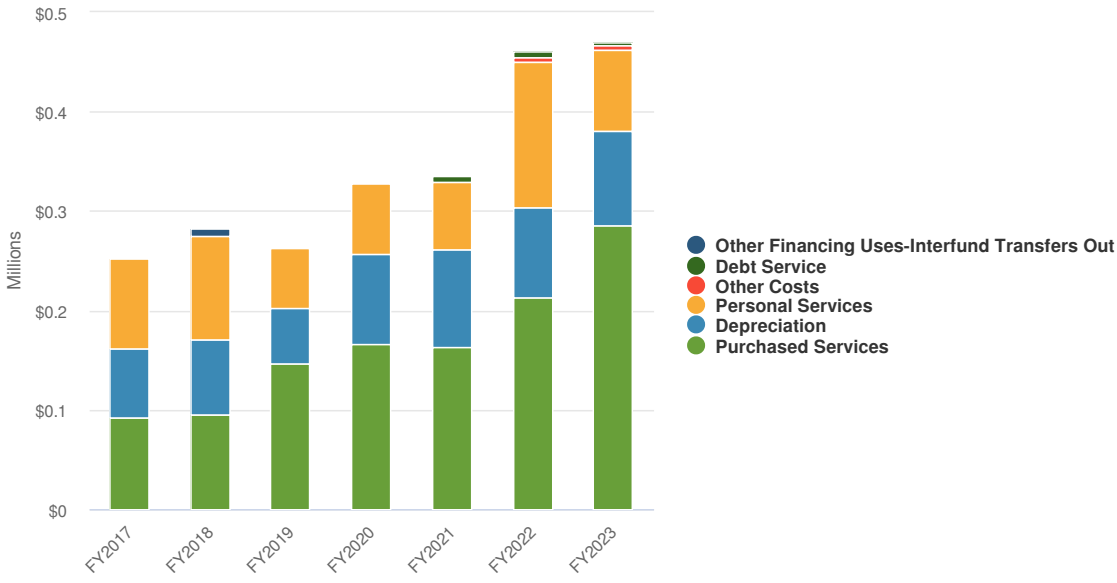
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Total Stormwater Utility Management:	**$329,404**	**$455,000**	**$672,618**	**$466,500**	**2.5%**	**$11,500**
Debt Service						
Debt Service Fund						
CAPITAL LEASE INTEREST	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500
Total Debt Service Fund:	**$5,696**	**$5,000**	**$4,609**	**$3,500**	**-30%**	**-$1,500**
Total Debt Service:	**$5,696**	**$5,000**	**$4,609**	**$3,500**	**-30%**	**-$1,500**
Total Expenditures:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Expenditures by Expense Type

Budgeted Expenditures by Expense Type



Budgeted and Historical Expenditures by Expense Type



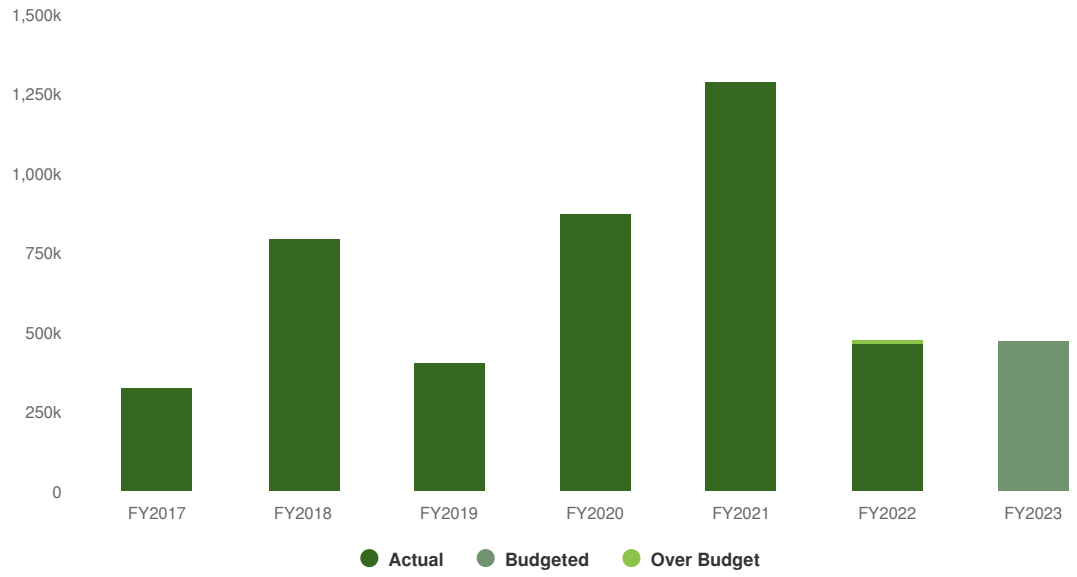
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Expense Objects						
Personal Services						
SALARIES & WAGES	$50,162	$101,058	$52,312	$58,287	-42.3%	-$42,771
EMPLOYEE BENEFITS - MEDICAL	$8,568	$20,234	$11,388	$10,162	-49.8%	-$10,072
EMPLOYEE BENEFITS - DENTAL	$372	$736	$416	$328	-55.5%	-$408
EMPLOYEE BENEFITS - ADD LIFE	$144	$796	$64	$147	-81.5%	-$649
EMPLOYEE BENEFITS - DISABILITY	$396	$294	$544	$377	28.1%	$83
FICA	$3,108	$6,266	$3,240	$3,614	-42.3%	-$2,652
MEDICARE	$728	$1,465	$752	$845	-42.3%	-$620
EMPLOYEE BENEFITS - RETIREMENT	$2,242	$10,228	$5,292	$4,841	-52.7%	-$5,387
UNEMPLOYMENT	$24	$53	$28	$38	-28.3%	-$15
WORKERS COMP INSURANCE	$2,844	$5,878	$3,044	$2,748	-53.2%	-$3,130
Total Personal Services:	**$68,588**	**$147,008**	**$77,080**	**$81,386**	**-44.6%**	**-$65,622**
Purchased Services						
PROFESSIONAL SERVICES	$70	$1,000	$0		-100%	-$1,000
Professional Services Legal				$1,000	N/A	$1,000
TECHNICAL SERVICES - POLLUTION P	$84		$0		N/A	$0
PROFESSIONAL SERVICES - ENG	$99,456	$100,000	$85,398	$100,000	0%	$0
PEST CONTROL			$375		N/A	$0
REPAIRS & MAINTENANCE	$6,366	$67,510	$484,792	$152,314	125.6%	$84,804
REPAIRS & MAINTENANCE - VEHICLES	$4,757	$2,500	$1,136	$2,500	0%	$0
RENTAL OF EQUIPMENT	$1,825	$5,000	$490	$5,000	0%	$0
COMMUNICATIONS	$1,893	$3,000	$1,370	$2,000	-33.3%	-$1,000
PRINTING AND BINDING	$112	$100	$0	$100	0%	$0
DUES AND FEES	$4,851	$6,500	$4,897	$6,500	0%	$0
EDUCATION AND TRAINING	$895	$2,500	$1,164	$2,500	0%	$0
CONTRACT LABOR	$35,200	$15,000	$8,800	$5,000	-66.7%	-$10,000
OTHER EXPENDITURES	$230	$100	$404	$250	150%	$150
GENERAL SUPPLIES & MATERIALS	$225	$500	$195	$500	0%	$0
GENERAL SUPPLIES - POSTAGE	$439	$250	$910	$1,500	500%	$1,250
WATER AND SEWER	$685	$2,500	$1,904	$1,000	-60%	-$1,500
GASOLINE AND DIESEL	$3,772	$4,000	$3,270	$4,000	0%	$0
SMALL EQUIPMENT	$55	$2,100	$113	$1,000	-52.4%	-$1,100
OTHER SUPPLIES - UNIFORMS	$1,652	$1,000	$319	$250	-75%	-$750
Total Purchased Services:	**$162,566**	**$213,560**	**$595,538**	**$285,414**	**33.6%**	**$71,854**

Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Depreciation						
DEPRECIATION	$98,251	$89,832	$0	$95,000	5.8%	$5,168
Total Depreciation:	**$98,251**	**$89,832**	**$0**	**$95,000**	**5.8%**	**$5,168**
Other Costs						
CONTINGENCY	$0	$4,600	$0	$4,700	2.2%	$100
Total Other Costs:	**$0**	**$4,600**	**$0**	**$4,700**	**2.2%**	**$100**
Debt Service						
CAPITAL LEASE INTEREST	$5,696	$5,000	$4,609	$3,500	-30%	-$1,500
Total Debt Service:	**$5,696**	**$5,000**	**$4,609**	**$3,500**	**-30%**	**-$1,500**
Total Expense Objects:	**$335,100**	**$460,000**	**$677,227**	**$470,000**	**2.2%**	**$10,000**

Revenues Summary

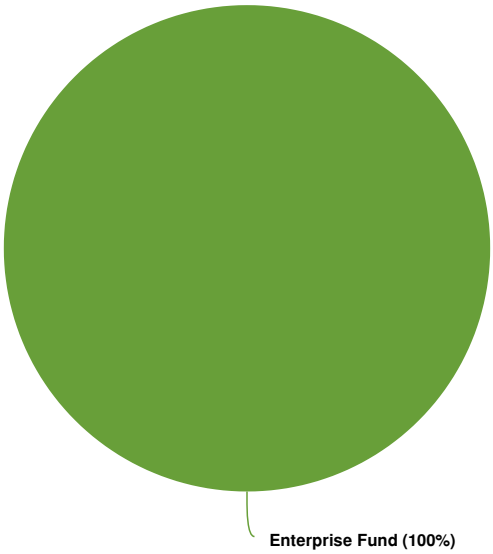
$470,000 $10,000
(2.17% vs. prior year)

Stormwater Utility Fund Proposed and Historical Budget vs. Actual

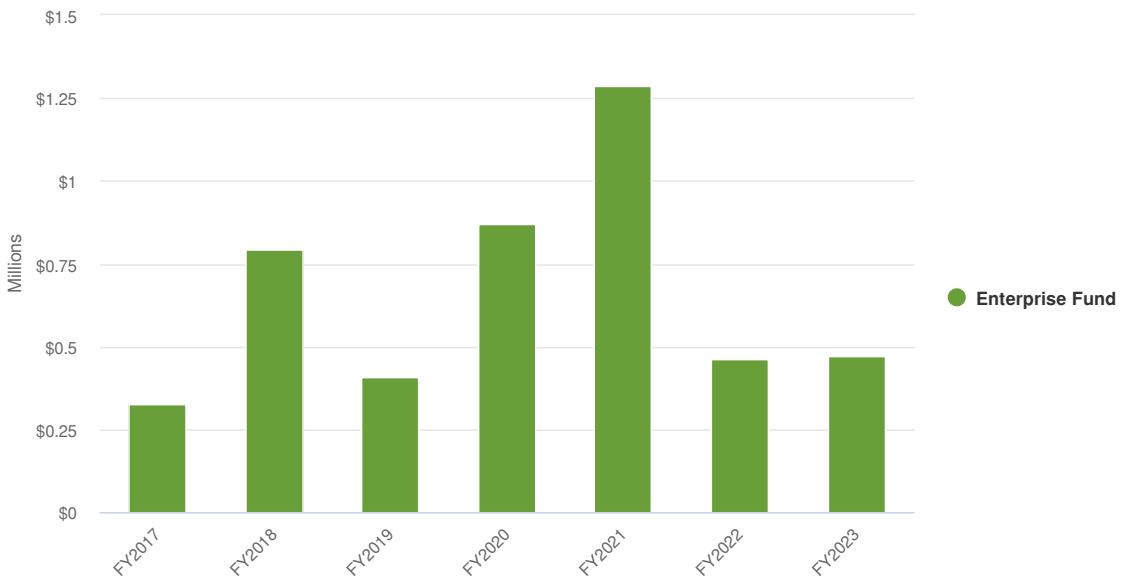


Revenue by Fund

2023 Revenue by Fund



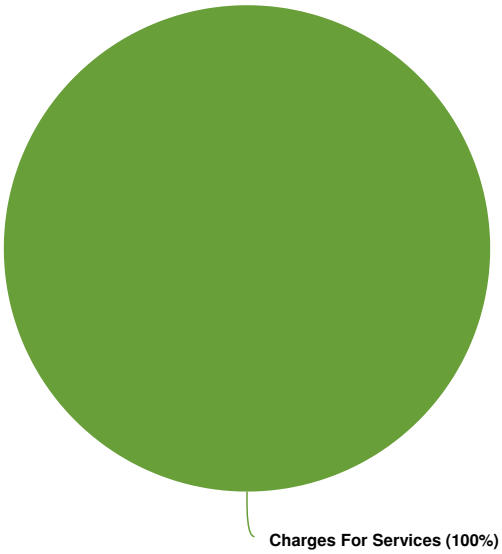
Budgeted and Historical 2023 Revenue by Fund



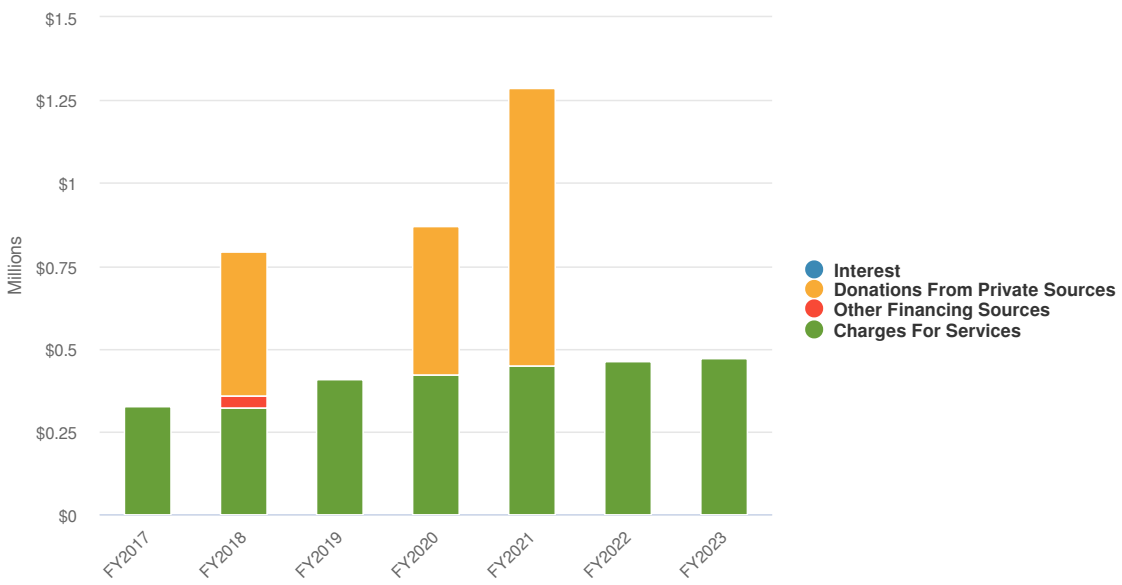
Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Enterprise Fund						
Stormwater Utility Management Fund						
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
INTEREST REVENUE	$59		$0		N/A	$0
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Stormwater Utility Management Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Total Enterprise Fund:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

Revenues by Source

Projected 2023 Revenues by Source



Budgeted and Historical 2023 Revenues by Source



Name	FY2021 Actual	FY2022 Adopted	FY2022 Unaudited Actuals	FY2023 Adopted	FY2022 Adopted vs. FY2023 Adopted (% Change)	FY2022 Adopted vs. FY2023 Adopted ($ Change)
Revenue Source						
Charges For Services						
STORMWATER UTILITY CHARGES	$448,345	$460,000	$477,702	$470,000	2.2%	$10,000
Total Charges For Services:	**$448,345**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**
Interest						
INTEREST REVENUE	$59		$0		N/A	$0
Total Interest:	**$59**		**$0**		**N/A**	**$0**
Donations From Private Sources						
CONTRIBUTIONS FROM PRIVATE SOU	$838,072		$0		N/A	$0
Total Donations From Private Sources:	**$838,072**		**$0**		**N/A**	**$0**
Total Revenue Source:	**$1,286,476**	**$460,000**	**$477,702**	**$470,000**	**2.2%**	**$10,000**

CAPITAL IMPROVEMENTS

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 is generally 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:

- 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:

- Economic and neighborhood vitality.
- Infrastructure and heritage preservation.
- Capital projects that implement a component of an approved redevelopment plan.
- 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.

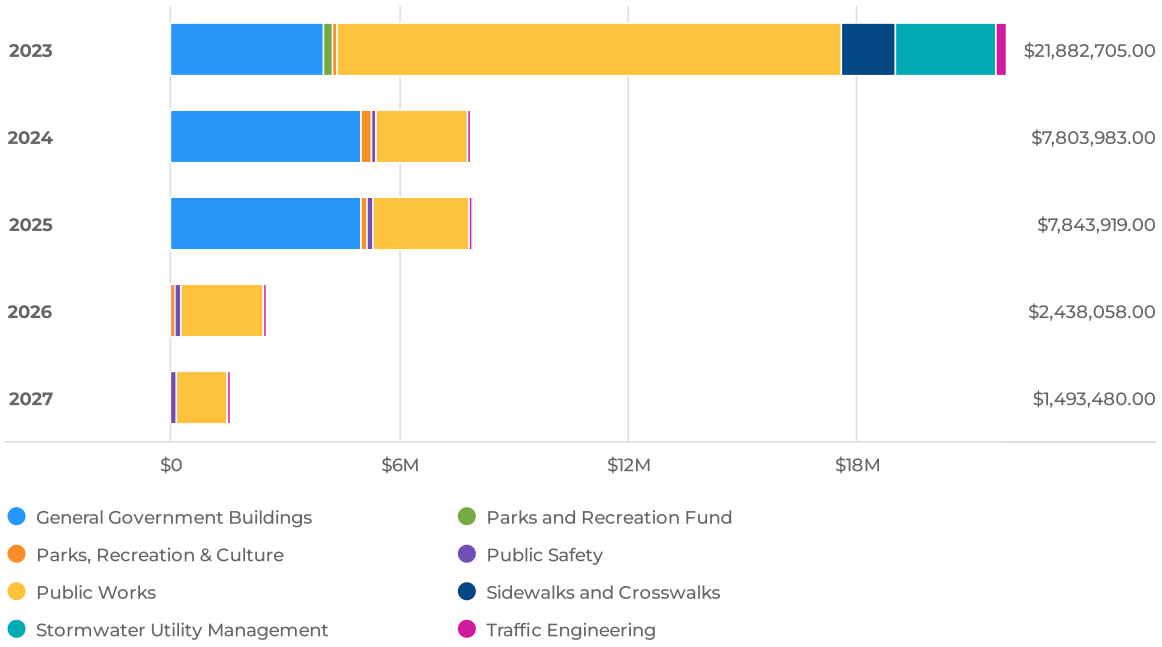
Capital Improvements: Multi-year Plan

Total Capital Requested

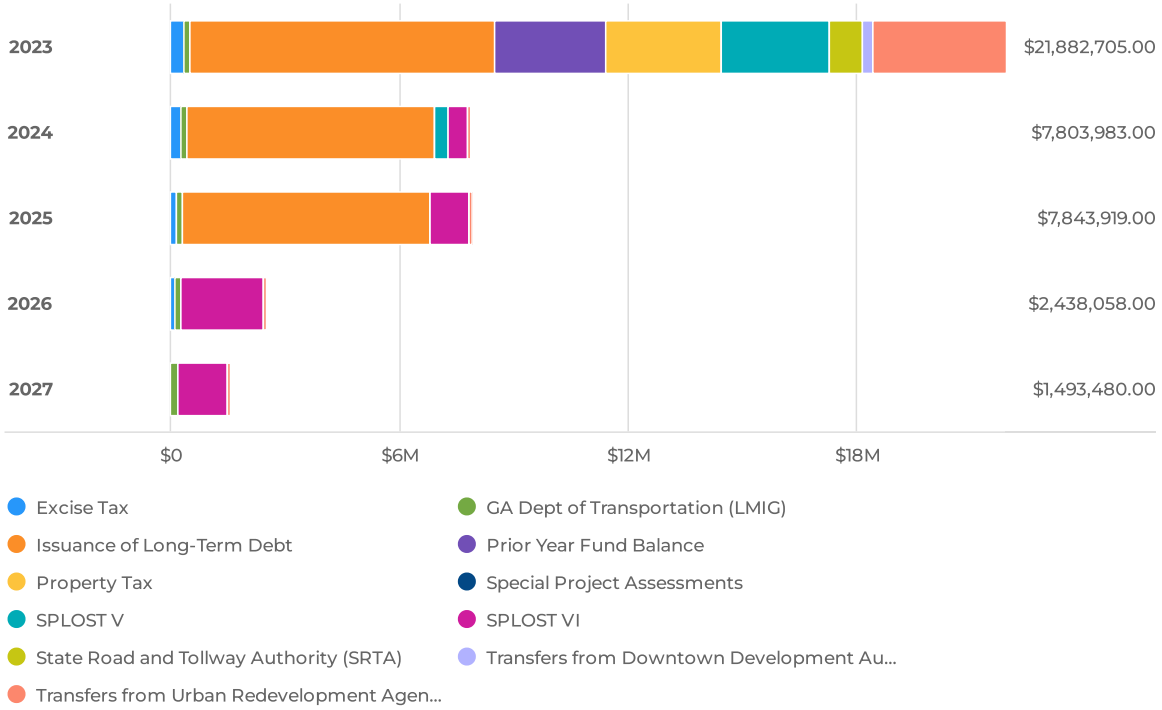
$41,462,145

60 Capital Improvement Projects

Total Funding Requested by Department

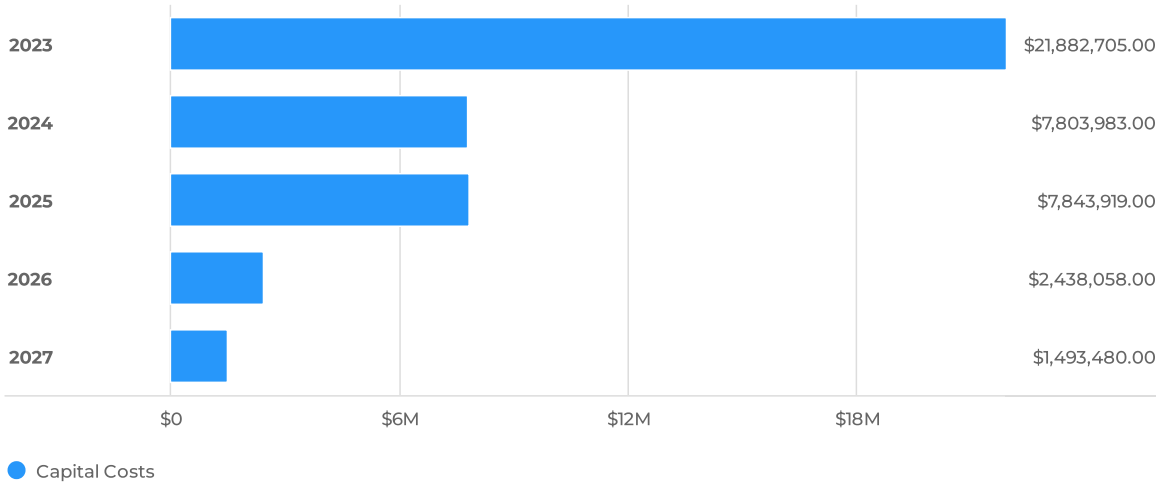


Total Funding Requested by Source



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-FY2024 to fund projects totaling $3,189,051 and we are anticipating SPLOST VI revenue in the amount of $5,042,231. In addition to SPLOST revenue, grant funds totaling $1,683,158 from the Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority (SRTA) will be used to fund improvement projects. Special assessments, excise tax, property tax, prior year fund balance, proceeds from the issuance of debt, and interest in the amount of $31,547,705 will also be used to fund capital projects. Major capital projects totaling $41,462,145 are listed in the 5 Year Capital Improvement Plan section.

Capital Costs Breakdown



Parks and Recreation Fund Requests

Itemized Requests for 2023-2028

Community Center (Train Depot)	**$250,000**
Renovations to the Community Center (Train Depot)	

Total: $250,000

Public Works Requests

Itemized Requests for 2023-2028

Ash Street	**$374,706**
Ash Street repaving	
Cedar Valley Court	**$57,637**
Cedar Valley Court repaving	
Cedar Valley Drive	**$57,635**
Cedar Valley Drive repaving	
Crestmont Lane	**$174,828**
Crestmont Lane repaving	
Crown Avenue	**$69,531**
Crown Avenue repaving	
Cypress Court	**$42,266**
Cypress Court repaving	
Fox Creek Boulevard	**$48,030**
Fox Creek Boulevard repaving	
Fox Creek Crossing	**$57,635**
Fox Creek Crossing repaving	
Fox Creek Drive	**$24,976**
Fox Creek Drive repaving	
Fox Overlook	**$5,764**
Fox Overlook repaving	
Harmony Lake Drive Bridge Deck replacement	**$50,000**
Harmony Lake Drive Bridge Deck replacement	
Harmony Lake Drive Southside	**$201,725**
Harmony Lake Drive Southside repaving	
Hickory Springs Parkway (formerly known as Industrial Connector) General Fund	**$3,035,480**
Hickory Springs Parkway (formerly known as Industrial Connector)	
Hickory Springs Parkway (formerly known as Industrial Connector) SPV	**$250,000**
Engineering services for Hickory Springs Parkway (formerly known as Industrial Connector)	
Holly Commons Parkway	**$38,424**
Holly Commons Parkway repaving	
Holly Lane	**$140,248**
Holly Lane repaving	

Holly Springs Parkway (from Home Depot to Kroger)	**$37,375**
Holly Springs Parkway (from Home Depot to Kroger) repaving	
Holly Springs Parkway Widening Phase II	**$4,750,000**
Holly Springs Parkway Widening Phase II	
Holly Springs Parkway Widening Phase III	**$6,000,000**
Holly Springs Parkway Widening Phase III project.	
Holly Springs Parkway Widening Phase III land acquisition	**$1,500,000**
Purchase of right-of ways for the Holly Springs Widening Phase III project.	
Holly Street LCI	**$1,100,000**
Holly Street LCI	
Indian Trail	**$28,818**
Indian Trail repaving	
Joel Court	**$19,212**
Joel Court repaving	
Kimberly Place	**$96,060**
Kimberly Place repaving	
Laurel Lane	**$15,370**
Laurel Lane repaving	
Longbow Court	**$38,424**
Longbow Court repaving	
Marabella Lane	**$57,636**
Marabella Lane repaving	
Morgan Trace	**$96,060**
Morgan Trace repaving	
Morgan Walk	**$30,739**
Morgan Walk repaving	
Mountain Brook Court	**$32,660**
Mountain Brook Court repaving	
Mountain Brook Drive	**$15,370**
Mountain Brook Drive repaving	
Old Holly Springs Road	**$38,424**
Old Holly Springs Road repaving	
Other Transportation Improvement Projects	**$100,000**
Other Transportation Improvement Projects	

Palm Street Improvement Project	**$2,000,000**
Palm Street Improvement Project repaving	
Paper Trail Way	**$11,527**
Paper Trail Way repaving	
Peninsula Point	**$134,484**
Peninsula Point repaving	
Peninsula Point Bridge Deck replacement	**$50,000**
Peninsula Point Bridge Deck replacement	
Public Works and Fleet Vehicles and Equipment	**$125,000**
Public Works and Fleet Vehicles and Equipment - Snowplow equipment	
Rachel Drive	**$19,212**
Rachel Drive repaving	
Red Coat Lane	**$24,976**
Red Coat Lane repaving	
Royal Crescent Court	**$7,685**
Royal Crescent Court repaving	
Royal Crescent Terrace	**$76,848**
Royal Crescent Terrace repaving	
Serena Lane	**$19,212**
Serena Lane repaving	
Sixes Road	**$461,088**
Sixes Road repaving	
Spring Place	**$15,370**
Spring Place repaving	
Spring Trail	**$28,843**
Spring Trail repaving	
St. James Place	**$15,370**
St. James Place repaving	
Wellstar Way	**$76,848**
Wellstar Way repaving	
White Oak Court	**$9,606**
White Oak Court repaving	
White Oak Court Terrace	**$28,818**
White Oak Court Terrace repaving	
	Total: $21,689,920

Sidewalks and Crosswalks Requests

Itemized Requests for 2023-2028

Hickory Road sidewalks (Fill in the Gaps)	**$1,000,000**
Hickory Road sidewalks	
Holly Springs Parkway sidewalks (Serenity)	**$150,000**
Holly Springs Parkway sidewalks	
Sidewalks and Streetscapes Palm Street and Hickory Road	**$290,000**
Downtown square and streetscapes project. This project started in fiscal year 2022 and will be completed by mid year 2023. It includes the construction of sidewalks, curb and gutter, and streetscapes at the intersection of Palm Street...	

Total: $1,440,000

General Government Buildings Requests

Itemized Requests for 2023-2028

General Government Buildings	**$10,250,000**
General Government Buildings - New Public Works building on Univeter Road, city hall, amphitheater, and ancillary structures in the Town Center Project.	
Town Center Project site improvements	**$3,754,000**
Town Center Project site improvements	

Total: $14,004,000

Public Safety Requests

Itemized Requests for 2023-2028

Public Safety Equipment and Vehicles	**$610,000**
Public Safety Equipment and Vehicles - Fingerprint machine	

Total: $610,000

Traffic Engineering Requests

Itemized Requests for 2023-2028

Fox Creek/Turner Village intersection imrprovements	**$250,000**
Fox Creek/Turner Village intersection improvements	

Total: $250,000

Stormwater Utility Management Requests

Itemized Requests for 2023-2028

Hickory Springs Parkway (formerly known as Industrial Connector) ARPA	**$2,618,225**
Hickory Springs Parkway	

Total: $2,618,225

Parks, Recreation & Culture Requests

Itemized Requests for 2023-2028

Parks and Recreation Facilities and Related Debt	**$600,000**
Parks and Recreation Facilities and Related Debt - Playground equipment for Taylors Farm Park and Barrett Park and development of the Timothy B. Downing Park at the Cagle Family Farm.	

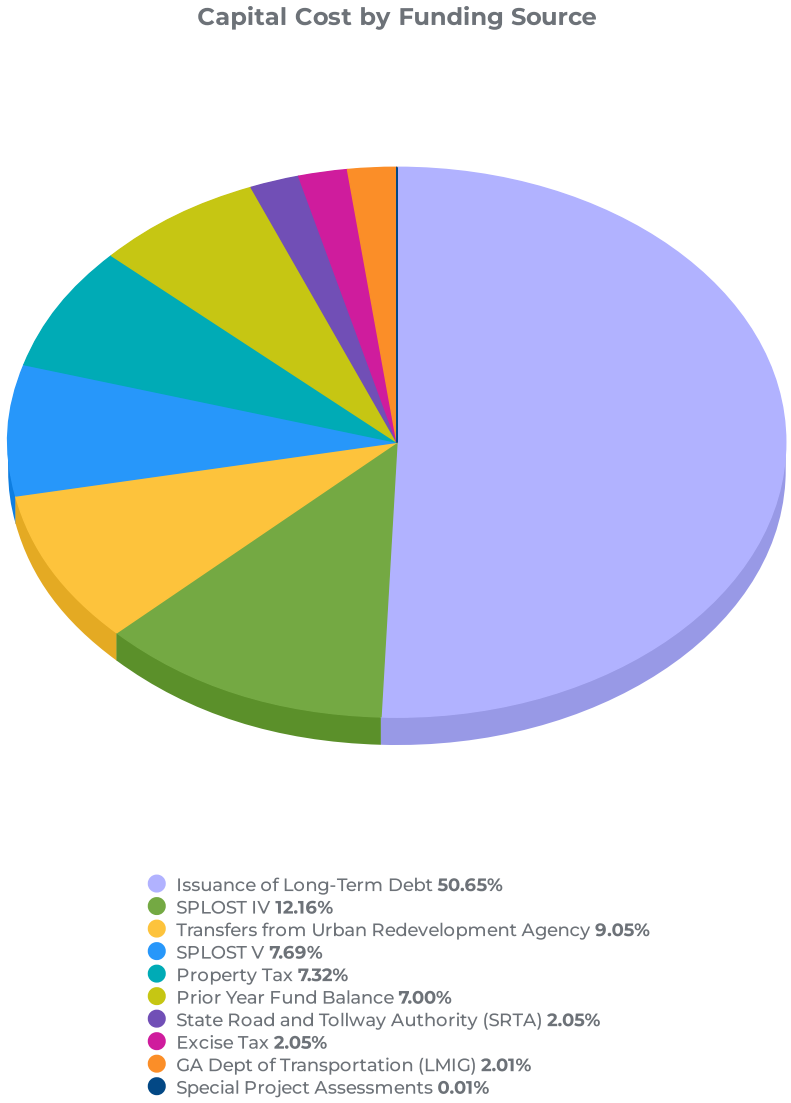
Total: $600,000

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-FY2024 to fund projects totaling $4,279,875 and we are anticipating SPLOST VI revenue in the amount of $16,951,918. In addition to SPLOST revenue, grant funds totaling $1,682,646 from the Georgia Department of Transportation (GDOT) and the State Road and Tollway Authority (SRTA) will be used to fund improvement projects. Special assessments, excise tax, property tax, prior year fund balance, proceeds from the issuance of debt, and interest in the amount of $18,547,706 will also be used to fund capital projects. Major capital projects totaling $41,462,145 are listed on the following pages:

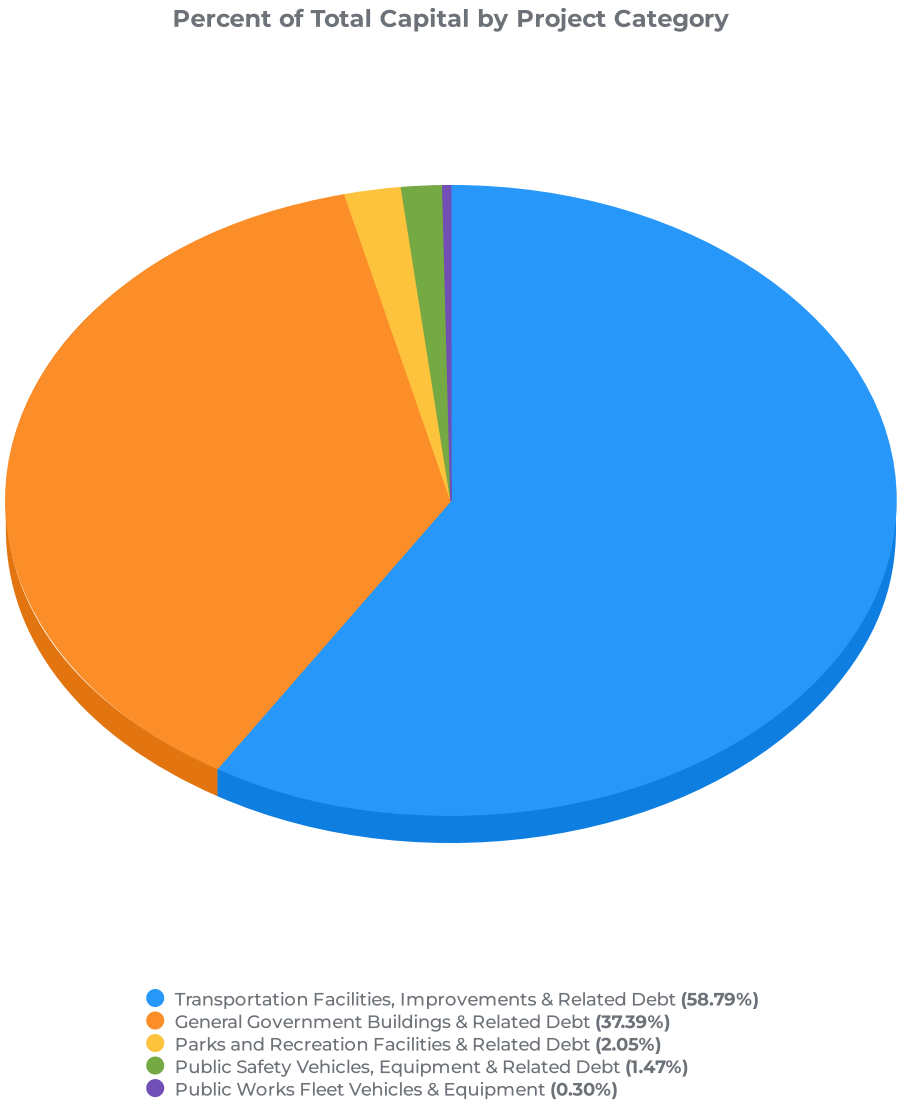
Capital Cost by Funding Source FY2023-FY2027

Funding Source	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
SPLOST V	$ 2,825,000	$ 364,051	$ -	$ -	$ -	$ 3,189,051
SPLOST VI	-	$ 526,198	1,027,471	2,168,268	1,320,294	5,042,231
GA Dept. of Transportation (LMIG)	160,000	163,734	166,448	169,790	173,186	833,158
State Road and Tollway Authority (SRTA)	850,000	-	-	-	-	850,000
Transfers from URA and DDA	3,754,000	-	-	-	-	3,754,000
Special Project Assessments	5,964	-	-	-	-	5,964
Property Tax	3,035,480	-	-	-	-	3,035,480
Excise Tax	350,000	250,000	150,000	100,000	-	850,000
Prior Year Fund Balance	2,902,261	-	-	-	-	2,902,261
Issuance of Long-Term Debt	8,000,000	6,500,000	6,500,000	-	-	21,000,000
Total	**$ 21,882,705**	**$ 7,803,983**	**$ 7,843,919**	**$ 2,438,058**	**$ 1,493,480**	**$ 41,462,145**



Capital Cost by Project Category FY2023-FY2027

Project Category	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
Transportation Facilities, Improvements & Related Debt	$ 15,993,705	$ 2,378,983	$ 2,518,919	$ 2,163,058	$ 1,318,480	$ 24,373,145
Public Safety Vehicles, Equipment & Related Debt	10,000	150,000	150,000	150,000	150,000	610,000
General Government Buildings & Related Debt	5,504,000	5,000,000	5,000,000	-	-	15,504,000
Public Works Fleet Vehicles & Equipment	25,000	25,000	25,000	25,000	25,000	125,000
Parks and Recreation Facilities & Related Debt	350,000	250,000	150,000	100,000	-	850,000
Total	**$ 21,882,705**	**$ 7,803,983**	**$ 7,843,919**	**$ 2,438,058**	**$ 1,493,480**	**$ 41,462,145**



CIP Impact on the Operating Budget

The $41,462,145 expenditure plan consists of $8,231,282 of projects to be financed internally through the use of Special Purpose Local Option Sales Tax proceeds, $3,754,000 will be funded from transfers from the URA, $850,000 from the State Road and Tollway Authority, $5,964 from Developer Contributions, $23,902,261 from Fund Balance and the issuance of debt, and $833,158 will come from Georgia Department of Transportation, $3,035,480 from Property Tax, and $850,000 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 & Related Debt

This project involves the clearing of rights-of-way, road resurfacing, and the replacement of drainpipes as needed throughout the city. The City Engineer has compiled a list of approximately 11 miles of roadway and drainage needing improvements.

