



City Council Meeting

Holly Springs Public Safety Building, Council Chambers
3235 Holly Springs Pkwy. Holly Springs, GA 30115
Thursday, May 23, 2024 | 6:30 PM

Steven W. Miller, Mayor

Michael Roy Zenchuk II, Mayor Pro Tem, Ward 3

Kyle Whitaker, Ward 1 | Dee Phillips, Ward 2 | Kevin Moore, Ward 4 | Jeff Wilbur, Ward 5

AGENDA

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

"Veterans of U.S. military services may proudly salute the flag while not in uniform based on a change in the governing law on 25 July 2007."

III. INVOCATION

IV. PRESENTATIONS

A. Yard of the Month - Mark and Debbie Fiedler

V. PUBLIC COMMENTS

VI. CONSENT AGENDA

A. May 6, 2024 City Council Meeting Minutes

VII. OLD BUSINESS

VIII. NEW BUSINESS

- A. Quote from TSF Concrete for the 2024 Stormwater Infrastructure Maintenance, in an amount not to exceed \$21,825.
- B. Change order #3, dated March 18, 2024, between Yanover Construction and the City of Holly Springs, Georgia for Depot renovations, for the amount of -\$19,397.
- C. Change order #4 between Yanover Construction and the City of Holly Springs, Georgia for Depot renovations, in an amount not to exceed \$7,593.

- D. Right-of-Way Easement for 2699 Hickory Road, from the City of Holly Springs, Georgia to Sawnee Electric Membership Corporation for the addition of underground service at J. B. Owens Park.
- E. Invoice WO #3052645 from Sawnee EMC to install two transformers and six streetlights at J. B. Owens Park, in an amount not to exceed \$14,602.00.
- F. Bond Release for Performance Bond #US00096546SU20A and Maintenance Bonds #US00096529SU20A and #US00096545SU20A for the Estates at Riverside Phase 5.
- G. Resolution to accept and authorize streets to become publicly maintained streets in Estates at Riverside Phases 5A and 5B.
- H. Resolution to adopt the Update to the Comprehensive Plan 2018-2038.

IX. REPORTS

- A. Monthly Departmental Reports

X. ADJOURNMENT

**City of Holly Springs
City Council Meeting Minutes
May 6, 2024**

Elected Officials Present: Mayor Steve Miller, Mayor Pro Tem Michael Zenchuk II, Councilman Kyle Whitaker, Councilman Kevin Moore and Councilman Jeff Wilbur.

Elected Officials Not Present: Councilwoman Dee Phillips.

Staff Present: City Attorney Robert M. "Bobby" Dyer, City Manager Robert H. Logan, City Clerk/Human Resources Director Karen Norred, Assistant City Clerk/Records Manager Lou Stewart, Finance Director Denise Lamazares, Communications and External Affairs Director Erin Honea, Community Development Director Nancy Moon, Chief Building Official Jonathan Page, Information Technology/Facilities Manager Ron Carter, Chief Tommy Keheley, Deputy Chief Greg Clyburn and Captain Casey Barton.

I. CALL TO ORDER

Mayor Miller called the City Council Meeting to order.

II. PLEDGE OF ALLEGIANCE

Mayor Miller led the Pledge of Allegiance.

III. INVOCATION

Mayor Pro Tem Zenchuk gave the invocation.

IV. PRESENTATIONS

- A. 55th Annual Professional Municipal Clerks Week Proclamation
- B. Building Safety Month Proclamation

V. PUBLIC COMMENTS

Mr. T. J. Brangan spoke concerning a staff member with the City of Holly Springs Municipal Court.

VI. OLD BUSINESS

VII. CONSENT AGENDA

- A. April 8, 2024, Work Session Minutes
- B. April 15, 2024, Work Session and Business Meeting Minutes

Councilman Moore made a motion to approve the consent agenda. Mayor Pro Tem Zenchuk seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

VIII. NEW BUSINESS

A. Compensation for Boards and Commissions.

Mayor Miller entertained a motion to approve compensation for the Planning and Zoning Commission members to be \$100.00 per meeting and \$50.00 per meeting for the Downtown Development Authority and Tree Commission members, to begin with the next fiscal year. Mayor Pro Tem Zenchuk accepted the motion as read. Councilman Wilbur seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

B. Fifth amendment to the Workforce Innovation and Opportunity Act Contract Number WD2210.5 between the City of Holly Springs, Georgia and the Atlanta Regional Commission.

Mayor Pro Tem Zenchuk made a motion to approve Item B as read. Councilman Moore seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

C. Intergovernmental Agreement Change Order # 1 between the City of Holly Springs, Georgia and Cherokee County to provide resurfacing and road repairs for various roads in the City of Holly Springs, in an amount not to exceed \$188,878.28.

Councilman Whitaker made a motion to approve Item C. Mayor Pro Tem Zenchuk seconded the motion. Motion carried. Yes 3, No 0, Abstained 0.

City Attorney Bobby Dyer stated when making a motion, instead of referencing the item number, it will be better to use the entire language of the agenda item to make the motion.

D. A resolution of the City of Holly Springs, Georgia to amend the Municipal Services Master Fee Schedule.

Councilman Whitaker made a motion to approve a resolution of the City of Holly Springs, Georgia to amend the Municipal Services Master Fee Schedule. Mayor Pro Tem Zenchuk seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

E. Right-of-Way Easement for 120 Park Lane, from the City of Holly Springs, Georgia to Sawnee Electric Membership Corporation for the addition of underground service at Barrett Memorial Park and to ratify the Mayor's signature.

Councilman Moore made a motion to approve the right-of-way easement for 120 Park Lane, from the City of Holly Springs, Georgia to Sawnee Electric Membership Corporation for the addition of underground service at Barrett

Memorial Park and to ratify the Mayor's signature. Councilman Whitaker seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

- F. An ordinance of the City of Holly Springs, Georgia approving budget amendments for the fiscal year 2023 budget.

Mayor Pro Tem Zenchuk made a motion to approve an ordinance of the City of Holly Springs, Georgia approving budget amendments for the fiscal year 2023 budget. Councilman Moore seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

- G. Quote #JG483293 from Bobcat of Atlanta for the new Public Works Track Loader and accessories purchase, in an amount not to exceed \$65,182.

Councilman Moore made a motion to approve quote #JG483293 from Bobcat of Atlanta for the new Public Works track loader and accessories purchase, in an amount not to exceed \$65,182. Councilman Wilbur seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

IX. REPORTS

Mayor Miller stated that residents of The Falls of Cherokee had requested assistance with traffic making a U-turn at the median in front of the entrance of the subdivision. The City of Holly Springs Police Department will add additional patrols in the area as well as some signage.

Mayor Miller stated the owners of Alma Coffee had asked to meet to discuss their vision, and they are also currently working with City staff on annexing into the City.

X. ADJOURNMENT

Mayor Pro Tem Zenchuk made a motion to adjourn. Councilman Moore seconded the motion. Motion carried. Yes 4, No 0, Abstained 0.

Respectfully submitted.

Steven W. Miller, Mayor

Attest:

Karen Norred, City Clerk
(Seal)

ITEM REPORT

AGENDA ITEM NUMBER: VIII.A.



FROM: Robert H. Logan, City Manager

MEETING DATE: May 23, 2024

AGENDA ITEM: Quote from TSF Concrete for the 2024 Stormwater Infrastructure Maintenance, in an amount not to exceed \$21,825.

EXECUTIVE SUMMARY:

Below is a list of the quotes that were received for the 2024 Stormwater Infrastructure Maintenance for the replacement of eleven (11) different catch basin tops.

Below is a list of the quotes:

TSF Concrete - \$21,825

East Coast Grading Inc. - \$36,600

MTZ Construction - \$36,850

FISCAL IMPACT:

\$21,825 funded from ARPA.

ATTACHMENTS:

1. Stormwater Maintenance

RECOMMENDATION:

The staff recommendation is to approve the quote from TSF Concrete in an amount not to exceed \$21,825.

CONCURRENCES:

City Engineer and Stormwater.



www.bmandk.com

May 2, 2024

Rob Logan
City of Holly Springs

RE: Holly Springs Storm Water Maintenance
Various Catch Basin Top replacements

Dear Mr. Logan

Attached is a breakdown of quotes from three (3) prospective contractors for the replacement of the eleven (11) various broken Catch Basin tops noted on the attached Infrastructure Maintenance spreadsheet.

Apparent Low Bidder is TSF Concrete at \$21,825.00

Sincerely,

A handwritten signature in black ink, appearing to read "Mitch Green".

Mitch Green
Project Inspector

CC: Jacob Hughes, P.E., City Engineer for Holly Springs

Infrastructure Maintenance Needed

SID	Inspection Date	Condition	EOS	Subdivision/Road	Address	Comments	Type of Structure	Corrective Actions
CB871	1/20/2023	Clogged Up	ROW	HOTL	928 Marabella Ln	Needs to be cleaned out with a Hydro Vac.	Catch Basin	N/A
OF140	1/20/2023	Clogged Up	Dry	HOTL	928 Marabella Ln	Needs to be cleaned out with a Hydro Vac.	Outfall	Opened up 4-15 - Needs hydro vac and outfall reworked
CB100003	10/22/2023	Broke Rebar Showing	ROW	On Stringer Rd	Right of 105 Stringer Rd	Needs to be Demolished and Replaced	Catch Basin	N/A
CB607	10/24/2023	Broke Needs Replacement	ROW	Barrett Farms	Right of 408 Linda Ct	Needs to be Demolished and Replaced	Catch Basin	N/A
CB1268	11/14/2023	Broke Rebar Showing	ROW	Carson Creek	Right of 122 Madison St	Needs to be Demolished and Replaced	Catch Basin	Needs 10 feet of roll back curb
CB306001	11/23/2023	Broke Rebar Showing	ROW	Holly Springs Place	2281 Holly Lynn Ct	Needs to be Demolished and Replaced	Catch Basin	N/A
CB1042	11/27/2023	Broke Rebar Showing	ROW	Stoney Creek	Left of 201 Stone Park Dr	Needs to be Demolished and Replaced	Catch Basin	N/A
CB259	1/19/2024	Broke Needs Replacement	ROW	Mountain Brook Industrial Park	2240 Holly Springs Pkwy	Needs to be Demolished and Replaced	Catch Basin	N/A
CB275	1/23/2024	Broke Needs Replacement	ROW	P Rickman industrial	113 P Rickman	Needs to be Demolished and Replaced	Catch Basin	N/A
CB1034	2/27/2024	Broke Needs Replacement	ROW	Taylor's Farm	243 Taylor's Farm	Needs to be Demolished and Replaced	Catch Basin	N/A
CB978	4/3/2024	Broke Needs Replacement	ROW	Fox Creek	558 Foxcreek Crossing	Needs to be Demolished and Replaced	Catch Basin	N/A
CB5164	4/5/2024	Out of Specification	ROW	Cagle Farms	306 Orchard Trail	Needs to be Demolished and Replaced	Catch Basin	N/A
			ROW	Hidden Springs	833 Ash Street	Needs to be Demolished and Replaced	Catch Basin	



Proposal Holly Springs Storm Top Repairs
Submitted to: Mitch Green
Address: Holly Springs
Date: 04/18/24

Items	Approximate Linear Feet	Cost per Foot	Extended Totals
R & R Tops	11 ea	\$1,375.00	\$15,125.00
10' Curb	10 lf	\$30.00	\$300.00
Short Load	2 ea	\$350.00	\$700.00
Dupsters	2 ea	\$600.00	\$1,200.00
Mobilization	1 ea	\$1,500.00	\$1,500.00
Traffic Control	3 dy	\$1,000.00	\$3,000.00
TOTAL			\$21,825.00

Notes:

If traffic control is not needed, it will be deducted from the bid.

All estimates are good for 30 days.

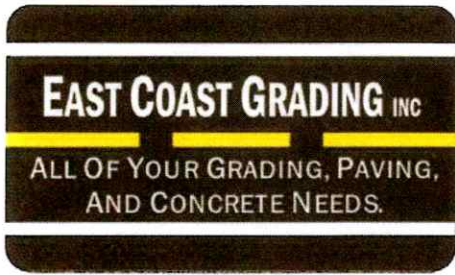
Due to supply chain issues, our suppliers are only holding pricing for 30 days. After that time, pricing is subject to increase. Once we receive acceptance, we can attempt to lock in pricing from manufacture, if their pricing has not expired and if they are willing to hold prices. Most suppliers are not willing to hold pricing for more than 30 days, therefore, depending upon timing of installation, pricing revisions may be necessary before work can begin.
Pricing is for budgeting purposes only.

All grading to be +/- .2 of one foot. Additional grading, if required, will be \$125.00 per hour.

Please sign below and email back to tsfcllc@gmail.com upon approval.