Project Total: $24,373,145

Project Status: Scheduled to begin in FY2023 and end in FY2027

Funding Source: 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

Transportation Facilities, Improvements & Related Debt						
Project Category	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
Ash Street	$ 209,483	$ -	$ -	$ -	$ 165,223	$ 374,706
Cedar Valley Court	-	-	57,636	-	-	57,636
Cedar Valley Drive	-	-	57,636	-	-	57,636
Crestmont Lane	-	174,829	-	-	-	174,829
Crown Avenue	38,792	-	-	-	30,739	69,531
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	250,000	-	-	-	-	250,000
Fox Overlook	-	-	5,764	-	-	5,764
Harmony Lake Drive Bridge Deck Replacement	50,000	-	-	-	-	50,000
Harmony Lake Drive Southside	201,725	-	-	-	-	201,725
Hickory Road Sidewalk Project (Fill in the Gaps)	1,000,000	-	-	-	-	1,000,000
Hickory Road Culvert/Grade Change Project	1,653,705	-	-	-	-	1,653,705
Hickory Springs Industrial Drive	2,000,000	-	-	-	-	2,000,000
Hickory Springs Parkway (fka Industrial Connector)	2,250,000	-	-	-	-	2,250,000
Holly Commons Parkway	-	-	-	38,424	-	38,424
Holly Lane	-	140,248	-	-	-	140,248
Holly Springs Parkway (Home Depot to Kroger)	-	37,375	-	-	-	37,375
Holly Springs Parkway Sidewalks (Serenity)	150,000	-	-	-	-	150,000
Holly Springs Parkway Widening Project Ph II	4,750,000	-	-	-	-	4,750,000
Holly Springs Parkway Widening Project Ph III	3,000,000	1,500,000	1,500,000	-	-	6,000,000
Holly Street LCI Project	100,000	100,000	100,000	750,000	50,000	1,100,000
Indian Trail	-	28,818	-	-	-	28,818
Joel Court	-	19,212	-	-	-	19,212
Kimberly Place	-	96,060	-	-	-	96,060
Laurel Lane	-	15,370	-	-	-	15,370
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 Improvement Project	-	-	500,000	1,000,000	500,000	2,000,000
Paper Trail Way	-	-	-	-	11,527	11,527
Peninsula Point	-	-	-	134,484	-	134,484
Peninsula Point Bridge Deck Replacement	50,000	-	-	-	-	50,000
Rachel Drive	-	19,212	-	-	-	19,212
Red Coat Lane	-	-	24,976	-	-	24,976
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
White Oak Court	-	-	-	9,606	-	9,606
White Oak Terrace	-	-	-	28,818	-	28,818
Town Center Streetscapes	290,000	-	-			290,000
Other Transportation Improvement Projects	-	-	100,000	-	-	100,000
Total	**$ 15,993,705**	**$ 2,378,983**	**$ 2,518,919**	**$ 2,163,058**	**$ 1,318,480**	**$ 24,373,145**

Project - Transportation Facilities, Improvements & Related Debt Impact on 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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*
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**

Project – Public Safety Vehicles, Equipment & Related Debt

Funds will be used to purchase police vehicles and equipment.

Project Total: $610,000

Project Status: Scheduled to begin in FY2023 and end in FY2027

Funding Source: 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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
Public Safety Equipment and Vehicles	$ 10,000	$ 150,000	$ 150,000	$ 150,000	$ 150,000	$ 610,000
Total	**$ 10,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 150,000**	**$ 610,000**

Project – Public Safety Vehicles, Equipment & Related Debt Impact on Operating Bugdet

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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*
Gasoline	$ -	$ 2,500	$ 2,575	$ 2,652	$ 2,732
Repairs and Maintenance	1,000	5,000	7,500	10,000	12,500
Total Expenditures	**$ 1,000**	**$ 7,500**	**$ 10,075**	**$ 12,652**	**$ 15,232**

Project – General Government Buildings & 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 our downtown.

Project Total: $15,504,000

Project Status: Scheduled to begin in FY2023

Funding Source: 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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
General Government Buildings	$ 250,000	$ 5,000,000	$ 5,000,000	$ -	$ -	$ 10,250,000
General Government Site Improvements	5,254,000	-	-	-	-	5,254,000
Total	**$ 5,504,000**	**$ 5,000,000**	**$ 5,000,000**	**$ -**	**$ -**	**$ 15,504,000**

Project – General Government Buildings & Related Debt Impact on 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 FY2025; therefore, the operating costs will not impact the budget until FY2026.

Expenditures	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*
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**

Project – Public Works Fleet Vehicles & Equipment

Funds will be used to purchase additional public works vehicles, tractors, trucks, and other equipment.

Project Total: $125,000

Project Status: Scheduled to begin in FY2023 and end in FY2027

Funding Source: 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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
Public Works Equipment	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 25,000	$ 125,000
Total	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 25,000**	**$ 125,000**

Project – Public Works Fleet Vehicles & Equipment Impact on 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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*
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 & Related Debt

This project includes 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: $850,000

Project Status: Demolition began in 2019 with construction anticipated to start in 2024. The projected completion date will be 2026.

Funding Source: Excise Tax

Parks and Recreation Facilities & Related Debt						
Project Category	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
Parks - Buildings	$ 250,000	$ -	$ -	$ -	$ -	$ 250,000
Parks - Site Improvements	100,000	250,000	150,000	100,000	-	600,000
Total	**$ 350,000**	**$ 250,000**	**$ 150,000**	**$ 100,000**	**$ -**	**$ 850,000**

Project – Parks and Recreation Facilities & Related Debt Impact on Operating Budget

The $850,000 is for renovations to the Community Center (Train Depot), playground equipment at Barrett Park and Taylors Farm Park, 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	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*
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	**$ -**	**$ -**	**$25,000**	**$25,750**	**$ 26,523**

5 Year Capital Improvement Plan

Project Category	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*FY2027*	*Total*
Transportation Facilities, Improvements & Related Debt						**$ 24,373,145**
Ash Street	209,483	-	-	-	165,223	374,706
Cedar Valley Court	-	-	57,636	-	-	57,636
Cedar Valley Drive	-	-	57,636	-	-	57,636
Crestmont Lane	-	174,829	-	-	-	174,829
Crown Avenue	38,792	-	-	-	30,739	69,531
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	250,000	-	-	-	-	250,000
Fox Overlook	-	-	5,764	-	-	5,764
Harmony Lake Drive Bridge Deck Replacement	50,000	-	-	-	-	50,000
Harmony Lake Drive Southside	201,725	-	-	-	-	201,725
Hickory Road Sidewalk Project (Fill in the Gaps)	1,000,000	-	-	-	-	1,000,000
Hickory Road Culvert/Grade Change Project	1,653,705	-	-	-	-	1,653,705
Hickory Springs Industrial Drive	2,000,000	-	-	-	-	2,000,000
Hickory Springs Parkway (fka Industrial Connector)	2,250,000	-	-	-	-	2,250,000
Holly Commons Parkway	-	-	-	38,424	-	38,424
Holly Lane	-	140,248	-	-	-	140,248
Holly Springs Parkway (Home Depot to Kroger)	-	37,375	-	-	-	37,375
Holly Springs Parkway Sidewalks (Serenity)	150,000	-	-	-	-	150,000
Holly Springs Parkway Widening Project Ph II	4,750,000	-	-	-	-	4,750,000
Holly Springs Parkway Widening Project Ph III	3,000,000	1,500,000	1,500,000	-	-	6,000,000
Holly Street LCI Project	100,000	100,000	100,000	750,000	50,000	1,100,000
Indian Trail	-	28,818	-	-	-	28,818
Joel Court	-	19,212	-	-	-	19,212
Kimberly Place	-	96,060	-	-	-	96,060
Laurel Lane	-	15,370	-	-	-	15,370
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 Improvement Project	-	-	500,000	1,000,000	500,000	2,000,000
Paper Trail Way	-	-	-	-	11,527	11,527
Peninsula Point	-	-	-	134,484	-	134,484
Peninsula Point Bridge Deck Replacement	50,000	-	-	-	-	50,000
Rachel Drive	-	19,212	-	-	-	19,212
Red Coat Lane	-	-	24,976	-	-	24,976
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
White Oak Court	-	-	-	9,606	-	9,606
White Oak Terrace	-	-	-	28,818	-	28,818
Town Center Streetscapes	290,000	-	-	-	-	290,000
Other Transportation Improvement Projects	-	-	100,000	-	-	100,000
Total	**15,993,705**	**2,378,983**	**2,518,919**	**2,163,058**	**1,318,480**	**24,373,145**

Project Category	*FY2022*	*FY2023*	*FY2024*	*FY2025*	*FY2026*	*Total*
Public Safety Vehicles, Equipment & Related Debt						**$ 610,000**
Public Safety Equipment and Vehicles	10,000	150,000	150,000	150,000	150,000	610,000
Total	**10,000**	**150,000**	**150,000**	**150,000**	**150,000**	**610,000**
General Government Buildings & Related Debt						**$ 15,504,000**
General Government Buildings	250,000	5,000,000	5,000,000	-	-	10,250,000
General Government Site Improvements	5,254,000	-	-	-	-	5,254,000
Total	**5,504,000**	**5,000,000**	**5,000,000**	**-**	**-**	**15,504,000**
Public Works Fleet Vehicles & Equipment						**$ 125,000**
Public Works Equipment	25,000	25,000	25,000	25,000	25,000	125,000
Total	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**125,000**
Parks and Recreation Facilities & Related Debt						**$ 850,000**
Parks - Buildings	250,000	-	-	-	-	250,000
Parks - Site Improvements	100,000	250,000	150,000	100,000	-	600,000
Total	**350,000**	**250,000**	**150,000**	**100,000**	**-**	**850,000**
Total	**$ 21,882,705**	**$ 7,803,983**	**$ 7,843,919**	**$ 2,438,058**	**$ 1,493,480**	**$ 41,462,145**

DEBT

Government-wide Debt Overview

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 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.

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 FY2023, the legal debt limit for the City of Holly Springs is $106,270,649.

Computation of Legal Debt Limit	
Assessed Value	$ 1,062,706,488
Debt Limit 10% of Assessed Value	$ 106,270,649
Debt Applicable to Debt Limit (at 12/31/21)	$ 14,716,145
Unused Legal Debt Limit	$ 91,554,504



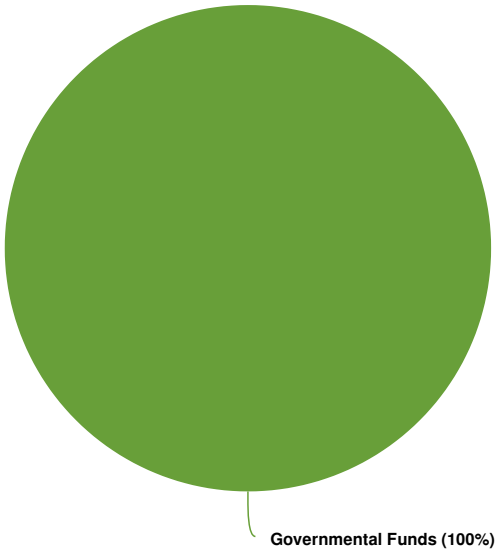
$9,512,704

$199,156 (2.14% vs. 2020 year)

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 $9,512,704 as of December 31, 2021, which includes both principal and interest expense, will have no effect 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 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 includes 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.

Debt by Fund

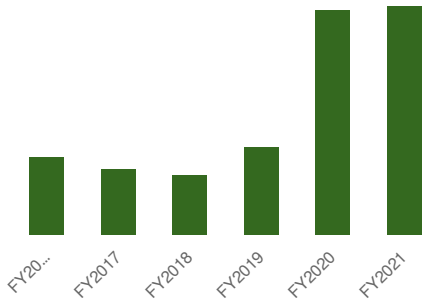


	FY2021
All Funds	—
Governmental Funds	$9,512,704
Total All Funds:	**$9,512,704**

Governmental Funds

In the government-wide financial statements, long-term debt and other long-term obligations are reported as liabilities of the primary government under governmental activities in the Statement of Net Position. In the governmental fund financial statements, the face amount of debt issued is reported as other financing sources. Issuance costs, whether or not withheld from the actual debt proceeds received, are reported as debt service expenditures.

The total outstanding debt in the governmental funds is $9,512,704 and includes the Debt Service Fund and Capital Projects Fund. The total outstanding debt in the Debt Service Fund at December 31, 2021 was $9,417,704. The total outstanding debt in the Capital Project Fund at December 31, 2021 was $95,000.



	FY2021
Governmental Funds	—
Capital Projects Fund	$95,000
Debt Service Fund	$9,417,704
Total Governmental Funds:	**$9,512,704**

$3.5M GTIB Loan - Capital Projects Fund

On August 12, 2020, the City of Holly Springs entered into a note payable agreement in the amount of $3,500,000 with the Georgia Transportation Infrastructure Bank (GTIB), which included an accompanying GTIB grant, to fund the widening of Holly Springs Parkway. This note is issued in the form of a line of credit whereby no repayment occurs until the time the City draws the funds. On August 12, 2020, the City incurred debt issuance costs of $35,000, which will be withheld from the proceeds from the first draw. As of December 31, 2022, the City had not drawn down any of the available funds. The remaining amount is available for draw as the construction occurs. Terms of the note stipulate that no interest will accrue until the full amount of the note has been drawn down, or until construction is complete, whichever occurs first. Upon the final draw, or completed construction, the note will require 120 monthly payments of principal and interest at 1.56%. The full maturity schedule will be included once the full balance has been drawn down.

$6M GTIB Loan - Capital Projects Fund

On April 1, 2021, the City of Holly Springs entered into a note payable agreement in the amount of $6,000,000 with the Georgia Transportation Infrastructure Bank (GTIB), which included an accompanying GTIB grant, to fund Phase III of the widening of Holly Springs Parkway. This note is issued in the form of a line of credit whereby no repayment occurs until the time the City draws the funds. As of December 31, 2021, the City has incurred debt issuance costs of $60,000, which will be withheld from the proceeds from the first draw. As of December 31, 2022, the City had drawn down $153,496.43 of the available funds. The remaining amount is available for draw as the construction occurs. Terms of the note stipulate that no interest will accrue until the full amount of the note has been drawn down, or until construction is complete, whichever occurs first. Upon the final draw, or completed construction, the note will require 120 monthly payments of principal and interest at 1.63%. The full maturity schedule will be included once the full balance has been drawn down.

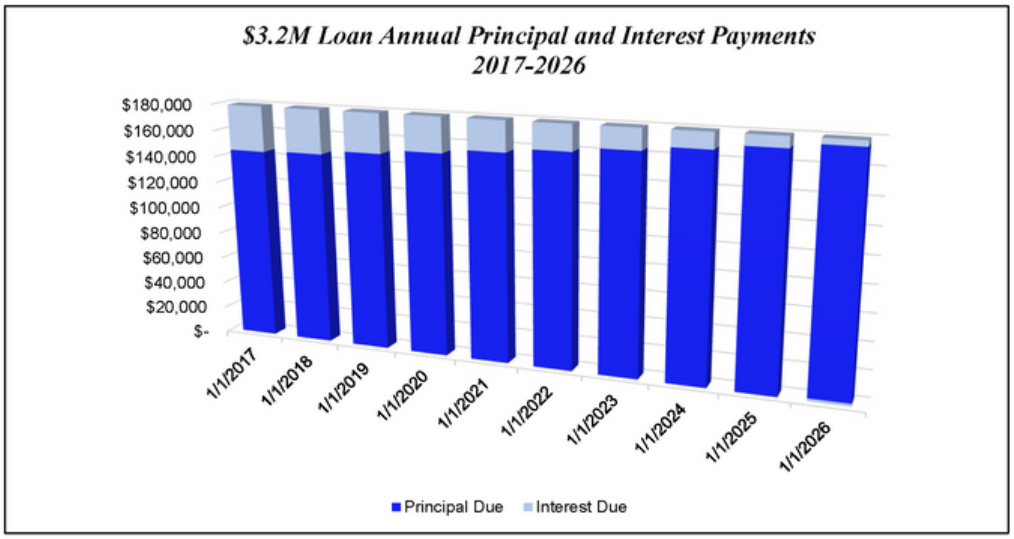
$3.2M Park Bond - Debt Service Fund

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. The terms of the notes require bi-annual payments of $179,368 at an interest rate of 2.25% maturing in the year 2026. As of December 31, 2022, the outstanding principal balance is $1,200,757.84.

	Interest	Principal	Total
1/1/2023	15,685	163,683	179,368
7/1/2023	13,577	165,791	179,368
2024-2026	41,791	857,054	898,845
	$ 71,053	**$ 1,186,528**	**$ 1,257,581**

	Interest	Principal	Total
1/1/2020	26,548	152,820	179,368
7/1/2020	24,521	154,847	179,368
1/1/2021	23,010	156,358	179,368
7/1/2021	20,866	158,502	179,368
1/1/2022	19,389	159,979	179,368
7/1/2022	17,263	162,105	179,368
1/1/2023	15,685	163,683	179,368
7/1/2023	13,577	165,791	179,368
1/1/2024	11,896	167,472	179,368
7/1/2024	9,861	169,507	179,368
1/1/2025	8,021	171,347	179,368
7/1/2025	5,951	173,416	179,367
1/1/2026	4,056	175,312	179,368
7/1/2026	2,006		
	$ 202,650	**$ 2,131,139**	**$ 2,331,783**

$3.2M Loan Annual Principal and Interest Payments 2017-2026



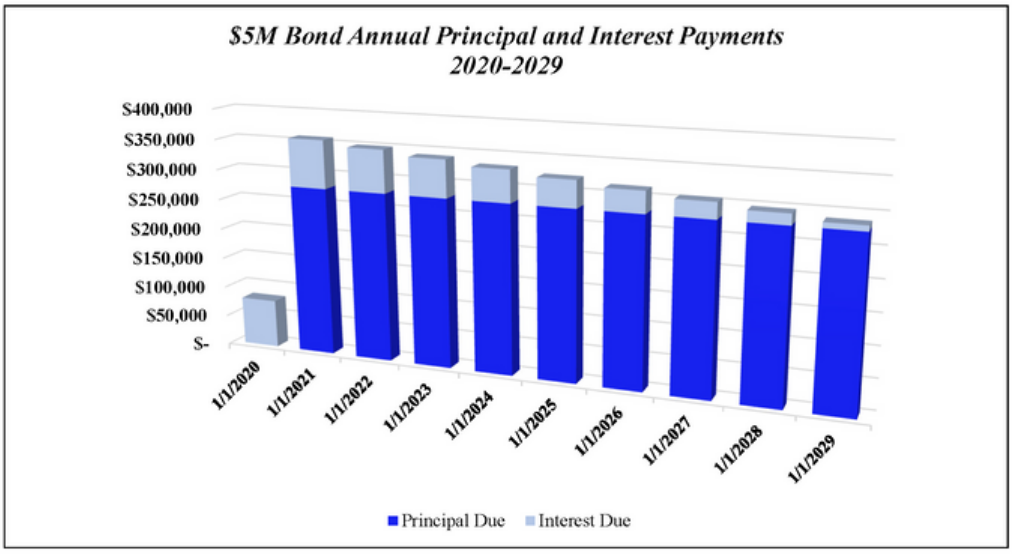
$5M URA Bond Series 2019 - Debt Service Fund

On August 14, 2019, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $5,000,000 for the purpose of funding the Town Center Road Network, Industrial Connector, and Town Center Projects. The bonds, which bear an interest rate of 3.10%, mature in August 2029. As of December 31, 2022, the outstanding principal balance is $3,888,888.

	Interest	Principal	Total
2/14/2023	61,617	277,778	339,395
8/14/2023	56,283	277,778	334,061
2024-2029	341,048	3,333,333	3,674,381
	$ 458,948	**$ 3,888,889**	**$ 4,347,837**

	Interest	Principal	Total
2/14/2020	79,222	-	79,222
8/14/2020	78,631	-	78,631
2/14/2021	79,222	277,778	357,000
8/14/2021	73,601	277,778	351,379
2/14/2022	70,420	277,778	348,198
8/14/2022	64,942	277,778	342,720
2/14/2023	61,617	277,778	339,395
8/14/2023	56,283	277,778	334,061
2/14/2024	52,815	277,778	330,593
8/14/2024	47,887	277,778	325,665
2/14/2025	44,012	277,778	321,790
8/14/2025	38,965	277,778	316,743
2/14/2026	35,210	277,778	312,988
8/14/2026	30,306	277,778	308,084
2/14/2027	26,407	277,778	304,185
8/14/2027	21,647	277,778	299,425
2/14/2028	17,605	277,778	295,383
8/14/2028	13,060	277,778	290,838
2/14/2029	8,802	277,778	286,580
8/14/2029	4,329	277,778	282,107
	$ 904,987	**$ 5,000,000**	**$ 5,904,987**

$5M Loan Annual Principal and Interest Payments 2020-2029



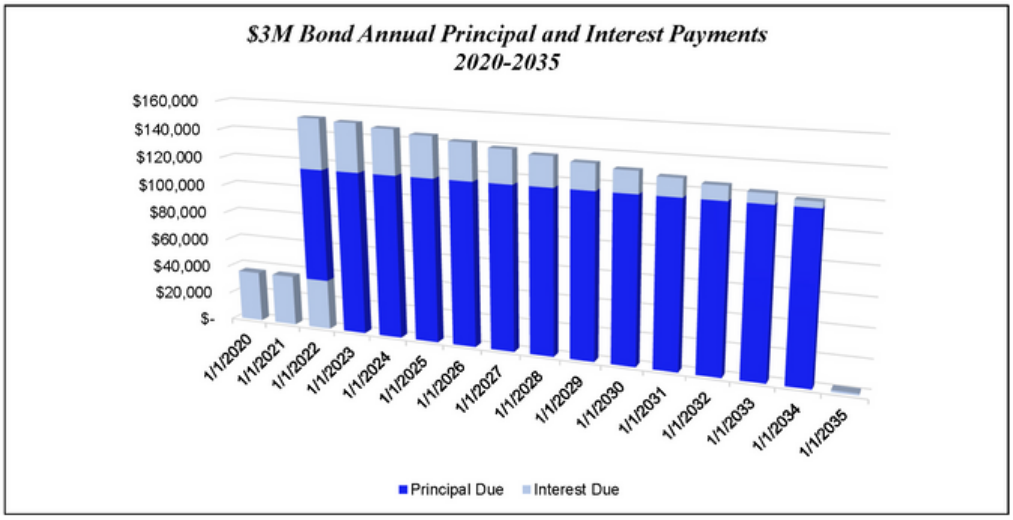
$3M URA Bond Series 2020 - Debt Service Fund

On April 14, 2020, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $3,000,000 for the purpose of funding the Town Center Road Network, Industrial Connector, and Town Center Projects. These bonds were issued in the form of a line of credit at the local financial institution whereby no repayment occurred until the time the City drew the funds. As of December 31, 2021, the entirety of the amount available had been drawn down by the County. The bonds, which bear an interest rate of 2.35%, mature in June 2035. As of December 31, 2022, the outstanding principal balance is $2,884,615.

	Interest	Principal	Total
6/1/2023	34,271	115,385	149,655
12/1/2023	33,081	115,385	148,465
2024-2035	379,683	2,653,846	3,033,529
	$ 447,034	**$ 2,884,616**	**$ 3,331,650**

	Interest	Principal	Total
12/1/2020	35,838	-	35,838
6/1/2021	35,642	-	35,642
12/1/2021	35,838	-	35,838
6/1/2022	35,642	-	35,642
12/1/2022	35,838	115,385	151,222
6/1/2023	34,271	115,385	149,655
12/1/2023	33,081	115,385	148,465
6/1/2024	31,702	115,385	147,087
12/1/2024	30,324	115,385	145,709
6/1/2025	28,788	115,385	144,172
12/1/2025	27,567	115,385	142,952
6/1/2026	26,045	115,385	141,430
12/1/2026	24,811	115,385	140,195
6/1/2027	23,304	115,385	138,689
12/1/2027	22,054	115,385	137,438
6/1/2028	20,675	115,385	136,060
12/1/2028	19,297	115,385	134,682
6/1/2029	17,821	115,385	133,205
12/1/2029	16,540	115,385	131,925
6/1/2030	15,079	115,385	130,464
12/1/2030	13,784	115,385	129,168
6/1/2031	12,338	115,385	127,722
12/1/2031	11,027	115,385	126,412
6/1/2032	9,649	115,385	125,033
12/1/2032	8,270	115,385	123,655
6/1/2033	6,854	115,385	122,239
12/1/2033	5,513	115,385	120,898
6/1/2034	4,113	115,385	119,497
12/1/2034	2,757	115,385	118,141
6/1/2035	1,371	115,385	116,755
	$ 625,830	**$ 3,000,000**	**$ 3,625,830**

$3M Loan Annual Principal and Interest Payments 2020-2035



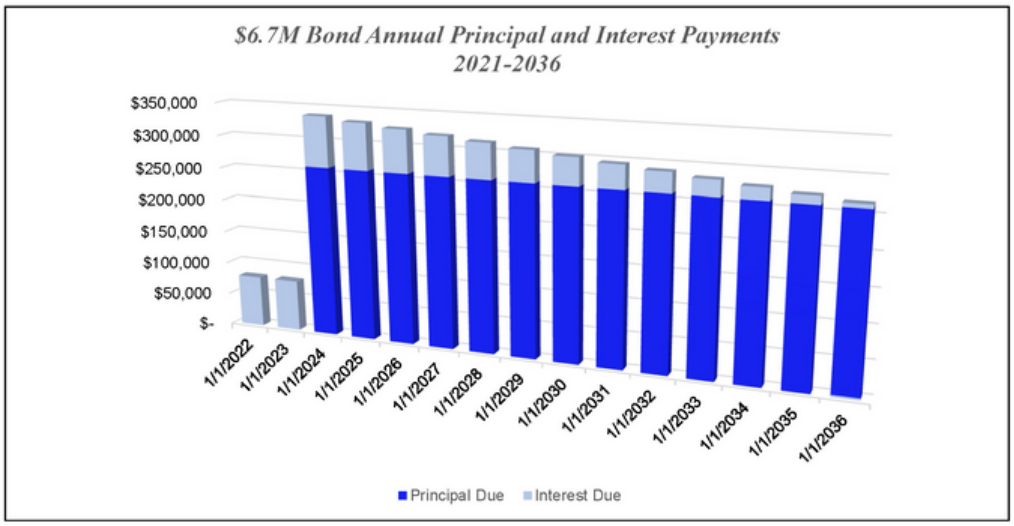
$6.7M URA Bond Series 2021 - Debt Service Fund

On September 30, 2021, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $6,756,113 for the purpose of funding various roadwork, sidewalks, streetscapes, stormwater infrastructure, and utility projects. These bonds are issued in the form of a line of credit at the local financial institution whereby no repayment occurs until the time the City draws the funds. As of December 31, 2022, the City had drawn down $4,232,354 of the $6,756,113. The remaining amount is available for draw as the construction occurs, and the City intends to utilize it during the fiscal years ending December 31, 2022 and 2023. Any unused portions of the issuance will be used to immediately pay down the outstanding balance, once construction is complete. Terms of the bonds require semi-annual payments at an interest rate of 2.2914% maturing in the year 2036. The full maturity schedule will be included once the full balance has been drawn down.

	Interest	Principal	Total
3/1/2023	76,768	-	76,768
9/1/2023	78,041	-	78,041
2024-2036	1,045,553	6,756,113	7,801,666
	$ 1,200,362	**$ 6,756,113**	**$ 7,956,475**

	Interest	Principal	Total
3/1/2022	76,768	-	76,768
9/1/2022	78,041	-	78,041
3/1/2023	76,768	-	76,768
9/1/2023	78,041	-	78,041
3/1/2024	77,192	259,851	337,043
9/1/2024	75,039	259,851	334,890
3/1/2025	70,863	259,851	330,714
9/1/2025	69,036	259,851	328,887
3/1/2026	64,958	259,851	324,809
9/1/2026	63,033	259,851	322,884
3/1/2027	59,052	259,851	318,903
9/1/2027	57,030	259,851	316,881
3/1/2028	53,441	259,851	313,292
9/1/2028	51,027	259,851	310,878
3/1/2029	47,242	259,851	307,093
9/1/2029	45,023	259,851	304,874
3/1/2030	41,337	259,851	301,188
9/1/2030	39,020	259,851	298,871
3/1/2031	35,431	259,851	295,282
9/1/2031	33,017	259,851	292,868
3/1/2032	29,689	259,851	289,540
9/1/2032	27,014	259,851	286,865
3/1/2033	23,621	259,851	283,472
9/1/2033	21,011	259,851	280,862
3/1/2034	17,716	259,851	277,567
9/1/2034	15,008	259,851	274,859
3/1/2035	11,810	259,851	271,661
9/1/2035	9,005	259,851	268,856
3/1/2036	5,938	259,851	265,789
9/1/2036	3,001	259,838	262,839
	$ 1,355,171	**$ 6,756,113**	**$ 8,111,284**

$6.7M Loan Annual Principal and Interest Payments 2021-2036

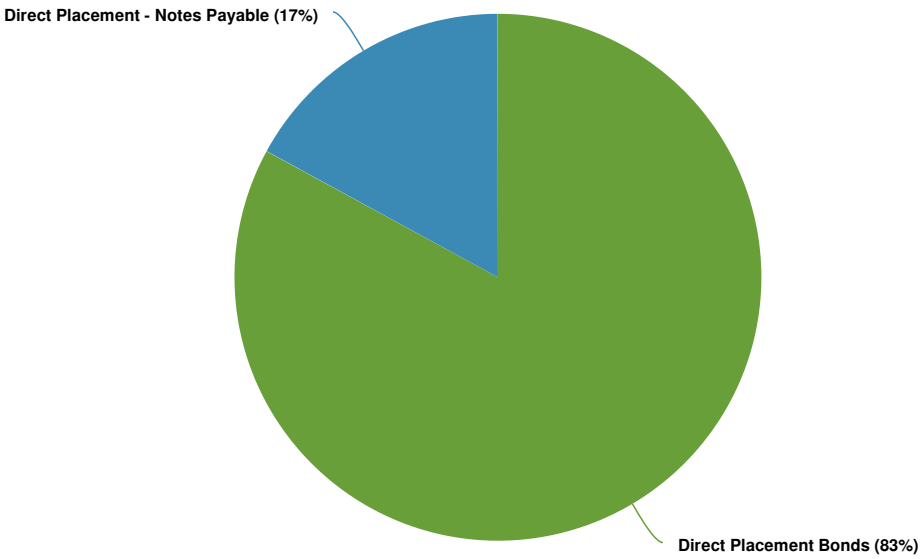


Debt Snapshot

$9,512,704

$199,156 (2.14% vs. 2020 year)

Debt by Type

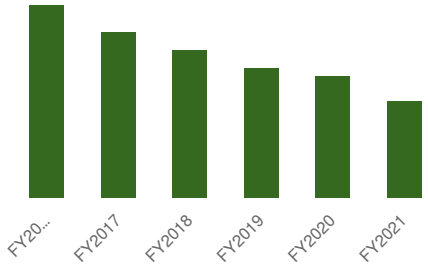


	FY2021
Debt	—
Direct Placement - Notes Payable	$1,621,574
Direct Placement Bonds	$7,891,130
Total Debt:	**$9,512,704**

Direct Placement - Notes Payable

Direct placements are generally placed directly with banks or other financial institutions. There are several benefits to using direct placements over traditional public offerings. They can be significantly faster, they don't require the borrower to go through the process of obtaining a rating from an agency such as Moody's or Standard and Poor's, and borrowers, or the placement agent on their behalf, are able to negotiate the terms of the obligations directly with the purchasers. On the flip side, because the purchasing bank or financial institution is lending the borrower the money with the intention of holding, rather than reselling the obligation, it may prefer a shorter maturity on the obligation than a borrower had anticipated for projects with longer useful lives (typically fifteen years or less). The bank may also require certain lending terms and conditions the borrower may not be comfortable with, or charge a higher interest rate than could be obtained through a traditional public offering. Notes payable are obligations to pay off specific amounts of more formal debts to banks and lenders within an agreed period of time.

The City of Holly Springs currently has three direct placement notes payable outstanding. The $3.2M park bond was used to purchase park land, and the $3.5M and $6M GTIB (Georgia Transportation Infrastructure Bank) loans will be used for our Holly Springs Widening Phases II and III projects.

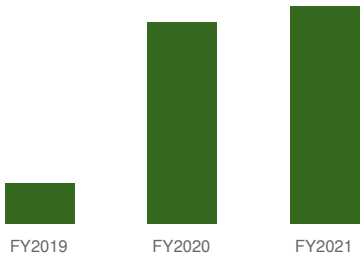


	FY2021
Direct Placement - Notes Payable	—
$3.2M Park Bond	$1,526,574
$3.5M GTIB Loan	$35,000
$6M GTIB Loan	$60,000
Total Direct Placement - Notes Payable:	**$1,621,574**

Direct Placement Bonds

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").

On August 14, 2019, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $5,000,000 and on April 14, 2020, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $3,000,000 for the purpose of funding the Town Center Road Network, Industrial Connector, and Town Center Projects. On September 30, 2021, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $6,756,113 for the purpose of funding various roadwork, sidewalks, streetscapes, stormwater infrastructure, and utility projects.



	FY2021
Direct Placement Bonds	—
$5M URA Bond Series 2019	$4,444,444
$3M URA Bond Series 2020	$3,000,000
$6.7M URA Bond Series 2021	$446,686
Total Direct Placement Bonds:	**$7,891,130**

Direct Placement Notes Payable

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 notes require bi-annual payments of $179,368 at an interest rate of 2.25% maturing in the year 2026. As of December 31, 2022, the outstanding principal balance is $1,200,757.84.

On August 12, 2020, the City of Holly Springs entered into a note payable agreement in the amount of $3,500,000 with the Georgia Transportation Infrastructure Bank (GTIB), which included an accompanying GTIB grant, to fund Phase II of the widening of Holly Springs Parkway. This note is issued in the form of a line of credit whereby no repayment occurs until the time the City draws the funds. As of December 31, 2022, the City incurred debt issuance costs of $35,000, which will be withheld from the proceeds from the first draw. As of December 31, 2022, the City had not drawn down any of the available funds. The remaining amount is available for draw as the construction occurs. Terms of the note stipulate that no interest will accrue until the full amount of the note has been drawn down, or until construction is complete, whichever occurs first. Upon the final draw, or completed construction, the note will require 120 monthly payments of principal and interest at 1.56%. The full maturity schedule will be included once the full balance has been drawn down.

On April 1, 2021, the City of Holly Springs entered into a note payable agreement in the amount of $6,000,000 with the Georgia Transportation Infrastructure Bank (GTIB), which included an accompanying GTIB grant, to fund Phase III of the widening of Holly Springs Parkway. This note is issued in the form of a line of credit whereby no repayment occurs until the time the City draws the funds. As of December 31, 2021, the City has incurred debt issuance costs of $60,000, which will be withheld from the proceeds from the first draw. As of December 31, 2022, the City had drawn down $153,496.43 of the available funds. The remaining amount is available for draw as the construction occurs. Terms of the note stipulate that no interest will accrue until the full amount of the note has been drawn down, or until construction is complete, whichever occurs first. Upon the final draw, or completed construction, the note will require 120 monthly payments of principal and interest at 1.63%. The full maturity schedule will be included once the full balance has been drawn down.

Outstanding Principal and Interest - Direct Placement Notes Payable

	Interest	Principal	Total
2023	29,262	329,474	358,736
2024	21,757	336,979	358,736
2025	13,972	344,763	358,735
2026	6,062	175,312	181,374
	$ 71,053	**$ 1,186,528**	**$ 1,257,581**

Direct Placement Bonds

On August 14, 2019, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $5,000,000 for the purpose of funding the Town Center Road Network, Industrial Connector, and Town Center Projects. The bonds, which bear an interest rate of 3.10%, mature in August 2029. As of December 31, 2022, the outstanding principal balance is $3,888,888.

On April 14, 2020, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $3,000,000 for the purpose of funding the Town Center Road Network, Industrial Connector, and Town Center Projects. These bonds were issued in the form of a line of credit at the local financial institution whereby no repayment occurred until the time the City drew the funds. As of December 31, 2021, the entirety of the amount available had been drawn down by the County. The bonds, which bear an interest rate of 2.35%, mature in June 2035. As of December 31, 2022, the outstanding principal balance is $2,884,615.

On September 30, 2021, the Urban Redevelopment Agency of the City of Holly Springs, Georgia issued general obligation bonds in the amount of $6,756,113 for the purpose of funding various roadwork, sidewalks, streetscapes, stormwater infrastructure, and utility projects. These bonds are issued in the form of a line of credit at the local financial institution whereby no repayment occurs until the time the City draws the funds. As of December 31, 2022, the City had drawn down $4,232,354 of the $6,756,113. The remaining amount is available for draw as the construction occurs, and the City intends to utilize it during the fiscal years ending December 31, 2022 and 2023. Any unused portions of the issuance will be used to immediately pay down the outstanding balance, once construction is complete. Terms of the bonds require semi-annual payments at an interest rate of 2.2914% maturing in the year 2036. The full maturity schedule will be included once the full balance has been drawn down.

Outstanding Principal and Interest - Direct Placement Bonds

	Interest	Principal	Total
2023	340,061	786,325	1,126,386
2024	314,960	1,306,027	1,620,987
2025	279,231	1,306,027	1,585,258
2026	244,363	1,306,027	1,550,389
2027	209,495	1,306,027	1,515,522
2028-2036	718,235	7,519,185	8,237,420
	$ 2,106,344	**$ 13,529,617**	**$ 15,635,962**

MINUTES

Council Meeting Minutes August 15, 2022 - Approved Millage Rate

City of Holly Springs
City Council Work Session Meeting Minutes
August 15, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Jeff Wilbur, 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 Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Communications & External Affairs Director Erin Honea, Deputy Chief Greg Clyburn, and Information Technology Manager/Facilities Manager Ron Carter.

Mayor Miller called the Work Session to order.

Public Comment
County resident Jim Long thanked elected officials and staff for their collaboration with the County regarding land use planning.

Mayor Pro Tem Zenchuk made a motion to amend the Work Session agenda to include Item H. Discuss a resolution declaring certain property as surplus and authorizing its sale or disposal and to amend the Business Meeting agenda to remove Item 15. Approve/deny a request for No Parking signs in Hidden Springs Subdivision and add Item 17. Approve/deny a resolution declaring certain property as surplus and authorizing its sale or disposal. Councilman Whitaker seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to adjourn. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Meeting adjourned.

City of Holly Springs
City Council Business Meeting Minutes
August 15, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Jeff Wilbur, 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 Tommy Keheley, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Communications & External Affairs Director Erin Honea, Deputy Chief Greg Clyburn, 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.

Mayor Miller recognized Rob Welsh as the August Yard of the Month recipient in his absence.