Submitted to: Mitch Green via email

Approved by _____
Date _____



P.O. Box 579
Rutledge, GA 30663
O: 770-266-0505
F: 800-927-1791

PROPOSAL

Date: 4/23/2024

Customer Name / Address:
CITY OF HOLLY SPRINGS 3237 HOLLY SPRINGS PKWY HOLLY SPRINGS, GA 30142

Job Name / Location:
CITY OF HOLLY SPRINGS STORM TOPS VARIOUS STREETS HOLLY SPRINGS, GA 30142

Item #	Description	Quantity	Unit	Unit Price	Total
1	Demo & Repour Curb & Gutter	10	LF	\$ 150.00	\$ 1,500.00
2	Demo & Repour Catch Basin Top	11	EA	\$ 2,500.00	\$ 27,500.00
3	Traffic Control	3	DY	\$ 1,700.00	\$ 5,100.00
4	Mobilization	1	EA	\$ 2,500.00	\$ 2,500.00
		Total		\$	36,600.00

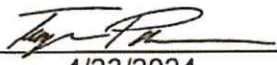
Barricade rental, sawing, striping & coring costs (if necessary) to be billed at East Coast Grading's cost. All in place work to be accurately measured & invoiced accordingly. If required and at the Developer's approval, extra equipment & materials as follows:

Crushed Stone Base.....	\$60.00/ton	Motorgrader.....	\$350.00/hour	Portland Cement.....	\$650.00/ton
Surge Stone.....	\$65.00/ton	Loader.....	\$300.00/hour	Asphalt.....	\$175.00/ton
# 4 Stone.....	\$65.00/ton	Tandem.....	\$125.00/hour		

Notes:

- ** Grade to be +/- 1/10' by others. Subgrade compaction to be 95% or more and staking by others. Elevation to be 1% or more for proper drainage.
- ** Proposal includes 1 mobilizations. Any additional mobilizations will be billed at a rate of \$2,500.00 each.
- ** If a base Prime Coat is required, add \$1.50 / Sq. Yd.
- ** Asphalt prices are not guaranteed. Asphalt pricing will be adjusted up or down at the time of installation according to the cost of material and hauling.
- ** Payment to be made Net 30 days from invoice date of all draws on materials installed. Net 30 days from paving invoice date.
- ** Price is valid for 5 days from date on proposal

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. This proposal may be withdrawn if not accepted within 30 days. Our workers are fully covered by Workmen's Compensation Insurance.

ACCEPTED: The above prices, specifications, and conditions are satisfactory and are hereby accepted. Customer: _____ Signature: _____ Date of Acceptance: _____	CONFIRMED: East Coast Grading, Inc. Signature:  Date: 4/23/2024
--	--



Residential and Commercial Construction

5292 Hamby Road
Acworth, GA 30102
404-374-5753
gilberto@mtzconstruction.com

Customer:

BMK
103 Mountain Brook Drive
Canton, GA 30115

Project:

Storm Drain Top Replacements
Multiple Locations

BASE ESTIMATE PRICE: \$36,850.00 (THIRTY-THREE THOUSAND EIGHT HUNDRED FIFTY AND 00/100)

Scope of Work/ Breakdown of Quote:

Thank you for allowing MTZ Construction LLC to provide an estimate for you.

General Conditions- MTZ Construction will provide the following as listed below.

- A. A superintendent that can be contacted at all times.
- B. Entire project management provided for our scope of work.
- C. All labor, machinery, and materials needed for work.
- D. MTZ will complete project from start to finish.
- E. Any paperwork needed to be filled out

Demo/Haul Off

- A. MTZ remove and haul off storm drain tops.
- B. MTZ will provide all labor, machinery, and trucks needed.
- C. MTZ will ensure no other items are removed except requested items.
- D. Price is for the requested 11 storm drain tops.
- E. Manhole cover will be saved and reused.
- F. The price is based on current site conditions.

Storm Top Placement

- A. MTZ will provide all labor, concrete, rebar, etc.. to complete project.
- B. GDOT Class A Concrete will be used.
- C. Will be placed under GDOT 1033d standard detail.
- D. Price is for the 11 storm drain tops plus 10 feet of curb.
- E. The price is based on current site conditions.

Traffic control

- A. MTZ will ensure pedestrians and motor traffic are blocked off as needed.

Cleanup/Finished

- A. MTZ will place back original manhole cover.
- B. MTZ will assure no mess is left
- C. MTZ will back fill any dirt that was needed to be removed



ESTIMATE

5292 Hamby Road Acworth, GA 30102
 (404)-374-5753
 gilberto@mtzconstruction.com

Estimate #: 240425-1
 Date: 4/25/24

Expiration Date: 7/25/24

To:
 BMK
 103 Mountain Brook Drive
 Canton, GA 30115

Jobsite:
 Storm Drain Top Replacements
 Multiple Locations

Job	Payment terms	Invoice Terms
Storm Drain Top Replacements	Billed on Item Completion	Sent Via Email

Project Overview-				
Description	Qty	U/M	Rate	Amount
Labor	1	LS	\$36,850.00	\$36,850.00
			Total	\$36,850.00

Thank you for your business; we hope to work for you soon!

2024 - Holly Springs - Storm Water Catch Basin Top Repairs

Contractor	Cost / Each	"Added Fees"					Extended Totals
		Short Load	10' Curb	Dumpster	Traffic Control	Mobilization	
TSF Concrete	\$1,375	\$700	\$300	\$1,200	\$3,000	\$1,500	\$21,825
East Coast Grading	\$2,500		\$1,500		\$5,100	\$2,500	\$36,600
MTZ	\$3,350		included				\$36,850

Totals for
Eleven Catch
Basin Tops

ITEM REPORT

AGENDA ITEM NUMBER: VIII.B.



FROM: Robert H. Logan, City Manager

MEETING DATE: May 23, 2024

AGENDA ITEM: Change order #3, dated March 18, 2024, between Yanover Construction and the City of Holly Springs, Georgia for Depot renovations, for the amount of -\$19,397.

EXECUTIVE SUMMARY:

Change order #3, dated March 18, 2024, consists of items that either were not done due to the scope of work change or not used for the Depot renovations.

FISCAL IMPACT:

Credit of \$19,397

ATTACHMENTS:

1. Yanover Change Order #3

RECOMMENDATION:

The staff recommendation is to approve the change order.

CONCURRENCES:

Finance and Administration



Change Order

2309-0815-6145

2024-03-18

Yanover Construction
Atlanta GA
Yanovercompany@gmail.com
(404) 381-8947

City Of Holly Springs Deck
164 Hickory Road
Holly Springs Ga 30188

Deck
164 Hickory Road, Holly Springs, Ga, 30188

Credit Back For Items NOT Done

<u>Description</u>	<u>Total</u>
<u>Brick (turnkey) Piers</u> Brick work not completed for the deck supports.	\$-8,258.00
<u>Drywall</u> Drywall not done in closet area.	\$-1,554.00
<u>Interior Paint</u> Interior Paint not completed in closet area.	\$-2,190.00
<u>Tile</u> Return for overestimated square footage for Tile Floor	\$-895.00
<u>Porta Potty</u> Porta Potty Not used.	\$-6,500.00
	\$-19,397.00

Total \$-19,397.00

Compensation. Client shall pay as set forth above. Price is subject to change, with customer's approval.

Invoicing & Payment. Invoice will be issued to Client upon completion of the Work. Client shall pay invoice within 10 days of Client's receipt of the invoice. Client shall also pay a late charge of 1-1/2% per month on all balances unpaid 30 days after the invoice date.

ITEM REPORT

AGENDA ITEM NUMBER: VIII.C.



FROM: Robert H. Logan, City Manager

MEETING DATE: May 23, 2024

AGENDA ITEM: Change order #4 between Yanover Construction and the City of Holly Springs, Georgia for Depot renovations, in an amount not to exceed \$7,593.

EXECUTIVE SUMMARY:

This is change order #4 from Yanover Construction for the deck skirt at the Depot.

FISCAL IMPACT:

\$7,593.00

Parks & Recreation Fund

ATTACHMENTS:

1. Yanover Construction Change Order #4

RECOMMENDATION:

The staff recommendation is to approve the change order.

CONCURRENCES:

Finance and Administration

Rob Logan

From: Karen Norred
Sent: Wednesday, May 1, 2024 2:10 PM
To: Rob Logan
Subject: FW: Invoice 1620 from Yanover Construction

Karen Norred, CMC, ACHRM
City of Holly Springs
PO Box 990
Holly Springs, GA 30142
Phone: 770-721-7502
www.hollyspringsga.us

From: Yanover Construction <quickbooks@notification.intuit.com>
Sent: Wednesday, May 1, 2024 2:03 PM
To: Karen Norred <knorred@hollyspringsga.us>
Cc: Jayblanco@yanoverconstruction.com; yanovercompany@gmail.com
Subject: Invoice 1620 from Yanover Construction

INVOICE 1620 DETAILS



Yanover Construction

DUE 05/31/2024

\$7,593.00

Review and pay

Powered by QuickBooks

To: Karen

Here's your Change order invoice for change order #4. I think this one still has to go through the approval process but I have the invoice ready. The work is done.

Have a great day,
Yanover Construction

Bill to

Karen Norred
City of Holly Springs
PO Box 990
Holly Springs, GA 30142

Terms

Net 30

Remodeling Ext

\$8,593.00

Change Order #4 - Deck skirt

1 X \$8,593.00

Remodeling Ext

\$ -1,000.00

Change order #4 Credit for clear coat

1 X \$-1,000.00

Balance due \$7,593.00

Review and pay

Yanover Construction

299 N Highland Ave NE Unit 4040 Atlanta, GA 30307 US

Jayblanco@yanoverconstruction.com

yanoverconstruction.com

If you receive an email that seems fraudulent, please check with the business owner before paying.



© Intuit, Inc. All rights reserved.

[Privacy](#) | [Security](#) | [Terms of Service](#)

Links contained in this email have been replaced. If you click on a link in the email above, the link will be analyzed for known threats. If a known threat is found, you will not be able to proceed to the destination. If suspicious content is detected, you will see a warning. CAUTION! - This email originated outside of our organization. Use extreme caution before opening attachments or clicking on any links. Make sure you know the sender and expect to receive email from them.

ITEM REPORT

AGENDA ITEM NUMBER: VIII.D.



FROM: Robert H. Logan, City Manager

MEETING DATE: May 23, 2024

AGENDA ITEM: Right-of-Way Easement for 2699 Hickory Road, from the City of Holly Springs, Georgia to Sawnee Electric Membership Corporation for the addition of underground service at J. B. Owens Park.

EXECUTIVE SUMMARY:

Right-of-Way Easement for 2699 Hickory Road, from the City of Holly Springs, Georgia to Sawnee Electric Membership Corporation for the addition of underground service at J. B. Owens Park for the installation of lights and transformers.

FISCAL IMPACT:

None.

ATTACHMENTS:

1. JB Owens Park Easement
2. Exhibit A - JB Owens Park Map

RECOMMENDATION:

The Staff recommendation is approval of the easement.

CONCURRENCES:

Record and Return to:
Sawnee EMC

543 Atlanta Hwy
Cumming, Ga 30040

STATE OF GEORGIA

COUNTY OF Cherokee

RIGHT OF WAY EASEMENT (General)

This **RIGHT OF WAY EASEMENT** granted and conveyed by the undersigned ("Grantor") to **Sawnee Electric Membership Corporation** ("Grantee"), as of this 25 day of April, 2024. The terms "Grantor" and "Grantee" to include each party named if more than one, each party's respective heirs, executors, administrators, successors and assigns, and the masculine, feminine and neuter gender where the context requires or permits, and in the case of "Grantee," the term shall also include Grantee's employees, agents, contractors and lessees. Grantor, for one dollar (\$1.00) and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged by Grantor, does hereby grant unto Grantee the perpetual right and easement to go in and upon and occupy the right-of-way easement area described below ("Easement Area") and the property of Grantor described below (the "Property") for the following uses and purposes:

Construct and Reconstruct

To install, reinstall, construct, reconstruct, replace, relocate, operate, maintain, use, repair, alter, improve, substitute for, extend, add and remove above ground, surface and underground lines, cables, wires, apparatus and facilities (separately or collectively, the "System") within the Easement Area, including, without limitation, poles, towers, crossarms, fixtures, conduits, manholes, vaults, transformers, fuel cells, pads, equipment and appliances, foundations and footings, guywires, anchors and stub poles (which anchors and stub poles may be located outside the exterior boundaries of the right-of-way easement area described herein) as may now or hereafter be necessary or convenient for the transmission and distribution of electric energy, data and other information, TV, cable TV, on demand broadcast services and other entertainment, and communication, internet and other service and signals and any other tangible or intangible commodity or service.

Temporary Construction and Maintenance Easement

In addition to the easement rights set forth above, Grantor grants a construction easement incident and appurtenant to the foregoing easement over such land abutting same as may be reasonably necessary for the purpose of installing and thereafter maintaining, repairing or replacing Grantee's System.

Ingress and Egress

To enter upon the Easement Area and the Property (through any adjacent property of Grantor, if necessary) at any time for the purpose of inspecting said lines and System and making necessary maintenance, repairs, alterations, changes, upgrades, enhancements, expansions, additions and substitutions in said lines and System from time to time as Grantee deems advisable or expedient and, without limitation, for any of the purposes enumerated above.

Right-of-Way Maintenance

To keep and maintain the Easement Area clear, by mechanical or chemical means or otherwise, of all structures, trees, limbs or branches, stumps, roots, shrubbery undergrowth, and underground growth within the Easement Area, and to take any other action within the Easement Area as may be appropriate to ensure the efficient, safe and proper operation or maintenance of said lines and System. To cut and, in Grantee's discretion, remove or leave any tree or trees ("danger tree(s)") outside of the Easement Area which, in the opinion of Grantee or its representatives, constitutes a hazard to or may endanger the efficient, safe and proper operation or maintenance of said lines and System. As used herein, a danger tree is a tree whose height plus five feet is equal to, or greater than, the distance from the base thereof to a point on the ground directly beneath the nearest portion of the line or System.

Reservations to Grantor

Grantor reserves unto Grantor the full right to take, choose and enjoy the land embraced within the Easement Area in every manner not inconsistent with this grant of Right-of-Way Easement, including but not limited to, the specific right to construct driveways, entrance ways and sidewalks upon, over and across the easements. The rights reserved by Grantor shall be subject, however, at all times, to the requirements of the Georgia Utility Facilities Protection Act, the High Voltage Safety Act, and the paramount right of Grantee to dig up, remove or destroy any portion of the roadways, driveways, sidewalks or entrance ways crossing such easements for the purpose of maintaining, inspecting and operating its facilities, PROVIDED HOWEVER, that Grantee shall repair and restore any portion of such roadways, driveways, sidewalks or entrance ways so removed or destroyed after the initial installation of its facilities. Any shrubbery, fence or other vegetation or structure placed within the Easement Area shall be placed at the risk of Grantor, and Grantee shall not be responsible for damages done to any structure, shrubbery, fence or similar improvement as a result of Grantee exercising its rights provided for herein.