Consent Agenda

1. July 7, 2022 Work Session and Special Called Meeting Minutes
2. July 18, 2022 Work Session and Business Meeting Minutes
3. An ordinance to set the 2022 millage rate pursuant to Section 6.02 of the City Charter
4. Quote #Q-398493-44770.852RM from Axon Enterprise, Inc. in an amount not to exceed $393,608.04
5. Quote #Q-405117-44749.862RM from Axon Enterprise, Inc. in an amount not to exceed $361,920
6. An Intergovernmental Agreement for the Lease of Real Property between Cherokee County, Georgia and the City of Holly Springs, Georgia
7. A resolution to amend the Municipal Services Master Fee Schedule

Councilwoman Phillips made a motion to approve the August 15, 2022 Consent Agenda. Councilman Moore seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to approve a request by the applicant to withdraw without prejudice MA-01-2022, rezoning of 24.38 +/- acres located off of Redbud Lane and Hickory Road, Holly Springs, GA, tax parcels 235C, 235D, 236, and 237 of tax plat 15N14, from R-40, Single Family Residential Commercial, to TND, Traditional Neighborhood Development. Councilman Wilbur seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve A-02-2022, annexation of 0.2 +/- acres located off of Highway 140, Cherokee County, GA, tax parcel 233 of tax plat 15N19. Councilman Wilbur seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve MA-06-2022, rezoning of 0.2 +/- acres located off of Highway 140, Holly Springs, GA, tax parcel 233 of tax plat 15N19, from R-40, Single Family Residential Estate (County), to NC, Neighborhood Commercial (City). Councilman Moore seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve a Lease Agreement between Duplicating Products Inc. and the City of Holly Springs, Georgia for a term of 48 months in a monthly payment amount not to exceed $105. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilwoman Phillips made a motion to approve a Georgia Interlock Risk Management Agency (GIRMA) Pollution Liability quote, Option 2, in an amount not to exceed $19,052. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Councilman Wilbur made a motion to approve starting pay for certified police officers to be set at $24.29 per hour. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilman Moore made a motion to approve a quote for mosquito management services from Cook's Pest Control in an amount not to exceed $875 and authorize and ratify the signature of the City Manager. Councilwoman Phillips seconded the motion. Motion carried. 5-0.

City Attorney Robert M. Dyer addressed Council regarding Item 16 stating that the City should abandon the property as right-of-way and that there is no one to give notice to, as the City owns all adjoining property. He suggested that Item 16 be amended to include abandonment of right-of-way.

Councilman Whitaker made a motion to amend the agenda for Item 16 to read, Approve/deny the abandonment of the right-of-way and a Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibits A and A-1, identified as Tract 6D located in Land Lot 343 of the 15th District City of Holly Springs, Georgia and authorize the Mayor to execute the document. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to approve the abandonment of the right-of-way and a Quitclaim Deed between the City of Holly Springs, Georgia and the Downtown Development Authority of Holly Springs as described in Exhibits A and A-1, identified as Tract 6D located in Land Lot 343 of the 15th District City of Holly Springs, Georgia and authorize the Mayor to execute the document. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to approve a resolution declaring certain property as surplus and authorizing its sale or disposal. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Finance Director Denise Lamazares announced that the July finance report was 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)

Public Hearing November 10, 2022 - Proposed FY2023 Budget

City of Holly Springs
City Council Public Hearing Minutes
November 10, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Kyle Whitaker, Councilman Jeff Wilbur, Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Deputy Chief Greg Clyburn, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Communications & External Affairs Director Erin Honea, Court Administrator Donna Sanders, Accounting Specialist Becky Bruce, Sergeant Naveed Babar, and Facilities Manager/Information Technology Manager Ron Carter.

Mayor Miller called the Public Hearing to order.

Finance Director Denise Lamazares presented proposed 2023 Budget Appropriation for the Year Ending December 31, 2023.

No public comment.

Mayor Pro Tem Zenchuk made a motion to adjourn and enter into Executive Session for the purposes of Litigation and Real Estate. Councilman Whitaker seconded the motion. Motion carried 5-0.

City of Holly Springs
City Council Work Session Minutes
November 10, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Kyle Whitaker, Councilman Jeff Wilbur, Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Deputy Chief Greg Clyburn, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Communications & External Affairs Director Erin Honea, Court Administrator Donna Sanders, Accounting Specialist Becky Bruce, Sergeant Naveed Babar, 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.

County resident Al Clary informed Council that he was available to answer questions about any of the documents he had provided to them in opposition to CUP-01-2022.

City resident Tanya Phillips spoke against MA-09-2022 citing traffic concerns.

City resident David Boyenga inquired as to whether or not the traffic study for cases MA-05-2022, CUP-02-2022, and CUP-01-2022 included Hickory Road and wanted to know during what times the study was completed.

County resident David Whittaker addressed Council stating that he wanted the age-targeted housing in MA-05-2022 have entrances on Hickory Road.

City resident Chris DeLuca spoke in regards to MA-09-2022 stating that while he was not opposed to the project, he did cite traffic safety concerns and asked that Council ensure that any traffic studies include the busiest times for residents.

City Manager Robert H. Logan announced that he and his wife, Pam, would become grandparents in May; their daughter, Sarah, and her husband, Brad are expecting their first child.

Mayor Pro Tem Michael Roy Zenchuk wished everyone a happy Veterans Day.

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Meeting adjourned.

City of Holly Springs
City Council Special Called Meeting Minutes
November 10, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Kyle Whitaker, Councilman Jeff Wilbur, Mayor Pro Tem Michael Roy Zenchuk II.

Staff Present: City Attorney Robert M. Dyer, City Manager Robert H. Logan, City Clerk Karen Norred, Deputy Chief Greg Clyburn, Community Development Director Nancy Moon, Finance Director Denise Lamazares, Communications & External Affairs Director Erin Honea, Accounting Specialist Becky Bruce, and Facilities Manager/Information Technology Manager Ron Carter.

Mayor Miller called the Special Called Meeting to order.

Councilman Whitaker made a motion to move Items 2-8 to a Consent Agenda. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilwoman Phillips made a motion to deny consideration of the appeal of the decision of V-08-2022, a variance from the RD-20, Single Family and Duplex, regulations of the Holly Springs Zoning Ordinance for property located off of Old Magnolia Way, Holly Springs, Georgia, tax parcel 011 or tax plat 93N01. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Consent Agenda

2. A resolution establishing a Tax Allocation District Fund

3. A resolution to open the Tax Allocation District Fund Checking account at South State Bank

4. A resolution amending the Municipal Services Master Fee Schedule

5. A quote from Woodwind Construction Company, Inc. in an amount not to exceed $87,000

6. A resolution of the City of Holly Springs, Georgia authorizing the renewal of Health Insurance effective January 1, 2023 with Cigna Healthcare for the medical, dental and vision lines of coverage and; to renew the Open Access Plus Plan OAP base as the medical base plan, and to renew the Open Access Plus Plan OAP buy-up as the buy-up option; to renew the Q5 DPPO $1000/Ortho plan as the dental plan; to renew the C1-Standard PPO Comprehensive Plan as the vision plan; and to authorize the City Clerk/HR Director to execute all documents pertaining to these matters

7. A resolution of the City of Holly Springs, Georgia authorizing the renewal of the Basic Life and AD&D Insurance, the voluntary life insurance, the short-term disability, the renewal of the long-term disability, the voluntary accident insurance, the voluntary critical illness insurance with the Standard Insurance Company; and to authorize the City

Clerk/HR Director to execute all documents pertaining to these matters for plan year January 1, 2023 through December 31, 2023

8. A resolution of the City of Holly Springs, Georgia authorizing the renewal of the Health Reimbursement Arrangement (HRA) with Medcom to reimburse the last $250 of the eligible participant's deductible; authorizing the renewal of the Medical Flexible Spending Account (FSA) with Medcom and to allow eligible participants to set aside up to the annual maximum of $3,050 and to carry over up to $610; the renewal of contracting the COBRA administration; and to authorize the City Clerk/HR Director to execute all documents pertaining to the these matters for plan year January 1, 2023 through December 31, 2023

Councilman Whitaker made a motion to approve the November 10, 2022 Consent Agenda. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Councilwoman Phillips made a motion to adjourn. Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Meeting adjourned.

Respectfully Submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk
(Seal)

Council Meeting Minutes November 21, 2022 - Approved Budget

City of Holly Springs
City Council Work Session Meeting Minutes
November 21, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Jeff Wilbur, 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 Tommy Keheley, Community Development Director Nancy Moon, Deputy Chief Greg Clyburn, and Facilities Manager/Information Technology Manager Ron Carter.

Mayor Miller called the Work Session to order.

Public Comment

City resident Dave Konwick addressed Council regarding MA-09-2022; Mr. Konwick stated the he does not support the one-way in, one-way out design of the project as presented and requested that Council design and construct acceleration and deceleration lanes for Cedar Valley Drive at its intersection with Hickory Road. He also asked that staff examine the zoning ordinance regarding zoning case notification requirements of developers and the City for consistency.

Mayor Pro Tem Zenchuk made a motion to table Item C, Discuss 2023 Meeting Calendar. Councilman Wilbur seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to table Item E, Discuss revisions to the Harmony on the Lakes at Holly Springs Street Tree Plan. Councilman Moore seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to adjourn and enter into Executive Session for the purpose of Real Estate. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Meeting adjourned.

City of Holly Springs
City Council Business Meeting Minutes
November 21, 2022

Elected Officials Present: Mayor Steven W. Miller, Councilman Kevin Moore, Councilwoman Dee Phillips, Councilman Jeff Wilbur, 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 Tommy Keheley, Community Development Director Nancy Moon, Deputy Chief Greg Clyburn, and Facilities Manager/Information Technology 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 3, 2022 Council Work Session and Special Called Meeting minutes
2. October 17, 2022 Council Work Session and Business Meeting minutes
3. 2023 Budget Appropriation for the Year Ending December 31, 2023
4. 2023-2027 Capital Improvement Plan
5. City of Holly Springs Municipal Court Governmental Probation Agreement between Municipal Court and the City of Holly Springs, Georgia and authorize the Mayor and Probation Officer to execute the agreement
6. Quote # 2425 from Cherokee Truck Equipment, LLC in an amount not to exceed 23,445
7. A quote from Douglas Outdoors, LLC for sidewalk repairs at 152 Edgewater Trail in an amount not to exceed $3,540
8. A resolution adopting an updated Job Classification and Compensation Plan

Councilman Wilbur made a motion to approve the November 21, 2022 Consent Agenda. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to remove Item 18, Approve/deny the 2023 Meetings Calendar and Item 20, Approve/deny revisions to the Harmony on the Lakes at Holly Springs Street Tree Plan from the Business Meeting Agenda. Councilman Whitaker seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve MA-09-2022, rezoning of 29.2 +/- acres located off of Red Bud Lane and Hickory Road, Holly Springs, GA, tax parcels 235C, 235D, 236, 237, 239, and 240 of tax plat 15N14, from R-40, Single Family Residential Estate, NC, Neighborhood Commercial, to TND, Traditional Neighborhood Development. Councilman Wilbur seconded the motion. Motion carried 4-1. Councilwoman Phillips opposed.

Mayor Pro Tem Zenchuk made a motion to deny without prejudice CUP-01-2022 , a conditional use permit for a Self-Storage Establishment for property located off of East Cherokee Drive, Holly Springs, GA, tax parcel 118 of tax plat 15N26. Councilman Whitaker seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve A-03-2022, annexation of 5.84 +/- acres located off of Holly Springs Parkway, Cherokee County, GA, tax parcels 065 and 065A of tax plat 15N15. Councilman Moore seconded the motion. Motion carried 5-0.

Councilman Whitaker made a motion to deny MA-07-2022, rezoning of 21.01 +/- acres located off of Holly Springs Parkway, Holly Springs, GA, tax parcels 065, 065A, 066, 067, 068, 068A, 068B, and 068C of tax plat 15N15, from GC, General Commercial, MXD, Mixed Use Overlay (City) and R-40, Single Family Residential Estate (County), to GC, General Commercial and MXD, Mixed Use Overlay (City). Mayor Pro Tem Zenchuk seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to reopen Item 12, MA-07-2022, rezoning of 21.01 +/- acres located off of Holly Springs Parkway, Holly Springs, GA, tax parcels 065, 065A, 066, 067, 068, 068A, 068B, and 068C of tax plat 15N15, from GC, General Commercial, MXD, Mixed Use Overlay (City) and R-40, Single Family Residential Estate (County), to GC, General Commercial and MXD, Mixed Use Overlay (City). Councilman Whitaker seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve MA-07-2022, rezoning of 21.01 +/- acres located off of Holly Springs Parkway, Holly Springs, GA, tax parcels 065, 065A, 066, 067, 068, 068A, 068B, and 068C of tax plat 15N15, from GC, General Commercial, MXD, Mixed Use Overlay (City) and R-40, Single Family Residential Estate (County), to GC, General Commercial and MXD, Mixed Use Overlay (City) with staff stipulations as described in MA-07-2022. Councilman Moore seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve MA-10-2022, rezoning of 1.94 +/- acres located off of Univeter Road, Holly Springs, Ga, tax parcel 179A (partial) of tax plat 15N19 from R-40, Single Family Residential Estate, to R-20, Single Family Residential with staff stipulations as described in MA-10-2022. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve a proposal from Douglas Outdoors LLC for replacement of street trees in Harmony on the Lakes in an amount not to exceed $200 per tree. Councilman Moore seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve the release of Edgewater Phase 3 Maintenance Bond #800036694, Crestbrooke Phase 1 Performance Bond #0740550, Crestbrooke Phase 2 Performance Bond #30105300, and Spring Meadows-Landscaping Performance Bond # CMS330921. Councilman Wilbur seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve a resolution to accept and authorize certain streets in Edgewater Phase 3 to become publicly maintained streets. Councilman Moore seconded the motion. Motion carried 5-0.

Councilman Wilbur made a motion to approve a request by the applicant to withdraw without prejudice CUP-03-2022, conditional use permit for an Auto Service Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 071E of tax plat 15N15. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to approve an addendum to the Memorandum of Agreement with the Systematic Alien Verification for Entitlements (SAVE) Program. Councilwoman Phillips seconded the motion. Motion carried 5-0.

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilman Moore seconded the motion. Motion carried 5-0.

Meeting adjourned.

Respectfully Submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk
(Seal)

Council Meeting Minutes July 15, 2019 – Urban Redevelopment Agency

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
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
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.
4. 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.

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.

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)

ORDINANCES

Ad Valorem Tax Rate Ordinance ORD-10-2022

ORD-10-2022

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA, TO SET THE 2022 AD VALOREM TAX RATE OF THE CITY OF HOLLY SPRINGS, GEORGIA FOR THE FISCAL YEAR COMMENCING JANUARY 1, 2023, AND ENDING DECEMBER 31, 2023; AND FOR OTHER PURPOSES

Be it Ordained and Established by the Mayor and City Council of the City of Holly Springs, Georgia as follows:

Section 1. The 2022 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 3.841 mills on forty percent (40%) of each $1,000 of property subject to ad valorem tax by the City.

Section 2. Said rate of 3.841 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 15th day of August 2022.

CITY OF HOLLY SPRINGS

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk
(Seal)

CITY OF HOLLY SPRINGS SEAL GEORGIA

Page **1** of **1**

Budget Ordinance ORD-11-2022

ORD-11-2022

AN ORDINANCE OF THE CITY OF HOLLY SPRINGS APPROVING APPROPRIATIONS FOR THE YEAR 2023 GENERAL FUND, AMERICAN RESCUE PLAN ACT OF 2021 FUND, OPERATING GRANT FUND, PARKS AND RECREATION FUND, TAX ALLOCATION DISTRICT FUND, HOTEL/MOTEL TAX FUND, SPECIAL PURPOSE LOCAL OPTION SALES TAX (SPLOST) III FUND, SPLOST V FUND, TOWN CENTER FUND, URBAN REDEVELOPMENT AGENCY, DEBT SERVICE FUND, AND STORMWATER 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	$ 12,050,000
AMERICAN RESCUE PLAN ACT OF 2021 FUND	$ 5,769,200
OPERATING GRANT FUND	$ 75,000
PARKS AND RECREATION FUND	$ 500,000
TAX ALLOCATION DISTRICT FUND	$ 300,135
HOTEL/MOTEL TAX FUND	$ 6,000
SPLOST III FUND	$ 290,000
SPLOST V FUND	$ 11,835,000
TOWN CENTER FUND	$ 3,754,000
URBAN REDEVELOPMENT AGENCY	$ 3,454,000
DEBT SERVICE FUND	$ 2,300,135
STORMWATER FUND	$ 470,000

SO ORDAINED, THIS 21st DAY OF NOVEMBER, 2022 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)



5 Year Capital Improvement Plan Ordinance ORD-12-2022

ORD-12-2022

AN ORDINANCE OF THE CITY OF HOLLY SPRINGS APPROVING APPROPRIATIONS FOR THE FIVE-YEAR CAPITAL IMPROVEMENT PLAN (CIP) 2023-2027

WHEREAS, the Mayor and City Council of the City of Holly Springs have prepared a Five-Year Capital Improvement Plan (CIP) for fiscal years 2023-2027; 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 2023-2027 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 2023-2027 for projects to be funded from sources anticipated, projected, or recommended beyond 2023 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 2023-2027, attached hereto as Exhibit "A" and incorporated herein by reference.

SO ORDAINED, THIS 21st 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)

CITY OF HOLLY SPRINGS SEAL GEORGIA

Page 1 of 1

Comprehensive Plan Resolution RES-17-2018

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

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

Urban Redevelopment Authority Resolution RES-18-2019

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)

By: _____
Steven W. Miller, Mayor

Attest:

By: _____
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)

Karen Norred, City Clerk

Urban Redevelopment Authority Resolution RES-23-2019

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

Urban Redevelopment Authority Resolution RES-14-2020

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

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

Urban Redevelopment Authority Resolution RES-30-2021

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
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Building 5, Suite 515
Atlanta, GA 30305
(678) 999-0350

GEORGIA LAW ON BUDGETS

Georgia Law on Local Government Budgets

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 the 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.

APPENDIX

TRAFFIC ENGINEERING REQUESTS

Fox Creek/Turner Village intersection imrprovements

Overview

Request Owner	Denise Lamazares
Department	Traffic Engineering
Type	Capital Improvement

Description

Fox Creek/Turner Village intersection improvements

Images



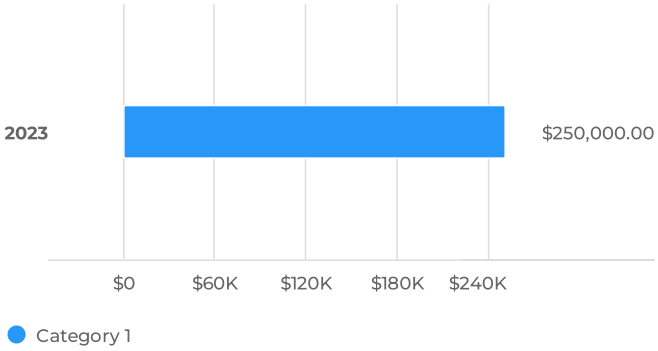
Fox Creek/Turner Village

Fox Creek/Turner Village

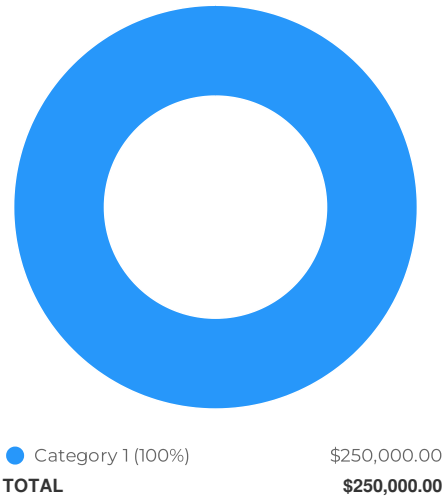
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$250K	$250K

Capital Cost by Year



Capital Cost for Budgeted Years



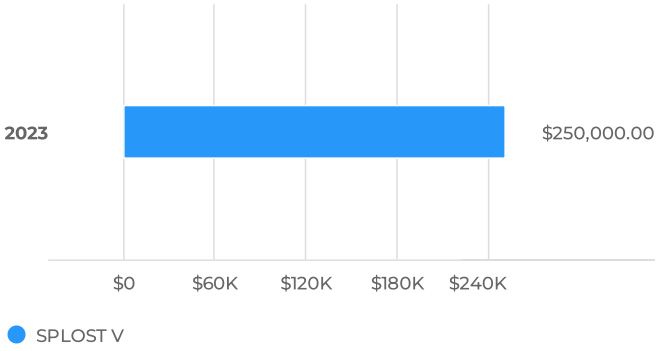
Capital Cost Breakdown

Capital Cost	FY2023	Total
Category 1	$250,000	$250,000
Total	**$250,000**	**$250,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$250K	$250K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$250,000	$250,000
Total	**$250,000**	**$250,000**

PARKS, RECREATION & CULTURE REQUESTS

Parks and Recreation Facilities and Related Debt

Overview

Request Owner	Denise Lamazares
Department	Parks, Recreation & Culture
Type	Capital Improvement

Description

Parks and Recreation Facilities and Related Debt - Playground equipment for Taylors Farm Park and Barrett Park and development of the Timothy B. Downing Park at the Cagle Family Farm.

Images

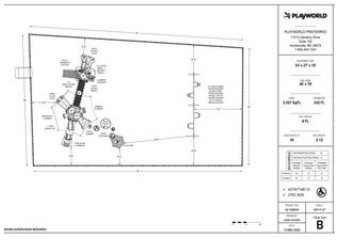

Taylors Farm Park


Taylors Farm Park


Taylors Farm Park


Taylors Farm Park


Taylors Farm Park

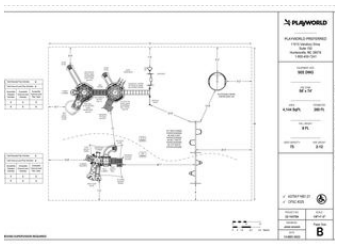

Taylors Farm Park


Barrett Park


Barrett Park


Barrett Park

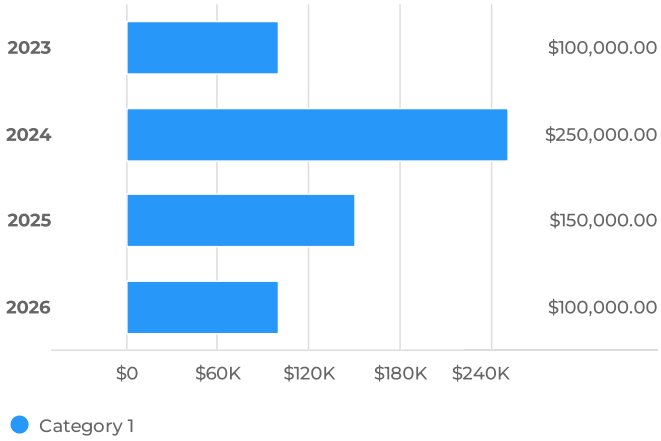

Barrett Park


Barrett Park

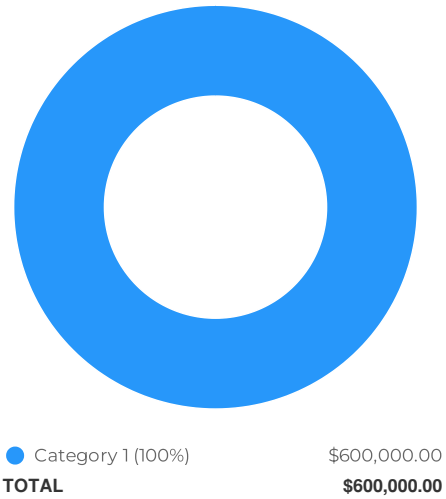
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$100,000	$600K	$600K

Capital Cost by Year



Capital Cost for Budgeted Years



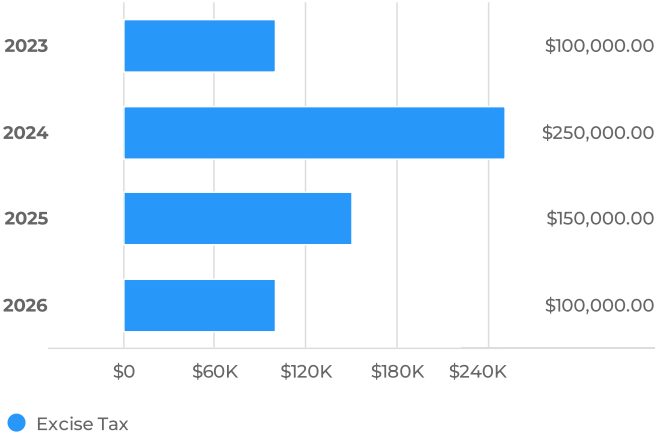
Capital Cost Breakdown

Capital Cost	FY2023	FY2024	FY2025	FY2026	Total
Category 1	$100,000	$250,000	$150,000	$100,000	$600,000
Total	**$100,000**	**$250,000**	**$150,000**	**$100,000**	**$600,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$100,000	$600K	$600K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2024	FY2025	FY2026	Total
Excise Tax	$100,000	$250,000	$150,000	$100,000	$600,000
Total	**$100,000**	**$250,000**	**$150,000**	**$100,000**	**$600,000**

PARKS AND RECREATION FUND REQUESTS

Community Center (Train Depot)

Overview

Request Owner	Denise Lamazares
Est. Start Date	03/31/2023
Est. Completion Date	09/30/2023
Department	Parks and Recreation Fund
Type	Capital Improvement

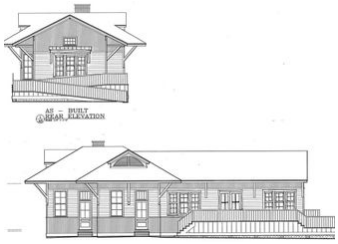
Description

Renovations to the Community Center (Train Depot)

Images



Depot renovations

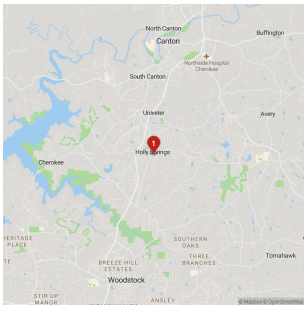


Depot renovations

Details

Type of Project	Refurbishment

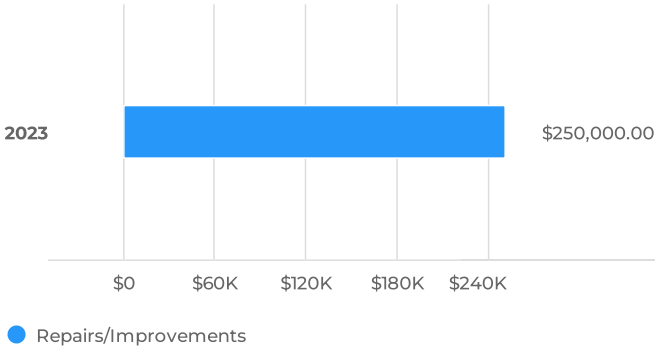
Location



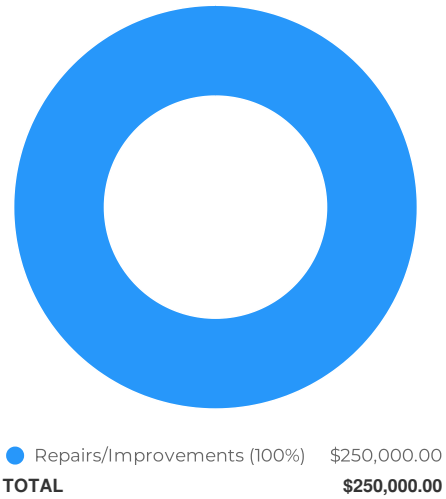
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$250K	$250K

Capital Cost by Year



Capital Cost for Budgeted Years



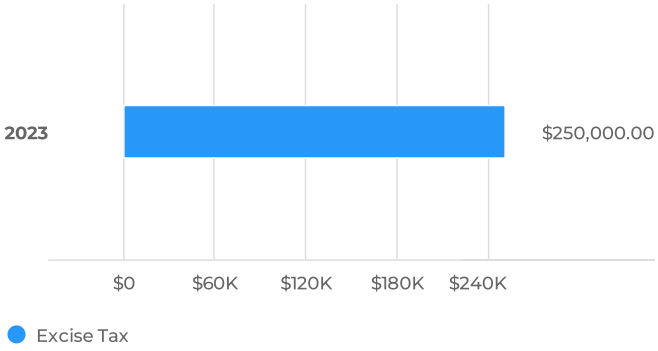
Capital Cost Breakdown

Capital Cost	FY2023	Total
Repairs/Improvements	$250,000	$250,000
Total	**$250,000**	**$250,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$250K	$250K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Excise Tax	$250,000	$250,000
Total	**$250,000**	**$250,000**

SIDEWALKS AND CROSSWALKS REQUESTS

Hickory Road sidewalks (Fill in the Gaps)

Overview

Request Owner	Denise Lamazares
Department	Sidewalks and Crosswalks
Type	Capital Improvement

Description

Hickory Road sidewalks

Images



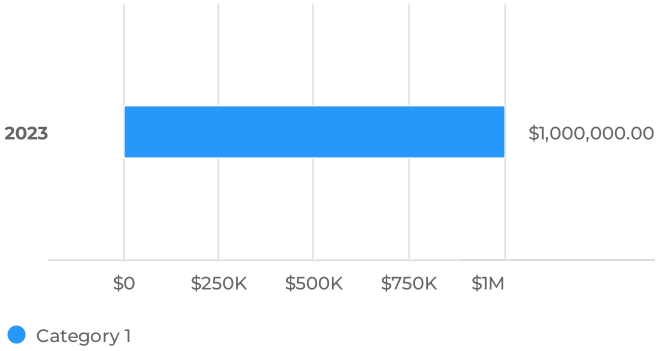
Hickory Road sidewalks

Hickory Road sidewalks

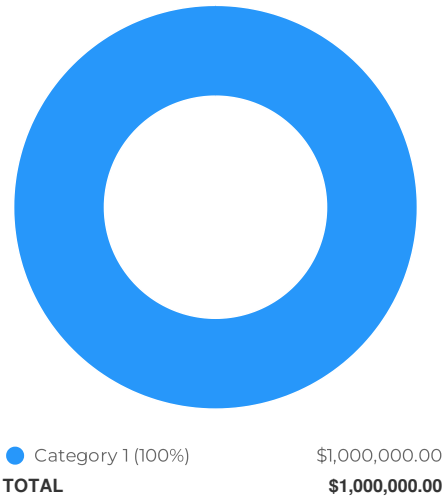
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$1,000,000	$1M	$1M

Capital Cost by Year



Capital Cost for Budgeted Years



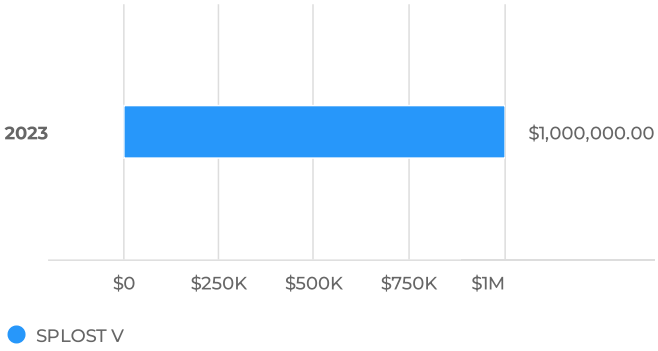
Capital Cost Breakdown

Capital Cost	FY2023	Total
Category 1	$1,000,000	$1,000,000
Total	**$1,000,000**	**$1,000,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$1,000,000	$1M	$1M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$1,000,000	$1,000,000
Total	**$1,000,000**	**$1,000,000**

Holly Springs Parkway sidewalks (Serenity)

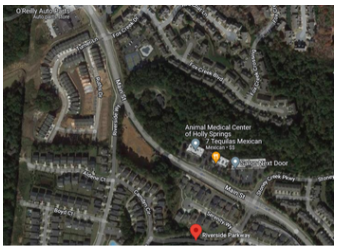
Overview

Request Owner	Denise Lamazares
Department	Sidewalks and Crosswalks
Type	Capital Improvement

Description

Holly Springs Parkway sidewalks

Images



Holly Springs Parkway sidewalks

Holly Springs Parkway sidewalks

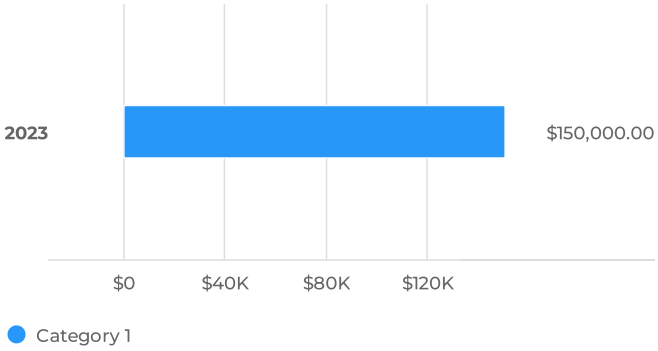
Details

Type of Project	New Construction

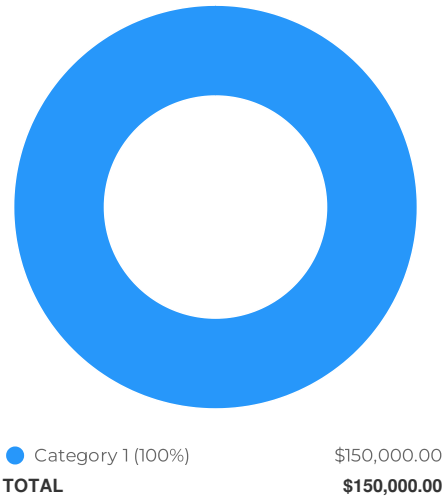
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$150,000	$150K	$150K

Capital Cost by Year



Capital Cost for Budgeted Years



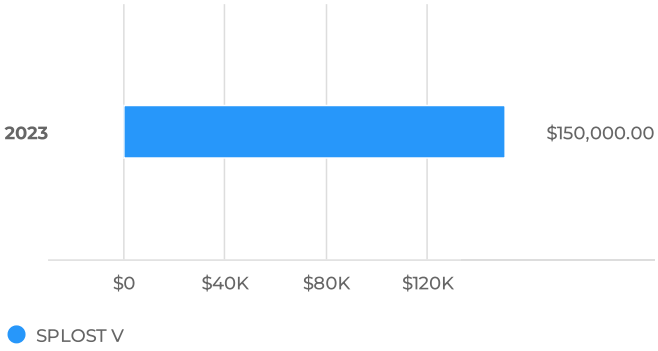
Capital Cost Breakdown

Capital Cost	FY2023	Total
Category 1	$150,000	$150,000
Total	**$150,000**	**$150,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$150,000	$150K	$150K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$150,000	$150,000
Total	**$150,000**	**$150,000**

Sidewalks and Streetscapes Palm Street and Hickory Road

Overview

Request Owner	Denise Lamazares
Est. Start Date	10/01/2022
Est. Completion Date	04/30/2023
Department	Sidewalks and Crosswalks
Type	Capital Improvement

Description

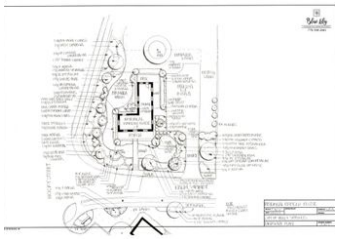
Downtown square and streetscapes project. This project started in fiscal year 2022 and will be completed by mid year 2023. It includes the construction of sidewalks, curb and gutter, and streetscapes at the intersection of Palm Street and Hickory Road from the Cherokee County Fire Station No. 8, around the corner in front of the Hardin House, and terminating at the existing sidewalk in front of the townhomes on Palm Street.

Images



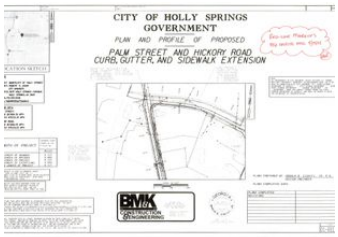
Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



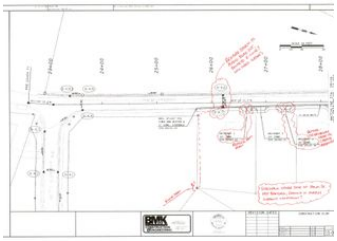
Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



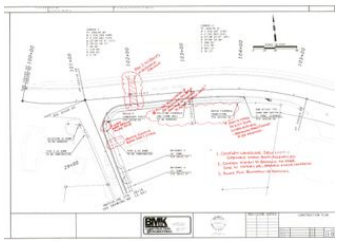
Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



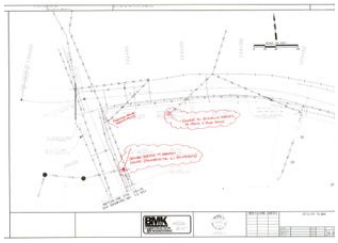
Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



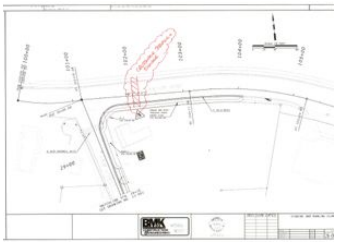
Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



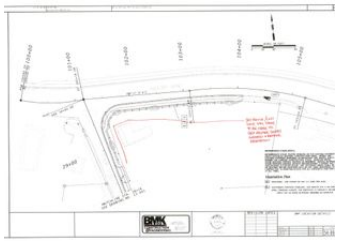
Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



Sidewalks & Streetscapes Palm St & Hickory Rd

Sidewalks & Streetscapes Palm St & Hickory Rd



Sidewalks & Streetscapes Palm St & Hickory Rd

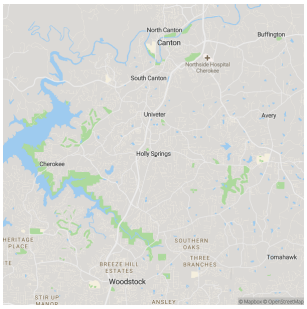


Sidewalks & Streetscapes Palm St & Hickory Rd

Details

Type of Project	New Construction

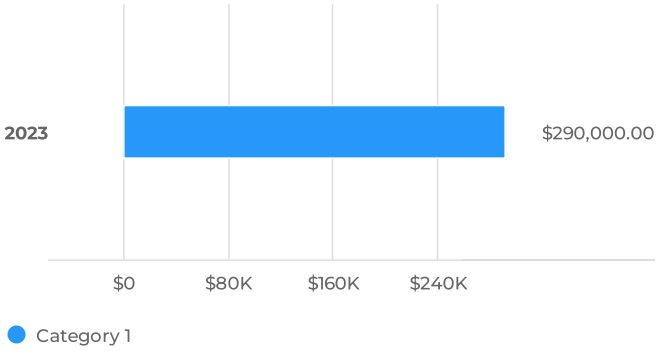
Location



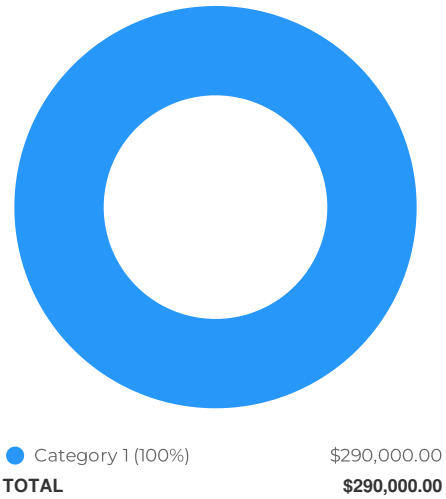
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$290,000	$290K	$290K

Capital Cost by Year



Capital Cost for Budgeted Years



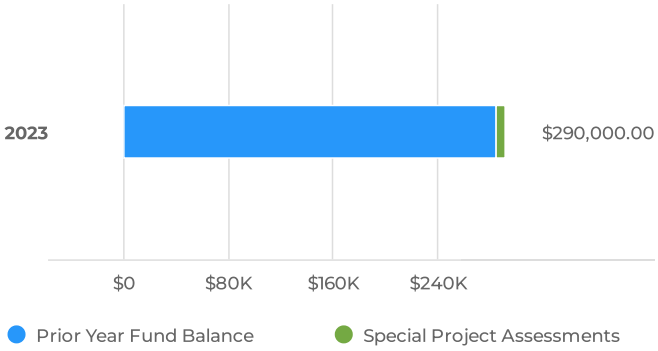
Capital Cost Breakdown

Capital Cost	FY2023	Total
Category 1	$290,000	$290,000
Total	**$290,000**	**$290,000**

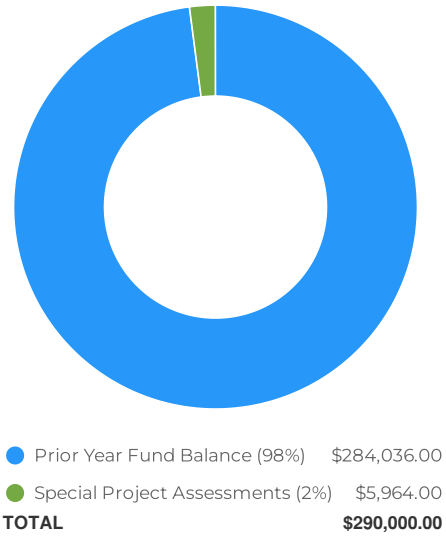
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$290,000	$290K	$290K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Prior Year Fund Balance	$284,036	$284,036
Special Project Assessments	$5,964	$5,964
Total	**$290,000**	**$290,000**

GENERAL GOVERNMENT BUILDINGS REQUESTS

General Government Buildings

Overview

Request Owner	Denise Lamazares
Department	General Government Buildings
Type	Capital Improvement

Description

General Government Buildings - New Public Works building on Univeter Road, city hall, amphitheater, and ancillary structures in the Town Center Project.