Miscellaneous

Grantor warrants and represents that Grantor is vested with good title to the Property and is fully authorized to execute and deliver this Easement to Grantee. If the Grantor is an artificial entity, the undersigned individual(s) executing this Easement warrants and represents that the undersigned are duly authorized to execute this Easement on behalf of such entity. Grantor covenants and agrees that the System installed incident to this Easement by Grantee or its representatives shall be and remain the property of Grantee which shall be removable and replaceable at its option.

Noncompliance; Termination of Service

In the event that Grantor violates the terms of this Easement, Grantee shall have the right to terminate Grantee's provision of electric service to any premises served by this Easement, and Grantor agrees to indemnify and hold Grantee harmless from any and all liability arising from such termination(s).

Right-of-Way Easement Area

The Easement Area shall be 10 feet in width and shall be 5 feet on each side of the center electrical conductor to be constructed on the Property, the location of which is generally shown on the schematic drawing attached hereto as Exhibit "A" and by reference incorporated herein.

Underground

DESCRIPTION OF PROPERTY

Instructions: Fill in as many blanks as you can. Subparagraph "A" alone is insufficient and must be supplemented by completion of at least one additional paragraph. Attach or fill in the legal description contained in the deed to Grantor, if possible.

All that tract of land, including abutting waterways, streets, roads and highways, being in Cherokee County, Georgia, more particularly described as follows:

A. The property of Grantor located approximately 0.1 miles from Greystone Way located on road/street which has a mailing address of 2699 Hickory Rd, Holly Springs, Georgia.

B. The property acquired by Grantor from Community & Southern Bank by deed dated the 6 day of January, 2012, and recorded in Deed Book 11707, Page 497, said county's Public Real Estate Records, which deed and the record thereof are by reference incorporated herein for a more particular description of the property.

C. Lot _____, Section/Block _____, of the _____ Subdivision, as shown by plat thereof recorded in Plat Book _____, Page _____, said county's Public Real Estate Records, which plat and the record thereof are by reference incorporated herein.

D. The property shown on a plat thereof dated the _____ day of _____, _____, recorded in Plat Book _____, Page _____, said county's Public Real Estate Records, which plat and the record thereof are by reference incorporated herein.

E. The property of Grantor bounded by landmarks and/or property now or formerly owned by property owners, as follows:

- | | | | |
|----|--------------|------|----------------------------------|
| 1. | <u>North</u> | side | <u>Harmony On The Lakes HOA</u> |
| 2. | <u>South</u> | side | <u>Hickory Rd</u> |
| 3. | <u>East</u> | side | <u>Harmony On The Lakes HOA</u> |
| 4. | <u>West</u> | side | <u>Red Barn Construction LLC</u> |

IN WITNESS WHEREOF, the undersigned Grantor has set his hand and seal the year and date first above written.

CORPORATION

Signed, sealed and delivered
in the presence of:

Witness

Notary Public

A Georgia Corporation

By: _____
President

Attest: _____
(CORPORATE SEAL)

LIMITED LIABILITY COMPANY

Signed, sealed and delivered
in the presence of:

Witness

Notary Public

A Georgia Limited Liability Company

By: _____
Title: _____

PARTNERSHIP

Signed, sealed and delivered
in the presence of:

Witness

Notary Public

A Georgia Limited/General Partnership

By: _____
Authorized General Partner

Signed, sealed and delivered
in the presence of:

Witness

Notary Public

Signature of Grantor #1

Print Name of Grantor #1

Signature of Grantor #2

Print Name of Grantor #2

Harmony on the Lakes HOA

Exhibit A

Proposed Lights &
Underground
Service

Red Barn
Construction
LLC

Proposed Primary
Underground And
Transformers

Existing
Underground
Primary



ITEM REPORT

AGENDA ITEM NUMBER: VIII.E.



FROM: Robert H. Logan, City Manager

MEETING DATE: May 23, 2024

AGENDA ITEM: Invoice WO #3052645 from Sawnee EMC to install two transformers and six streetlights at J. B. Owens Park, in an amount not to exceed \$14,602.00.

EXECUTIVE SUMMARY:

Invoice WO #3052645 from Sawnee EMC to install two transformers and six streetlights at J. B. Owens Park.

FISCAL IMPACT:

\$14,602.00 - Funded from Parks and Recreation

ATTACHMENTS:

1. JB Owens Park Invoice

RECOMMENDATION:

The Staff recommendation is approval of the invoice.

CONCURRENCES:

Finance and Administration
Parks and Recreation



543 Atlanta Highway
Cumming, GA 30040
770-887-2363

INVOICE

Customer

Name City of Holly Springs
Address 2699 Hickory Rd
City Holly Springs State GA ZIP 30115
Phone _____

Date 4/25/2024
SO # _____
WO # 3052645
SML# _____

Qty	Description	Unit Price	TOTAL
1	This is for Sawnee EMC to install 2 transformers & 6 Street lights	\$14,602.00	\$14,602.00
	SO# 3056245, 3056252, 3056258, 3056259, 3056260, 3056261		
	THIS PRICE IS VALID FOR 90 DAYS		
	ALL CONTRIBUION MUST BE PAID PRIOR TO CONSTRUCTION CONTACT JONATHAN MARTIN WITH QUESTIONS 404-801-7740 CUSTOMER WILL NEED TO MARK ALL PRIVATE UTILITIES SAWNEE/PIKE/MASTEC ARE NOT RESPONSIBLE FOR DAMAGE TO PRIVATE UTILITIES, SEPTIC FILEDS, LANDSCAPE, DRIVEWAYS, ETC.		
		SubTotal	\$14,602.00
		TOTAL	\$14,602.00

Office Use Only

MAKE CHECKS PAYABLE TO: Sawnee EMC

send payment to the attention of Jonathan Martin at the above address.

**Please*

ITEM REPORT

AGENDA ITEM NUMBER: VIII.F.



FROM: Nancy Moon, Community Development Director

MEETING DATE: May 23, 2024

AGENDA ITEM: Bond Release for Performance Bond #US00096546SU20A and Maintenance Bonds #US00096529SU20A and #US00096545SU20A for the Estates at Riverside Phase 5.

EXECUTIVE SUMMARY:

The following bonds have been requested for release:

Subdivision/Development	Bond/Agreement Type	Number	Amount
Estates at Riverside Phase 5	Performance	US00096546SU20A	\$169,713.00
Estates at Riverside Phase 5	Maintenance	US00096529SU20A	\$34,349.25
Estates at Riverside Phase 5	Maintenance	US00096545SU20A	\$207,847.00

FISCAL IMPACT:

N/A

ATTACHMENTS:

1. Exhibit A Riverside 5A Final Plat
2. Exhibit B Riverside 5B Final Plat

RECOMMENDATION:

The staff recommendation is to approve the release of the bonds.

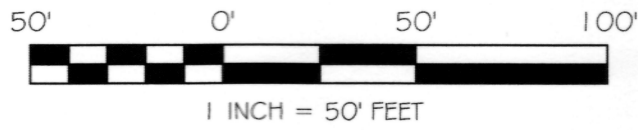
CONCURRENCES:

City Engineer

Exhibit A

CENTERLINE CURVE TABLE					
CURVE	RADIUS	ARC LENGTH	CHORD LENGTH	CHORD BEARING	DELTA ANGLE
CL-1	100.00'	17.49'	17.47'	N 85°37'58" E	10°01'20"
CL-2	100.00'	252.82'	190.67'	S 16°55'40" E	144°51'23"
CL-3	100.00'	61.34'	60.38'	S 73°04'20" W	35°08'37"
CL-4	200.00'	287.51'	263.39'	S 48°10'22" E	82°21'59"

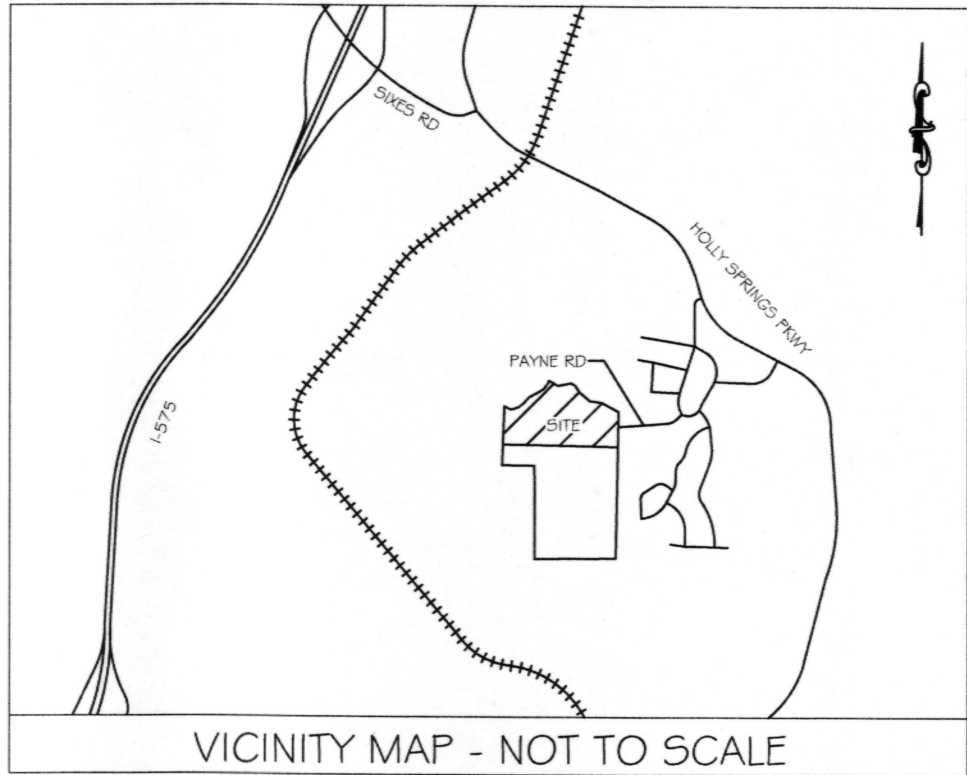
COMBINED LOT/OPEN SPACE ACREAGE
603,369 SQ. FT.
13.851 ACRES



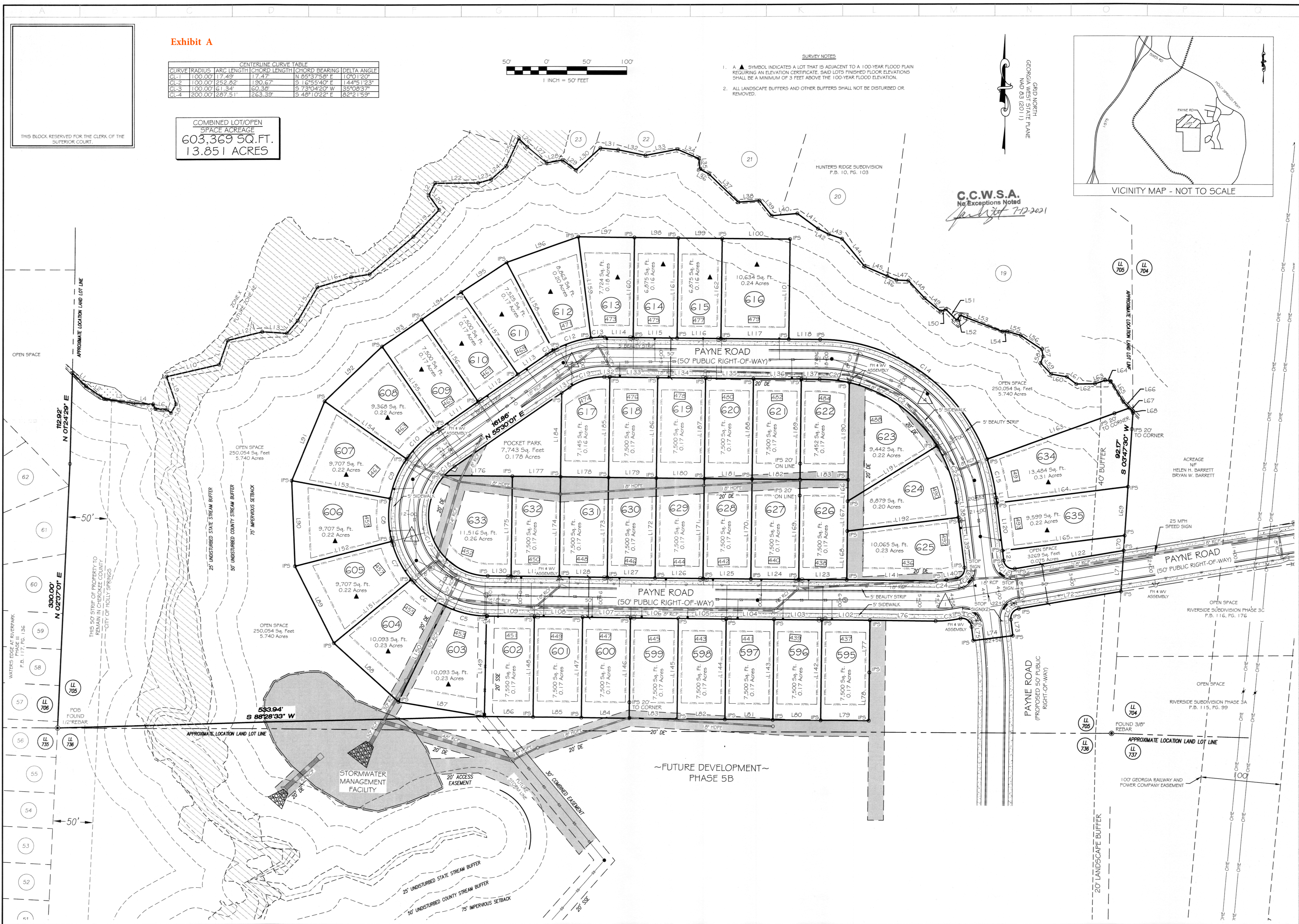
SURVEY NOTES

1. A ▲ SYMBOL INDICATES A LOT THAT IS ADJACENT TO A 100-YEAR FLOOD PLAIN REQUIRING AN ELEVATION CERTIFICATE. SAID LOTS FINISHED FLOOR ELEVATIONS SHALL BE A MINIMUM OF 3 FEET ABOVE THE 100-YEAR FLOOD ELEVATION.
2. ALL LANDSCAPE BUFFERS AND OTHER BUFFERS SHALL NOT BE DISTURBED OR REMOVED.