Images



Public Works building



Public Works building



Public Works building

Public Works building

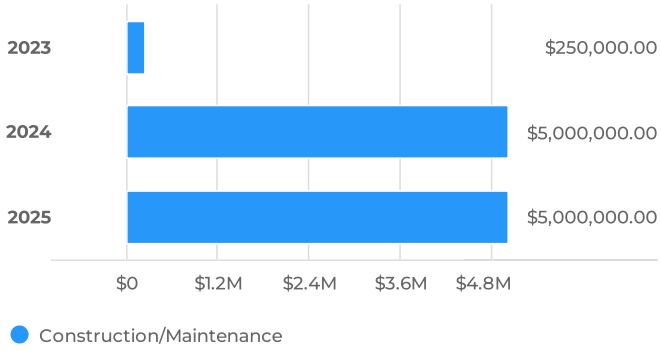
Details

Type of Project	New Construction

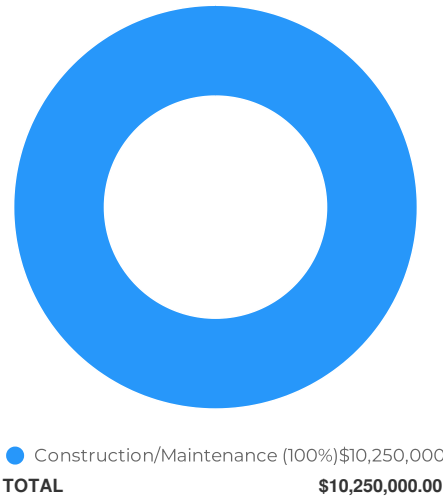
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$10.25M	$10.25M

Capital Cost by Year



Capital Cost for Budgeted Years



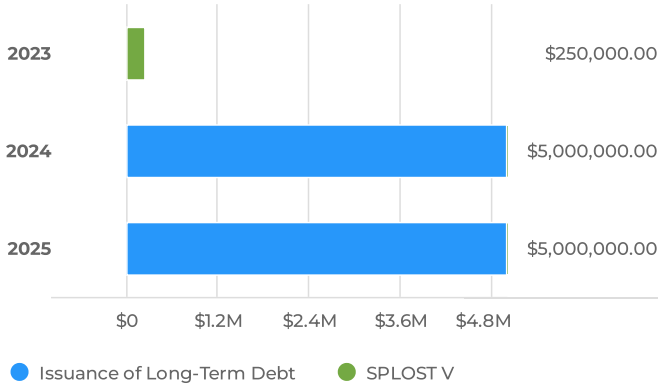
Capital Cost Breakdown

Capital Cost	FY2023	FY2024	FY2025	Total
Construction/Maintenance	$250,000	$5,000,000	$5,000,000	$10,250,000
Total	**$250,000**	**$5,000,000**	**$5,000,000**	**$10,250,000**

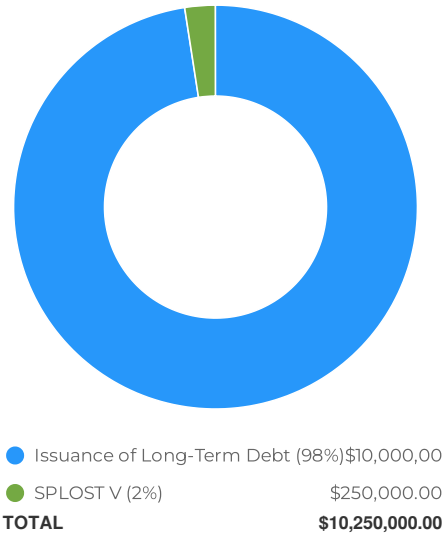
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$10.25M	$10.25M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2024	FY2025	Total
SPLOST V	$250,000			$250,000
Issuance of Long-Term Debt		$5,000,000	$5,000,000	$10,000,000
Total	**$250,000**	**$5,000,000**	**$5,000,000**	**$10,250,000**

Town Center Project site improvements

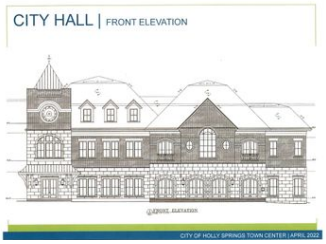
Overview

Request Owner	Denise Lamazares
Department	General Government Buildings
Type	Capital Improvement

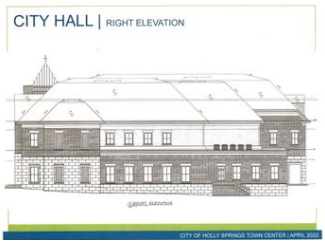
Description

Town Center Project site improvements

Images

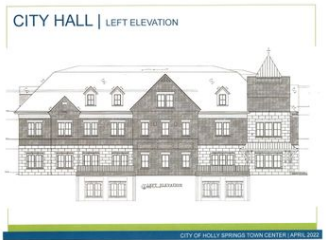


City Hall



City Hall

City Hall



City Hall

City Hall



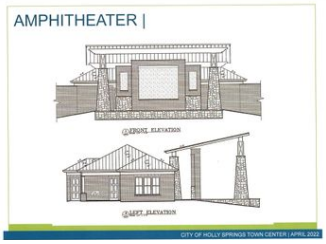
City Hall

City Hall



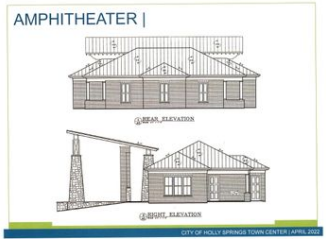
Amphitheater

Amphitheater



Amphitheater

Amphitheater



Amphitheater

Amphitheater



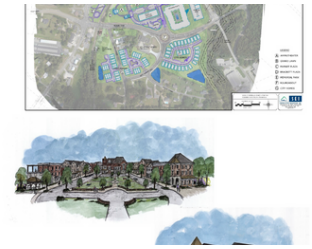
Parking Garage

Parking Garage



Parking Garage

Parking Garage



Town Center

Town Center



Town Center

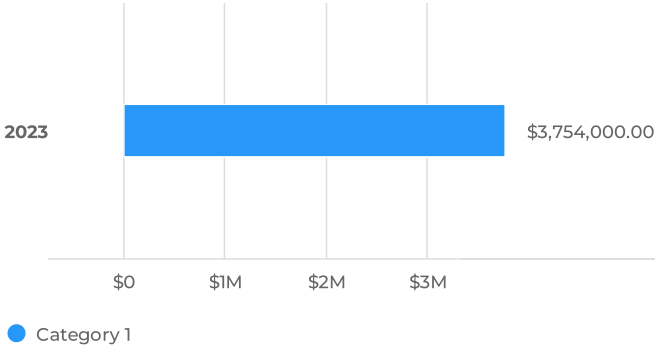


Town Center

Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$3,754,000	$3.754M	$3.754M

Capital Cost by Year



Capital Cost for Budgeted Years



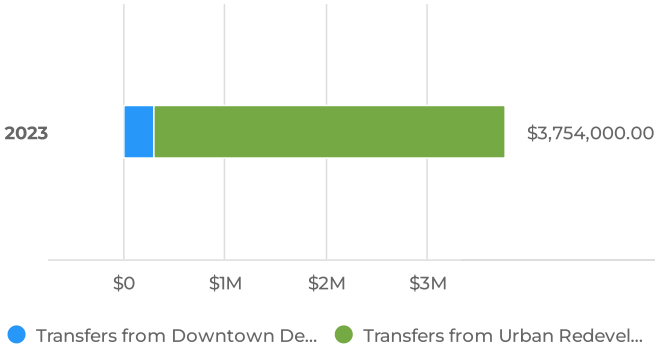
Capital Cost Breakdown

Capital Cost	FY2023	Total
Category 1	$3,754,000	$3,754,000
Total	**$3,754,000**	**$3,754,000**

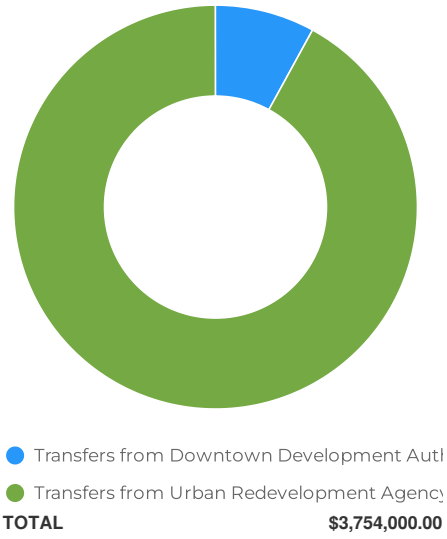
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$3,754,000	$3.754M	$3.754M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Transfers from Urban Redevelopment Agency	$3,454,000	$3,454,000
Transfers from Downtown Development Authority	$300,000	$300,000
Total	**$3,754,000**	**$3,754,000**

PUBLIC WORKS REQUESTS

Ash Street

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Ash Street repaving

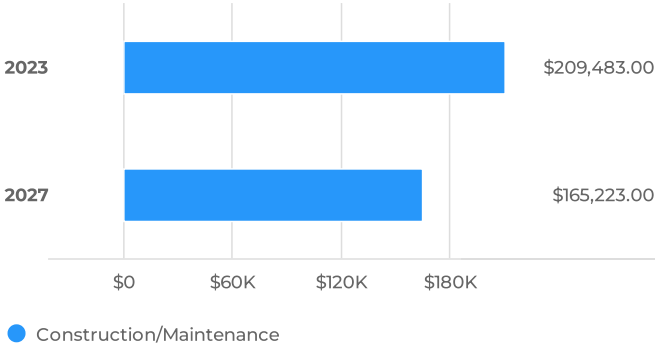
Details

Type of Project	Resurface Current Road

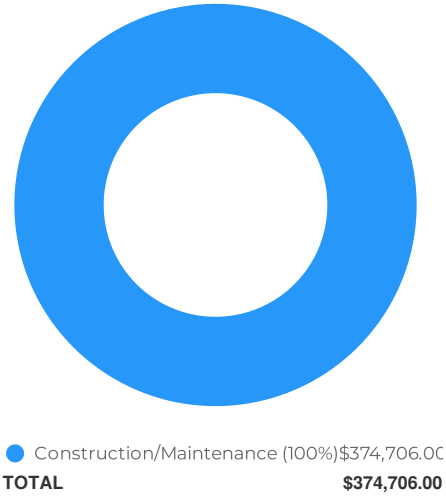
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$209,483	$374.706K	$374.706K

Capital Cost by Year



Capital Cost for Budgeted Years



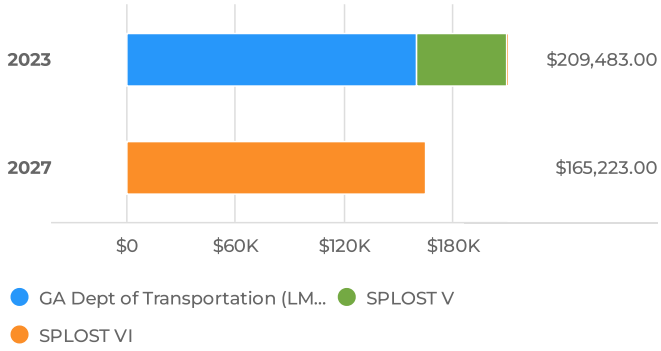
Capital Cost Breakdown

Capital Cost	FY2023	FY2027	Total
Construction/Maintenance	$209,483	$165,223	$374,706
Total	**$209,483**	**$165,223**	**$374,706**

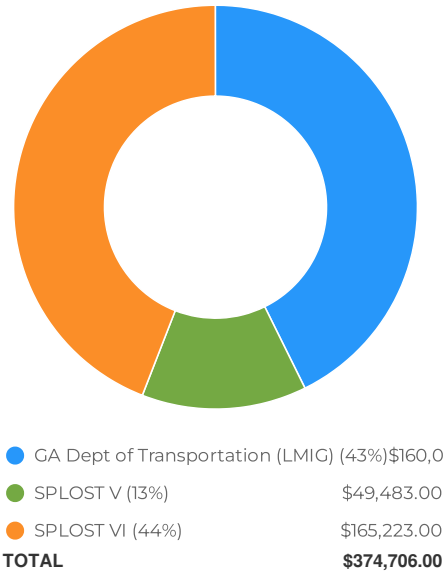
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$209,483	$374.706K	$374.706K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2027	Total
GA Dept of Transportation (LMIG)	$160,000		$160,000
SPLOST V	$49,483		$49,483
SPLOST VI		$165,223	$165,223
Total	**$209,483**	**$165,223**	**$374,706**

Cedar Valley Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Cedar Valley Court repaving

Details

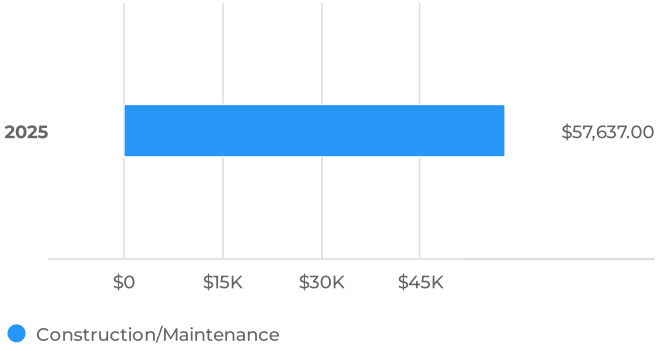
Type of Project	Resurface Current Road

Capital Cost

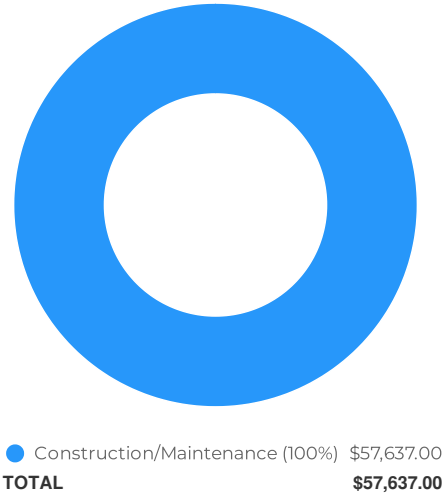
Total Budget (all years)
$57.637K

Project Total
$57.637K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

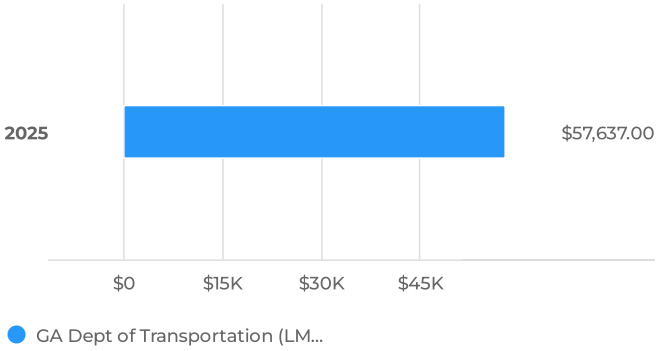
Capital Cost	FY2025	Total
Construction/Maintenance	$57,637	$57,637
Total	**$57,637**	**$57,637**

Funding Sources

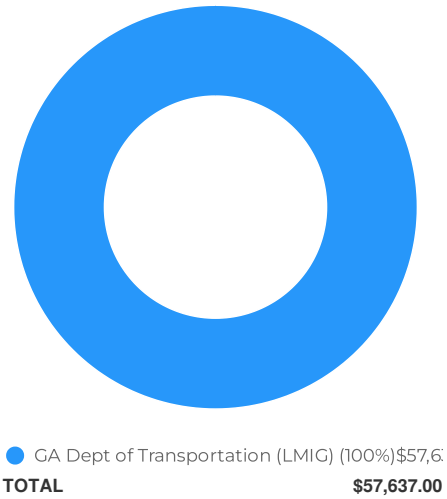
Total Budget (all years)
$57.637K

Project Total
$57.637K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
GA Dept of Transportation (LMIG)	$57,637	$57,637
Total	**$57,637**	**$57,637**

Cedar Valley Drive

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Cedar Valley Drive repaving

Details

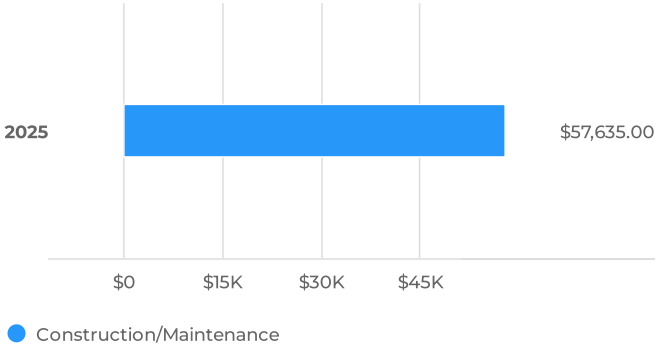
Type of Project	Resurface Current Road

Capital Cost

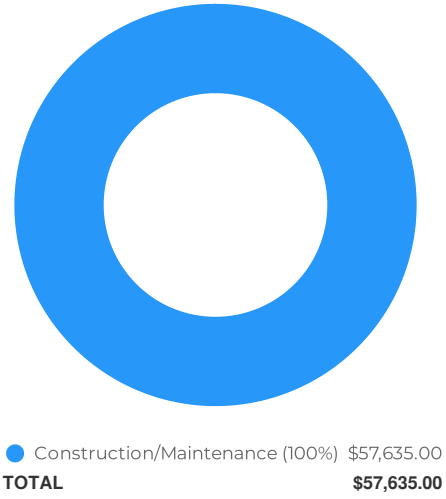
Total Budget (all years)
$57.635K

Project Total
$57.635K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

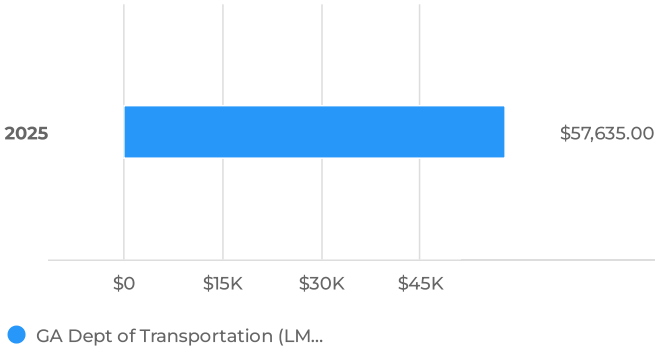
Capital Cost	FY2025	Total
Construction/Maintenance	$57,635	$57,635
Total	**$57,635**	**$57,635**

Funding Sources

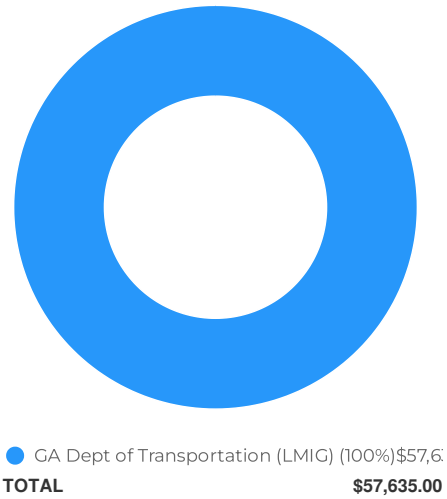
Total Budget (all years)
$57.635K

Project Total
$57.635K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
GA Dept of Transportation (LMIG)	$57,635	$57,635
Total	**$57,635**	**$57,635**

Crestmont Lane

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Crestmont Lane repaving

Details

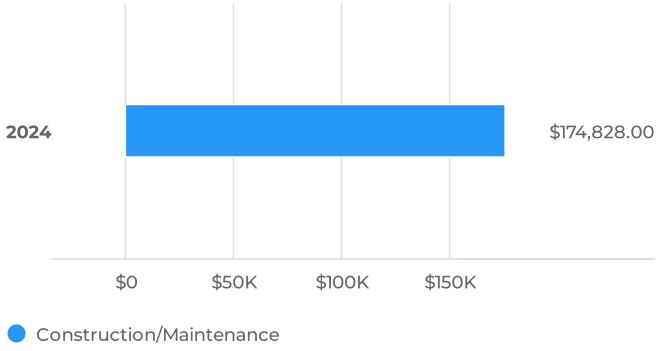
Type of Project	Resurface Current Road

Capital Cost

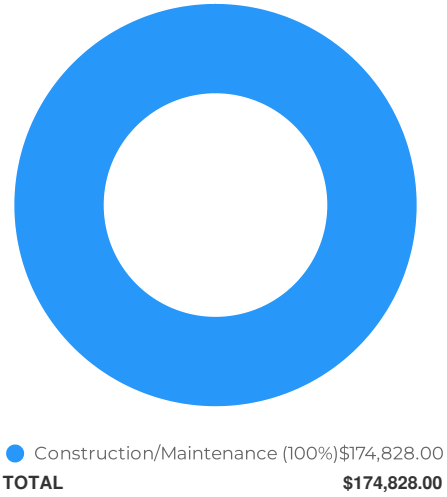
Total Budget (all years)
$174.828K

Project Total
$174.828K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

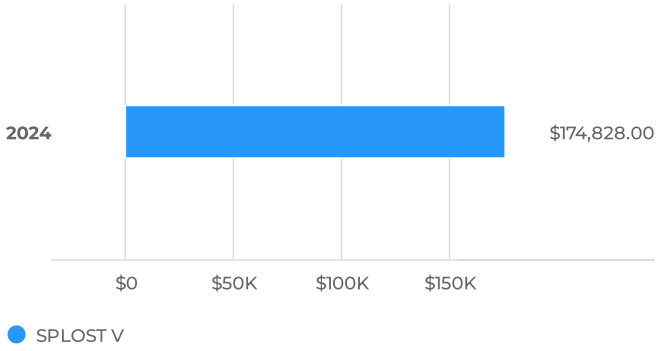
Capital Cost	FY2024	Total
Construction/Maintenance	$174,828	$174,828
Total	**$174,828**	**$174,828**

Funding Sources

Total Budget (all years)
$174.828K

Project Total
$174.828K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST V	$174,828	$174,828
Total	**$174,828**	**$174,828**

Crown Avenue

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Crown Avenue repaving

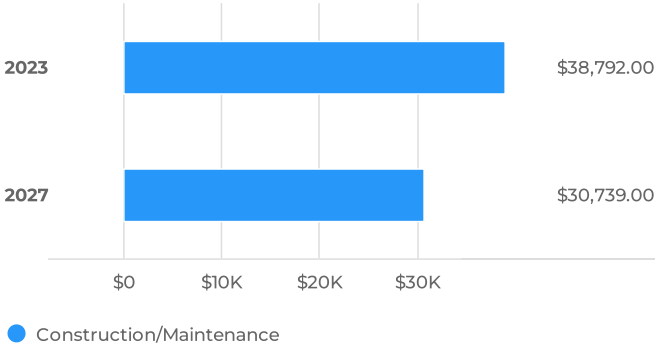
Details

Type of Project	Resurface Current Road

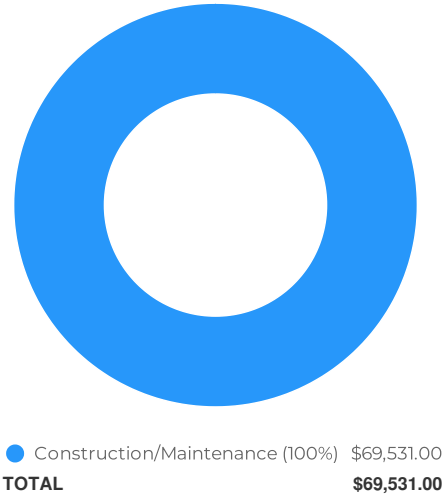
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$38,792	$69.531K	$69.531K

Capital Cost by Year



Capital Cost for Budgeted Years



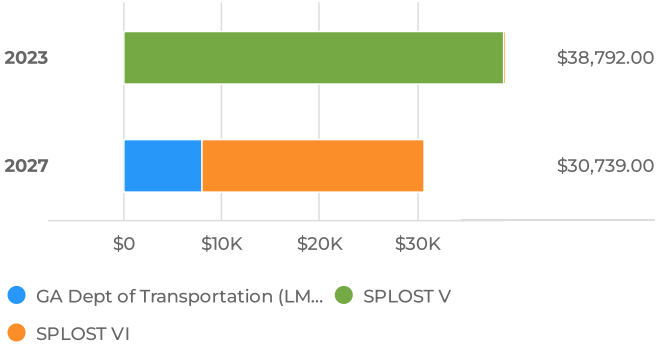
Capital Cost Breakdown

Capital Cost	FY2023	FY2027	Total
Construction/Maintenance	$38,792	$30,739	$69,531
Total	**$38,792**	**$30,739**	**$69,531**

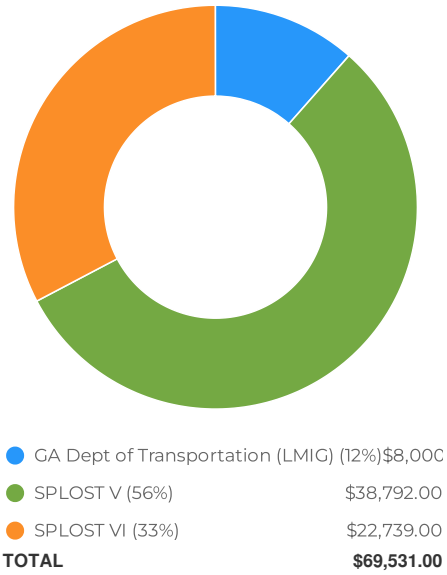
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$38,792	$69.531K	$69.531K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2027	Total
GA Dept of Transportation (LMIG)		$8,000	$8,000
SPLOST V	$38,792		$38,792
SPLOST VI		$22,739	$22,739
Total	**$38,792**	**$30,739**	**$69,531**

Cypress Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Cypress Court repaving

Details

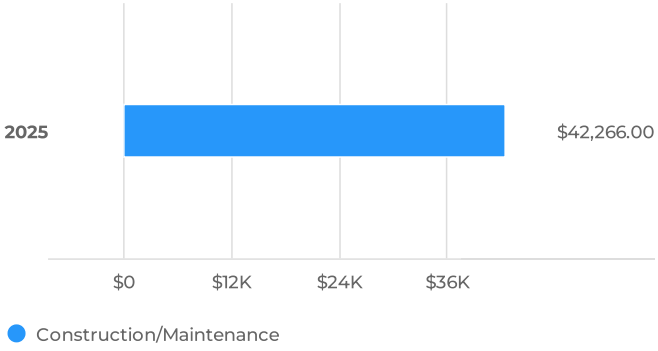
Type of Project	Resurface Current Road

Capital Cost

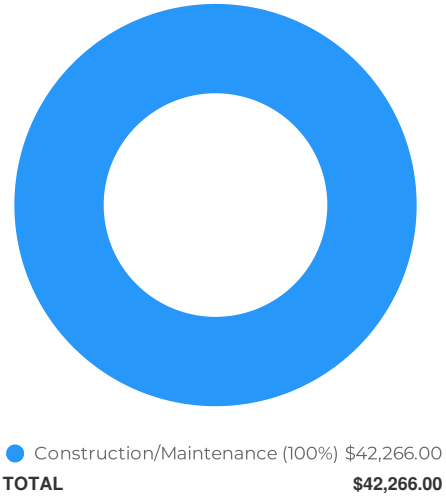
Total Budget (all years)
$42.266K

Project Total
$42.266K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

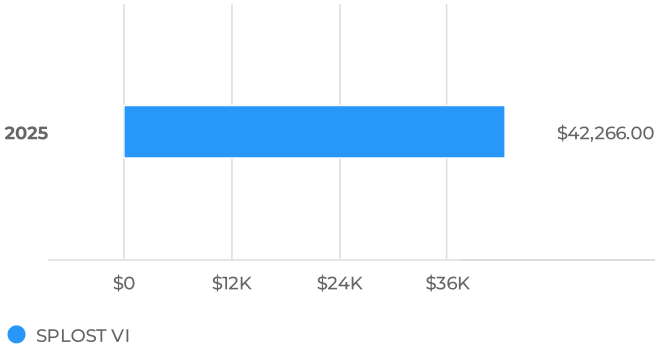
Capital Cost	FY2025	Total
Construction/Maintenance	$42,266	$42,266
Total	**$42,266**	**$42,266**

Funding Sources

Total Budget (all years)
$42.266K

Project Total
$42.266K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
SPLOST VI	$42,266	$42,266
Total	**$42,266**	**$42,266**

Fox Creek Boulevard

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Fox Creek Boulevard repaving

Details

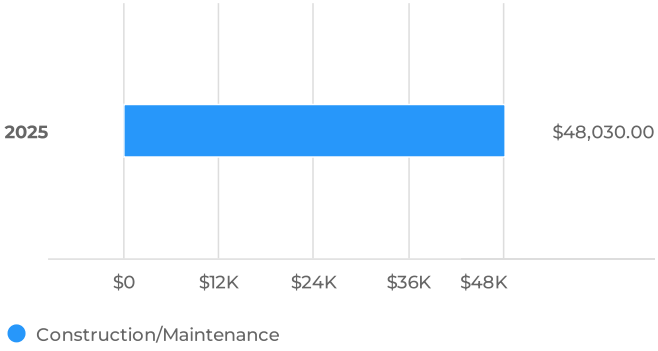
Type of Project	Resurface Current Road

Capital Cost

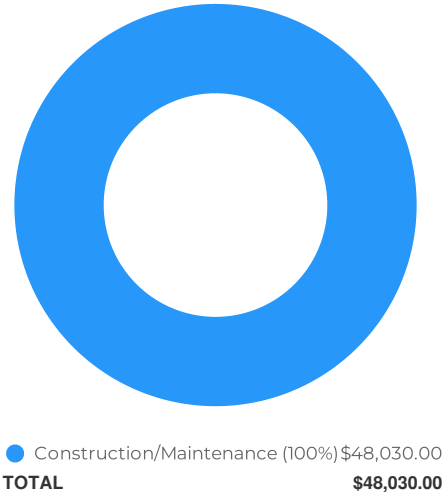
Total Budget (all years)
$48.03K

Project Total
$48.03K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

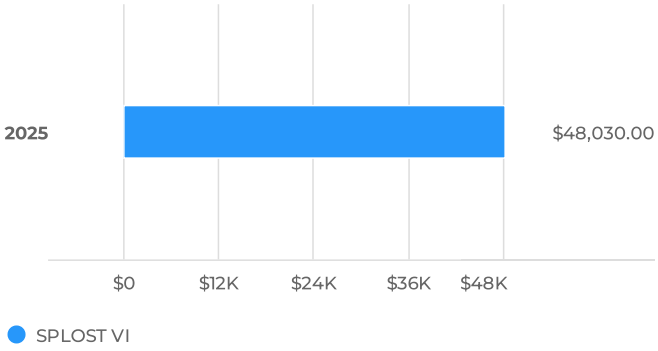
Capital Cost	FY2025	Total
Construction/Maintenance	$48,030	$48,030
Total	**$48,030**	**$48,030**

Funding Sources

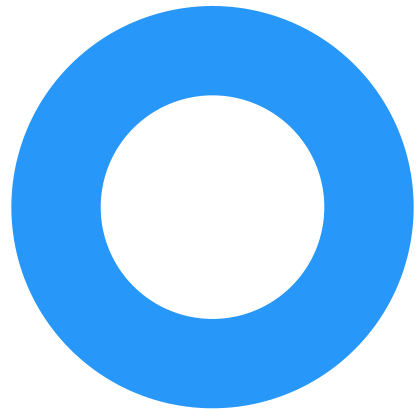
Total Budget (all years)
$48.03K

Project Total
$48.03K

Funding Sources by Year



Funding Sources for Budgeted Years



SPLOST VI (100%)	$48,030.00
TOTAL	**$48,030.00**

Funding Sources Breakdown

Funding Sources	FY2025	Total
SPLOST VI	$48,030	$48,030
Total	**$48,030**	**$48,030**

Fox Creek Crossing

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Fox Creek Crossing repaving

Details

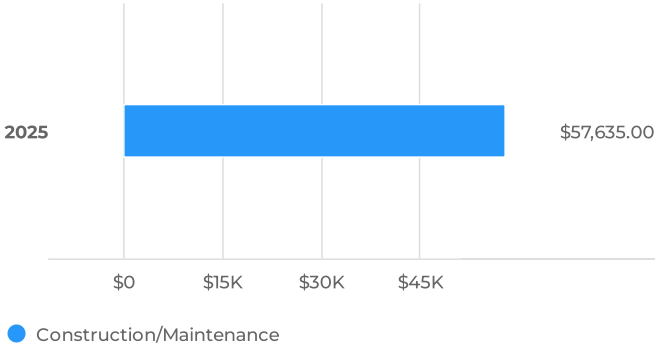
Type of Project	Resurface Current Road

Capital Cost

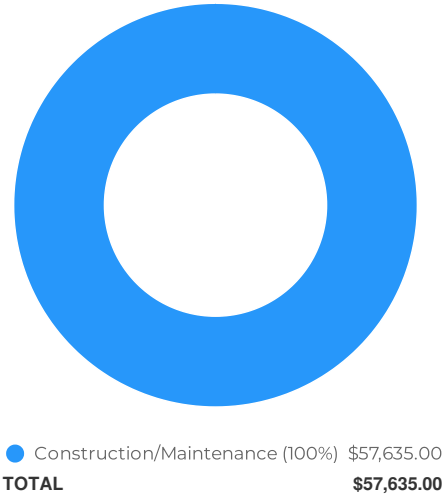
Total Budget (all years)
$57.635K

Project Total
$57.635K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

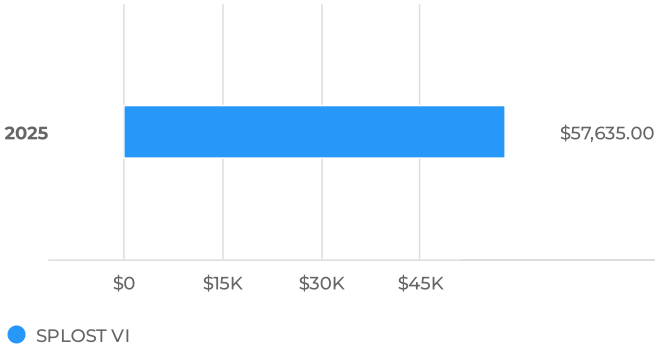
Capital Cost	FY2025	Total
Construction/Maintenance	$57,635	$57,635
Total	**$57,635**	**$57,635**

Funding Sources

Total Budget (all years)
$57.635K

Project Total
$57.635K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
SPLOST VI	$57,635	$57,635
Total	**$57,635**	**$57,635**

Fox Creek Drive

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Fox Creek Drive repaving

Details

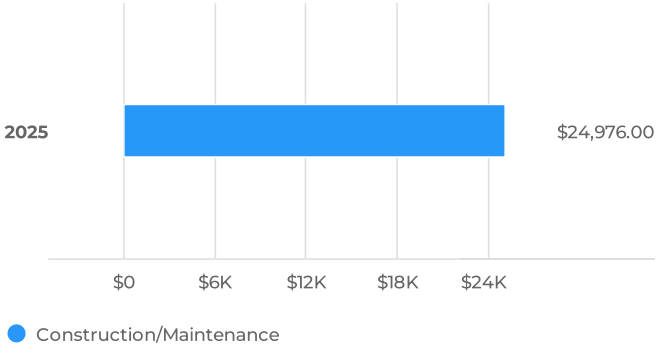
Type of Project	Resurface Current Road

Capital Cost

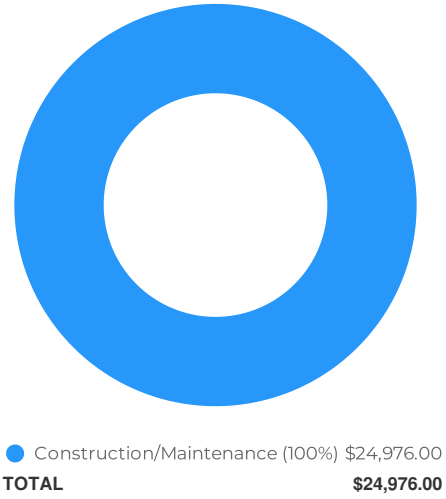
Total Budget (all years)
$24.976K

Project Total
$24.976K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

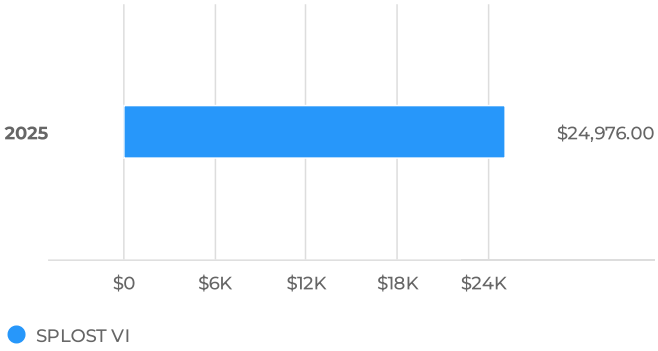
Capital Cost	FY2025	Total
Construction/Maintenance	$24,976	$24,976
Total	**$24,976**	**$24,976**

Funding Sources

Total Budget (all years)
$24.976K

Project Total
$24.976K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
SPLOST VI	$24,976	$24,976
Total	**$24,976**	**$24,976**