GRID NORTH
GEORGIA STATE PLANE
NAD 83 (2011)



C.C.W.S.A.
No Exceptions Noted
7-12-2021



ALLIANCE
LAND SURVEYING

L.S.F. 1322
6095 ATLANTA HWY. STE. 100
FLOWERY BRANCH, GA. 30542
770.226.4730 J WWW.AEPATL.COM

LOCATED IN:
LAND LOT 705
15th DISTRICT, 2nd SECTION
CHEROKEE COUNTY, GEORGIA

ESTATES AT
RIVERSIDE
PHASE 5A
CITY OF HOLLY SPRINGS, GEORGIA

ISSUE	DATE	DESCRIPTION
INITIAL	1/26/2020	15090330 ADDRESS CITY COMMENTS
REV. 1	1/26/2020	15090330 ADDRESS CITY COMMENTS
REV. 2	02/26/2020	15090330 ADDRESS CITY COMMENTS
REV. 3	01/17/2021	15090330 ADDRESS CITY COMMENTS
REV. 4	03/10/2021	15090330 ADDRESS CITY COMMENTS
REV. 5	07/12/2021	15090330 ADDRESS CITY COMMENTS
REV. 6		
REV. 7		

DRAFTED BY: MCB
CHECKED BY: DLA
PROJECT #: 19081

811
Know what's below.
Call before you dig.

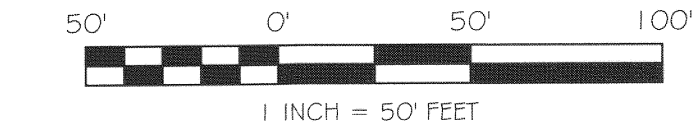
THE LOCATIONS OF EXISTING UNDERGROUND UTILITIES ARE SHOWN IN AN APPROXIMATE MANNER ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE CONTRACTOR. THE CONTRACTOR SHALL DETERMINE THE EXACT LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK, AND AGREES TO BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MIGHT BE OCCURRED BY THE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES.

COPYRIGHT 2021 ALLIANCE SURVEYING LLC. NO REPRODUCTION SHALL BE MADE WITHOUT THE WRITTEN CONSENT OF ALLIANCE SURVEYING LLC.

SHEET NO:
4 OF 6

Exhibit B

CENTERLINE CURVE TABLE				
CURVE	ARC LENGTH	RADIUS	DELTA ANGLE	CHORD BEARING
C1	66.62'	300.00'	7°30'11"	N 33°10'22" W
C2	110.83'	100.00'	63°53'27"	N 32°25'11" E
C3	46.15'	100.00'	26°26'31"	S 77°52'11" W
C4	21.79'	100.31'	46°43'09"	S 63°54'06" W
C5	72.46'	100.00'	41°31'00"	S 21°24'12" W
C6	95.25'	300.00'	1°01'20"00"	N 09°47'38" E
C7	99.02'	300.00'	1°01'44"31"	N 09°29'17" E
C8	157.47'	100.00'	90°13'32"	N 44°28'09" W
C9	156.69'	100.00'	89°46'28"	N 45°31'52" E
C10	156.41'	100.00'	89°16'49"	S 44°46'30" E



COMBINED LOT/OPEN SPACE AREA
1,280,925 SQ. FEET
29.406 ACRES

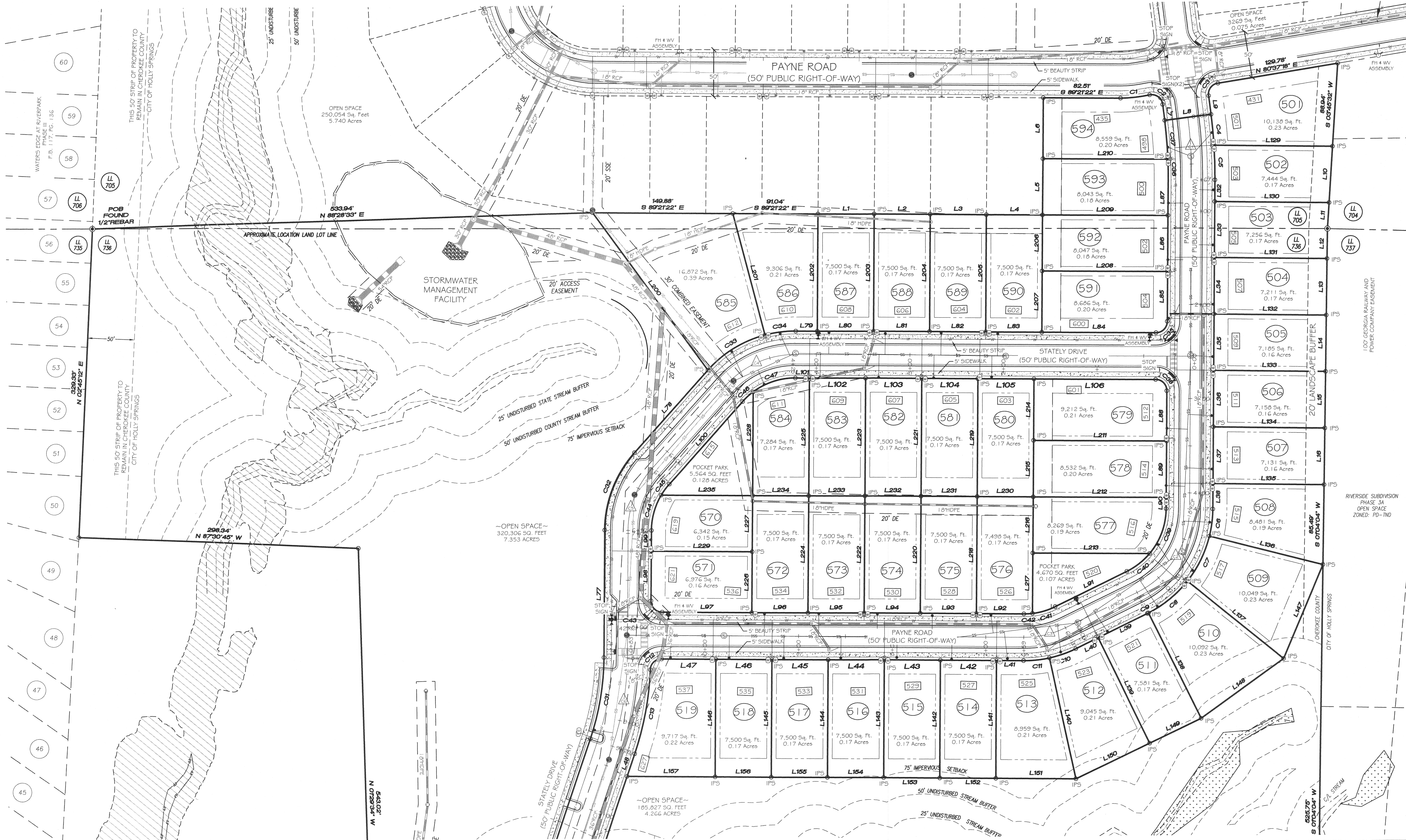
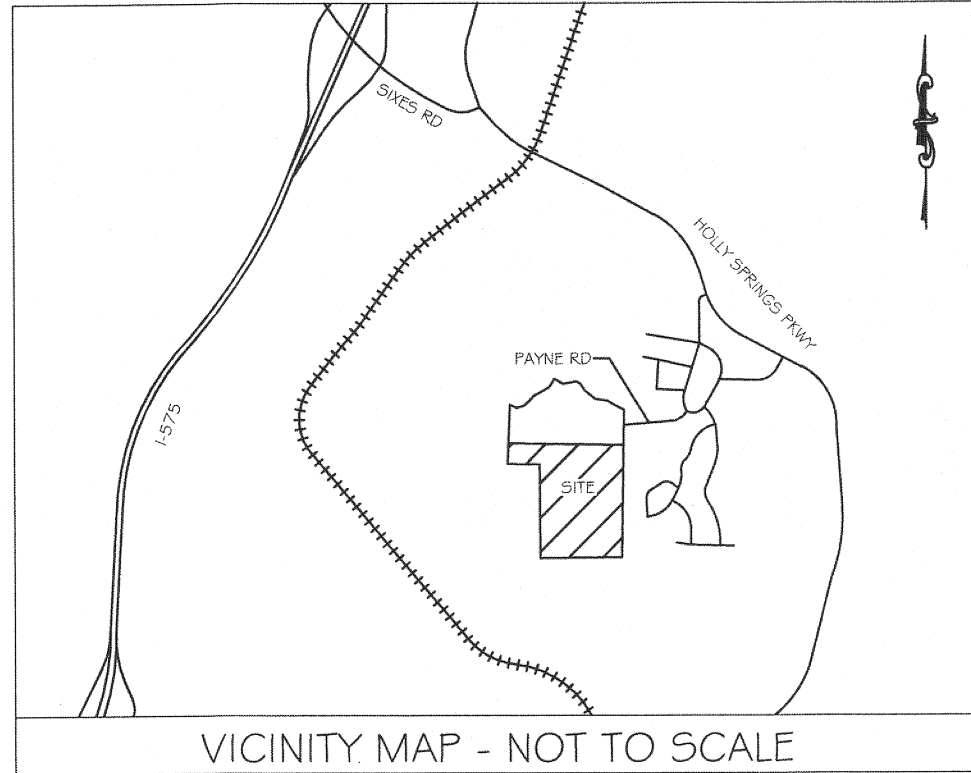
SURVEY NOTES

1. A ▲ SYMBOL INDICATES A LOT THAT IS ADJACENT TO A 100-YEAR FLOOD PLAIN REQUIRING AN ELEVATION CERTIFICATE. SAID LOTS FINISHED FLOOR ELEVATIONS SHALL BE A MINIMUM OF 3 FEET ABOVE THE 100-YEAR FLOOD ELEVATION.
2. ALL LANDSCAPE BUFFERS AND OTHER BUFFERS SHALL NOT BE DISTURBED OR REMOVED.

C.C.W.S.A.
No Exceptions Noted

10-27-2021

GRID NORTH
GEORGIA WEST STATE PLANE
NAD 83 (2011)



LOCATED IN:
LAND LOTS 705 & 736
15th DISTRICT, 2nd SECTION
CHEROKEE COUNTY, GEORGIA

ESTATES AT
RIVERSIDE
PHASE 5B
CITY OF HOLLY SPRINGS, GEORGIA

ISSUE	DATE	DESCRIPTION
INITIAL	10/27/21	PHASE 5A
REV. 1	10/27/21	ADD NEW FEE PAYMENT TO PLAN AND REVISIONS
REV. 2	10/27/21	
REV. 3	10/27/21	
REV. 4	10/27/21	
REV. 5	10/27/21	
REV. 6	10/27/21	
REV. 7	10/27/21	

DRAFTED BY: MCB
CHECKED BY: DLA
PROJECT #: 19081



Know what's below.
Call before you dig.

THE LOCATIONS OF EXISTING UNDERGROUND UTILITIES ARE SHOWN IN AN APPROXIMATE MANNER ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE OWNER OR ITS REPRESENTATIVE. THE CONTRACTOR SHALL DETERMINE THE EXACT LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK. THE CONTRACTOR SHALL BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MAY BE OCCURRED BY THE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES.

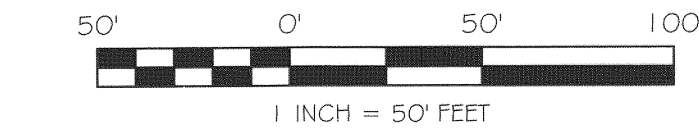
COPYRIGHT © 2021 ALLIANCE SURVEYING LLC. NO REPRODUCTION SHALL BE MADE WITHOUT THE PRIOR WRITTEN CONSENT OF ALLIANCE SURVEYING LLC.

SHEET NO:
4 OF 5

ALLIANCE
LAND SURVEYING
L5 F, 1322
6095 ATLANTA HWY, STE. 100
FLOWERY BRANCH, GA. 30542
770.226.4730 J.WWW.ALPATL.COM

THIS BLOCK RESERVED FOR THE CLERK OF THE
SUPERIOR COURT.

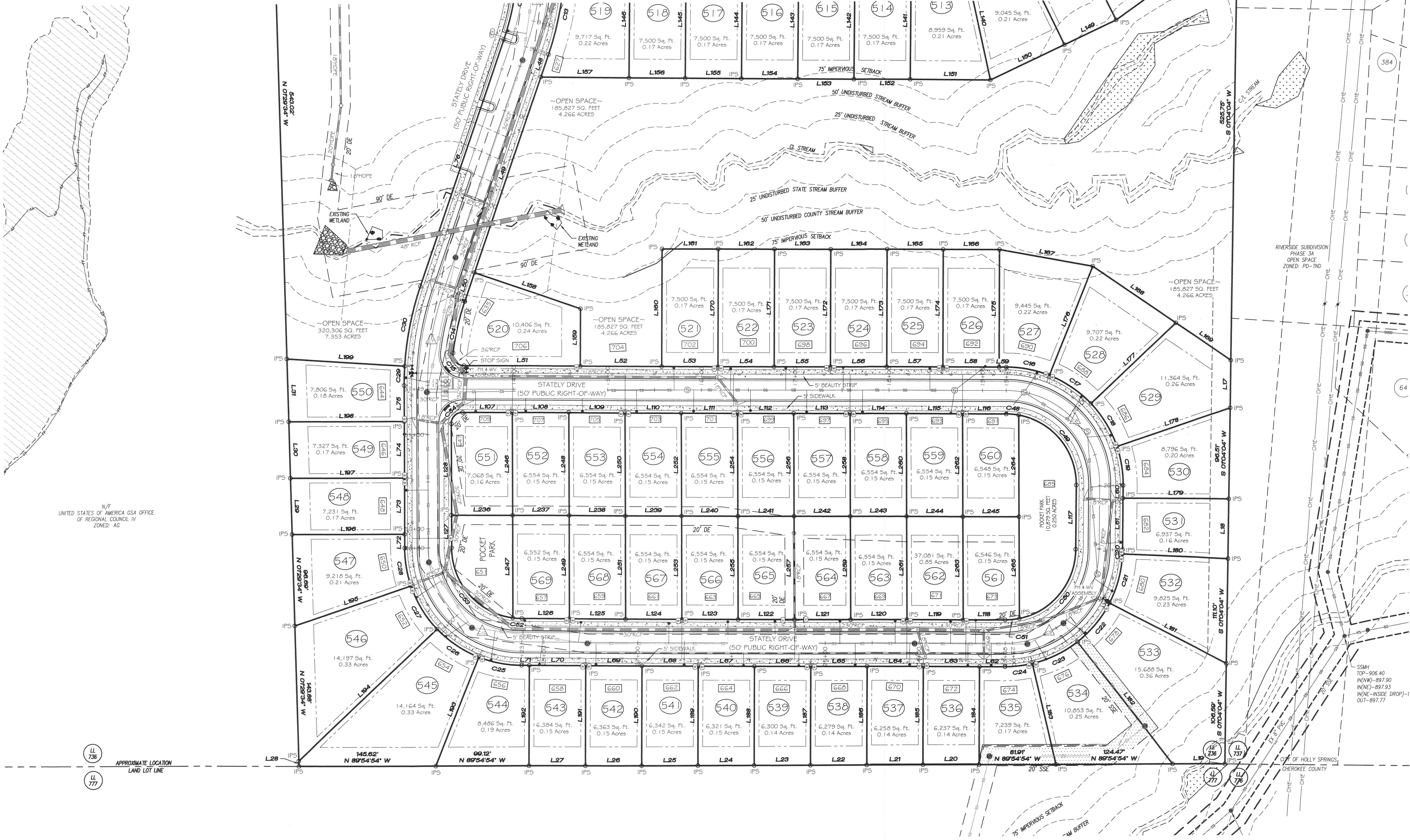
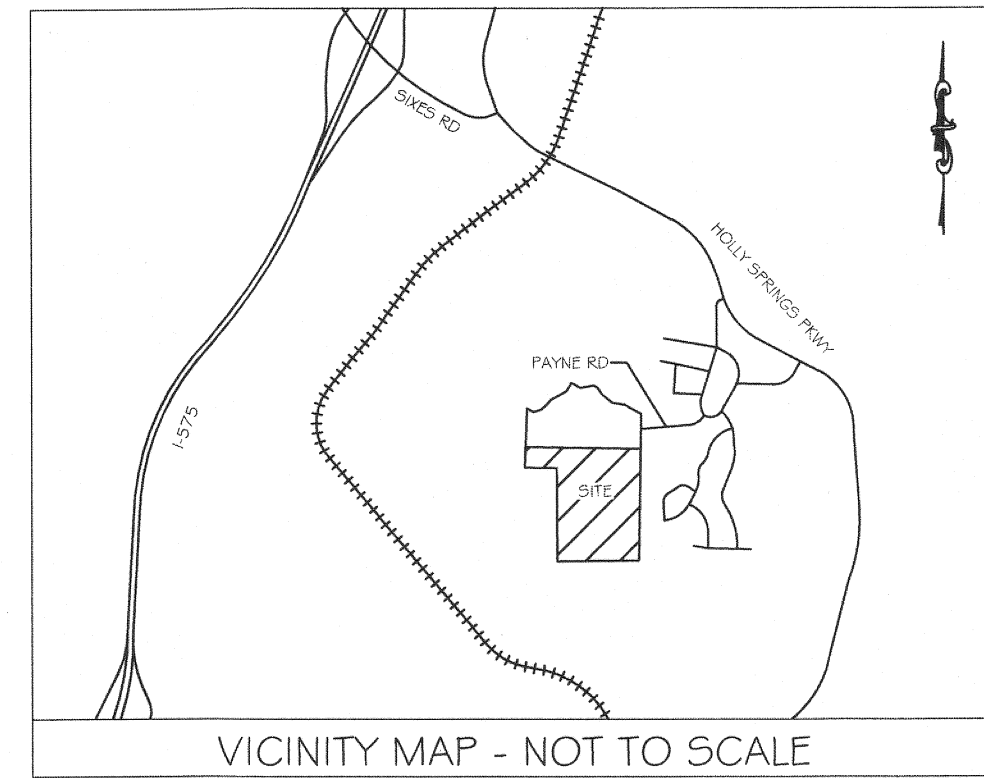
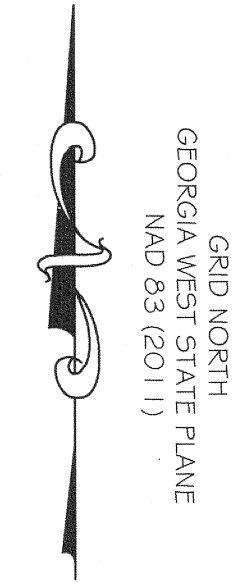
CENTERLINE CURVE TABLE				
CURVE	ARC LENGTH	RADIUS	DELTA ANGLE	CHORD BEARING
C1	66.62	500.00	43.601°	N 05°10'22" W
C2	110.93	100.00	64°33'27"	N 32°29'11" E
C3	46.15	100.00	46°26'33"	S 77°29'11" W
C4	81.73	100.31	46°43'07"	S 55°34'06" W
C5	72.46	100.00	41°18'10"	S 21°24'12" W
C6	25.62	300.00	18°18'00"	N 09°47'36" E
C7	89.05	300.00	85°44'43"	N 09°29'17" E
C8	157.47	100.00	50°13'32"	N 44°20'06" W
C9	156.59	100.00	89°16'28"	N 45°11'32" E
C10	156.41	100.00	89°36'49"	S 44°16'30" E



COMBINED LOT/OPEN SPACE AREA
1,280,925 SQ. FEET
29.406 ACRES

- SURVEY NOTES
1. A SYMBOL INDICATES A LOT THAT IS ADJACENT TO A 100-YEAR FLOOD PLAIN REQUIRING AN ELEVATION CERTIFICATE. SAID LOT'S FINISHED FLOOR ELEVATIONS SHALL BE A MINIMUM OF 3 FEET ABOVE THE 100-YEAR FLOOD ELEVATION.
 2. ALL LANDSCAPE BUFFERS AND OTHER BUFFERS SHALL NOT BE DISTURBED OR REMOVED.

C.C.W.S.A.
No Exceptions Noted
12-2-2021



N/F
UNITED STATES OF AMERICA GSA OFFICE
OF REGIONAL COUNCIL IV
ZONED: AC

ALLIANCE
LAND SURVEYING
155 F. 1322
6095 ATLANTA HWY. STE. 100
FLOWERY BRANCH, GA. 30542
770.226.4730 J WWW.AEPATL.COM

LOCATED IN:
LAND LOTS 705 & 736
15th DISTRICT, 2nd SECTION
CHEROKEE COUNTY, GEORGIA

ESTATES AT
RIVERSIDE
PHASE 5B
CITY OF HOLLY SPRINGS, GEORGIA

DESCRIPTION	
ISSUE:	DATE
INITIAL:	10/26/2021
REV. 1:	10/26/2021
REV. 2:	
REV. 3:	
REV. 4:	
REV. 5:	
REV. 6:	
REV. 7:	
DRAFTED BY:	MCB
CHECKED BY:	DLA
PROJECT #:	19081

811
Know what's below.
Call before you dig.

THE LOCATIONS OF EXISTING UNDERGROUND UTILITIES ARE SHOWN IN AN APPROXIMATE MANNER ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE OWNER OR ITS REPRESENTATIVE. THE CONTRACTOR SHALL DETERMINE THE EXACT LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK AND AGREES TO BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MAY BE OCCURRED BY THE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES.

COPYRIGHT © 2021 ALLIANCE SURVEYING LLC. NO REPRODUCTION SHALL BE MADE WITHOUT THE PRIOR WRITTEN CONSENT OF ALLIANCE SURVEYING LLC.

SHEET NO:
5 OF 5

ITEM REPORT

AGENDA ITEM NUMBER: VIII.G.



FROM: Nancy Moon, Community Development Director

MEETING DATE: May 23, 2024

AGENDA ITEM: Resolution to accept and authorize streets to become publicly maintained streets in Estates at Riverside Phases 5A and 5B.

EXECUTIVE SUMMARY:

The following roads are requested for acceptance:

Subdivision	Road	Linear Feet
Estates at Riverside Phase 5A	Payne Road	2256
Estates at Riverside Phase 5B	Payne Road	1083
Estates at Riverside Phase 5B	Stately Drive	3149

FISCAL IMPACT:

Streets will be subject to City maintenance expenditures.

ATTACHMENTS:

1. Street Acceptance Resolution Riverside Phases 5A and 5B
2. Exhibit A Riverside 5A Final Plat
3. Exhibit B Riverside 5B Final Plat

RECOMMENDATION:

The staff recommendation is to approve the acceptance of the streets for City maintenance.

CONCURRENCES:

City Engineer

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA, TO ACCEPT AND AUTHORIZE STREETS TO BECOME PUBLICLY MAINTAINED STREETS

WHEREAS, the City of Holly Springs has general authority and control over the streets within its jurisdiction, including the acceptance of streets for maintenance purposes; and

WHEREAS, the below mentioned streets are located in the corporate limits of the City of Holly Springs; and

WHEREAS, the below mentioned streets have been constructed and inspected in accordance with the standard specification and details; and

WHEREAS, the below mentioned streets, as shown on the attached maps, be placed upon the Municipal Street System as municipally-maintained streets; and

NOW THEREFORE, IT IS HEREBY RESOLVED that the Mayor and City Council of the City of Holly Springs hereby accept and authorize the following streets, substantially as set forth in Exhibits “A” and “B” attached hereto and located within the Estates at Riverside Subdivision, Phases 5A and 5B, to become publicly maintained streets:

Subdivision	Road	Linear Feet
Estates at Riverside Phase 5A	Payne Road	2256
Estates at Riverside Phase 5B	Payne Road	1083
Estates at Riverside Phase 5B	Stately Drive	3149

This Resolution is adopted this 23rd day of May, 2024.

CITY OF HOLLY SPRINGS

Steven W. Miller, Mayor

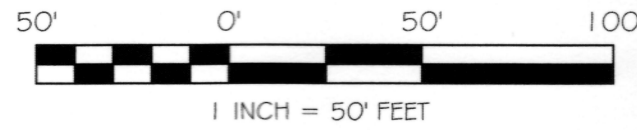
Attest:

Karen Norred, City Clerk
(Seal)

Exhibit A

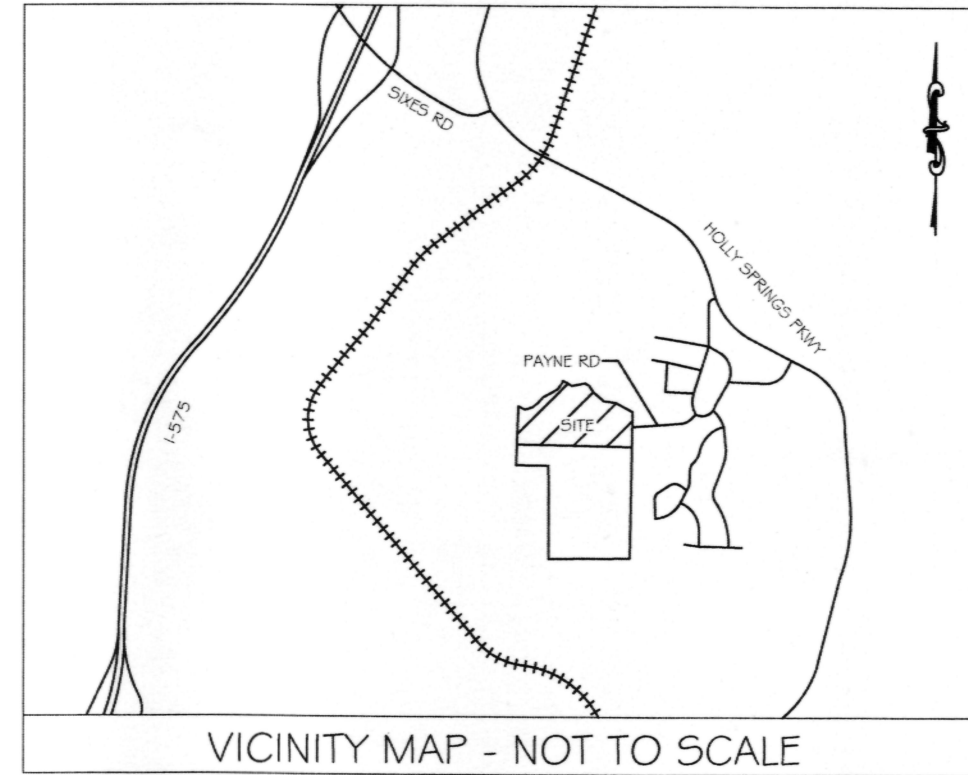
CENTERLINE CURVE TABLE					
CURVE	RADIUS	ARC LENGTH	CHORD LENGTH	CHORD BEARING	DELTA ANGLE
CL-1	100.00'	17.49'	17.47'	N 85°37'56" E	10°01'20"
CL-2	100.00'	252.82'	190.67'	S 16°55'40" E	144°51'23"
CL-3	100.00'	61.34'	60.38'	S 73°04'20" W	35°08'37"
CL-4	200.00'	287.51'	263.39'	S 48°10'22" E	82°21'59"