Fox Overlook

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Fox Overlook repaving

Details

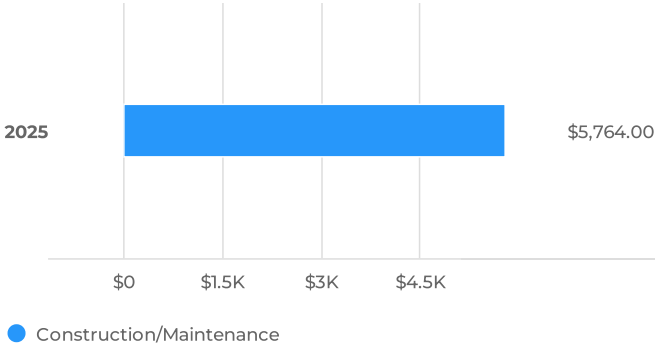
Type of Project	Resurface Current Road

Capital Cost

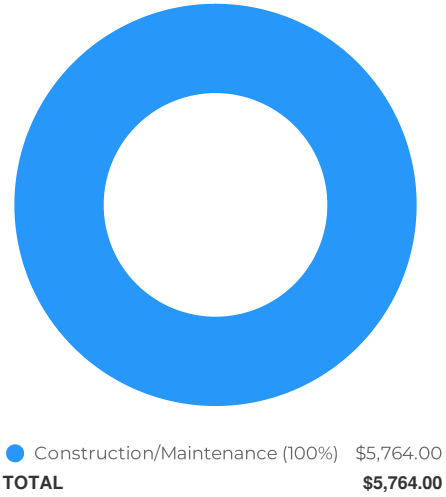
Total Budget (all years)
$5.764K

Project Total
$5.764K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

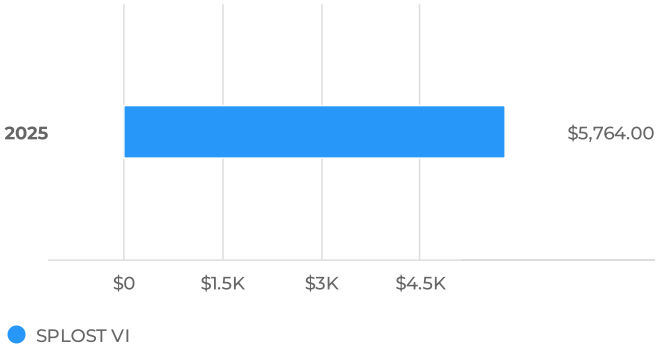
Capital Cost	FY2025	Total
Construction/Maintenance	$5,764	$5,764
Total	**$5,764**	**$5,764**

Funding Sources

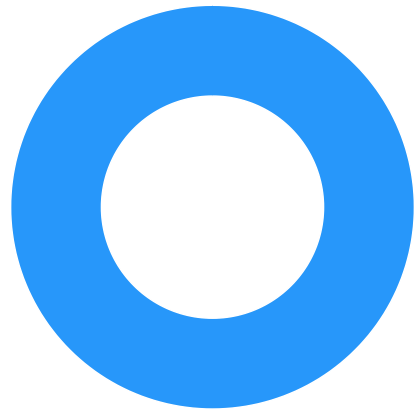
Total Budget (all years)
$5.764K

Project Total
$5.764K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
SPLOST VI	$5,764	$5,764
Total	**$5,764**	**$5,764**

Harmony Lake Drive Bridge Deck replacement

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Harmony Lake Drive Bridge Deck replacement

Images



Harmony on the Lakes bridge replacement

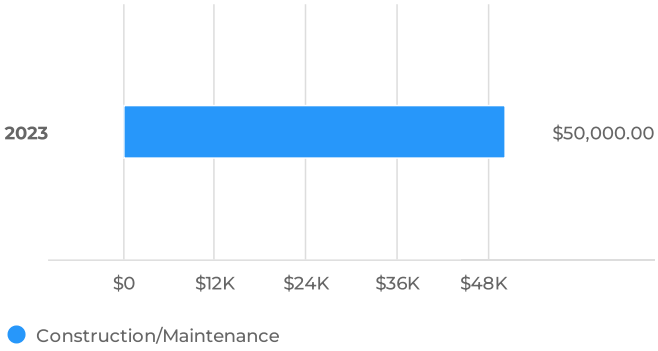
Details

Type of Project	Resurface Current Road

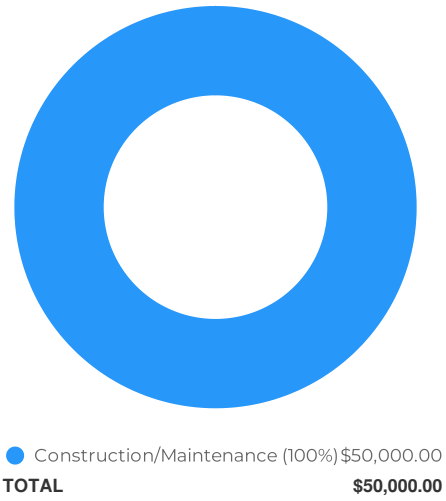
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$50,000	$50K	$50K

Capital Cost by Year



Capital Cost for Budgeted Years



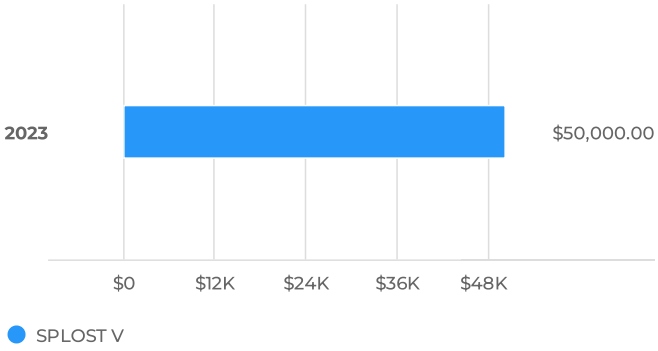
Capital Cost Breakdown

Capital Cost	FY2023	Total
Construction/Maintenance	$50,000	$50,000
Total	**$50,000**	**$50,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$50,000	$50K	$50K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$50,000	$50,000
Total	**$50,000**	**$50,000**

Harmony Lake Drive Southside

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Harmony Lake Drive Southside repaving

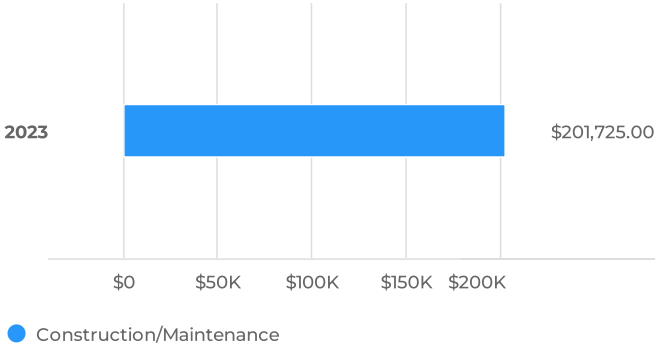
Details

Type of Project	Resurface Current Road

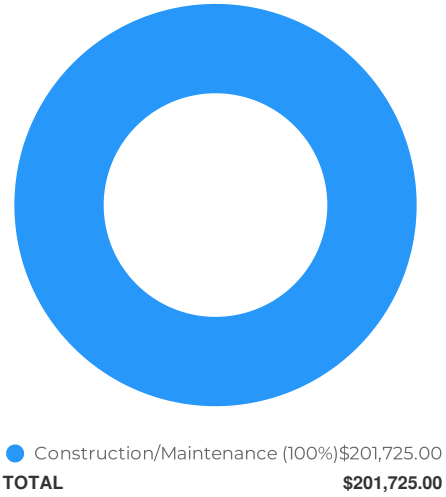
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$201,725	$201.725K	$201.725K

Capital Cost by Year



Capital Cost for Budgeted Years



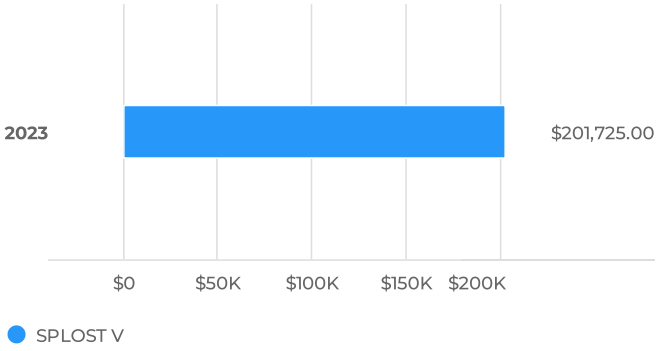
Capital Cost Breakdown

Capital Cost	FY2023	Total
Construction/Maintenance	$201,725	$201,725
Total	**$201,725**	**$201,725**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$201,725	$201.725K	$201.725K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$201,725	$201,725
Total	**$201,725**	**$201,725**

Hickory Springs Parkway (formerly known as Industrial Connector) General Fund

Overview

Request Owner	Denise Lamazares
Est. Start Date	06/01/2023
Est. Completion Date	06/30/2024
Department	Public Works
Type	Capital Improvement

Description

Hickory Springs Parkway (formerly known as Industrial Connector)

Images



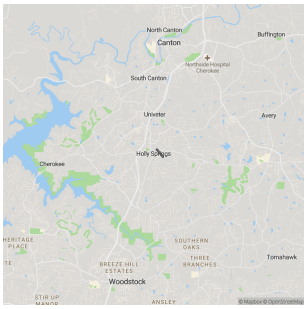
Hickory Springs Parkway

Hickory Springs Parkway

Details

Type of Project	New Road

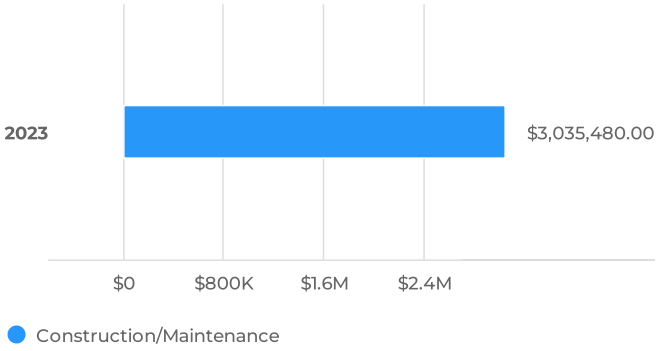
Location



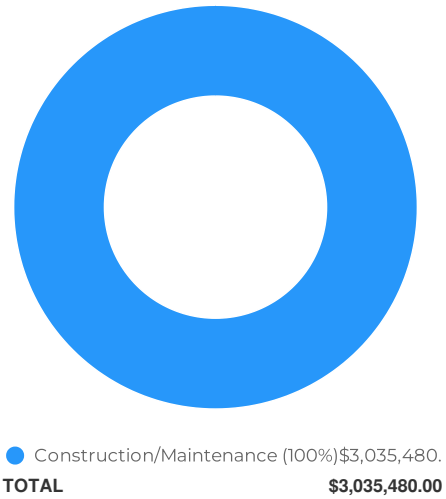
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$3,035,480	$3.035M	$3.035M

Capital Cost by Year



Capital Cost for Budgeted Years



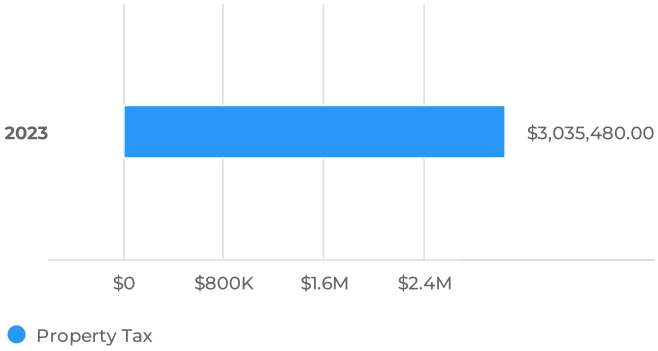
Capital Cost Breakdown

Capital Cost	FY2023	Total
Construction/Maintenance	$3,035,480	$3,035,480
Total	**$3,035,480**	**$3,035,480**

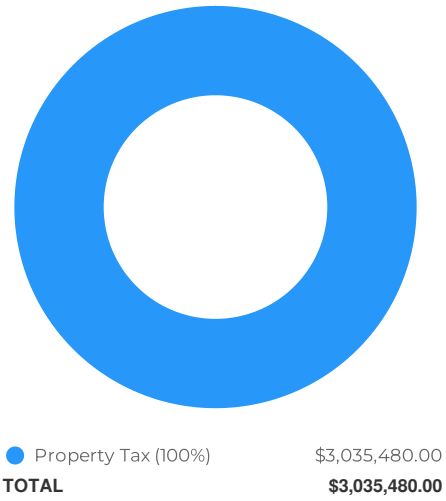
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$3,035,480	$3.035M	$3.035M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Property Tax	$3,035,480	$3,035,480
Total	**$3,035,480**	**$3,035,480**

Hickory Springs Parkway (formerly known as Industrial Connector) SPV

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Engineering services for Hickory Springs Parkway (formerly known as Industrial Connector)

Images



Hickory Springs Parkway

Hickory Springs Parkway

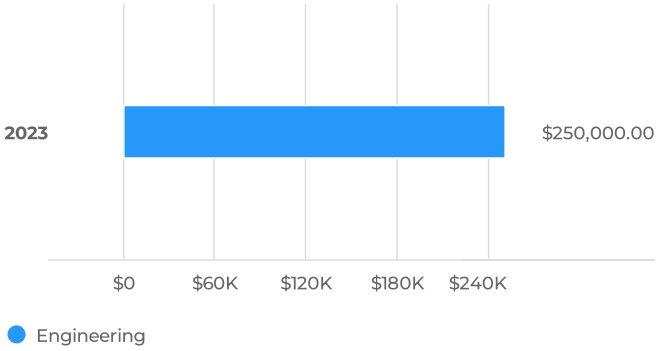
Details

Type of Project	New Road

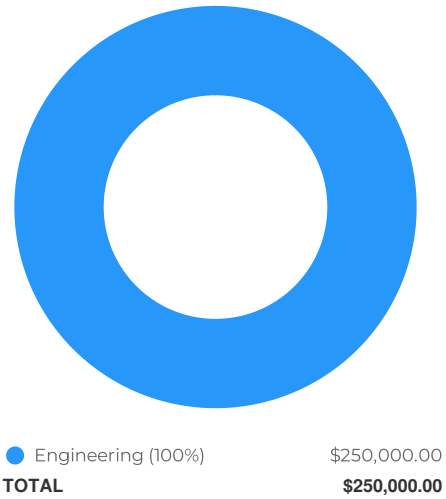
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$250K	$250K

Capital Cost by Year



Capital Cost for Budgeted Years



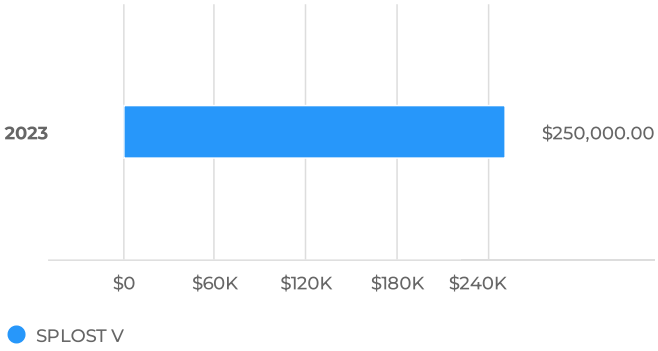
Capital Cost Breakdown

Capital Cost	FY2023	Total
Engineering	$250,000	$250,000
Total	**$250,000**	**$250,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$250,000	$250K	$250K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$250,000	$250,000
Total	**$250,000**	**$250,000**

Holly Commons Parkway

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Holly Commons Parkway repaving

Details

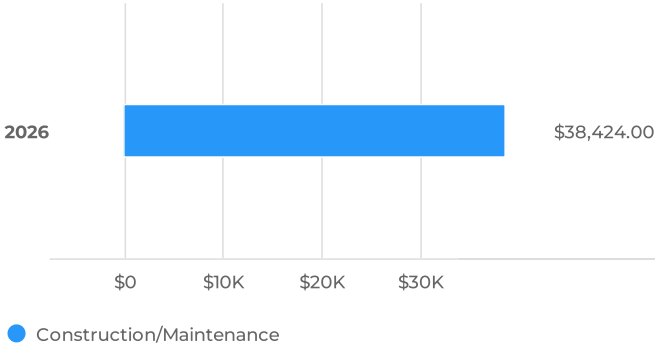
Type of Project	Resurface Current Road

Capital Cost

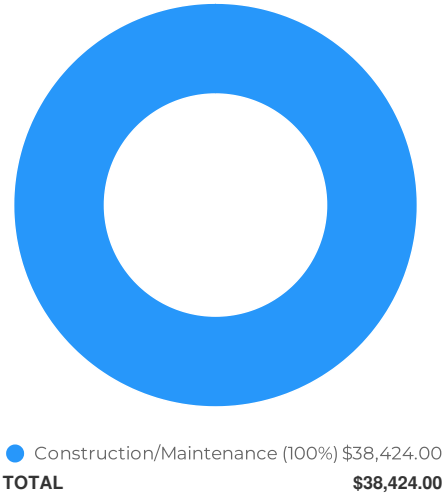
Total Budget (all years)
$38.424K

Project Total
$38.424K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

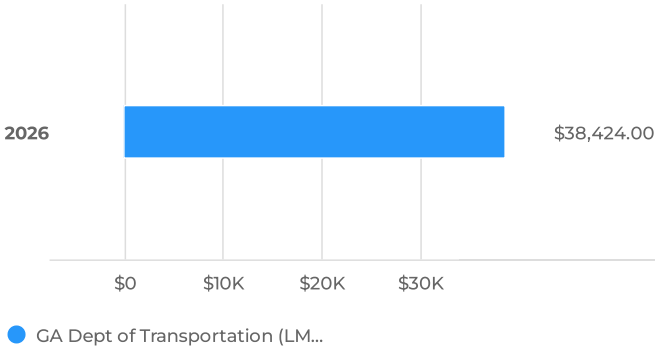
Capital Cost	FY2026	Total
Construction/Maintenance	$38,424	$38,424
Total	**$38,424**	**$38,424**

Funding Sources

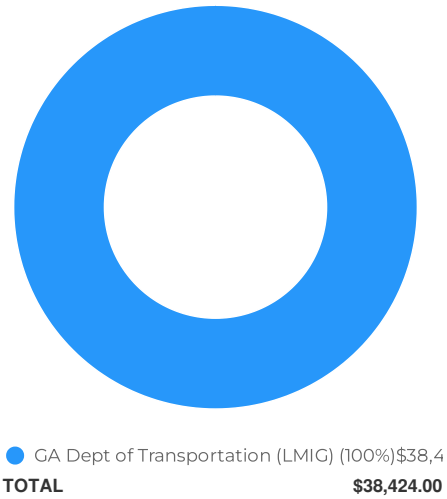
Total Budget (all years)
$38.424K

Project Total
$38.424K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$38,424	$38,424
Total	**$38,424**	**$38,424**

Holly Lane

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Holly Lane repaving

Details

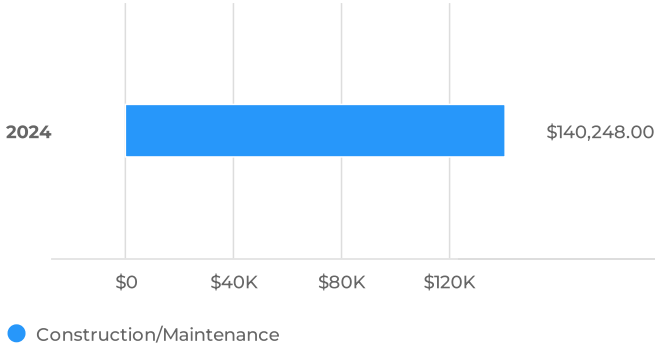
Type of Project	Resurface Current Road

Capital Cost

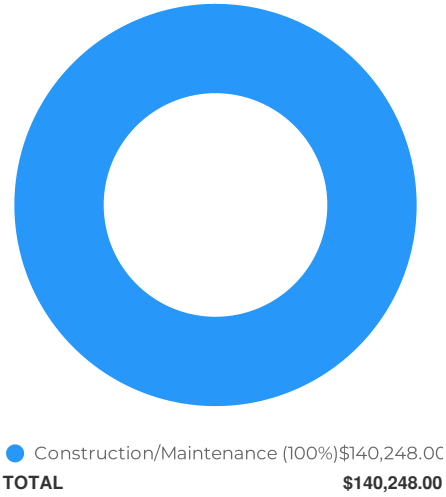
Total Budget (all years)
$140.248K

Project Total
$140.248K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

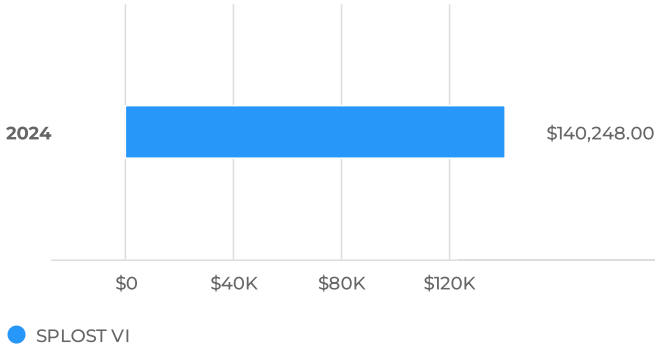
Capital Cost	FY2024	Total
Construction/Maintenance	$140,248	$140,248
Total	**$140,248**	**$140,248**

Funding Sources

Total Budget (all years)
$140.248K

Project Total
$140.248K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST VI	$140,248	$140,248
Total	**$140,248**	**$140,248**

Holly Springs Parkway (from Home Depot to Kroger)

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Holly Springs Parkway (from Home Depot to Kroger) repaving

Details

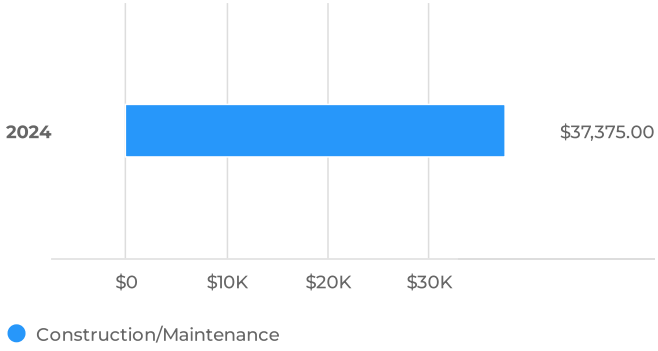
Type of Project	Resurface Current Road

Capital Cost

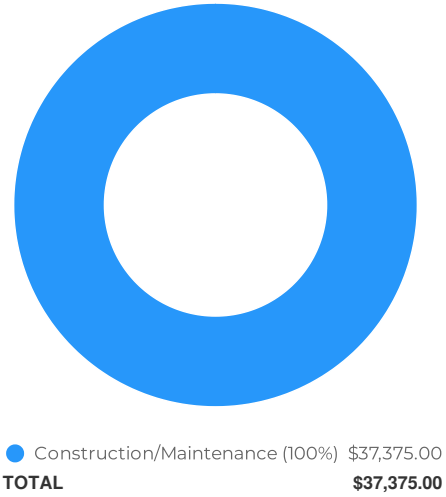
Total Budget (all years)
$37.375K

Project Total
$37.375K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

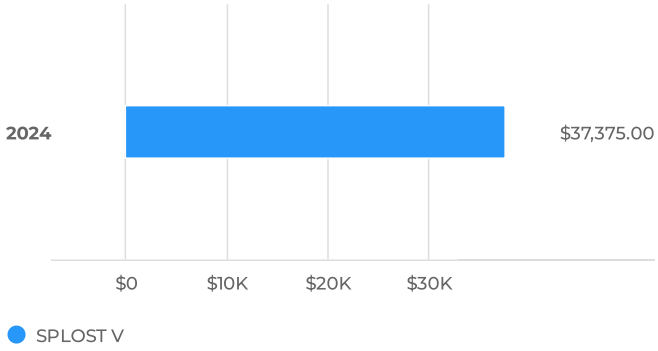
Capital Cost	FY2024	Total
Construction/Maintenance	$37,375	$37,375
Total	**$37,375**	**$37,375**

Funding Sources

Total Budget (all years)
$37.375K

Project Total
$37.375K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST V	$37,375	$37,375
Total	**$37,375**	**$37,375**

Holly Springs Parkway Widening Phase II

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Holly Springs Parkway Widening Phase II

Images



Holly Springs Parkway Widening Phase II

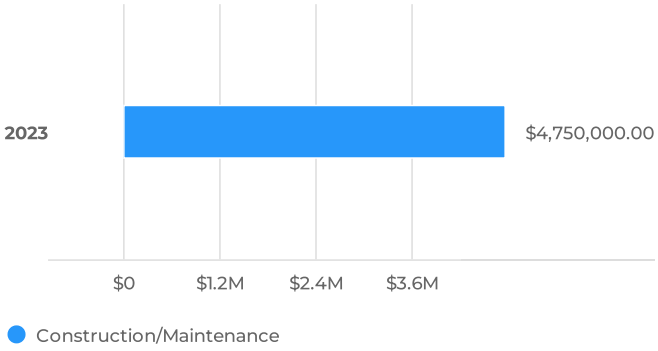
Details

Type of Project	New Road

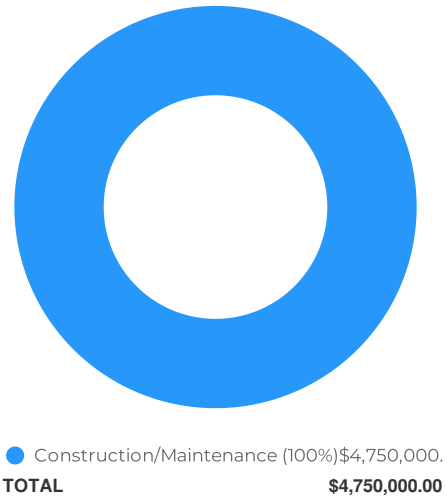
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$4,750,000	$4.75M	$4.75M

Capital Cost by Year



Capital Cost for Budgeted Years



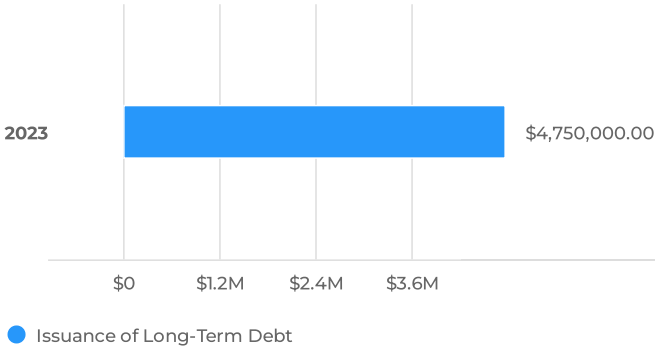
Capital Cost Breakdown

Capital Cost	FY2023	Total
Construction/Maintenance	$4,750,000	$4,750,000
Total	**$4,750,000**	**$4,750,000**

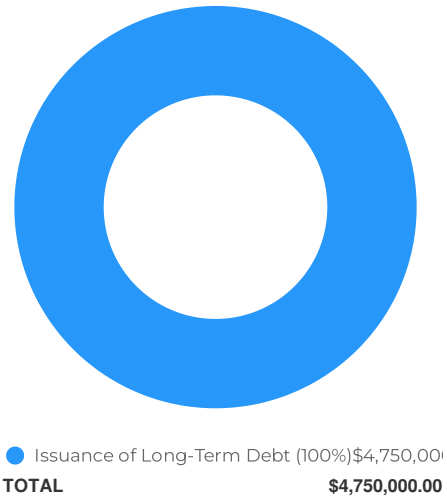
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$4,750,000	$4.75M	$4.75M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Issuance of Long-Term Debt	$4,750,000	$4,750,000
Total	**$4,750,000**	**$4,750,000**

Holly Springs Parkway Widening Phase III

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Holly Springs Parkway Widening Phase III project.

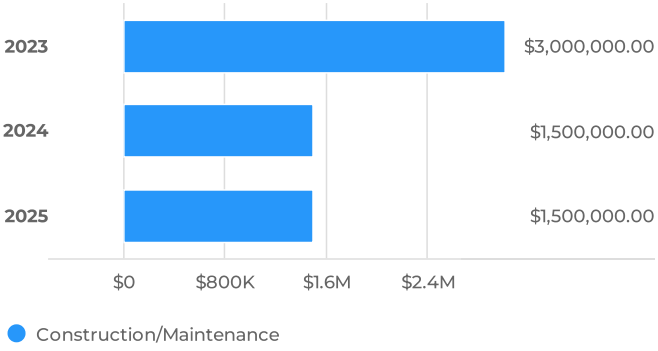
Details

Type of Project	New Road

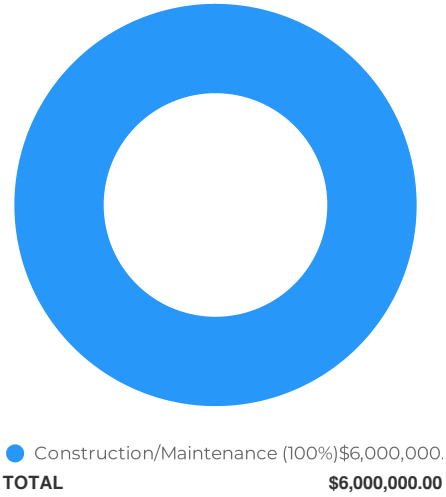
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$3,000,000	$6M	$6M

Capital Cost by Year



Capital Cost for Budgeted Years



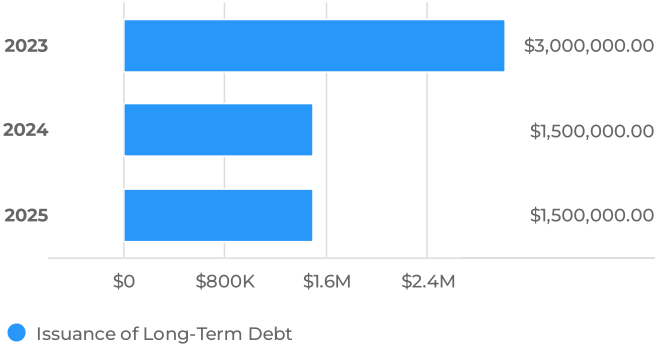
Capital Cost Breakdown

Capital Cost	FY2023	FY2024	FY2025	Total
Construction/Maintenance	$3,000,000	$1,500,000	$1,500,000	$6,000,000
Total	**$3,000,000**	**$1,500,000**	**$1,500,000**	**$6,000,000**

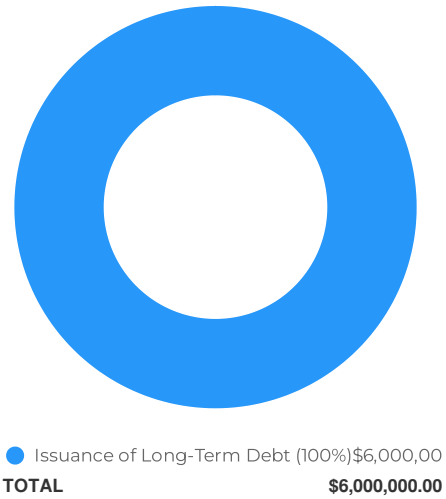
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$3,000,000	$6M	$6M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2024	FY2025	Total
Issuance of Long-Term Debt	$3,000,000	$1,500,000	$1,500,000	$6,000,000
Total	**$3,000,000**	**$1,500,000**	**$1,500,000**	**$6,000,000**

Holly Springs Parkway Widening Phase III land acquisition

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Other

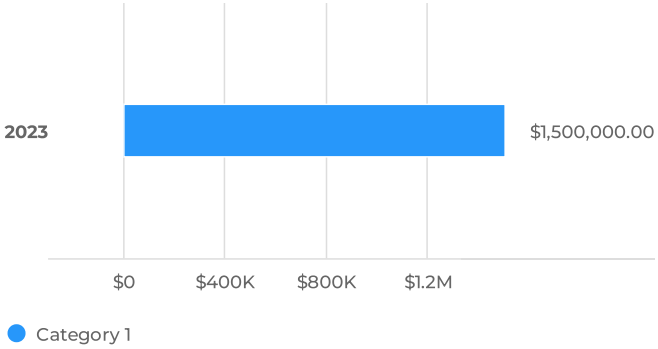
Description

Purchase of right-of ways for the Holly Springs Widening Phase III project.

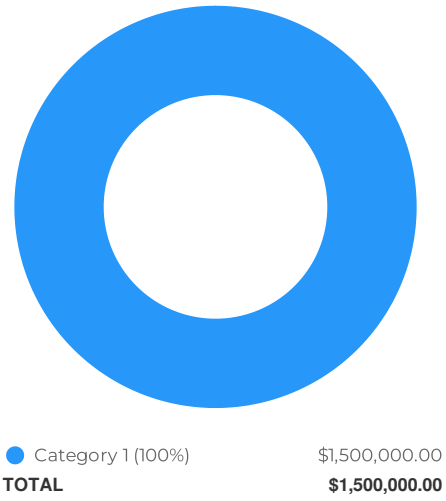
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$1,500,000	$1.5M	$1.5M

Capital Cost by Year



Capital Cost for Budgeted Years



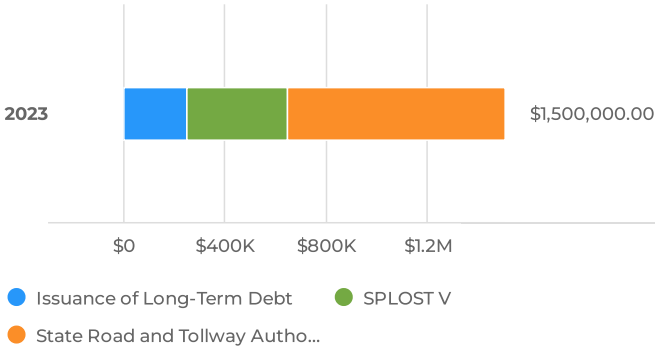
Capital Cost Breakdown

Capital Cost	FY2023	Total
Category 1	$1,500,000	$1,500,000
Total	**$1,500,000**	**$1,500,000**

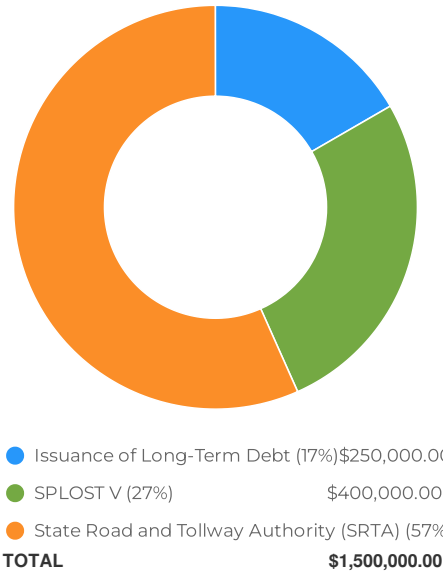
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$1,500,000	$1.5M	$1.5M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$400,000	$400,000
State Road and Tollway Authority (SRTA)	$850,000	$850,000
Issuance of Long-Term Debt	$250,000	$250,000
Total	**$1,500,000**	**$1,500,000**

Holly Street LCI

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Holly Street LCI

Images



Holly Street LCI



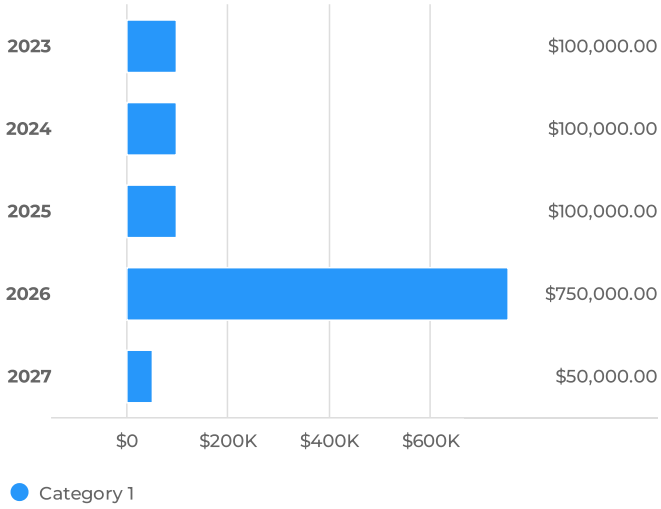
Holly Street LCI

Holly Street LCI

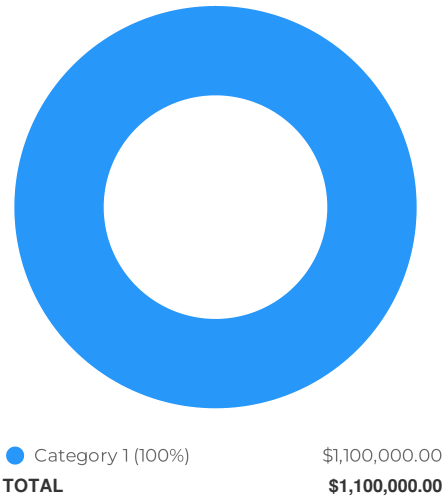
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$100,000	$1.1M	$1.1M

Capital Cost by Year



Capital Cost for Budgeted Years



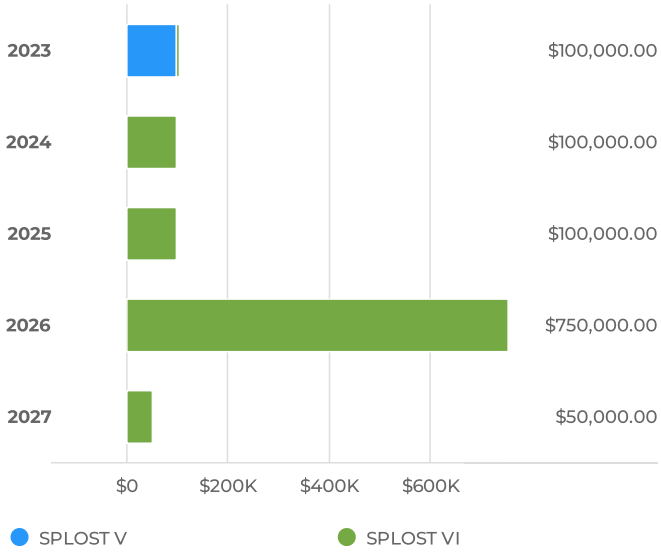
Capital Cost Breakdown

Capital Cost	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Category 1	$100,000	$100,000	$100,000	$750,000	$50,000	$1,100,000
Total	**$100,000**	**$100,000**	**$100,000**	**$750,000**	**$50,000**	**$1,100,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$100,000	$1.1M	$1.1M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2024	FY2025	FY2026	FY2027	Total
SPLOST V	$100,000					$100,000
SPLOST VI		$100,000	$100,000	$750,000	$50,000	$1,000,000
Total	**$100,000**	**$100,000**	**$100,000**	**$750,000**	**$50,000**	**$1,100,000**