COMBINED LOT/OPEN
SPACE ACREAGE
603,369 SQ. FT.
13.851 ACRES

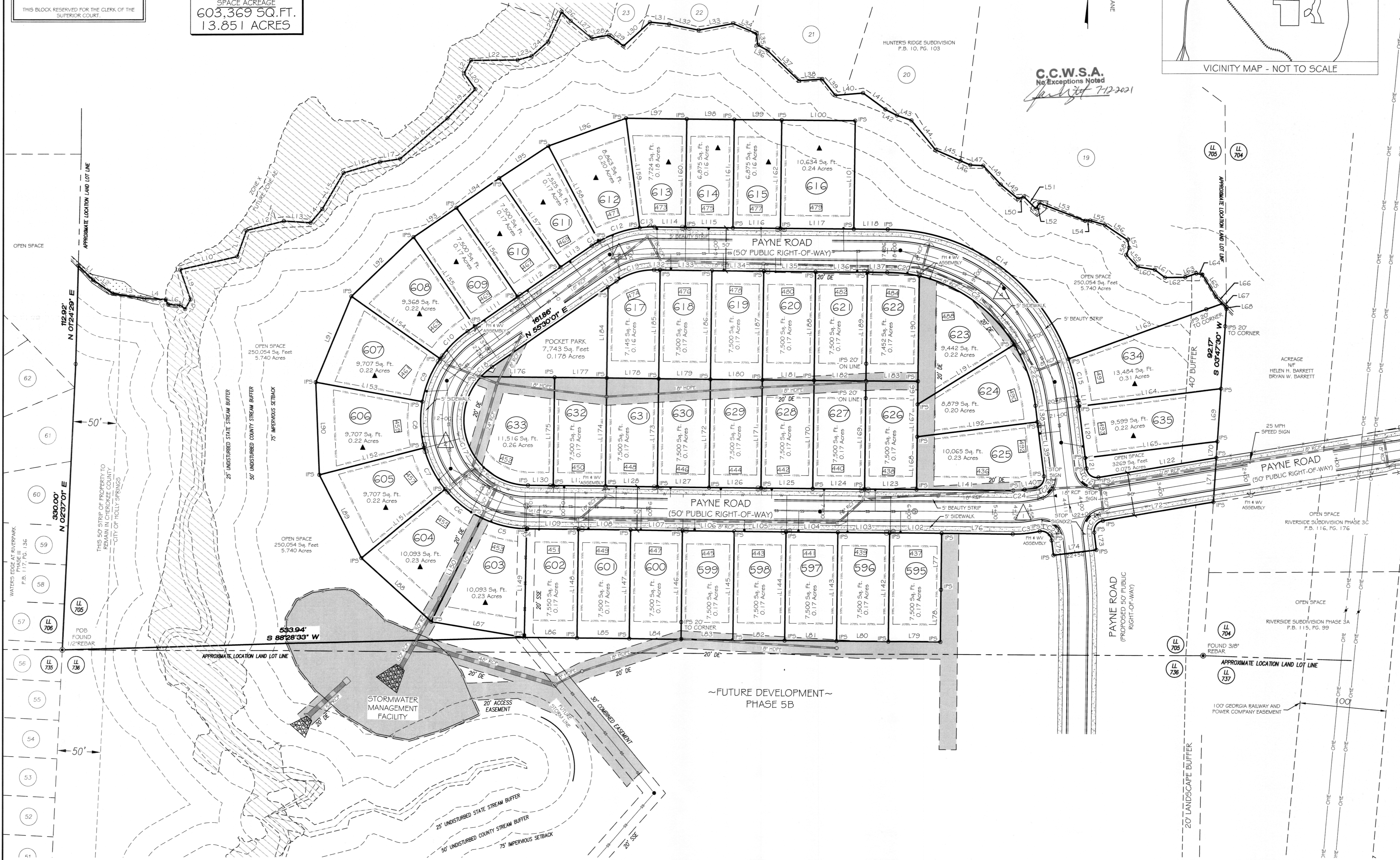


- SURVEY NOTES
1. A ▲ SYMBOL INDICATES A LOT THAT IS ADJACENT TO A 100-YEAR FLOOD PLAIN REQUIRING AN ELEVATION CERTIFICATE. SAID LOTS FINISHED FLOOR ELEVATIONS SHALL BE A MINIMUM OF 3 FEET ABOVE THE 100-YEAR FLOOD ELEVATION.
 2. ALL LANDSCAPE BUFFERS AND OTHER BUFFERS SHALL NOT BE DISTURBED OR REMOVED.

GRID NORTH
GEORGIA STATE PLANE
NAD 83 (2011)



C.C.W.S.A.
No Exceptions Noted
7-12-2021



ALLIANCE
LAND SURVEYING

L.S.F. 1322
6095 ATLANTA HWY. STE. 100
FLOWERY BRANCH, GA. 30542
770.226.4730 J WWW.AEPATL.COM

LOCATED IN:
LAND LOT 705
15th DISTRICT, 2nd SECTION
CHEROKEE COUNTY, GEORGIA

ESTATES AT
RIVERSIDE
PHASE 5A
CITY OF HOLLY SPRINGS, GEORGIA

ISSUE	DATE	DESCRIPTION
INITIAL	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 1	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 2	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 3	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 4	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 5	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 6	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS
REV. 7	1/20/2020	1/20/2020 ADDRESS CITY COMMENTS

DRAFTED BY: MCB
CHECKED BY: DLA
PROJECT #: 19081

811
Know what's below.
Call before you dig.

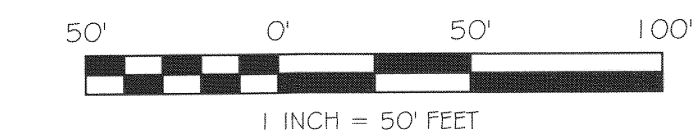
THE LOCATION OF EXISTING UNDERGROUND UTILITIES ARE SHOWN IN AN APPROXIMATE MANNER ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE CONTRACTOR. THE CONTRACTOR SHALL DETERMINE THE EXACT LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK, AND AGREES TO BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MIGHT BE OCCURRED BY THE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES.

COPYRIGHT 2021 ALLIANCE SURVEYING LLC. NO REPRODUCTION SHALL BE MADE WITHOUT THE WRITTEN CONSENT OF ALLIANCE SURVEYING LLC.

SHEET NO:
4 OF 6

Exhibit B

CENTERLINE CURVE TABLE				
CURVE	ARC LENGTH	RADIUS	DELTA ANGLE	CHORD BEARING
C1	66.62'	300.00'	73°30'11"	N 33°10'22" W
C2	110.83'	100.00'	63°53'27"	N 32°25'11" E
C3	46.15'	100.00'	26°26'33"	S 77°55'21" W
C4	21.79'	100.31'	46°43'09"	S 63°54'06" W
C5	72.46'	100.00'	41°31'00"	S 21°24'12" W
C6	95.25'	300.00'	17°12'00"	N 09°47'38" E
C7	99.02'	300.00'	18°14'43"	N 08°29'17" E
C8	157.47'	100.00'	90°13'32"	N 44°28'09" W
C9	156.69'	100.00'	89°46'28"	N 45°31'52" E
C10	156.41'	100.00'	89°16'49"	S 44°46'30" E

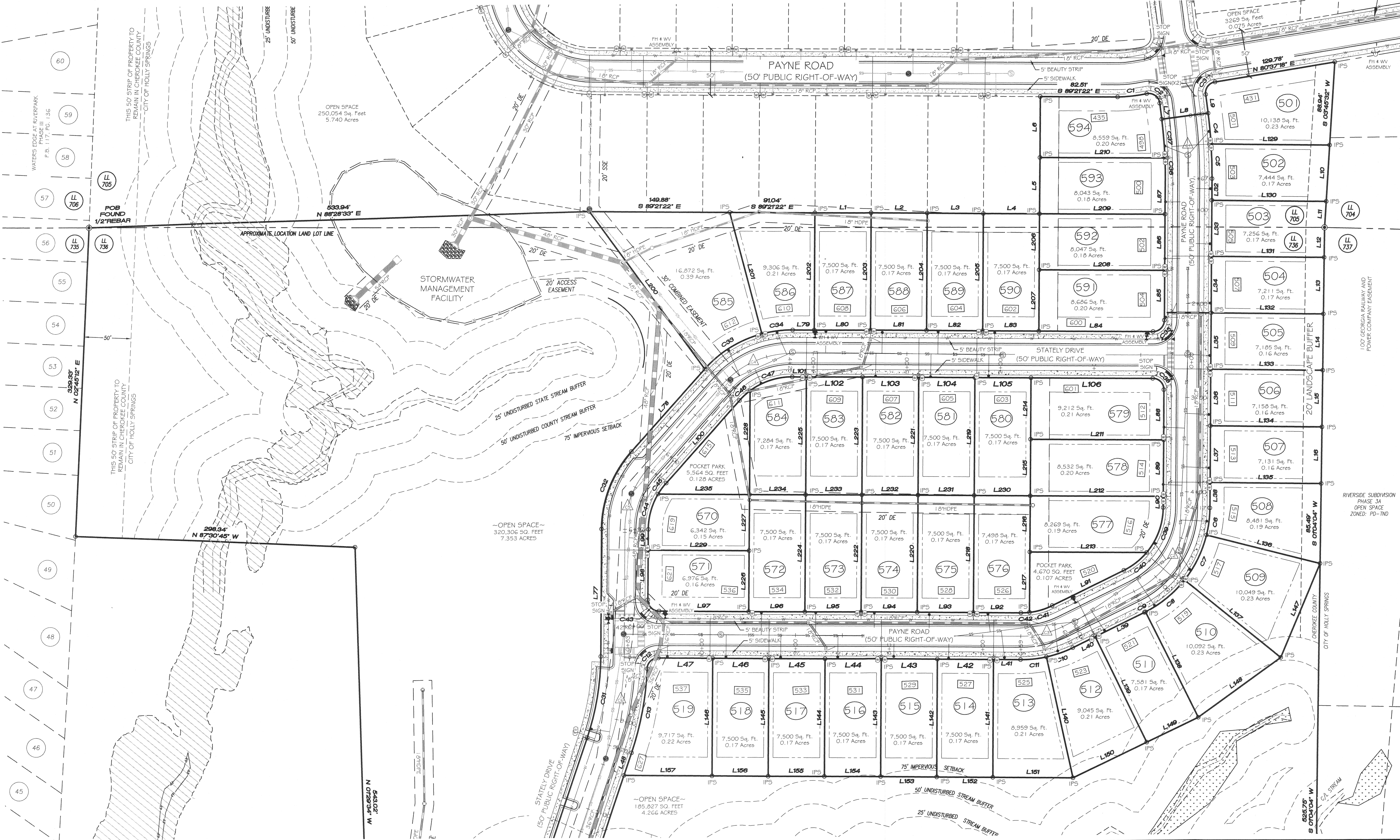
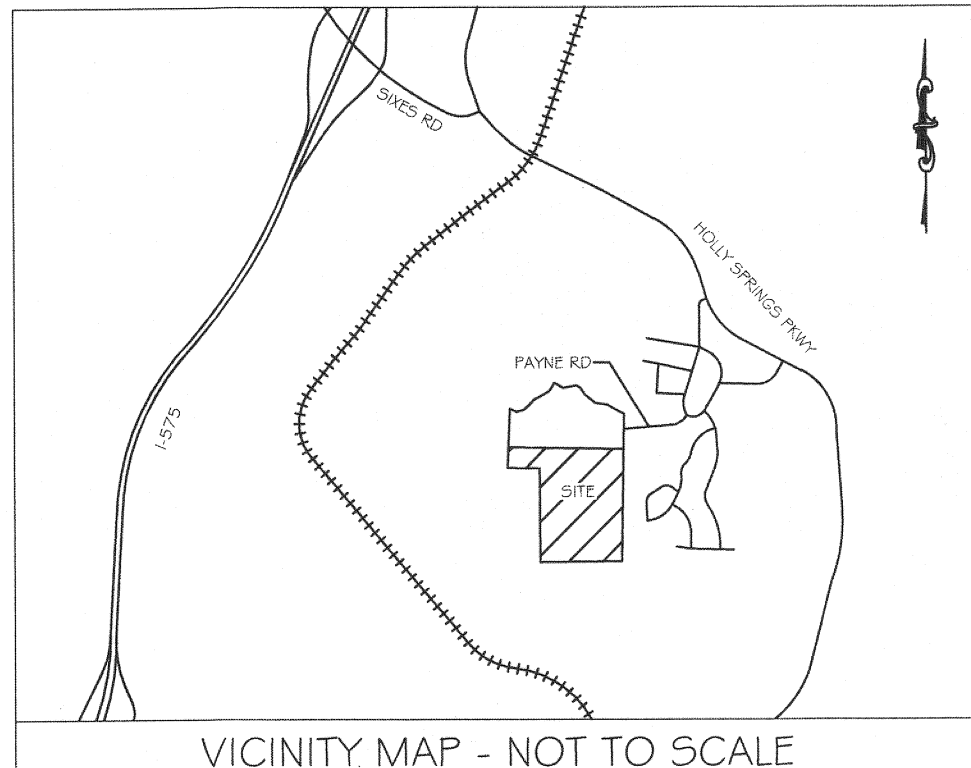


COMBINED LOT/OPEN SPACE AREA
1,280,925 SQ. FEET
29.406 ACRES

- SURVEY NOTES
1. A SYMBOL INDICATES A LOT THAT IS ADJACENT TO A 100-YEAR FLOOD PLAIN REQUIRING AN ELEVATION CERTIFICATE. SAID LOTS FINISHED FLOOR ELEVATIONS SHALL BE A MINIMUM OF 3 FEET ABOVE THE 100-YEAR FLOOD ELEVATION.
 2. ALL LANDSCAPE BUFFERS AND OTHER BUFFERS SHALL NOT BE DISTURBED OR REMOVED.