Indian Trail

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Indian Trail repaving

Details

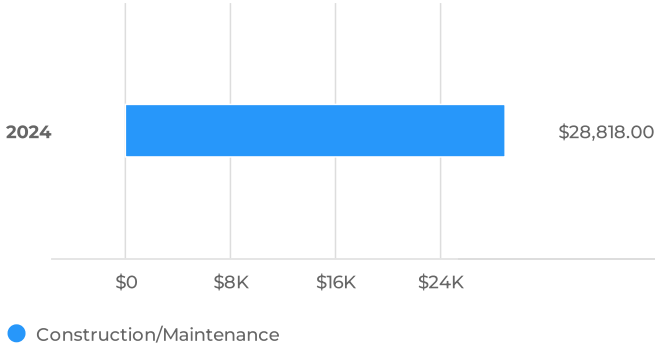
Type of Project	Resurface Current Road

Capital Cost

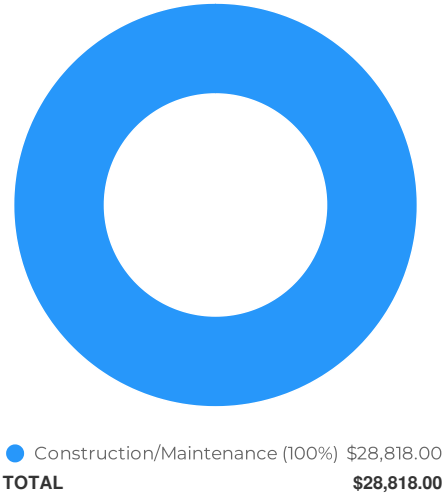
Total Budget (all years)
$28.818K

Project Total
$28.818K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

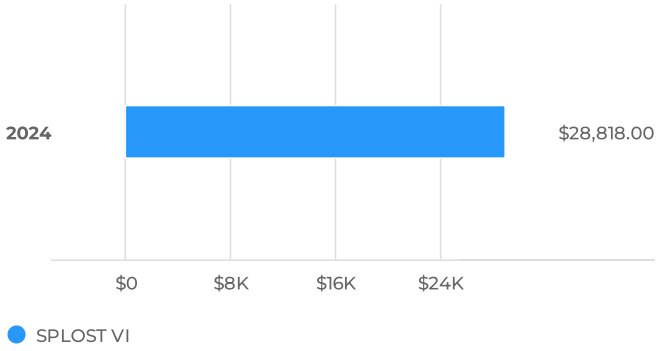
Capital Cost	FY2024	Total
Construction/Maintenance	$28,818	$28,818
Total	**$28,818**	**$28,818**

Funding Sources

Total Budget (all years)
$28.818K

Project Total
$28.818K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST VI	$28,818	$28,818
Total	**$28,818**	**$28,818**

Joel Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Joel Court repaving

Details

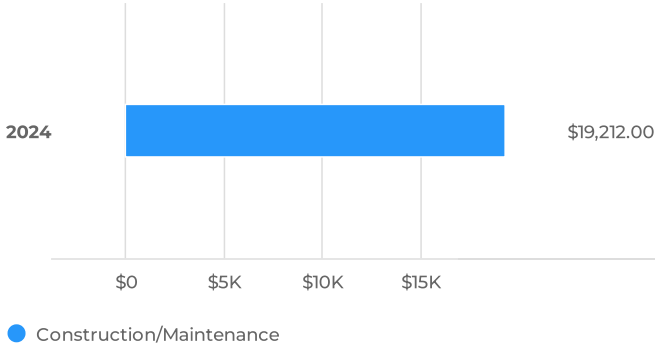
Type of Project	Resurface Current Road

Capital Cost

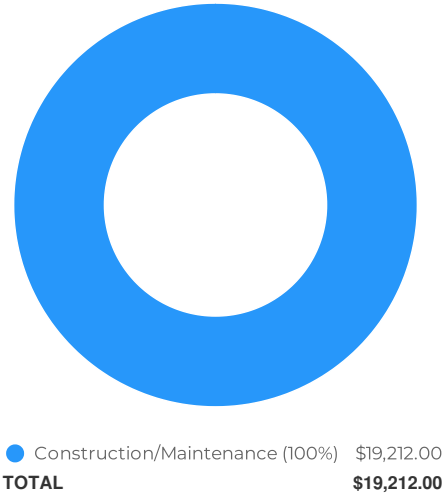
Total Budget (all years)
$19.212K

Project Total
$19.212K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

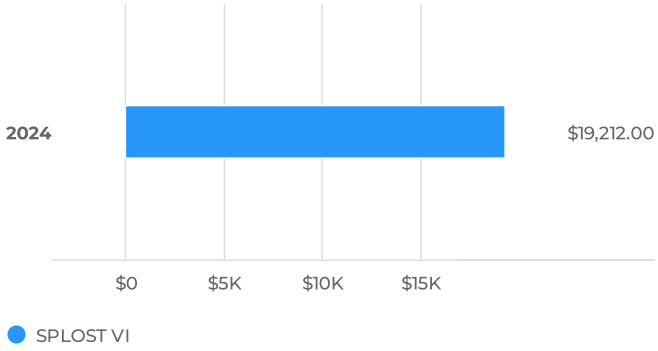
Capital Cost	FY2024	Total
Construction/Maintenance	$19,212	$19,212
Total	**$19,212**	**$19,212**

Funding Sources

Total Budget (all years)
$19.212K

Project Total
$19.212K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST VI	$19,212	$19,212
Total	**$19,212**	**$19,212**

Kimberly Place

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Kimberly Place repaving

Details

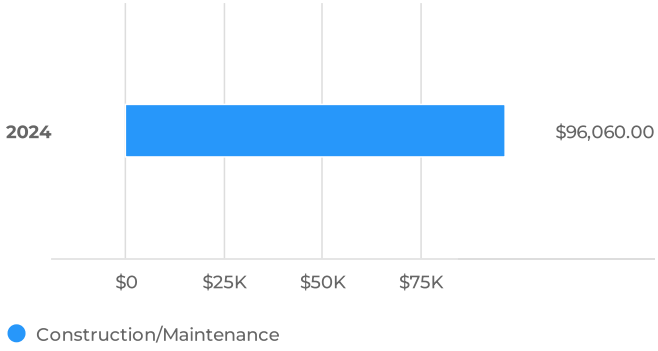
Type of Project	Resurface Current Road

Capital Cost

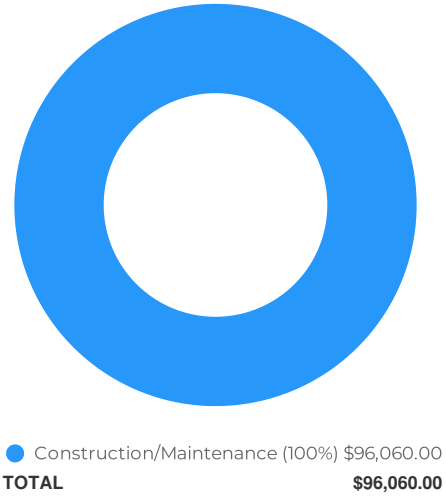
Total Budget (all years)
$96.06K

Project Total
$96.06K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

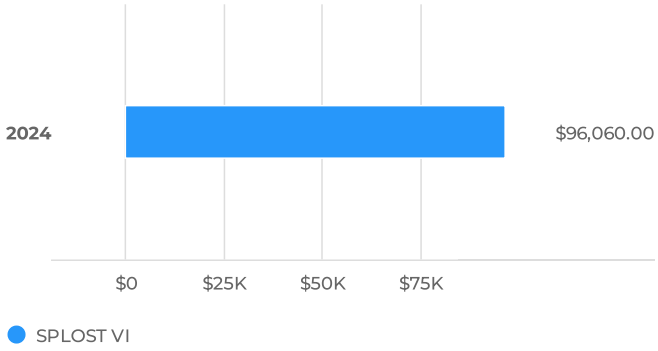
Capital Cost	FY2024	Total
Construction/Maintenance	$96,060	$96,060
Total	**$96,060**	**$96,060**

Funding Sources

Total Budget (all years)
$96.06K

Project Total
$96.06K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST VI	$96,060	$96,060
Total	**$96,060**	**$96,060**

Laurel Lane

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Laurel Lane repaving

Details

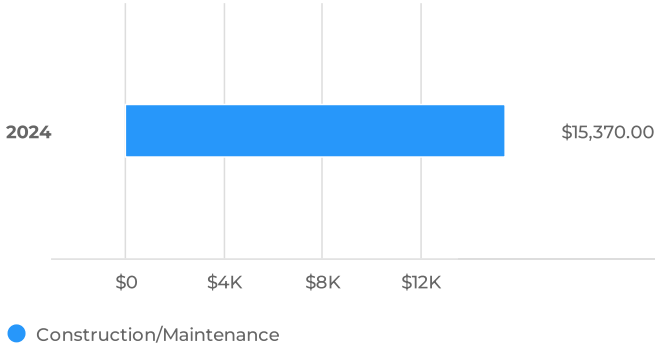
Type of Project	Resurface Current Road

Capital Cost

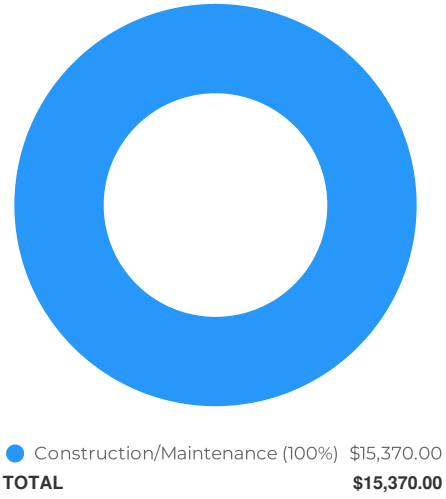
Total Budget (all years)
$15.37K

Project Total
$15.37K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

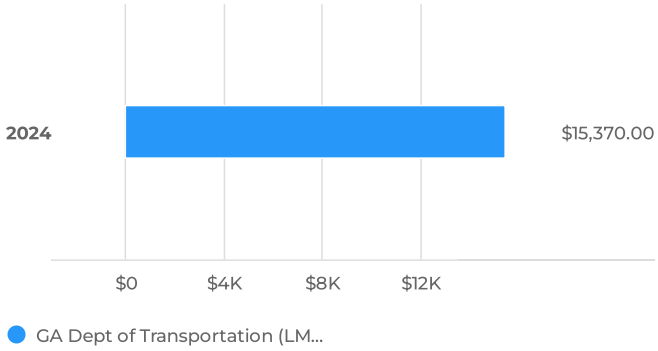
Capital Cost	FY2024	Total
Construction/Maintenance	$15,370	$15,370
Total	**$15,370**	**$15,370**

Funding Sources

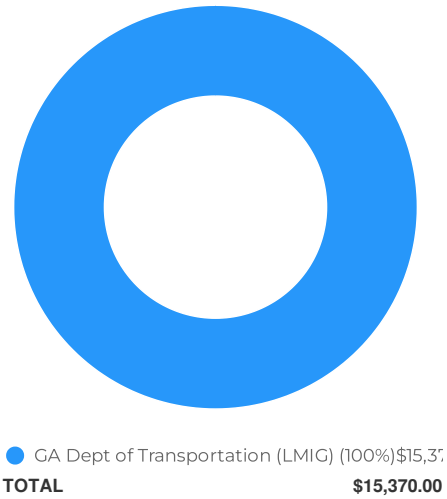
Total Budget (all years)
$15.37K

Project Total
$15.37K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
GA Dept of Transportation (LMIG)	$15,370	$15,370
Total	**$15,370**	**$15,370**

Longbow Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Longbow Court repaving

Details

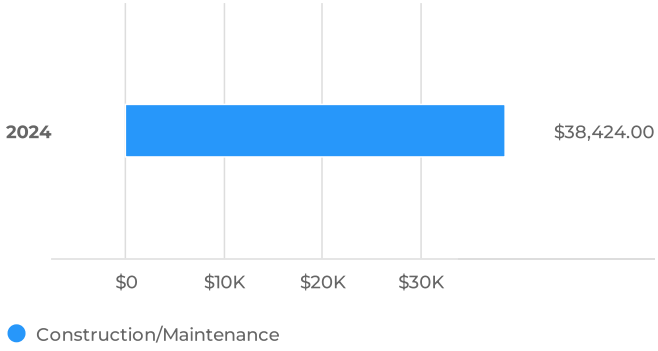
Type of Project	Resurface Current Road

Capital Cost

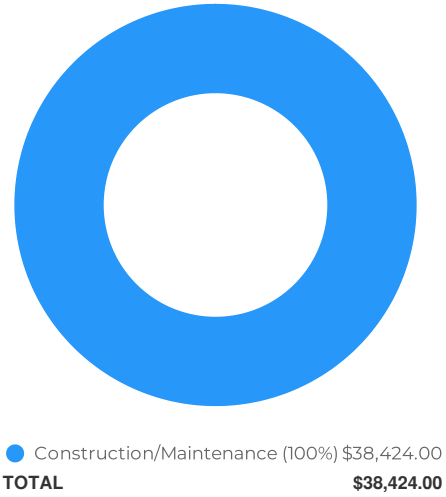
Total Budget (all years)
$38.424K

Project Total
$38.424K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

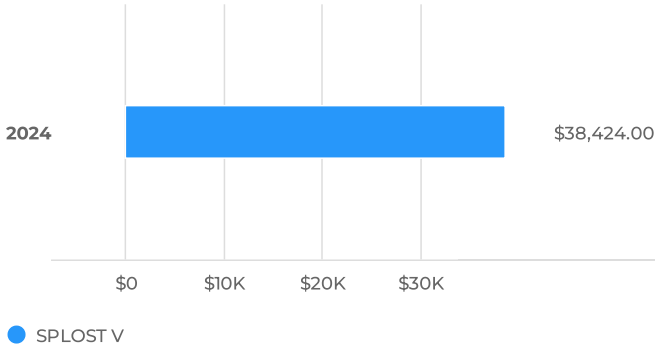
Capital Cost	FY2024	Total
Construction/Maintenance	$38,424	$38,424
Total	**$38,424**	**$38,424**

Funding Sources

Total Budget (all years)
$38.424K

Project Total
$38.424K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST V	$38,424	$38,424
Total	**$38,424**	**$38,424**

Marabella Lane

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Marabella Lane repaving

Details

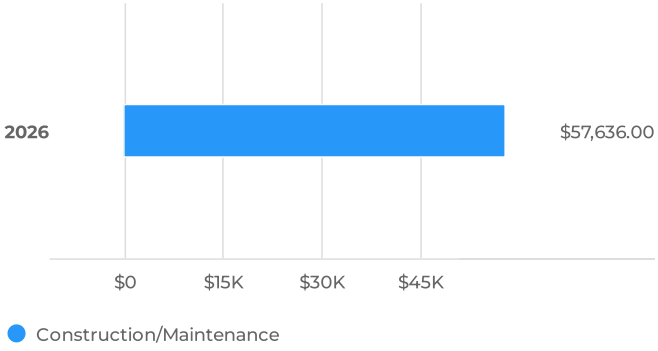
Type of Project	Resurface Current Road

Capital Cost

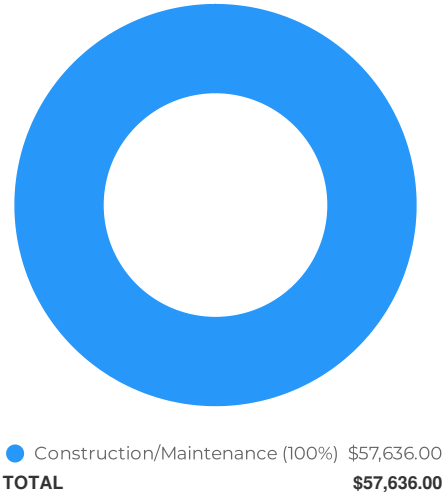
Total Budget (all years)
$57.636K

Project Total
$57.636K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

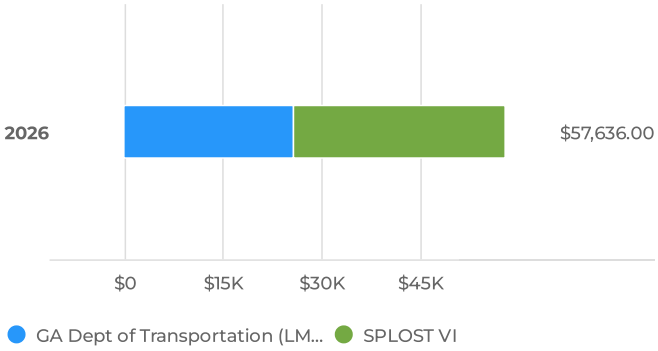
Capital Cost	FY2026	Total
Construction/Maintenance	$57,636	$57,636
Total	**$57,636**	**$57,636**

Funding Sources

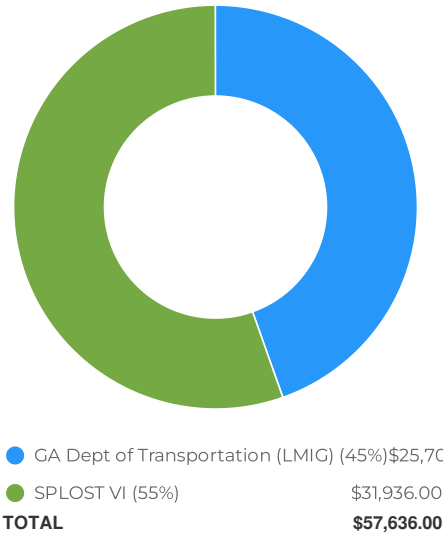
Total Budget (all years)
$57.636K

Project Total
$57.636K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$25,700	$25,700
SPLOST VI	$31,936	$31,936
Total	**$57,636**	**$57,636**

Morgan Trace

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Morgan Trace repaving

Details

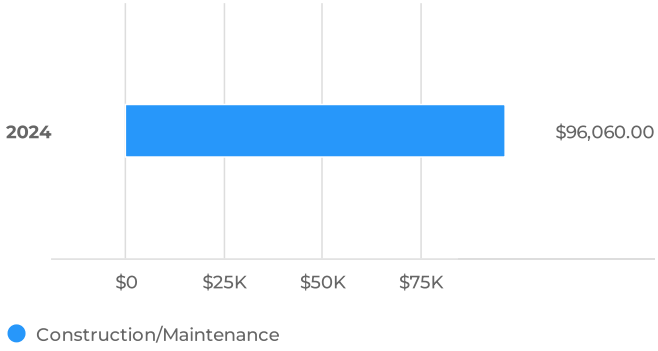
Type of Project	Resurface Current Road

Capital Cost

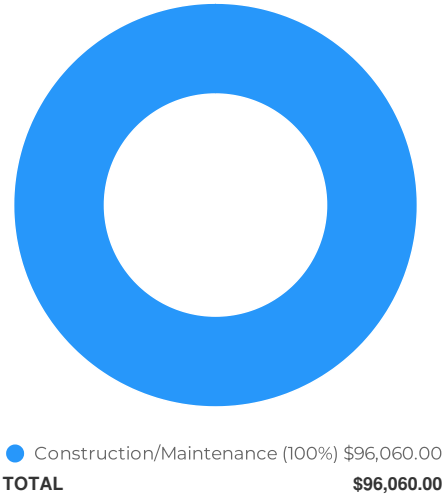
Total Budget (all years)
$96.06K

Project Total
$96.06K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

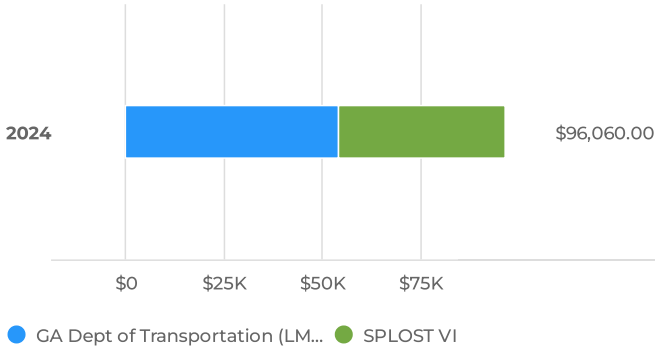
Capital Cost	FY2024	Total
Construction/Maintenance	$96,060	$96,060
Total	**$96,060**	**$96,060**

Funding Sources

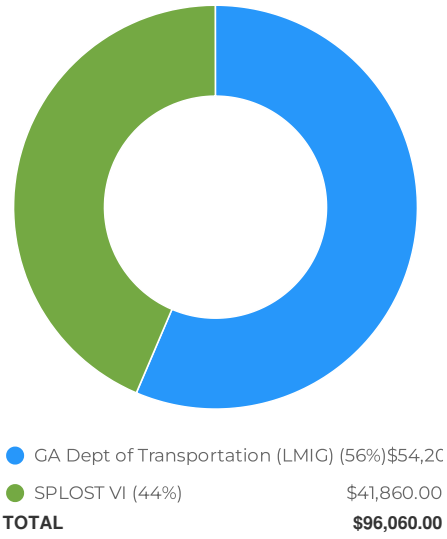
Total Budget (all years)
$96.06K

Project Total
$96.06K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
GA Dept of Transportation (LMIG)	$54,200	$54,200
SPLOST VI	$41,860	$41,860
Total	**$96,060**	**$96,060**

Morgan Walk

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Morgan Walk repaving

Details

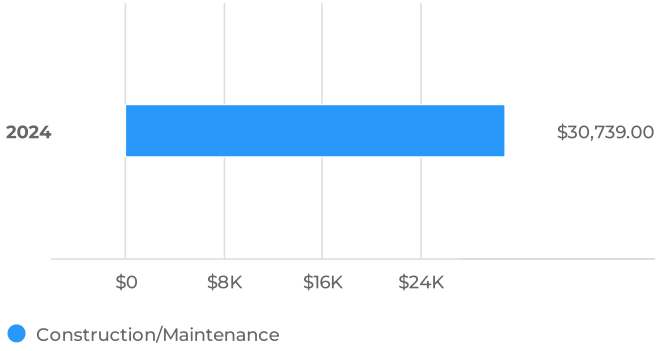
Type of Project	Resurface Current Road

Capital Cost

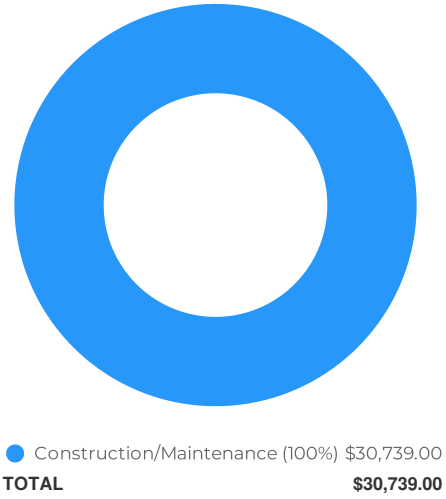
Total Budget (all years)
$30.739K

Project Total
$30.739K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

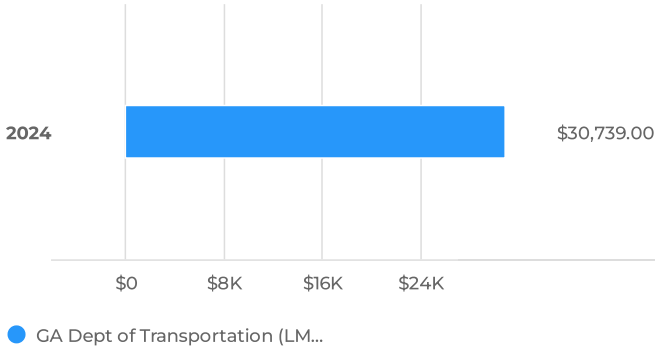
Capital Cost	FY2024	Total
Construction/Maintenance	$30,739	$30,739
Total	**$30,739**	**$30,739**

Funding Sources

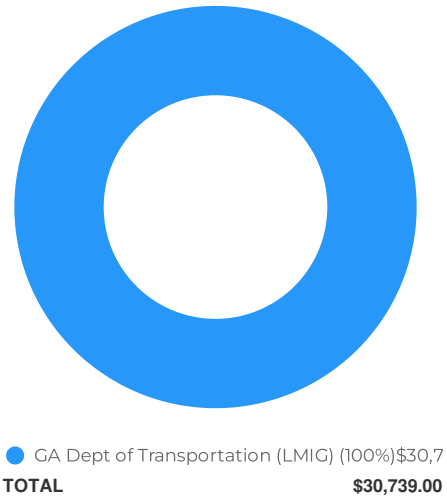
Total Budget (all years)
$30.739K

Project Total
$30.739K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
GA Dept of Transportation (LMIG)	$30,739	$30,739
Total	**$30,739**	**$30,739**

Mountain Brook Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Mountain Brook Court repaving

Details

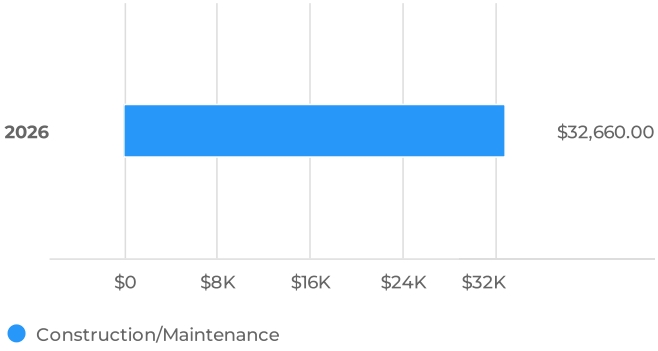
Type of Project	Resurface Current Road

Capital Cost

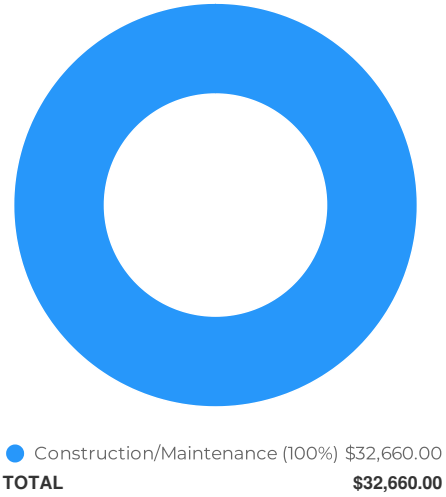
Total Budget (all years)
$32.66K

Project Total
$32.66K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

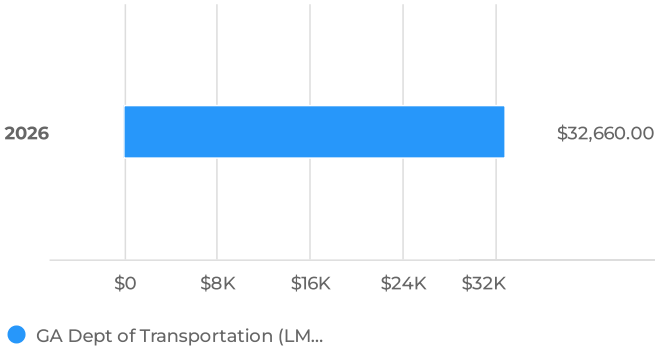
Capital Cost	FY2026	Total
Construction/Maintenance	$32,660	$32,660
Total	**$32,660**	**$32,660**

Funding Sources

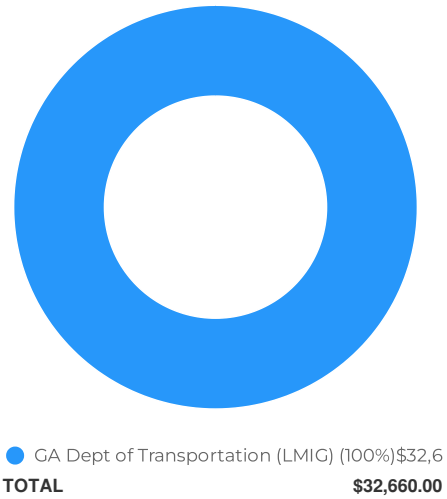
Total Budget (all years)
$32.66K

Project Total
$32.66K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$32,660	$32,660
Total	**$32,660**	**$32,660**

Mountain Brook Drive

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Mountain Brook Drive repaving

Details

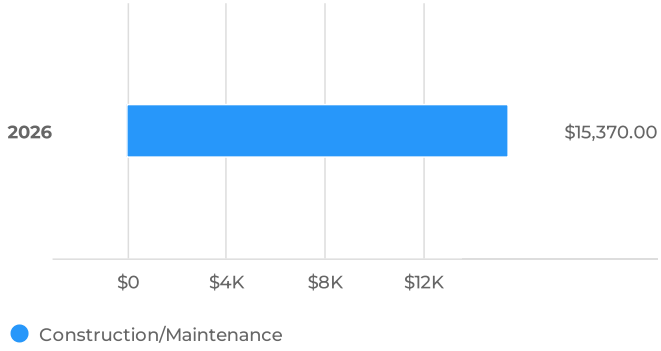
Type of Project	Resurface Current Road

Capital Cost

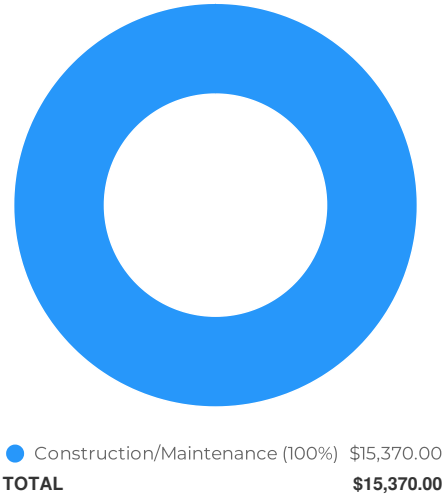
Total Budget (all years)
$15.37K

Project Total
$15.37K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

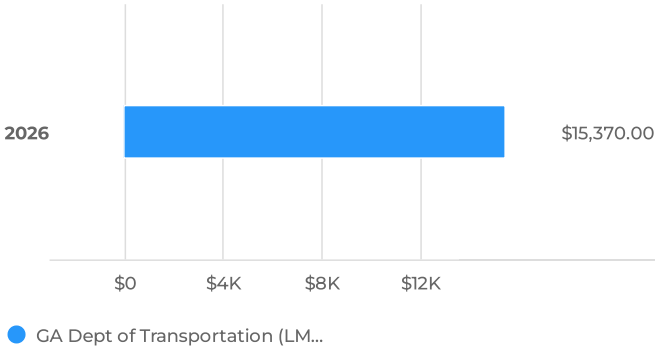
Capital Cost	FY2026	Total
Construction/Maintenance	$15,370	$15,370
Total	**$15,370**	**$15,370**

Funding Sources

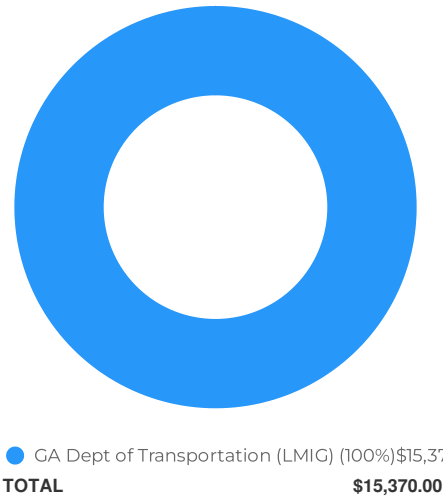
Total Budget (all years)
$15.37K

Project Total
$15.37K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$15,370	$15,370
Total	**$15,370**	**$15,370**

Old Holly Springs Road

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Old Holly Springs Road repaving

Details

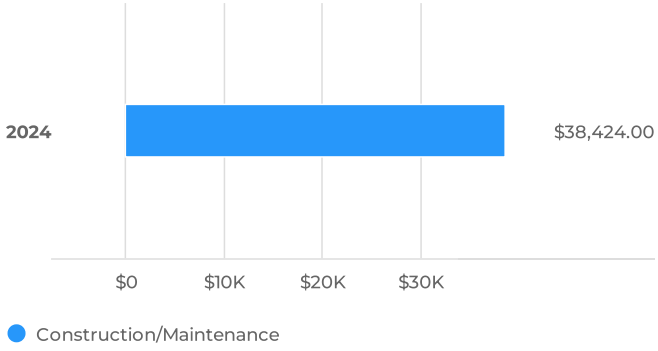
Type of Project	Resurface Current Road

Capital Cost

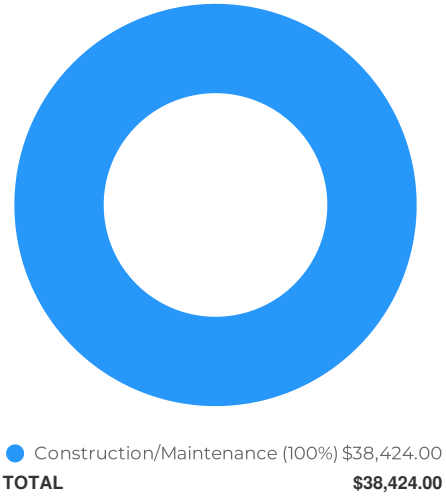
Total Budget (all years)
$38.424K

Project Total
$38.424K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

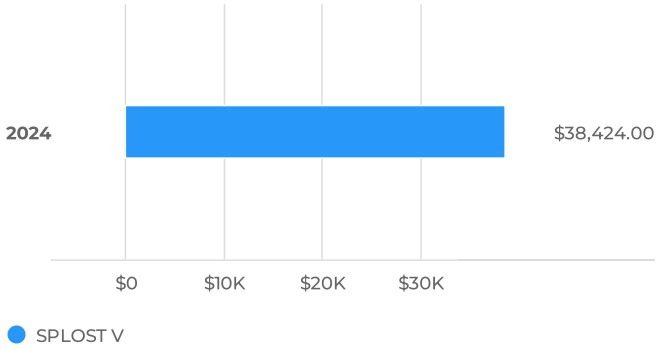
Capital Cost	FY2024	Total
Construction/Maintenance	$38,424	$38,424
Total	**$38,424**	**$38,424**

Funding Sources

Total Budget (all years)
$38.424K

Project Total
$38.424K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
SPLOST V	$38,424	$38,424
Total	**$38,424**	**$38,424**

Other Transportation Improvement Projects

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Other Transportation Improvement Projects

Details

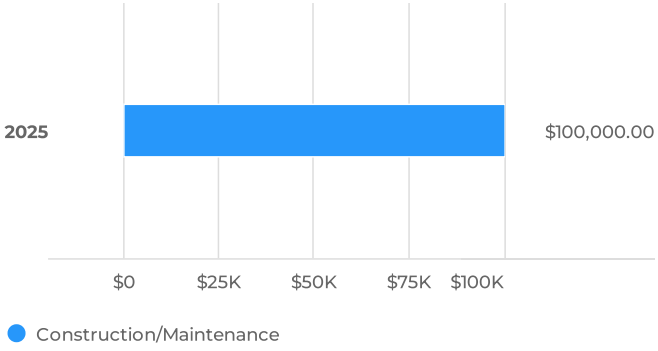
Type of Project	Resurface Current Road

Capital Cost

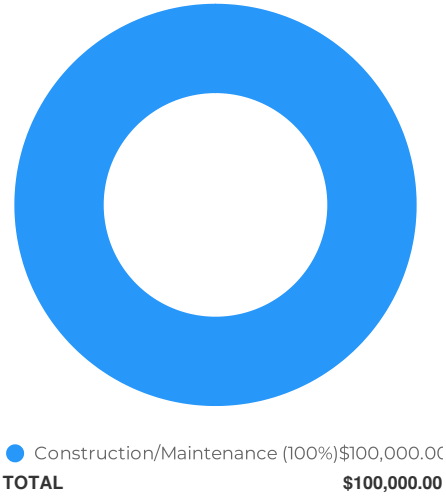
Total Budget (all years)
$100K

Project Total
$100K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

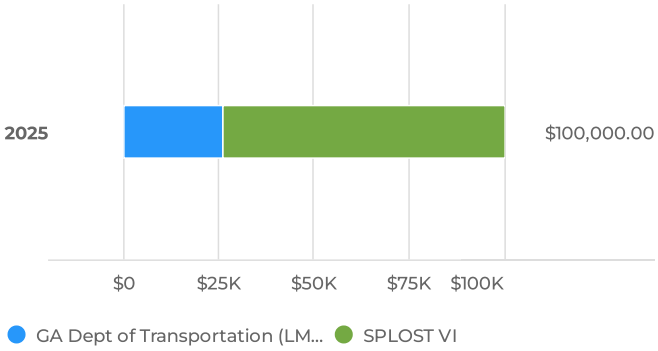
Capital Cost	FY2025	Total
Construction/Maintenance	$100,000	$100,000
Total	**$100,000**	**$100,000**

Funding Sources

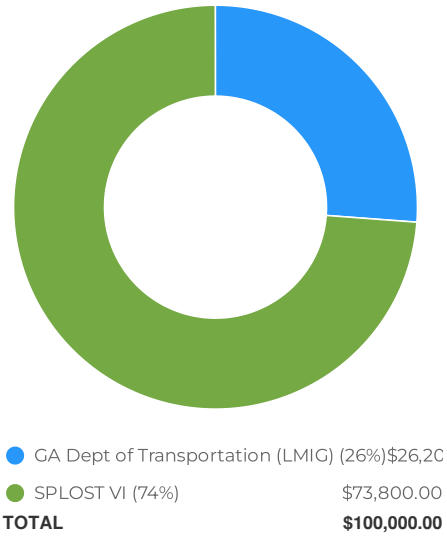
Total Budget (all years)
$100K

Project Total
$100K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
GA Dept of Transportation (LMIG)	$26,200	$26,200
SPLOST VI	$73,800	$73,800
Total	**$100,000**	**$100,000**

Palm Street Improvement Project

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Palm Street Improvement Project repaving

Details

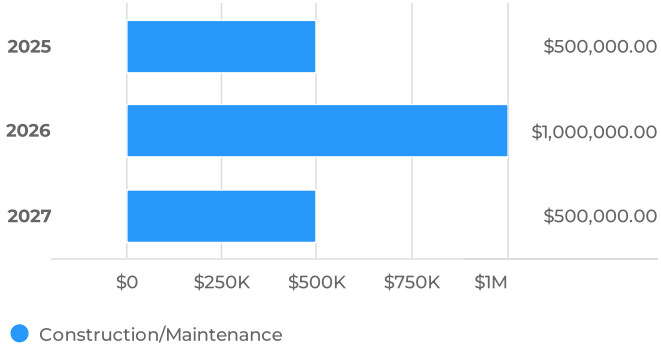
Type of Project	Resurface Current Road

Capital Cost

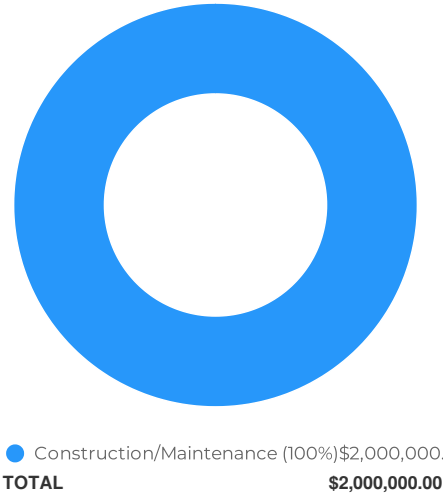
Total Budget (all years)
$2M

Project Total
$2M

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

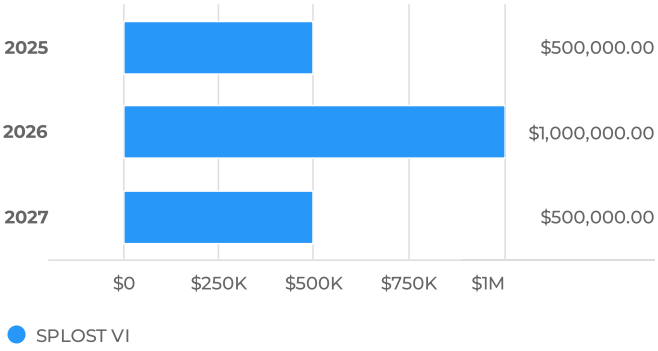
Capital Cost	FY2025	FY2026	FY2027	Total
Construction/Maintenance	$500,000	$1,000,000	$500,000	$2,000,000
Total	**$500,000**	**$1,000,000**	**$500,000**	**$2,000,000**