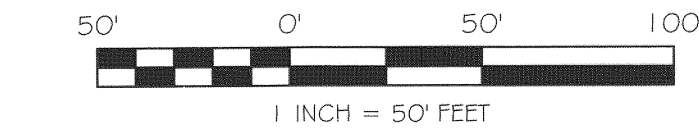
C.C.W.S.A.
No Exceptions Noted
10-27-2021

GRID NORTH
GEORGIA WEST STATE PLANE
NAD 83 (2011)



THIS BLOCK RESERVED FOR THE CLERK OF THE
SUPERIOR COURT.

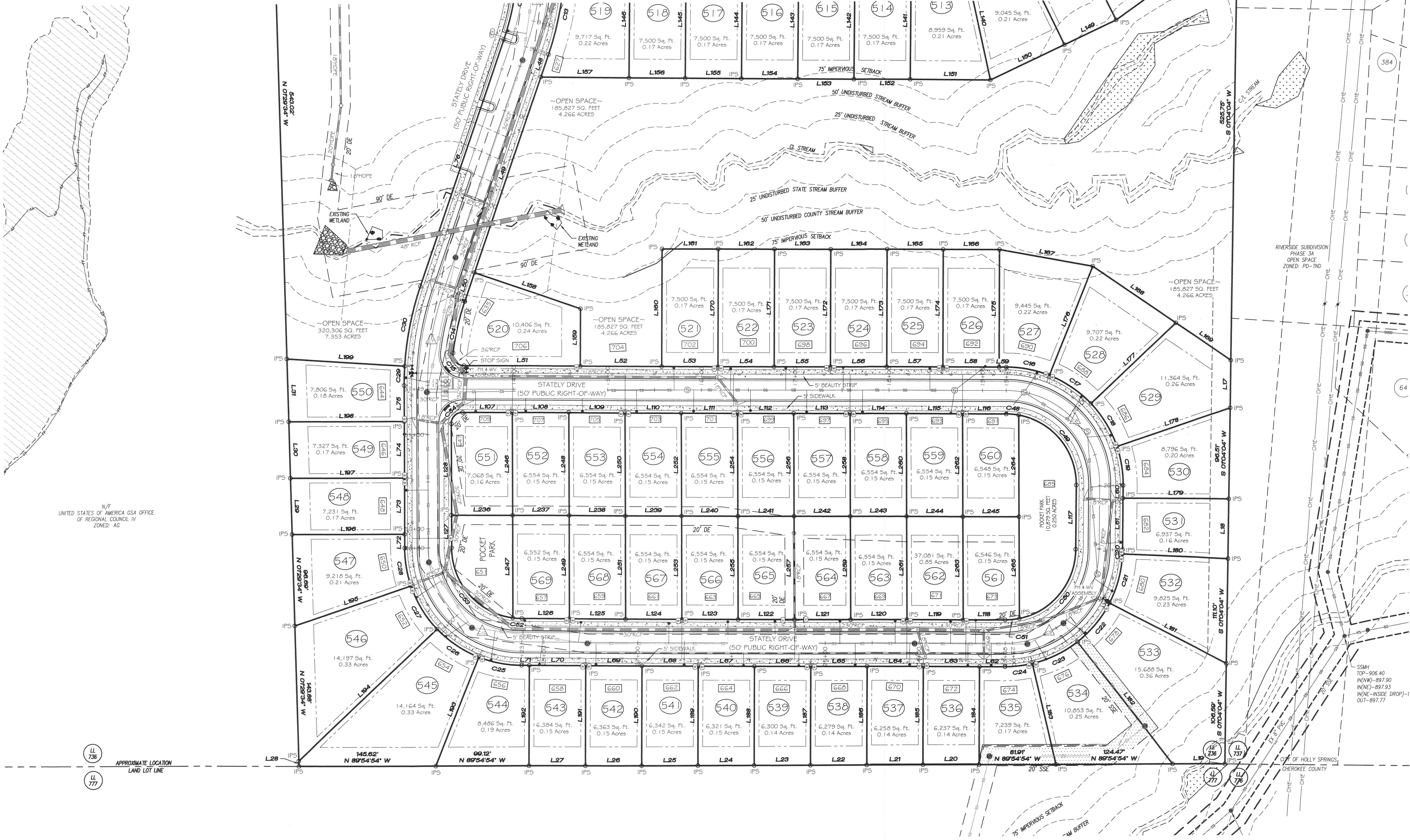
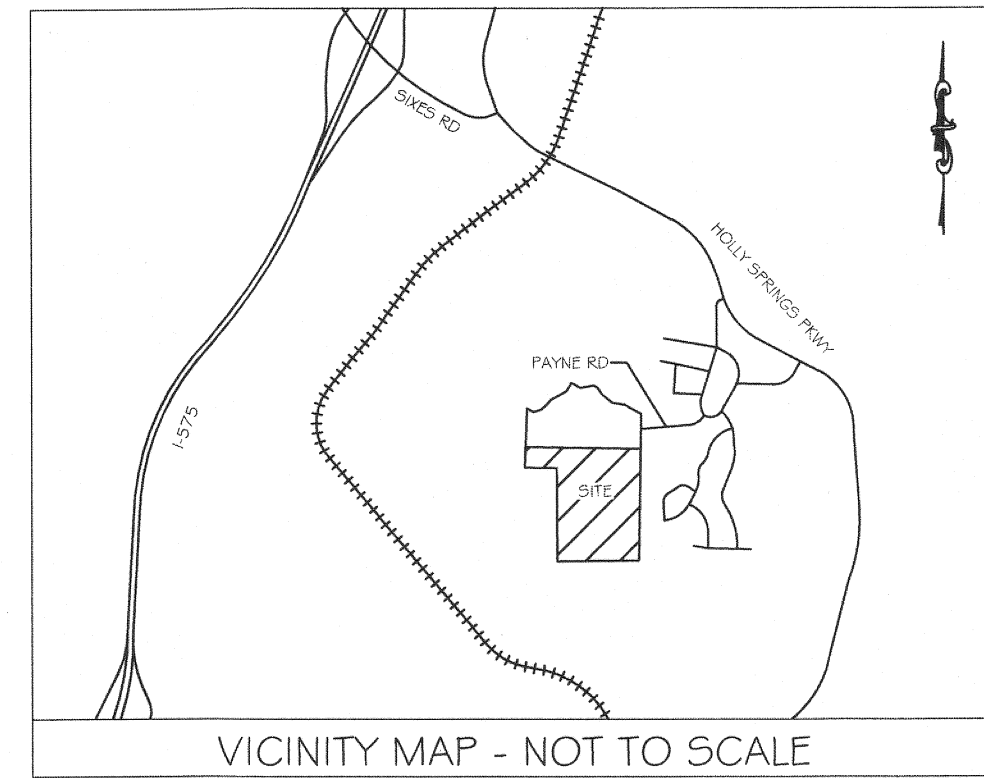
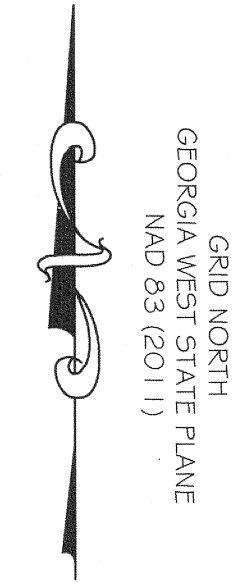
CENTERLINE CURVE TABLE				
CURVE	ARC LENGTH	RADIUS	DELTA ANGLE	CHORD BEARING
C1	66.62	500.00	43.601°	N 05°10'22" W
C2	110.93	100.00	64°33'27"	N 32°29'11" E
C3	46.15	100.00	46°26'33"	S 77°29'11" W
C4	81.73	100.31	46°43'07"	S 55°34'06" W
C5	72.46	100.00	41°18'10"	S 21°24'12" W
C6	25.62	300.00	18°18'00"	N 09°47'36" E
C7	99.05	300.00	85°44'43"	N 09°29'17" E
C8	157.47	100.00	50°13'32"	N 44°20'06" W
C9	156.59	100.00	89°16'28"	N 45°11'32" E
C10	156.41	100.00	89°36'49"	S 44°16'30" E



COMBINED LOT/OPEN SPACE AREA
1,280,925 SQ. FEET
29.406 ACRES

- SURVEY NOTES
1. A SYMBOL INDICATES A LOT THAT IS ADJACENT TO A 100-YEAR FLOOD PLAIN REQUIRING AN ELEVATION CERTIFICATE. SAID LOT'S FINISHED FLOOR ELEVATIONS SHALL BE A MINIMUM OF 3 FEET ABOVE THE 100-YEAR FLOOD ELEVATION.
 2. ALL LANDSCAPE BUFFERS AND OTHER BUFFERS SHALL NOT BE DISTURBED OR REMOVED.

C.C.W.S.A.
No Exceptions Noted
12-2-2021



N/F
UNITED STATES OF AMERICA GSA OFFICE
OF REGIONAL COUNCIL IV
ZONED: AC

ALLIANCE
LAND SURVEYING
155 F. 1322
6095 ATLANTA HWY. STE. 100
FLOWERY BRANCH, GA. 30542
770.226.4730 J WWW.AEPATL.COM

LOCATED IN:
LAND LOTS 705 & 736
15th DISTRICT, 2nd SECTION
CHEROKEE COUNTY, GEORGIA

ESTATES AT
RIVERSIDE
PHASE 5B
CITY OF HOLLY SPRINGS, GEORGIA

DESCRIPTION	
ISSUE:	DATE
INITIAL:	10/26/2021
REV. 1:	10/26/2021
REV. 2:	
REV. 3:	
REV. 4:	
REV. 5:	
REV. 6:	
REV. 7:	
DRAFTED BY:	MCB
CHECKED BY:	DLA
PROJECT #:	19081

811
Know what's below.
Call before you dig.

THE LOCATIONS OF EXISTING UNDERGROUND UTILITIES ARE SHOWN IN AN APPROXIMATE MANNER ONLY AND HAVE NOT BEEN INDEPENDENTLY VERIFIED BY THE OWNER OR ITS REPRESENTATIVE. THE CONTRACTOR SHALL DETERMINE THE EXACT LOCATION OF ALL EXISTING UTILITIES BEFORE COMMENCING WORK AND AGREES TO BE FULLY RESPONSIBLE FOR ANY AND ALL DAMAGES WHICH MAY BE OCCURRED BY THE CONTRACTOR'S FAILURE TO EXACTLY LOCATE AND PRESERVE ANY AND ALL UNDERGROUND UTILITIES.

COPYRIGHT © 2021 ALLIANCE SURVEYING LLC. NO REPRODUCTION SHALL BE MADE WITHOUT THE PRIOR WRITTEN CONSENT OF ALLIANCE SURVEYING LLC.

SHEET NO:
5 OF 5

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF HOLLY SPRINGS, GEORGIA, ADOPTING THE UPDATE TO 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 July 27, 2023, on the draft Update to the Comprehensive Plan 2018-2038, prior to the transmittal of the Plan to the Atlanta Regional Commission for regional and state review; and

WHEREAS, the City Council reviewed the draft Update to the Comprehensive Plan 2018-2038 at a public meeting on August 7, 2023, on the draft update to the 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 update to 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 Update to the Comprehensive Plan 2018-2038 was submitted for review, and the state review of the Update to the Comprehensive Plan 2018-2038 was completed 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 Update to the Comprehensive Plan 2018-2038, dated May 23, 2024, 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 adopt the Update to the Comprehensive Plan 2018-2038 and make it available for use by the public; and

IT IS HEREBY FURTHER RESOLVED, a copy of the approved Update to the Comprehensive Plan 2018-2038 and this resolution shall be submitted to the Atlanta Regional Commission, upon adoption.

This resolution is adopted this 23rd day of May, 2024.

CITY OF HOLLY SPRINGS

Steven W. Miller, Mayor

ATTEST:

Karen Norred, City Clerk
(Seal)



City of Holly Springs Comprehensive Plan 2018-2038



Adopted October 15, 2018
Updated XXX XX, XXXX
By the Mayor and City Council of
Holly Springs, Georgia



Steering Committee

Steven W. Miller, *Mayor*

Michael Roy Zenchuk II, *Mayor Pro Tem*

Kevin Moore, *Councilman*

Dee Phillips, *Councilwoman*

Kyle Whitaker, *Councilman*

Jeff Wilbur, *Councilman*

Planning & Zoning Commission

Chris Amos Adams

Adrian Dekker, *Chairman*

Mike Grayeski

Eric Huminski

Eric Rein, *Vice Chairman*

Downtown Development Authority

Ollie Evans, *Chairman*

Abbey Gray

Scott Owen

Maggie Grayeski

Ryan Smith

Andrea Johnston

Kyle Whitaker

Robert H. Logan, CPA, CGMA
City Manager

Karen Norred, CMC, CHRMP
City Clerk/HR Director

Denise Lamazares
Finance Director

Nancy Moon, AICP
*Community Development
Director*

Erin Honea, EDFP
*Communications & External
Affairs Director*

Jonathan Page
Chief Building Official

Ron Carter
Facilities & IT Manager

Oma Lou Stewart
Assistant City Clerk

Tommy Keheley
Chief of Police

Greg Clyburn
Deputy Chief of Police

Casey Barton
Captain

Michael Hales
Captain

Jeff Lance
Captain

Donna Sanders
Court Clerk





EXECUTIVE SUMMARY

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 and Corridors

A Diversity of Traditional and Suburban Neighborhoods

A System of Connected Open Spaces and a Sustainable 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 concert 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.