Funding Sources

Total Budget (all years)
$2M

Project Total
$2M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	FY2026	FY2027	Total
SPLOST VI	$500,000	$1,000,000	$500,000	$2,000,000
Total	**$500,000**	**$1,000,000**	**$500,000**	**$2,000,000**

Paper Trail Way

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Paper Trail Way repaving

Details

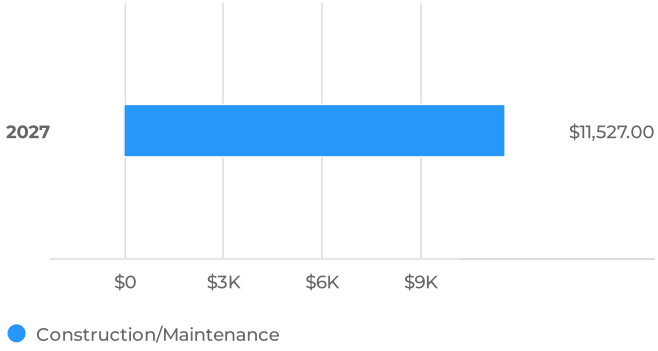
Type of Project	Resurface Current Road

Capital Cost

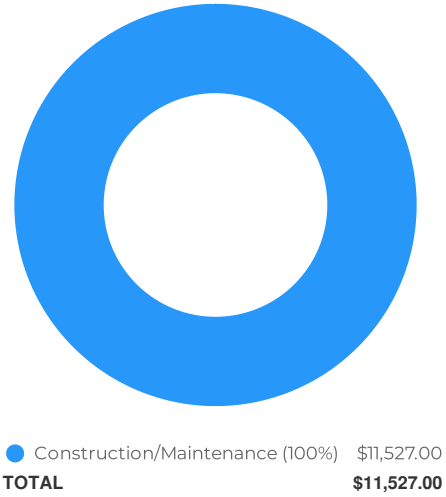
Total Budget (all years)
$11.527K

Project Total
$11.527K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

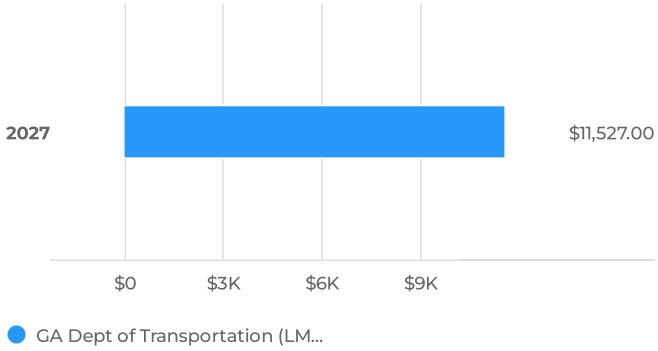
Capital Cost	FY2027	Total
Construction/Maintenance	$11,527	$11,527
Total	**$11,527**	**$11,527**

Funding Sources

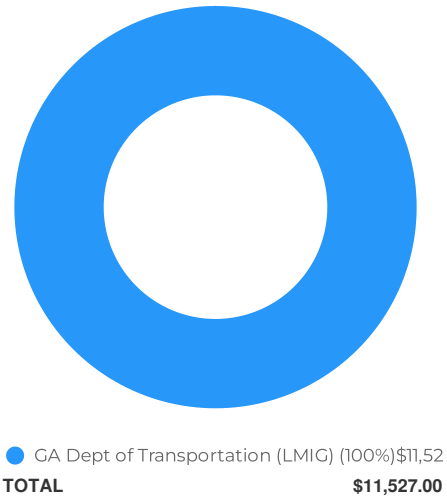
Total Budget (all years)
$11.527K

Project Total
$11.527K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2027	Total
GA Dept of Transportation (LMIG)	$11,527	$11,527
Total	**$11,527**	**$11,527**

Peninsula Point

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Peninsula Point repaving

Details

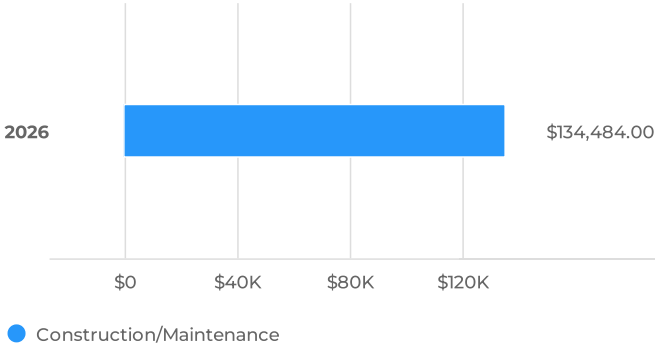
Type of Project	Resurface Current Road

Capital Cost

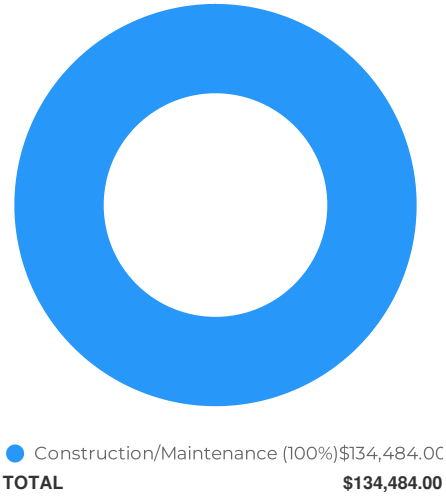
Total Budget (all years)
$134.484K

Project Total
$134.484K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

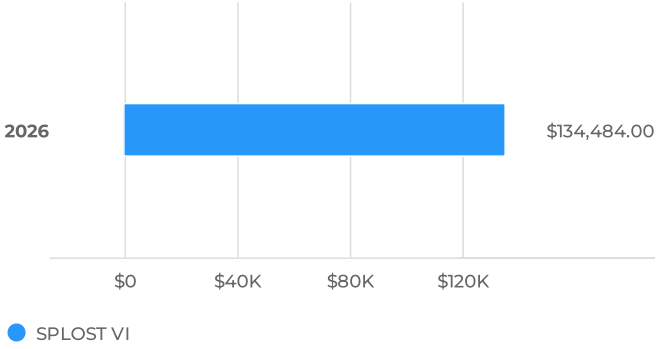
Capital Cost	FY2026	Total
Construction/Maintenance	$134,484	$134,484
Total	**$134,484**	**$134,484**

Funding Sources

Total Budget (all years)
$134.484K

Project Total
$134.484K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
SPLOST VI	$134,484	$134,484
Total	**$134,484**	**$134,484**

Peninsula Point Bridge Deck replacement

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Peninsula Point Bridge Deck replacement

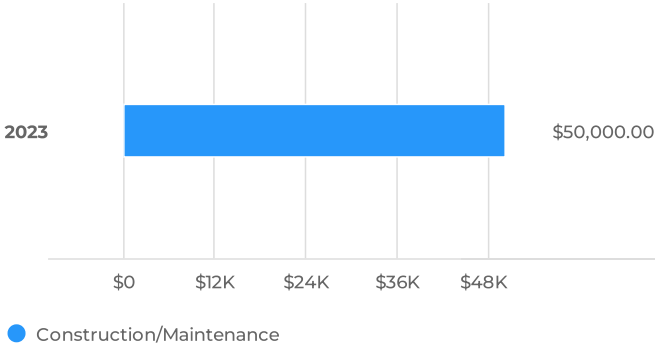
Details

Type of Project	Resurface Current Road

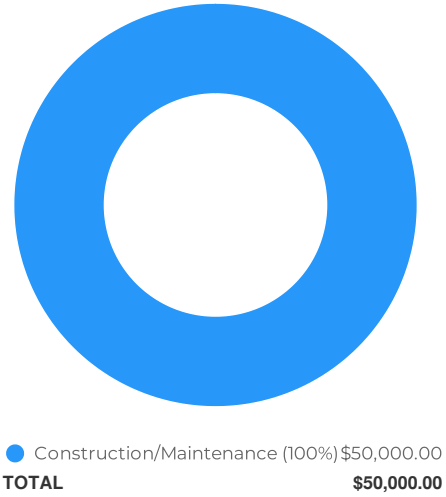
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$50,000	$50K	$50K

Capital Cost by Year



Capital Cost for Budgeted Years



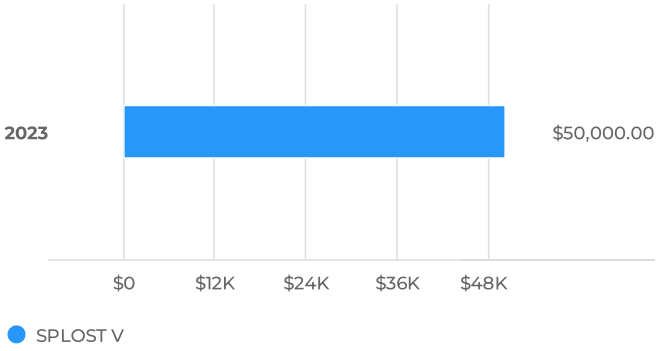
Capital Cost Breakdown

Capital Cost	FY2023	Total
Construction/Maintenance	$50,000	$50,000
Total	**$50,000**	**$50,000**

Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$50,000	$50K	$50K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
SPLOST V	$50,000	$50,000
Total	**$50,000**	**$50,000**

Public Works and Fleet Vehicles and Equipment

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Equipment

Description

Public Works and Fleet Vehicles and Equipment - Snowplow equipment

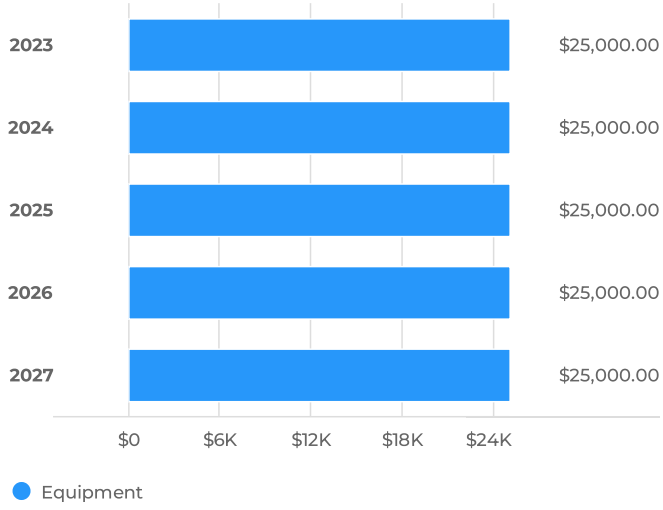
Details

New Purchase or Replacement	New

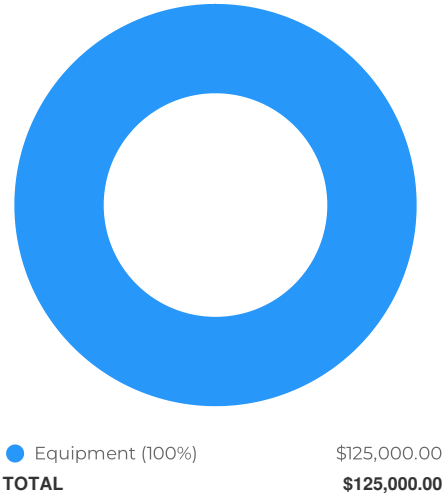
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$25,000	$125K	$125K

Capital Cost by Year



Capital Cost for Budgeted Years



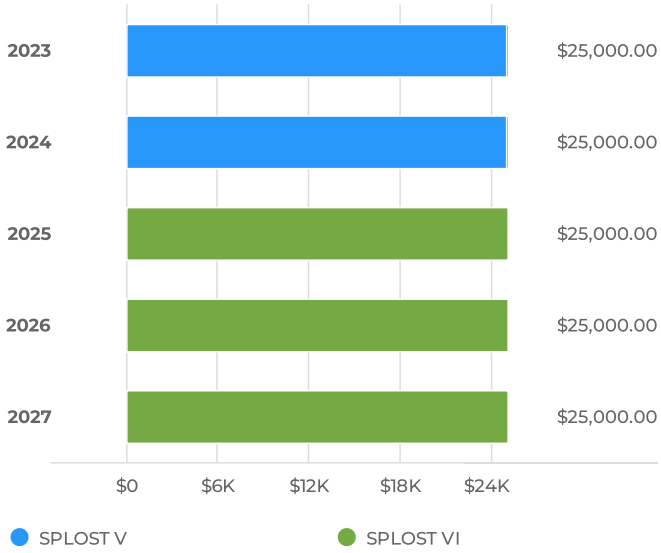
Capital Cost Breakdown

Capital Cost	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Equipment	$25,000	$25,000	$25,000	$25,000	$25,000	$125,000
Total	**$25,000**	**$25,000**	**$25,000**	**$25,000**	**$25,000**	**$125,000**

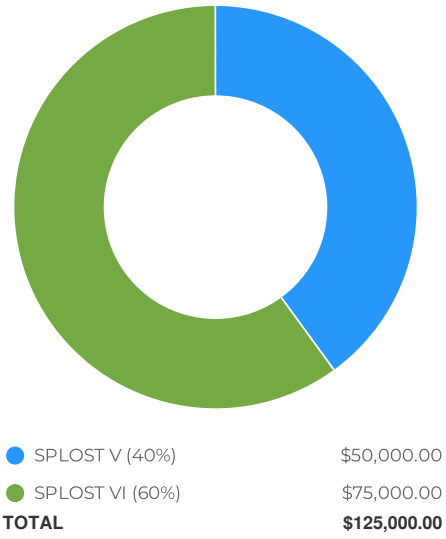
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$25,000	$125K	$125K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2024	FY2025	FY2026	FY2027	Total
SPLOST V	$25,000	$25,000				$50,000
SPLOST VI			$25,000	$25,000	$25,000	$75,000
Total	**$25,000**	**$25,000**	**$25,000**	**$25,000**	**$25,000**	**$125,000**

Rachel Drive

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Rachel Drive repaving

Details

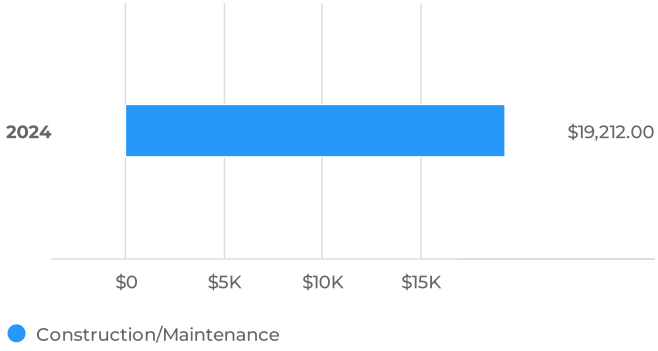
Type of Project	Resurface Current Road

Capital Cost

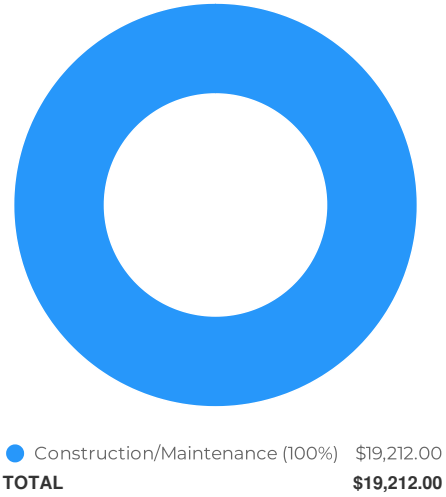
Total Budget (all years)
$19.212K

Project Total
$19.212K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

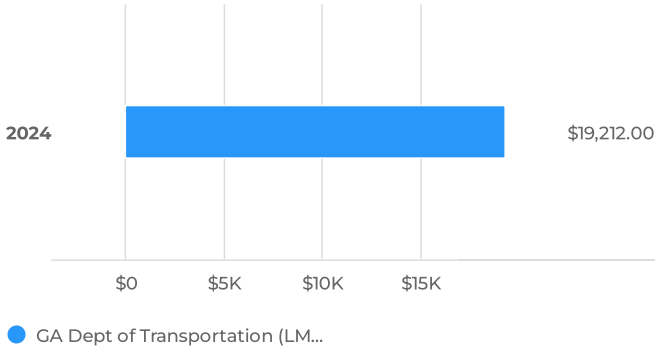
Capital Cost	FY2024	Total
Construction/Maintenance	$19,212	$19,212
Total	**$19,212**	**$19,212**

Funding Sources

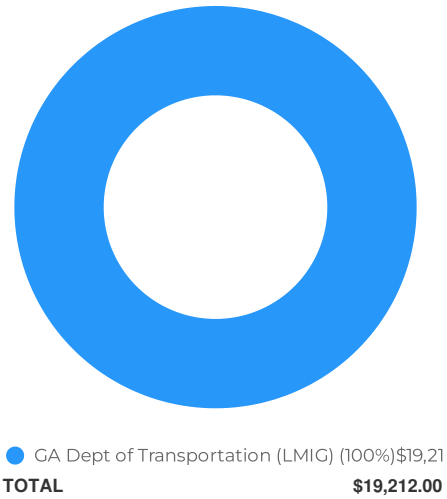
Total Budget (all years)
$19.212K

Project Total
$19.212K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
GA Dept of Transportation (LMIG)	$19,212	$19,212
Total	**$19,212**	**$19,212**

Red Coat Lane

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Red Coat Lane repaving

Details

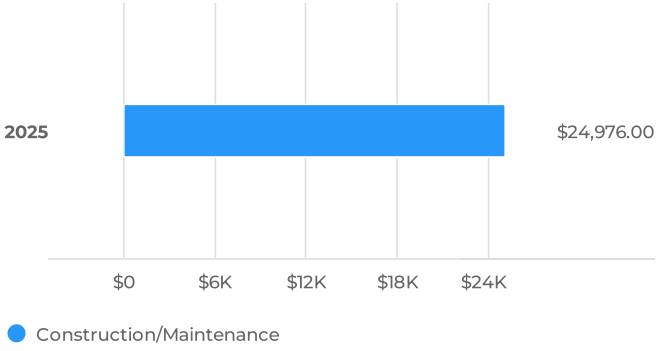
Type of Project	Resurface Current Road

Capital Cost

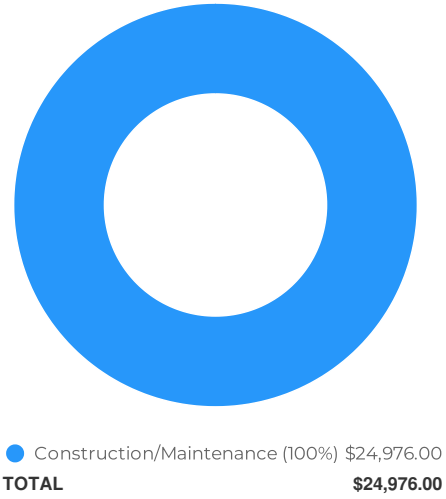
Total Budget (all years)
$24.976K

Project Total
$24.976K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

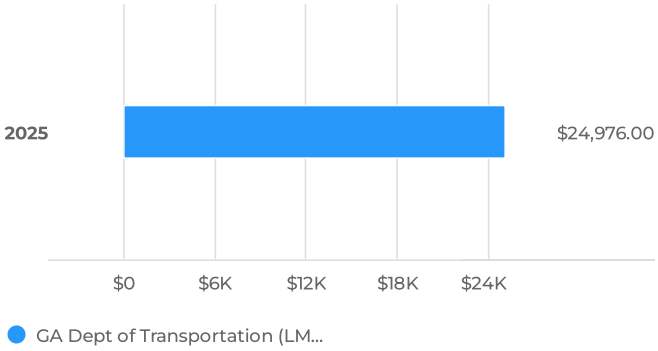
Capital Cost	FY2025	Total
Construction/Maintenance	$24,976	$24,976
Total	**$24,976**	**$24,976**

Funding Sources

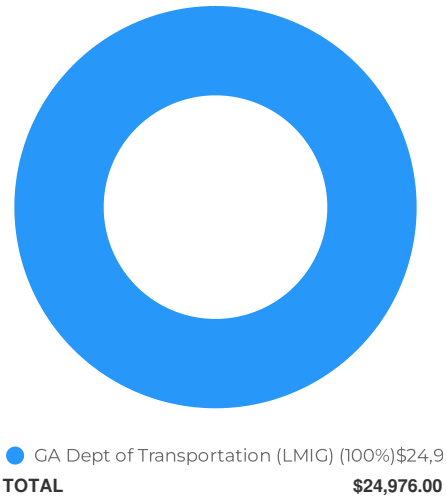
Total Budget (all years)
$24.976K

Project Total
$24.976K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2025	Total
GA Dept of Transportation (LMIG)	$24,976	$24,976
Total	**$24,976**	**$24,976**

Royal Crescent Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Royal Crescent Court repaving

Details

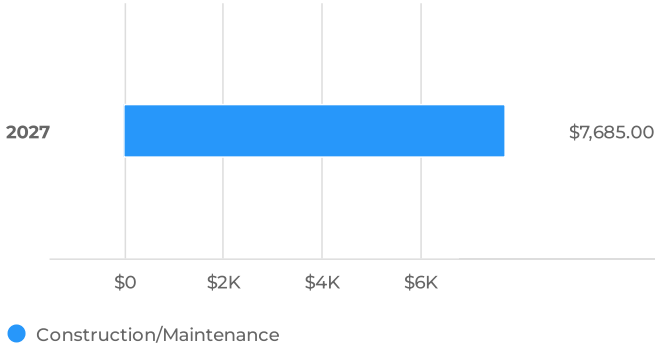
Type of Project	Resurface Current Road

Capital Cost

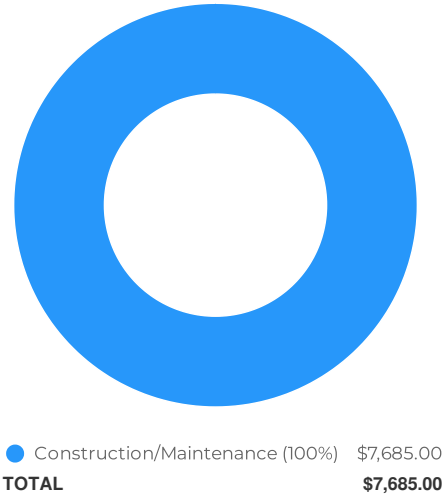
Total Budget (all years)
$7.685K

Project Total
$7.685K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

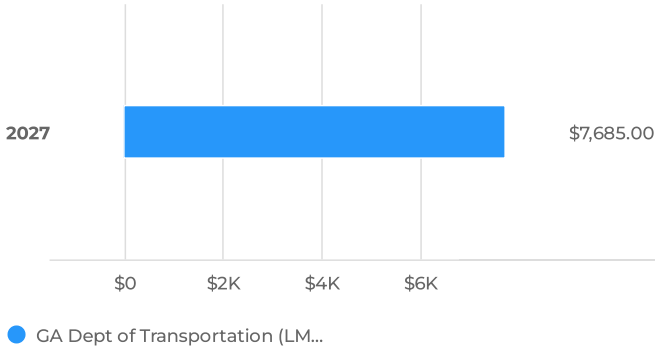
Capital Cost	FY2027	Total
Construction/Maintenance	$7,685	$7,685
Total	**$7,685**	**$7,685**

Funding Sources

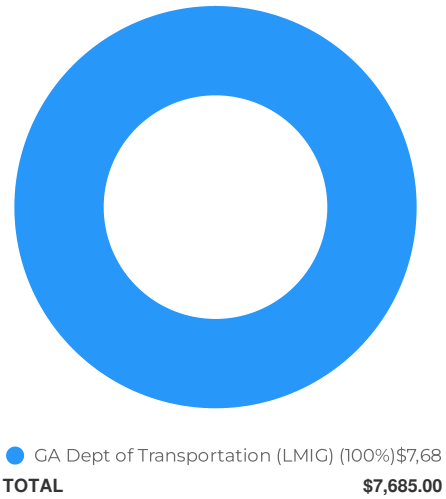
Total Budget (all years)
$7.685K

Project Total
$7.685K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2027	Total
GA Dept of Transportation (LMIG)	$7,685	$7,685
Total	**$7,685**	**$7,685**

Royal Crescent Terrace

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Royal Crescent Terrace repaving

Details

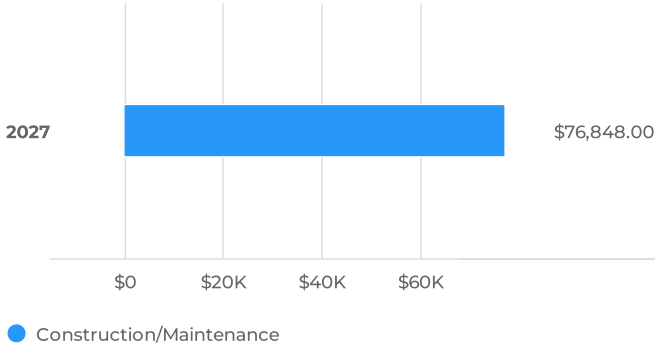
Type of Project	Resurface Current Road

Capital Cost

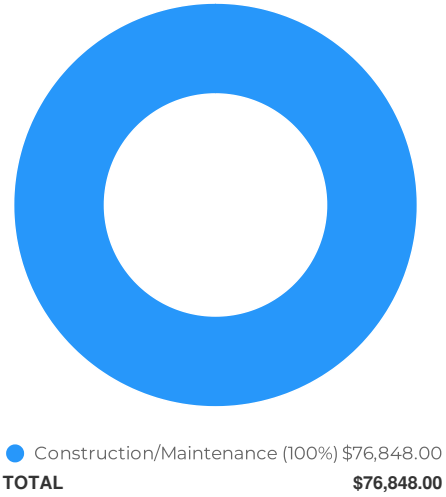
Total Budget (all years)
$76.848K

Project Total
$76.848K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

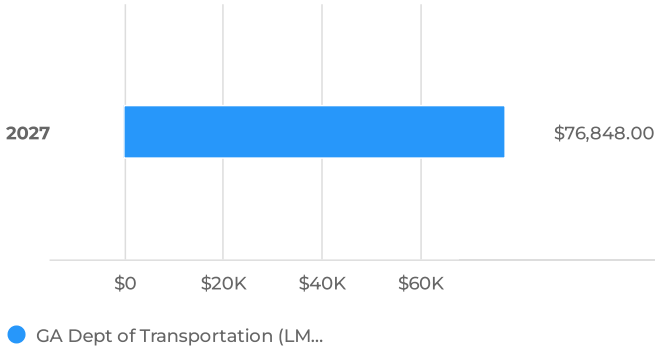
Capital Cost	FY2027	Total
Construction/Maintenance	$76,848	$76,848
Total	**$76,848**	**$76,848**

Funding Sources

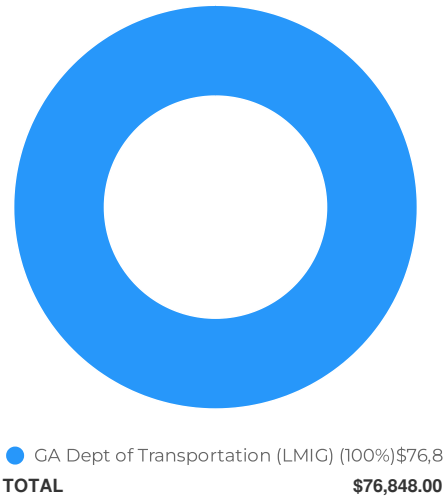
Total Budget (all years)
$76.848K

Project Total
$76.848K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2027	Total
GA Dept of Transportation (LMIG)	$76,848	$76,848
Total	**$76,848**	**$76,848**

Serena Lane

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Serena Lane repaving

Details

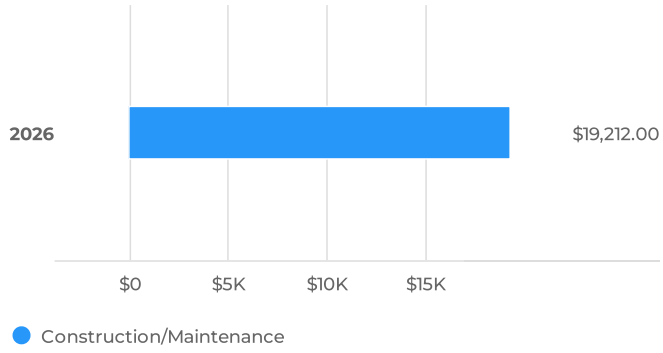
Type of Project	Resurface Current Road

Capital Cost

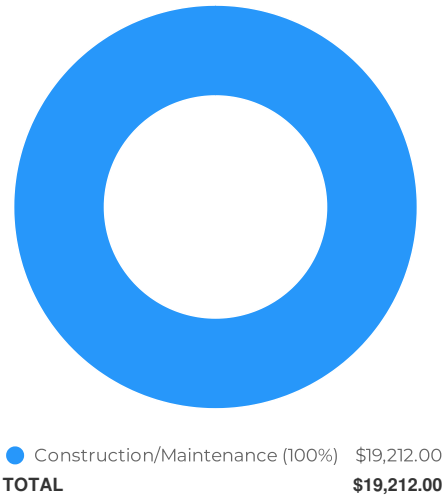
Total Budget (all years)
$19.212K

Project Total
$19.212K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

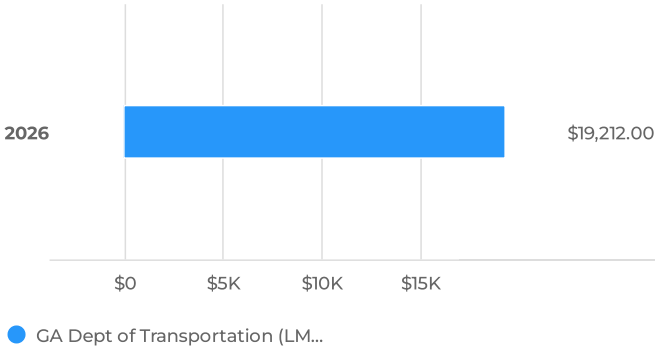
Capital Cost	FY2026	Total
Construction/Maintenance	$19,212	$19,212
Total	**$19,212**	**$19,212**

Funding Sources

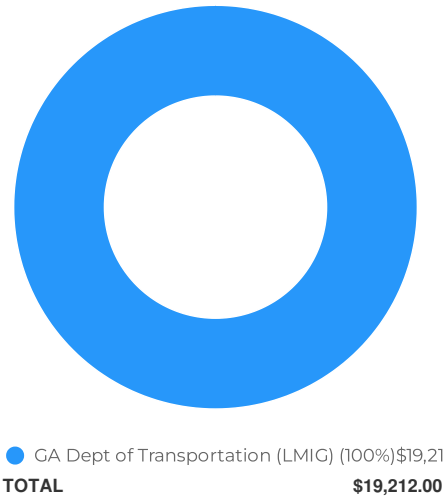
Total Budget (all years)
$19.212K

Project Total
$19.212K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$19,212	$19,212
Total	**$19,212**	**$19,212**

Sixes Road

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Sixes Road repaving

Details

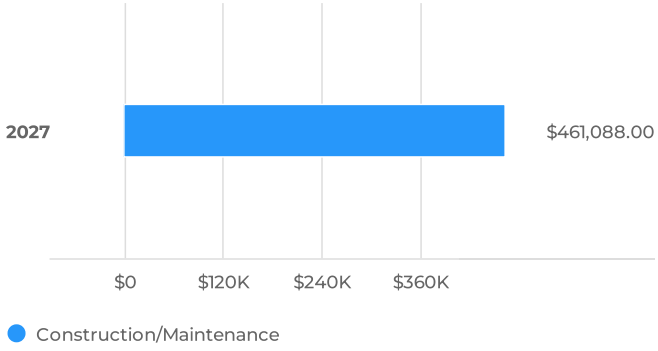
Type of Project	Resurface Current Road

Capital Cost

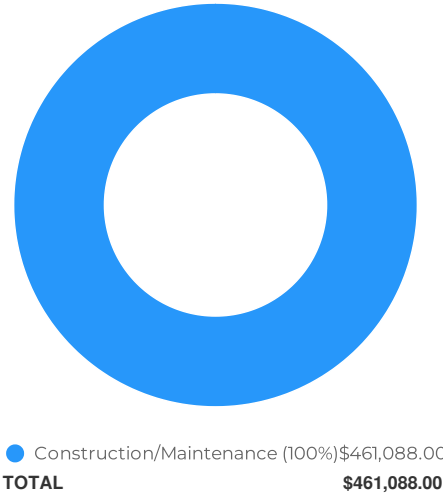
Total Budget (all years)
$461.088K

Project Total
$461.088K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

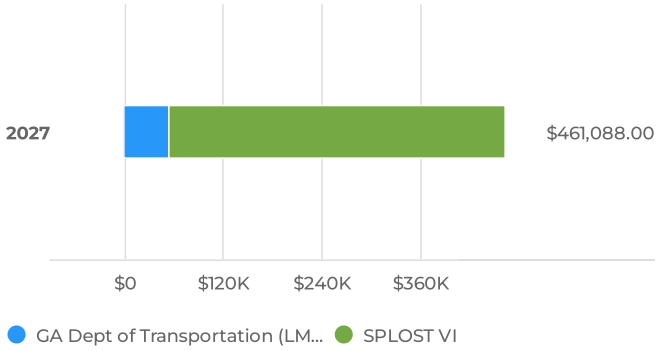
Capital Cost	FY2027	Total
Construction/Maintenance	$461,088	$461,088
Total	**$461,088**	**$461,088**

Funding Sources

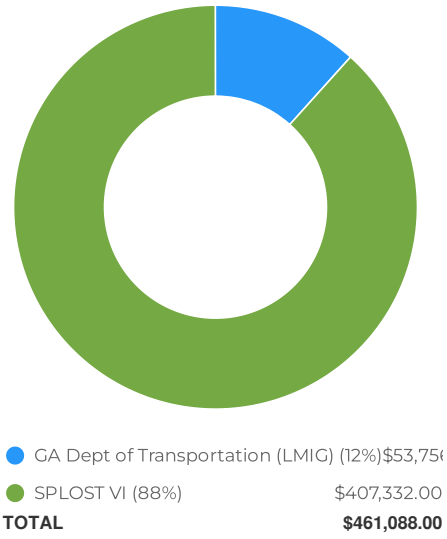
Total Budget (all years)
$461.088K

Project Total
$461.088K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2027	Total
GA Dept of Transportation (LMIG)	$53,756	$53,756
SPLOST VI	$407,332	$407,332
Total	**$461,088**	**$461,088**

Spring Place

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Spring Place repaving

Details

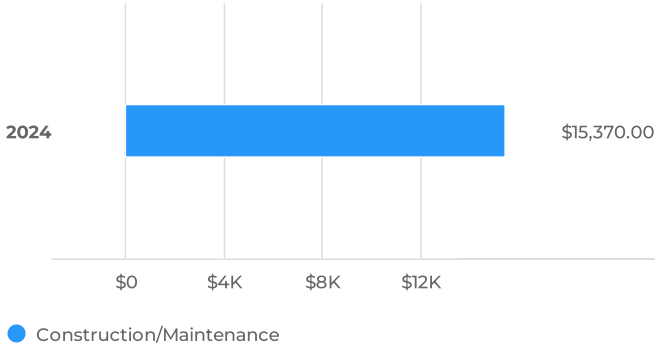
Type of Project	Resurface Current Road

Capital Cost

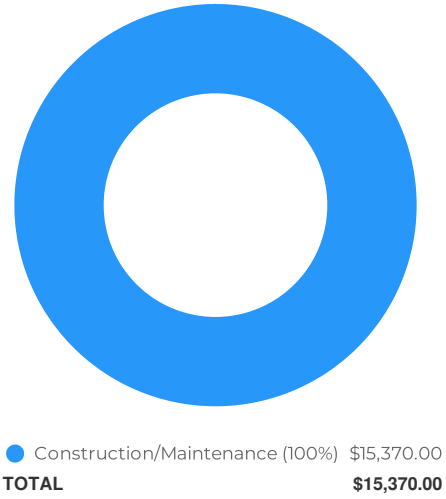
Total Budget (all years)
$15.37K

Project Total
$15.37K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

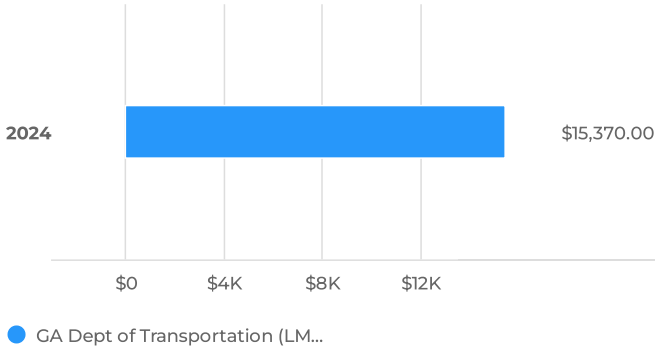
Capital Cost	FY2024	Total
Construction/Maintenance	$15,370	$15,370
Total	**$15,370**	**$15,370**

Funding Sources

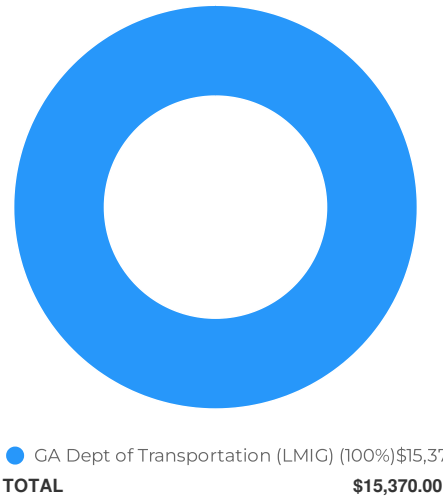
Total Budget (all years)
$15.37K

Project Total
$15.37K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
GA Dept of Transportation (LMIG)	$15,370	$15,370
Total	**$15,370**	**$15,370**

Spring Trail

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Spring Trail repaving

Details

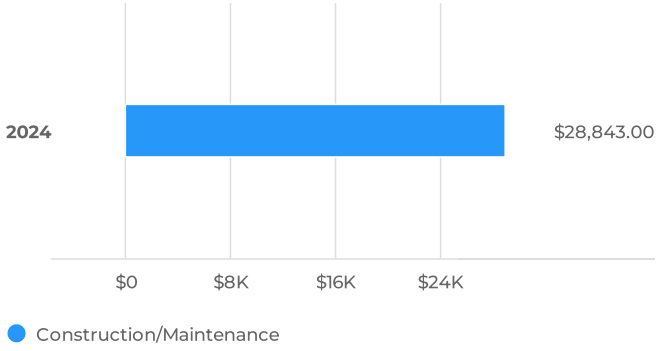
Type of Project	Resurface Current Road

Capital Cost

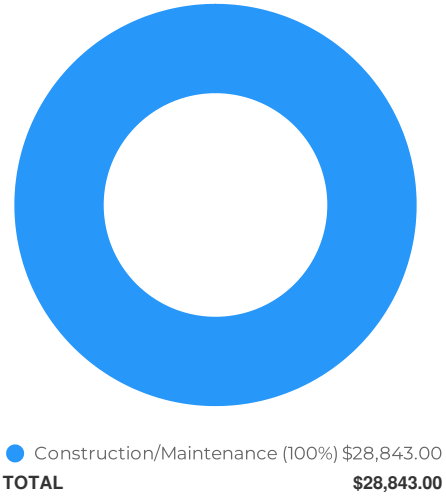
Total Budget (all years)
$28.843K

Project Total
$28.843K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

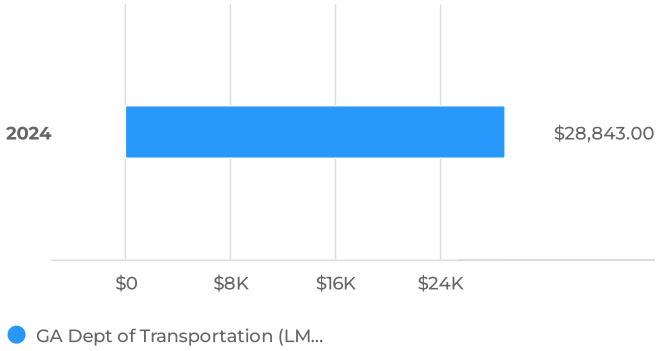
Capital Cost	FY2024	Total
Construction/Maintenance	$28,843	$28,843
Total	**$28,843**	**$28,843**

Funding Sources

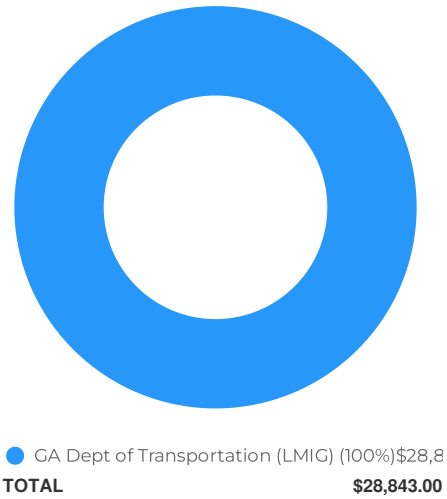
Total Budget (all years)
$28.843K

Project Total
$28.843K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2024	Total
GA Dept of Transportation (LMIG)	$28,843	$28,843
Total	**$28,843**	**$28,843**

St. James Place

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

St. James Place repaving

Details

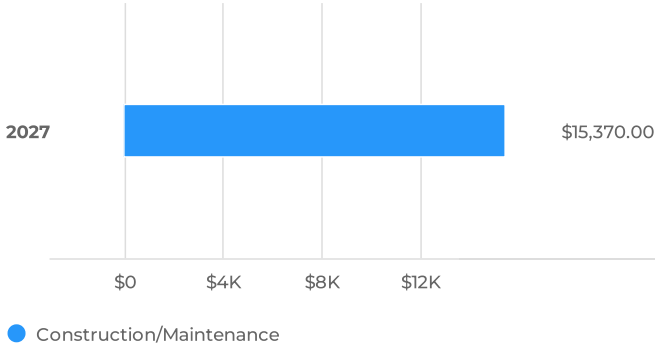
Type of Project	Resurface Current Road

Capital Cost

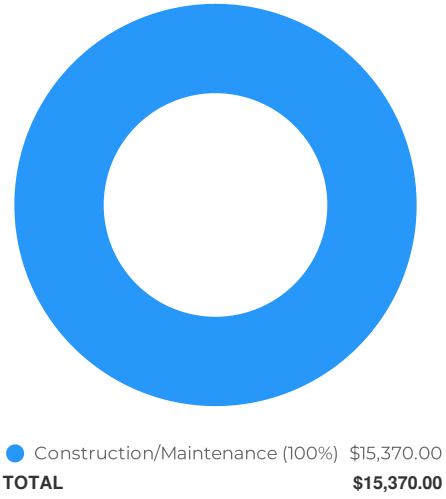
Total Budget (all years)
$15.37K

Project Total
$15.37K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

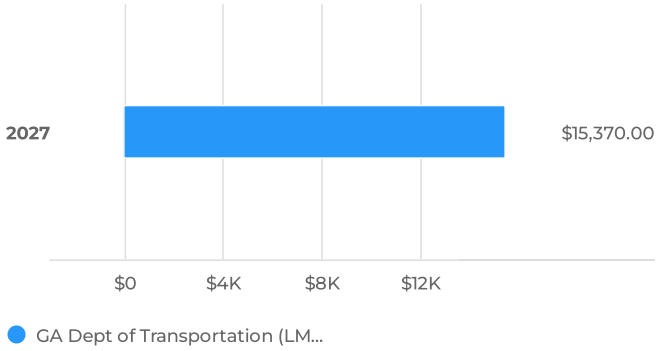
Capital Cost	FY2027	Total
Construction/Maintenance	$15,370	$15,370
Total	**$15,370**	**$15,370**

Funding Sources

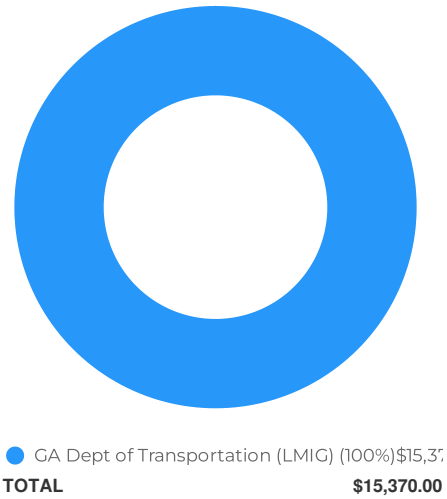
Total Budget (all years)
$15.37K

Project Total
$15.37K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2027	Total
GA Dept of Transportation (LMIG)	$15,370	$15,370
Total	**$15,370**	**$15,370**

Wellstar Way

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

Wellstar Way repaving

Details

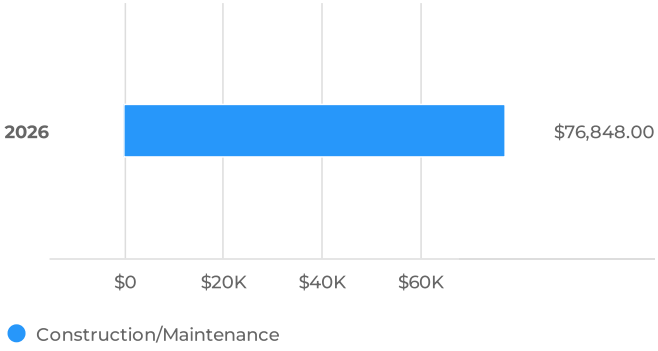
Type of Project	Resurface Current Road

Capital Cost

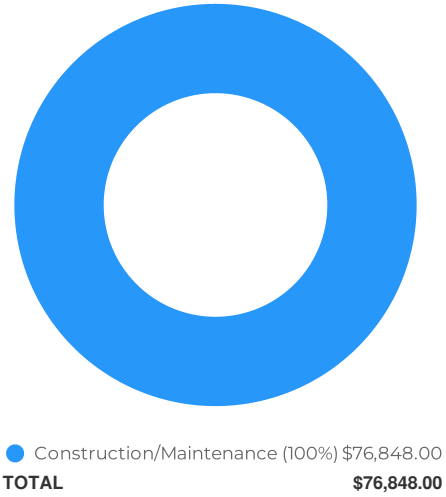
Total Budget (all years)
$76.848K

Project Total
$76.848K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

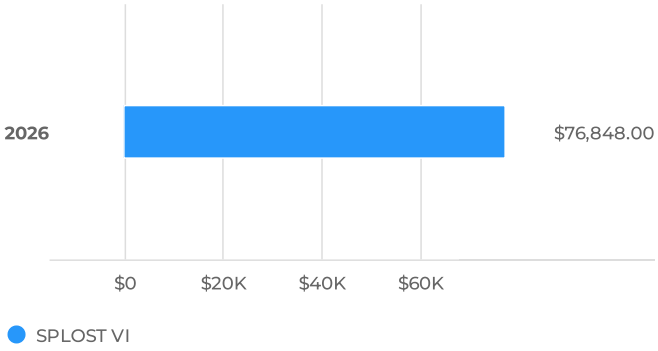
Capital Cost	FY2026	Total
Construction/Maintenance	$76,848	$76,848
Total	**$76,848**	**$76,848**

Funding Sources

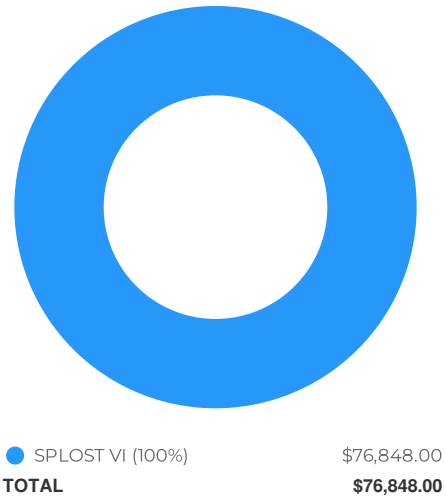
Total Budget (all years)
$76.848K

Project Total
$76.848K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
SPLOST VI	$76,848	$76,848
Total	**$76,848**	**$76,848**

White Oak Court

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

White Oak Court repaving

Details

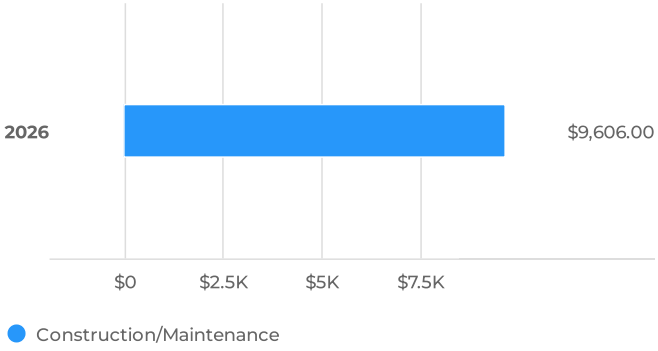
Type of Project	Resurface Current Road

Capital Cost

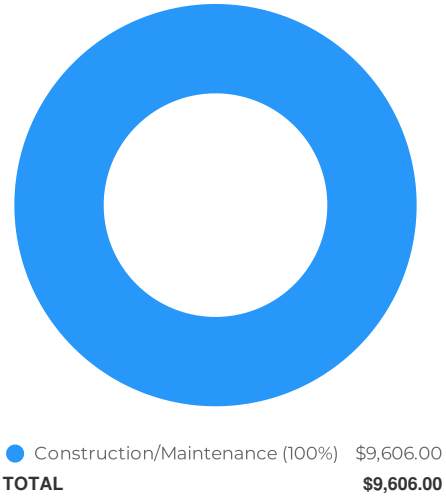
Total Budget (all years)
$9.606K

Project Total
$9.606K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

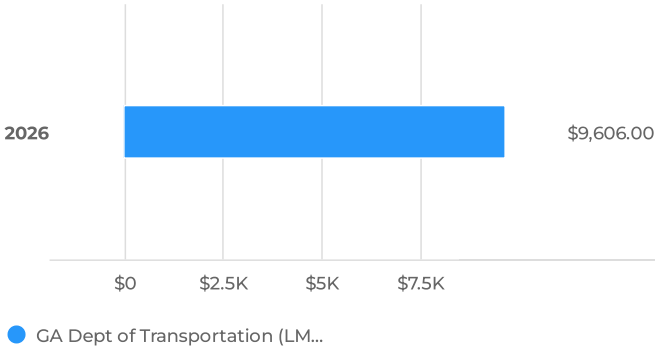
Capital Cost	FY2026	Total
Construction/Maintenance	$9,606	$9,606
Total	**$9,606**	**$9,606**

Funding Sources

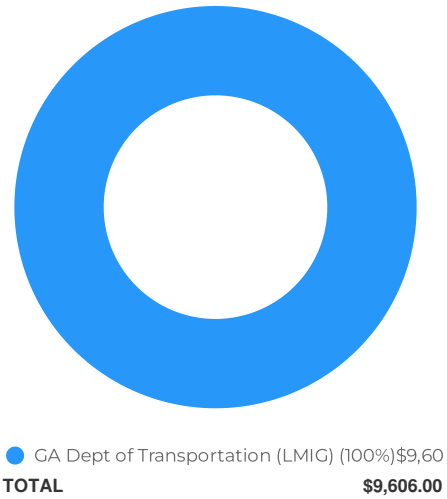
Total Budget (all years)
$9.606K

Project Total
$9.606K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$9,606	$9,606
Total	**$9,606**	**$9,606**

White Oak Court Terrace

Overview

Request Owner	Denise Lamazares
Department	Public Works
Type	Capital Improvement

Description

White Oak Court Terrace repaving

Details

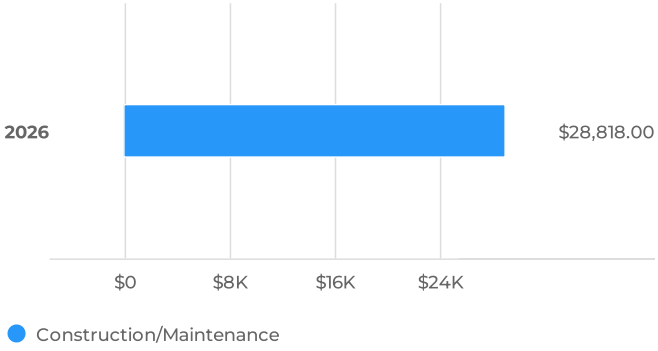
Type of Project	Resurface Current Road

Capital Cost

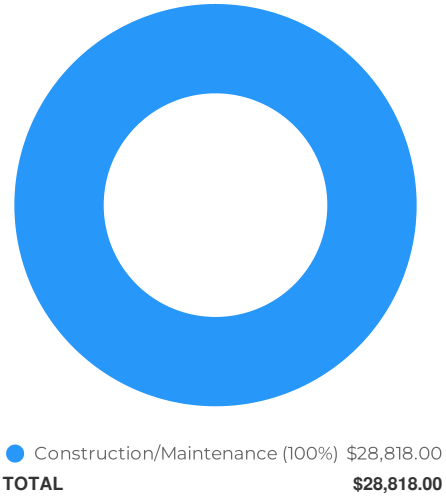
Total Budget (all years)
$28.818K

Project Total
$28.818K

Capital Cost by Year



Capital Cost for Budgeted Years



Capital Cost Breakdown

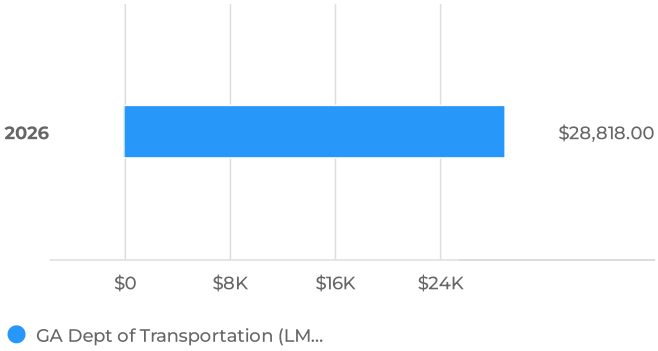
Capital Cost	FY2026	Total
Construction/Maintenance	$28,818	$28,818
Total	**$28,818**	**$28,818**

Funding Sources

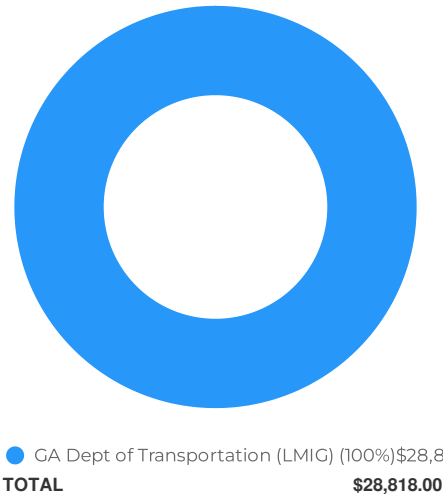
Total Budget (all years)
$28.818K

Project Total
$28.818K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2026	Total
GA Dept of Transportation (LMIG)	$28,818	$28,818
Total	**$28,818**	**$28,818**

PUBLIC SAFETY REQUESTS

Public Safety Equipment and Vehicles

Overview

Request Owner	Denise Lamazares
Department	Public Safety
Type	Capital Equipment

Description

Public Safety Equipment and Vehicles - Fingerprint machine

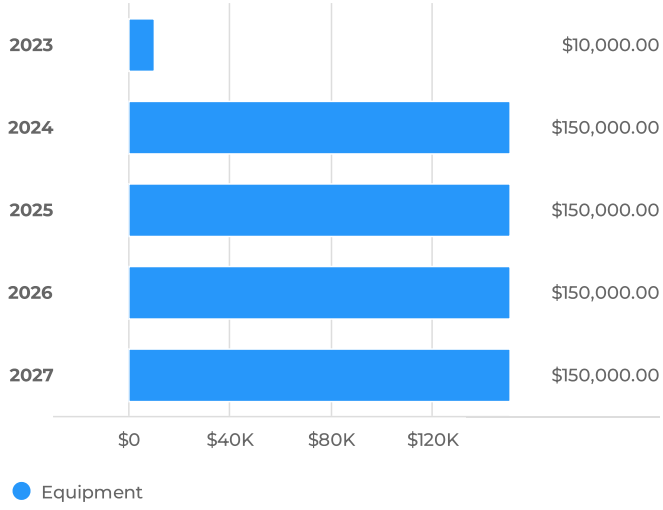
Details

New Purchase or Replacement	New

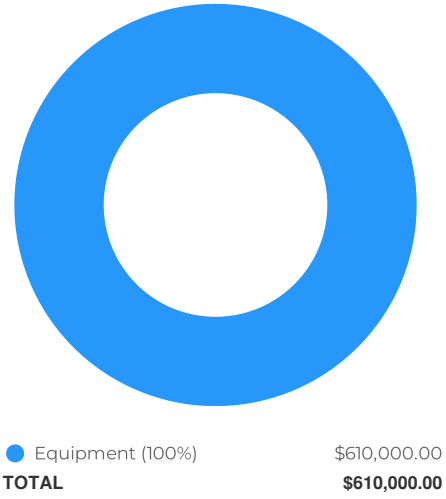
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$10,000	$610K	$610K

Capital Cost by Year



Capital Cost for Budgeted Years



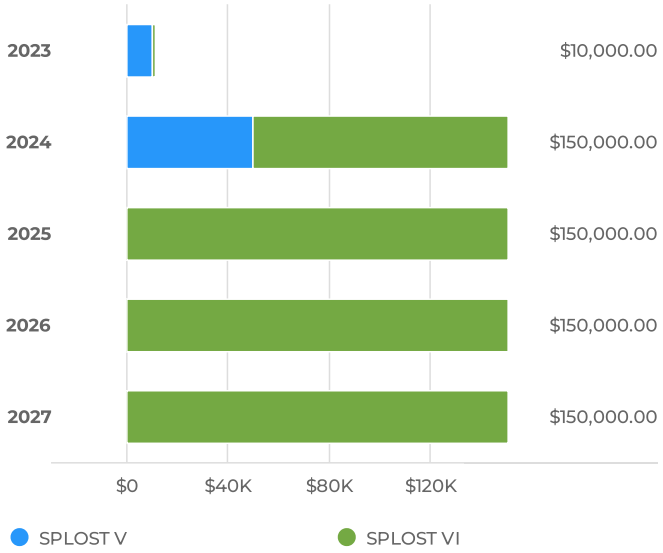
Capital Cost Breakdown

Capital Cost	FY2023	FY2024	FY2025	FY2026	FY2027	Total
Equipment	$10,000	$150,000	$150,000	$150,000	$150,000	$610,000
Total	**$10,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$610,000**

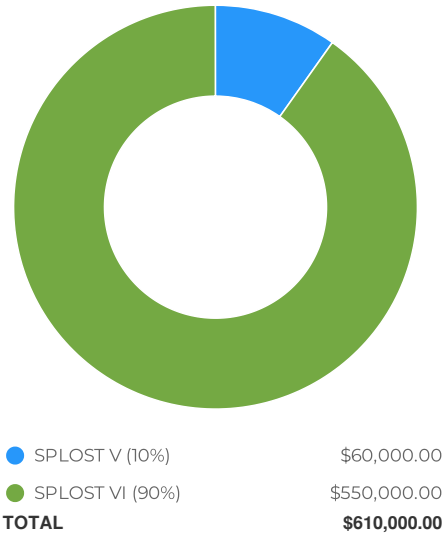
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$10,000	$610K	$610K

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	FY2024	FY2025	FY2026	FY2027	Total
SPLOST V	$10,000	$50,000				$60,000
SPLOST VI		$100,000	$150,000	$150,000	$150,000	$550,000
Total	**$10,000**	**$150,000**	**$150,000**	**$150,000**	**$150,000**	**$610,000**

STORMWATER UTILITY MANAGEMENT REQUESTS

Hickory Springs Parkway (formerly known as Industrial Connector) ARPA

Overview

Request Owner	Denise Lamazares
Department	Stormwater Utility Management
Type	Capital Improvement

Description

Hickory Springs Parkway

Images



Hickory Springs Parkway

Hickory Springs Parkway



Hickory Springs Parkway

Hickory Springs Parkway

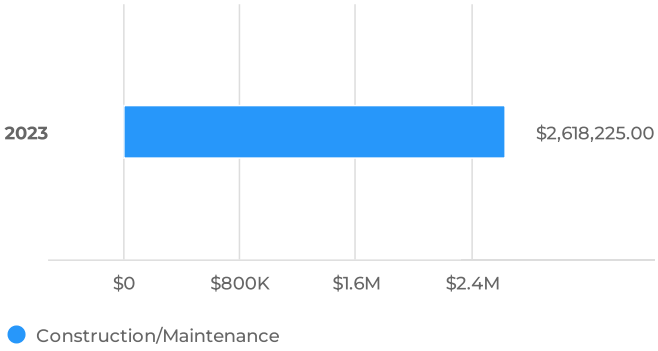
Details

Type of Project	New Road

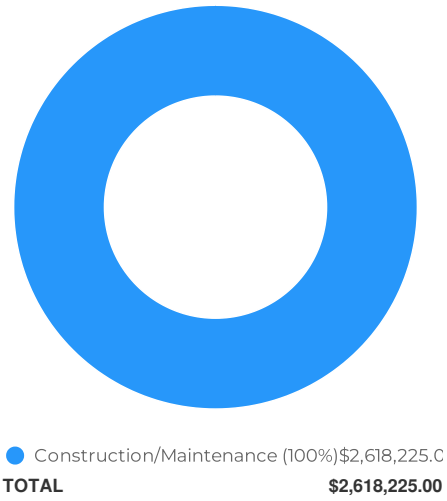
Capital Cost

FY2023 Budget	Total Budget (all years)	Project Total
$2,618,225	$2.618M	$2.618M

Capital Cost by Year



Capital Cost for Budgeted Years



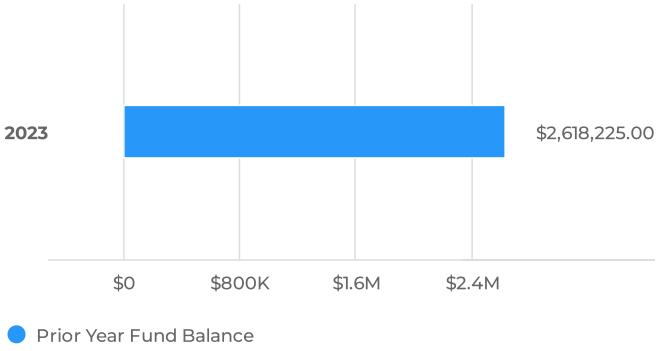
Capital Cost Breakdown

Capital Cost	FY2023	Total
Construction/Maintenance	$2,618,225	$2,618,225
Total	**$2,618,225**	**$2,618,225**

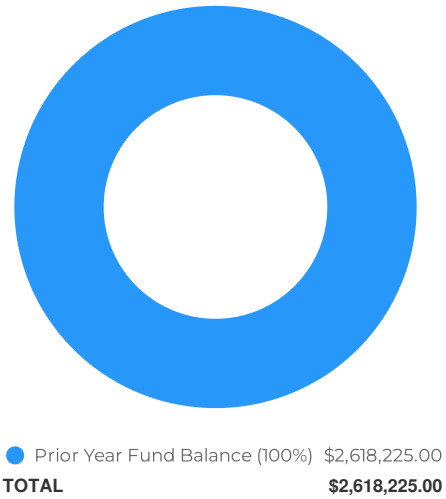
Funding Sources

FY2023 Budget	Total Budget (all years)	Project Total
$2,618,225	$2.618M	$2.618M

Funding Sources by Year



Funding Sources for Budgeted Years



Funding Sources Breakdown

Funding Sources	FY2023	Total
Prior Year Fund Balance	$2,618,225	$2,618,225
Total	**$2,618,225**	**$2,618,225**

Glossary

Abatement: A reduction or elimination of a real or personal property tax, motor vehicle excise, a fee, charge, or special assessment imposed by a governmental unit. Granted only on application of the person seeking the abatement and only by the committing governmental unit.

Accounting System: The total structure of records and procedures that identify, record, classify, and report information on the financial position and operations of a governmental unit or any of its funds, account groups, and organizational components.

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.

Accrued Interest: The amount of interest that has accumulated on the debt since the date of the last interest payment, and on the sale of a bond, the amount accrued up to but not including the date of delivery (settlement date). (See Interest)

Amortization: The gradual repayment of an obligation over time and in accordance with a predetermined payment schedule.

Appropriation: A legal authorization from the community's legislative body to expend money and incur obligations for specific public purposes. An appropriation is usually limited in amount and as to the time period within which it may be expended.

Arbitrage: As applied to municipal debt, the investment of tax-exempt bonds or note proceeds in higher yielding, taxable securities. Section 103 of the Internal Revenue Service (IRS) Code restricts this practice and requires (beyond certain limits) that earnings be rebated (paid) to the IRS.

Assessed Valuation: A value assigned to real estate or other property by a government as the basis for levying taxes.

Audit: An examination of a community's financial systems, procedures, and data by a certified public accountant (independent auditor), and a report on the fairness of financial statements and on local compliance with statutes and regulations. The audit serves as a valuable management tool in evaluating the fiscal performance of a community.

Audit Report: Prepared by an independent auditor, an audit report includes: (a) a statement of the scope of the audit; (b) explanatory comments as to application of auditing procedures; (c) findings and opinions. It is almost always accompanied by a management letter which contains supplementary comments and recommendations.

Available Funds: Balances in the various fund types that represent non-recurring revenue sources. As a matter of sound practice, they are frequently appropriated to meet unforeseen expenses, for capital expenditures or other one-time costs.

Balance Sheet: A statement that discloses the assets, liabilities, reserves and equities of a fund or governmental unit at a specified date.

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.

Betterments (Special Assessments): Whenever a specific area of a community receives benefit from a public improvement (e.g., water, sewer, sidewalk, etc.), special property taxes may be assessed to reimburse the governmental entity for all or part of the costs it incurred. Each parcel receiving benefit from the improvement is assessed for its proportionate share of the cost of such improvements. The proportionate share may be paid in full or the property owner may request that the assessors apportion the betterment over 20 years. Over the life of the betterment, one year’s apportionment along with one year’s committed interest computed from October 1 to October 1 is added to the tax bill until the betterment has been paid.

Bond: A means to raise money through the issuance of debt. A bond issuer/borrower promises in writing to repay a specified sum of money, alternately referred to as face value, par value or bond principal, to the buyer of the bond on a specified future date (maturity date), together with periodic interest at a specified rate. The term of a bond is always greater than one year. (See Note)

Bond and Interest Record: (Bond Register) – The permanent and complete record maintained by a treasurer for each bond issue. It shows the amount of interest and principal coming due each date and all other pertinent information concerning the bond issue.

Bonds Authorized and Unissued: Balance of a bond authorization not yet sold. Upon completion or abandonment of a project, any remaining balance of authorized and unissued bonds may not be used for other purposes, but must be rescinded by the community's legislative body to be removed from community's books.

Bond Issue: Generally, the sale of a certain number of bonds at one time by a governmental unit.

Bond Rating (Municipal): A credit rating assigned to a municipality to help investors assess the future ability, legal obligation, and willingness of the municipality (bond issuer) to make timely debt service payments. Stated otherwise, a rating helps prospective investors determine the level of risk associated with a given fixed-income investment. Rating agencies, such as Moody's and Standard and Poors, use rating systems, which designate a letter or a combination of letters and numerals where AAA is the highest rating and C1 is a very low rating.

Budget: A plan for allocating resources to support particular services, purposes and functions over a specified period of time. (See Performance Budget, Program Budget)

Capital Assets: All real and tangible property used in the operation of government, which is not easily converted into cash, and has an initial useful live extending beyond a single financial reporting period. Capital assets include land and land improvements; infrastructure such as roads, bridges, water and sewer lines; easements; buildings and building improvements; vehicles, machinery and equipment. Communities typically define capital assets in terms of a minimum useful life and a minimum initial cost. (See Fixed Assets)

Capital Budget: An appropriation or spending plan that uses borrowing or direct outlay for capital or fixed asset improvements. Among other information, a capital budget should identify the method of financing each recommended expenditure, i.e., tax levy or rates, and identify those items that were not recommended. (See Capital Assets, Fixed Assets)

Cash: Currency, coin, checks, postal and express money orders and bankers' drafts on hand or on deposit with an official or agent designated as custodian of cash and bank deposits.

Cash Basis of Accounting: A basis of accounting in which transactions or events are recognized when related cash amounts are received or disbursed.

Cash Management: The process of monitoring the ebb and flow of money in an out of municipal accounts to ensure cash availability to pay bills and to facilitate decisions on the need for short- term borrowing and investment of idle cash.

Certificate of Deposit (CD): A bank deposit evidenced by a negotiable or non-negotiable instrument, which provides on its face that the amount of such deposit plus a specified interest payable to a bearer or to any specified person on a certain specified date, at the expiration of a certain specified time, or upon notice in writing.

Classification of Real Property: Assessors are required to classify all real property according to use into one of four classes: residential, open space, commercial, and industrial. Having classified its real properties, local officials are permitted to determine locally, within limitations established by statute and the Commissioner of Revenue, what percentage of the tax burden is to be borne by each class of real property and by personal property owners.

Collective Bargaining: The process of negotiating workers' wages, hours, benefits, working conditions, etc., between an employer and some or all of its employees, who are represented by a recognized labor union. regarding wages, hours and working conditions.

Consumer Price Index: The statistical measure of changes, if any, in the overall price level of consumer goods and services. The index is often called the "cost-of-living index."

Cost-Benefit Analysis: A decision-making tool that allows a comparison of options based on the level of benefit derived and the cost to achieve the benefit from different alternatives.

Debt Burden: The amount of debt carried by an issuer usually expressed as a measure of value (i.e., debt as a percentage of assessed value, debt per capita, etc.). Sometimes debt burden refers to debt service costs as a percentage of the total annual budget.

Debt Service: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest on any particular bond issue.

Encumbrance: A reservation of funds to cover obligations arising from purchase orders, contracts, or salary commitments that are chargeable to, but not yet paid from, a specific appropriation account.

Enterprise Funds: An enterprise fund is a separate accounting and financial reporting mechanism for municipal services for which a fee is charged in exchange for goods or services. It allows a community to demonstrate to the public the portion of total costs of a service that is recovered through user charges and the portion that is subsidized by the tax levy, if any. With an enterprise fund, all costs of service delivery--direct, indirect, and capital costs—are identified. This allows the community to recover total service costs through user fees if it chooses. Enterprise accounting also enables communities to reserve the "surplus" or net assets unrestricted generated by the operation of the enterprise rather than closing it out to the general fund at year-end. Services that may be treated as enterprises include, but are not limited to, water, sewer, hospital, and airport services.

Equalized Valuations (EQVs): The determination of the full and fair cash value of all property in the community that is subject to local taxation.

Estimated Receipts: A term that typically refers to anticipated local revenues often based on the previous year's receipts and represent funding sources necessary to support a community's annual budget. (See Local Receipts)

Exemptions: A discharge, established by statute, from the obligation to pay all or a portion of a property tax. The exemption is available to particular categories of property or persons upon the timely submission and approval of an application to the assessors. Properties exempt from taxation include hospitals, schools, houses of worship, and cultural institutions. Persons who may qualify for exemptions include disabled veterans, blind individuals, surviving spouses, and seniors.

Expenditure: An outlay of money made by municipalities to provide the programs and services within their approved budget.

Fiduciary Funds: Repository of money held by a municipality in a trustee capacity or as an agent for individuals, private organizations, other governmental units, and other funds. These include pension (and other employee benefit) trust funds, investment trust funds, private- purpose trust funds, and agency funds.

Fixed Assets: Long-lived, assets such as buildings, equipment and land obtained or controlled as a result of past transactions or circumstances.

Fixed Costs: Costs that are legally or contractually mandated such as retirement, FICA/Social Security, insurance, debt service costs or interest on loans.

Float: The difference between the bank balance for a local government's account and its book balance at the end of the day. The primary factor creating float is clearing time on checks and deposits. Delays in receiving deposit and withdrawal information also influence float.

Full Faith and Credit: A pledge of the general taxing powers for the payment of governmental obligations. Bonds carrying such pledges are usually referred to as general obligation or full faith and credit bonds.

Fund: An accounting entity with a self-balancing set of accounts that are segregated for the purpose of carrying on identified activities or attaining certain objectives in accordance with specific regulations, restrictions, or limitations.

Fund Accounting: Organizing financial records into multiple, segregated locations for money. A fund is a distinct entity within the municipal government in which financial resources and activity (assets, liabilities, fund balances, revenues, and expenditures) are accounted for independently in accordance with specific regulations, restrictions or limitations. Examples of funds include the general fund and enterprise funds. Communities whose accounting records are organized according to the Uniform Municipal Accounting System (UMAS) use multiple funds.

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.

GASB 34: A major pronouncement of the Governmental Accounting Standards Board that establishes new criteria on the form and content of governmental financial statements. GASB 34 requires a report on overall financial health, not just on individual funds. It requires more complete information on the cost of delivering value estimates on public infrastructure assets, such as bridges, road, sewers, etc. It also requires the presentation of a narrative statement the government's financial performance, trends and prospects for the future.

GASB 45: This is another Governmental Accounting Standards Board major pronouncement that each public entity account for and report other postemployment benefits in its accounting statements. Through actuarial analysis, municipalities must identify the true costs of the OPEB earned by employees over their estimated years of actual service.

General Fund: The fund used to account for most financial resources and activities governed by the normal appropriation process.

General Obligation Bonds: Bonds issued by a municipality for purposes allowed by statute that are backed by the full faith and credit of its taxing authority.

Governing Body: A board, committee, commission, or other executive or policymaking bodyof a municipality or school district.

Indirect Cost: Costs of a service not reflected in the operating budget of the entity providing the service. An example of an indirect cost of providing water service would be the value of time spent by non-water department employees processing water bills. A determination of these costs is necessary to analyze the total cost of service delivery. The matter of indirect costs arises most often in the context of enterprise funds.

Interest: Compensation paid or to be paid for the use of money, including amounts payable at periodic intervals or discounted at the time a loan is made. In the case of municipal bonds, interest payments accrue on a day-to-day basis, but are paid every six months.

Interest Rate: The interest payable, expressed as a percentage of the principal available for use during a specified period of time. It is always expressed in annual terms.

Investments: Securities and real estate held for the production of income in the form of interest, dividends, rentals or lease payments. The term does not include fixed assets used in governmental operations.

Line Item Budget: A budget that separates spending into categories, or greater detail, such as supplies, equipment, maintenance, or salaries, as opposed to a program budget.

Local Aid: Revenue allocated by the state or counties to municipalities and school districts.

Maturity Date: The date that the principal of a bond becomes due and payable in full.

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.

Municipal(s): (As used in the bond trade) "Municipal" refers to any state or subordinate governmental unit. "Municipals" (i.e., municipal bonds) include not only the bonds of all political subdivisions, such as cities, towns, school districts, special districts, counties but also bonds of the state and agencies of the state.

Note: A short-term loan, typically with a maturity date of a year or less.

Objects of Expenditures: A classification of expenditures that is used for coding any department disbursement, such as "personal services," "expenses," or "capital outlay."

Official Statement: A document prepared for potential investors that contains information about a prospective bond or note issue and the issuer. The official statement is typically published with the notice of sale. It is sometimes called an offering circular or prospectus.

Operating Budget: A plan of proposed expenditures for personnel, supplies, and other expenses for the coming fiscal year.

Overlapping Debt: A community's proportionate share of the debt incurred by an overlapping government entity, such as a regional school district, regional transit authority, etc.

Performance Budget: A budget that stresses output both in terms of economy and efficiency.

Principal: The face amount of a bond, exclusive of accrued interest.

Program: A combination of activities to accomplish an end.

Program Budget: A budget that relates expenditures to the programs they fund. The emphasis of a program budget is on output.

Purchased Services: The cost of services that are provided by a vendor.

Refunding of Debt: Transaction where one bond issue is redeemed and replaced by a new bond issue under conditions generally more favorable to the issuer.

Reserve Fund: An amount set aside annually within the budget of a town to provide a funding source for extraordinary or unforeseen expenditures.

Revaluation: The assessors of each community are responsible for developing a reasonable and realistic program to achieve the fair cash valuation of property in accordance with constitutional and statutory requirements. The nature and extent of that program will depend on the assessors' analysis and consideration of many factors, including, but not limited to, the status of the existing valuation system, the results of an in-depth sales ratio study, and the accuracy of existing property record information.

Revenue Anticipation Note (RAN): A short-term loan issued to be paid off by revenues, such as tax collections and state aid. RANs are full faith and credit obligations.

Revenue Bond: A bond payable from and secured solely by specific revenues and thereby not a full faith and credit obligation.

Revolving Fund: Allows a community to raise revenues from a specific service and use those revenues without appropriation to support the service.

Sale of Real Estate Fund: A fund established to account for the proceeds of the sale of municipal real estate other than proceeds acquired through tax title foreclosure.

Stabilization Fund: A fund designed to accumulate amounts for capital and other future spending purposes, although it may be appropriated for any lawful purpose.

Surplus Revenue: The amount by which cash, accounts receivable, and other assets exceed liabilities and reserves.

Tax Rate: The amount of property tax stated in terms of a unit of the municipal tax base; for example, $14.80 per $1,000 of assessed valuation of taxable real and personal property.

Tax Title Foreclosure: The procedure initiated by a municipality to obtain legal title to real property already in tax title and on which property taxes are overdue.

Trust Fund: In general, a fund for money donated or transferred to a municipality with specific instructions on its use. As custodian of trust funds, the treasurer invests and expends such funds as stipulated by trust agreements, as directed by the commissioners of trust funds or by the community's legislative body. Both principal and interest may be used if the trust is established as an expendable trust. For nonexpendable trust funds, only interest (not principal) may be expended as directed.

Uncollected Funds: Recently deposited checks included in an account’s balance but drawn on other banks and not yet credited by the Federal Reserve Bank or local clearinghouse to the bank cashing the checks. (These funds may not be loaned or used as part of the bank’s reserves and they are not available for disbursement.)

Undesignated Fund Balance: Monies in the various government funds as of the end of the fiscal year that are neither encumbered nor reserved, and are therefore available for expenditure once certified as part of free cash.

Unreserved Fund Balance (Surplus Revenue Account): The amount by which cash, accounts receivable, and other assets exceed liabilities and restricted reserves. It is akin to a "stockholders’ equity" account on a corporate balance sheet. It is not, however, available for appropriation in full because a portion of the assets listed as "accounts receivable" may be taxes receivable and uncollected. (See Free Cash)

Valuation (100 Percent): The legal requirement that a community’s assessed value on property must reflect its market, or full and fair cash value.

Abbreviations and 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
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