The Short-Term Work Program establishes projects for implementation over the next five years. A significant element within the Economic Downtown Development category includes implementation of the Town Center Project. Other notable projects include a master plan for the future 58-acre park (Timothy B. Downing Park) on Stringer Road, construction of future phases of the Pedestrian Network on Holly Street and Palm Street, preliminary engineering and right-of-way acquisition along Hickory Springs Parkway, construction of multi-use trails, and full implementation of a consolidated government management software package to assist with community development, code enforcement, stormwater, building inspections, and alcohol licensing. Expansion of the police department, updated radio equipment in police cars, and updated probation software are also included within the Short-Term Work Program.



HOLLY SPRINGS COMMUNITY AGENDA TABLE OF CONTENTS

1.0	INTRODUCTION	1
2.0	OVERVIEW	4
3.0	VISION	5
4.0	OVERVIEW OF LAND USE FRAMEWORK	8
5.0	FUTURE DEVELOPMENT MAP AND CHARACTER AREAS	10
6.0	ZONING DISTRICTS	27
7.0	DESIGN OVERLAY	29
8.0	NEEDS AND OPPORTUNITIES.....	31
9.0	POLICIES BY FUNCTIONAL AREA.....	33
10.0	POLICIES BY CHARACTER AREA	46
11.0	BROADBAND SERVICES	49
12.0	SHORT-TERM WORK PROGRAM	50
13.0	FUNDING FOR CAPITAL IMPROVEMENTS.....	59
	APPENDIX A-DEMOGRAPHICS	A-1
	APPENDIX B-COMMUNITY FACILITIES & SERVICES	B-1
	APPENDIX C-INTERGOVERNMENTAL COORDINATION	C-1
	APPENDIX D-RECENT & ONGOING PLANNING PROJECTS.....	D-1
	APPENDIX E-URBAN DESIGN.....	E-1
	APPENDIX F-LIVABLE CENTERS INITIATIVE (LCI)10-YEAR PLAN UPDATE.....	F-1
	APPENDIX G-PUBLIC OUTREACH.....	G-1
	APPENDIX H-SHORT-TERM WORK PROGRAM REPORT OF ACCOMPLISHMENTS 2018-2023.....	H-1
	APPENDIX I-ABBREVIATIONS & ACRONYMS	I-1
	APPENDIX J-GLOSSARY OF PLANNING TERMS	J-1





LIST OF TABLES

Table No.	Title	Page
1	Summary Description of Character Areas	22
2	Land Uses Permitted Within Character Areas	23
3	Quality Community Objectives Implemented by Character Areas	25
4	Physical Improvements Recommended Within Character Areas	26
5	Zoning Districts and Their Consistency with Character Areas	27
6	Range of Intensities Consistent with Character Areas	28
7	Design Overlay Districts Comparison with Character Areas	29
8	Community Facilities Short-Term Capital Projects, 2018-2022	51
A-1	Population	A-1
A-2	Median Income	A-2
A-3	Single-Family Residential Developments Recently Completed or Under Construction as of June 30, 2018	A-4
A-4	Historical Tax Digest-Full Value of Property	A-7
A-5	Economic Development Summary	A-8
A-6	Principal Employers-2022	A-8
D-1	2010 Transportation Study Recommended Projects	D-3
F-1	5-Year Livable Centers Initiative Implementation Plan and Status	F-6
G-1	SWOT Analysis-Individual Responses by Category	G-8
H-1	Short-Term Work Program Report of Accomplishments 2018-2023	H-1

LIST OF MAPS

Map No.	Title	Page
1	Future Development Map	10
2	Overlay District Map	30
3	City of Holly Springs Broadband Percent of Unserved Residents	49
A-1	Plan 2040 Regional Transportation Plan	B-3
A-2	Sidewalk Plan	B-4
D-1	Holly Street Pedestrian Improvements Project Area	D-4



1.0 INTRODUCTION

Pursuant to the Georgia Planning Act of 1989, requiring all local governments to prepare a comprehensive plan meeting the minimum planning standards and procedures as established by the Georgia Department of Community Affairs (DCA), the City of Holly Springs has developed its Comprehensive Plan outlining the path towards growth and sustainability of the City. This plan, *The Holly Springs Community Agenda 2018-2038*, is an updated version of the plan prepared and adopted in 2008.

1.1 Purposes and Uses of the Comprehensive Plan

The Community Agenda is 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 Community Agenda covers a long-range planning horizon of 20 years (i.e., to the year 2038). Third, the Community Agenda comprehensively encompasses all the functions that make a community work and considers the interrelatedness of functions. The Community Agenda is based on the foundation that if the City knows where it wants to go, it possesses better prospects of arriving.

Per the Minimum Standards and Procedures, as established by the Georgia Department of Community Affairs:

A local comprehensive plan is a fact-based resource for local constituents that tracks implementation of community-based policies. Furthermore, local comprehensive planning creates an environment of predictability for business and industry, investors, property owners, tax payers and the general public. In addition, the plan helps local governments to recognize and then implement important economic development and revitalization initiatives. For these reasons, the state finds that well-planned communities are better prepared to attract new growth in a highly competitive global market.

In short, local planning should recognize that:

- Assets can be accentuated and improved;
- Liabilities can be mitigated and changed over time; and
- Potential can be sought after and developed.

The Community Agenda is intended to serve numerous purposes. It provides a primary basis for evaluating all future development proposals, whether they are requests for rezoning, applications for conditional use permits or subdivision plat approvals. The Community Agenda is also intended to provide guidance for operating and capital improvement budgets. Business persons, investors, real estate brokers, and developers can learn from the plan what the future vision of the community is, as well as the overall direction and intensity of new growth and redevelopment. Market analysts and researchers can draw on the wealth of data provided for their own specific needs. Other local governments, regional entities, and state agencies also look at the contents of the Community Agenda as the best available statement of municipal policy and intent.

The ultimate clients, however, for the Community Agenda are the Mayor and City Council of Holly Springs and the Holly Springs Planning Commission. By adopting the Community Agenda, 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 within in the Community Agenda.

1.2 Amendment and Update of the Plan

As an adopted expression of the City's policy, the Community Agenda must be maintained in a manner that still reflects the desires of the current Mayor and City Council. Developers, the general 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 who have relied on the Community Agenda when it is not a reflection of current policy have then been, in effect, misled. Local governments are required to update the Short-Term Work Program portion of 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 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. Throughout the amendment process, the existing plan was considered to be a good plan; however, due to economic and market changes, annexations, changes in surrounding jurisdictional development, and a growing population (county-wide), amendments were needed to be not only reactive but proactive in creating a plan that provided responsible and sustainable growth.

1.3 Overview of Process

Davidson and Dolnick (2004) describe planning as:

“The decision-making process in which goals and objectives are established, existing resources and conditions analyzed, strategies developed, and controls enacted to achieve the goals and objectives as they relate to cities and communities in order to further the welfare of people and communities by creating convenient, equitable, healthful, efficient, and attractive environments for present and future generations. (p.111).¹

This plan seeks to accomplish this process. The comprehensive planning process in Holly Springs follows the state requirements and includes community involvement and community assessment. The development of the Plan began with a “kick-off” public hearing. During the public hearing, attendees were presented an overview of the process, the core components of the plan, an opportunity to discuss current and future issues (strengths, weaknesses, opportunities, threats), land use was evaluated, and the attendees were given the opportunity to complete a survey concerning the City. This survey was also published on the City's website, the City's Facebook page, and in the City's newsletter. Other specific tasks undertaken during the preparation of this report included the following: assessment of the existing plan; future needs assessment; evaluation of the consistency with the DCA's Quality Community Objectives; and evaluation and update of the Short-Term Work Program. The update of the City's LCI plan was also completed concurrently with this plan. Throughout the process, the City's Steering Committee met numerous times to review components of the plan and evaluate citizen comments. In

¹ Davidson, M. and Dolnick, F. (2004). *A Planners Dictionary*. Chicago, IL: American Planning Association, Planning Advisory Service, p.111.

addition, the plan was presented at two public hearings for further review and comments, as well as, for approval by the City Council for submission to the State.

The five-year update to this plan followed a similar process with the kickoff public hearing, strengths-weaknesses-opportunities-threats analysis, numerous open work sessions with city staff and the Planning Commission, a public hearing with the Planning Commission for the presentation of the update, as well as, a public presentation at a City Council Work Session prior to the official vote at the City Council Regular Session to transmit the plan to the Atlanta Regional Commission.

2.0 OVERVIEW OF THE CITY



Holly Springs' early development as a community was closely linked with the railroad track that ran through the heart of town. The railroad line came through Holly Springs in 1879. This was around the same time that the marble quarry began operation. Five years later the "small settlement" boasted a population of 70 with three stores, a cotton gin, sawmill, grist-mill, church, schoolhouse, and a blacksmith shop. Holly Springs was originally incorporated in 1906 with a circular configuration centered on the railroad line and Hickory Road in the

city's historic downtown. Today, Holly Springs has taken on new shape, with major annexations in all directions from the original corporate limits except to the north and northwest, where expansion is confined by the corporate limits of the City of Canton. Large tracts of land have been added to the city's corporate boundaries, and the City continues to annex additional land as this Community Agenda document is prepared and adopted.

The City of Holly Springs, in Cherokee County, is located south and east of the City of Canton and north of the City of Woodstock and encompasses approximately 7.38 square miles. The majority of the City's land area is located on the east side of Interstate 575, which bisects the city on a northeast-southwest axis. The City's geography includes two interchanges on Interstate 575, one in the southwestern portion of the city at Sixes Road (Exit 11), and another at the Holly Springs Parkway (Exit 14). The City's primary access is Holly Springs Parkway, also known as old Georgia State Route 5, which traverses Holly Springs on a north-south axis just east of I-575 (no longer part of the state highway system). Other major routes include Hickory Road, which serves as a major collector from the city's downtown area in an easterly direction, and Hickory Flat Highway (Georgia State Route 140) at the northeast city limits.

Holly Springs underwent the period of economic success that was experienced by much of the country as the 2008 Community Agenda was written and approved. This was followed swiftly by the economic downturn, also indicative of the nation at that time. Holly Springs began rebounding out of this recession and in 2018 was experiencing record growth like much of Cherokee County and metropolitan Atlanta. This continued through 2021 and much like other areas of the country, the growth rate last year and this year is significantly less.

3.0 CITYWIDE VISION

From today through the year 2038, 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 an updated 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 energize downtown business and realize its revitalization objectives. To leverage private investment, the City will install streetscapes and sidewalks that are connected to existing and future developments, parking improvements, and it will facilitate revitalization and redevelopment efforts.

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

In addition to development in 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 and corridors.



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. In order to avoid a strip-suburban commercial appearance and achieve a true “parkway” appearance for Holly Springs Parkway, auto dealerships and automobile repair will be limited.

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

A Diversity of Traditional and Suburban Neighborhoods

Holly Springs' residential areas will consist of both traditional neighborhoods and suburban subdivisions.

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



subdivisions, developed according to traditional neighborhood development principles and conventional suburban characteristics.

Conventional, suburban development will comprise a significant amount of the City's land area. Such areas will remain exclusively developed with detached and attached, single-family dwellings at suburban, not urban, densities. In order to expand the diversity, multi-family may be allowed in limited areas.

Holly Springs will increase its geographic area over time through requests by property owners and nonresidential lands. Residential developments annexed into the city will consist of the development of a variety of master-planned

A System of Connected Open Spaces and a Sustainable Environment



J. B. Owens Park

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, soft-surface trails 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.

4.0 OVERVIEW OF LAND USE FRAMEWORK

Maps and regulatory provisions establish the overall framework for land use policy and regulation in the City of Holly Springs. It is important that the citizens and developers understand clearly the role that each component plays in the City's land use framework.

4.1 Existing Land Use

Existing land use shows how land is used currently inside the city limits. It does not in itself suggest policy or regulate land use. It is used to provide a basis for character area delineation and land use planning efforts. Existing land use was inventoried by the City. Due to annexations and increasing development, the existing land use was evaluated numerous times throughout the planning process. After evaluating annexations that occurred away from the city center, as well as working with Cherokee County staff and reviewing the County's future development map, it was determined that an additional residential category, Suburban Growth, as well as, revisions to some of the categories is warranted. For the 5-year update, additional amendments include the addition a new category, Wildcat Mixed-Use, to align the development of an area that could be developed within Cherokee County, Holly Springs, and/or Woodstock and a revision to the Neighborhood Center category to allow for reduced impact to the Georgia State Highway 140 area.

4.2 Character Areas

Based on the existing Future Development Map and in accordance with the state's local planning requirements as a part of the existing plans assessment, the Character Areas were analyzed based on previous, current, and projected development. Character Areas are determined by analyzing how the city could grow based on "character" rather than specifying single-function land use districts. The original Character Areas included the following: Town Center, Traditional Neighborhoods, Suburban Neighborhoods, Neighborhood Center, Employment, Parkway Corridor, and Conservation. For reasons stated above, Suburban Growth, was added to the character area designations, as well as, Wildcat Mixed-Use.

4.3 Future Development Map

This map provides broad-brush policy guidance and is required by the state's administrative rules for local planning. Consistent with the intent of the state planning rules, the Holly Springs Community Agenda contains a map of character areas, Future Development Map, which has been revised to take into account public input received during implementation of the community participation program, input from Planning and Zoning Commission members, City Council, Committee Members, Cherokee County Commissioners, Cherokee County staff, and City staff. The Future Development Map emphasizes character and design, as opposed to recommendations for specific land uses and will be the document that will be used as a guide by the Planning and Zoning Commission and Mayor and City Council in making rezoning and other relevant land use decisions.

4.4 Zoning Districts on the Official Zoning Map

The official zoning map is regulatory in nature – that is, it designates each parcel within a zoning district and therefore limits the uses to which each parcel can be used. Zoning districts in Holly Springs include single-family residential districts of varying lot sizes, high density residential districts, planned development districts, office-institutional districts, neighborhood and general commercial districts, agricultural, governmental, and light industrial districts. The official zoning map can be amended either upon successful application by a property owner (after review by the Planning Commission at a public

hearing and approval by the Mayor and City Council), or by the Mayor and City Council utilizing the same process.

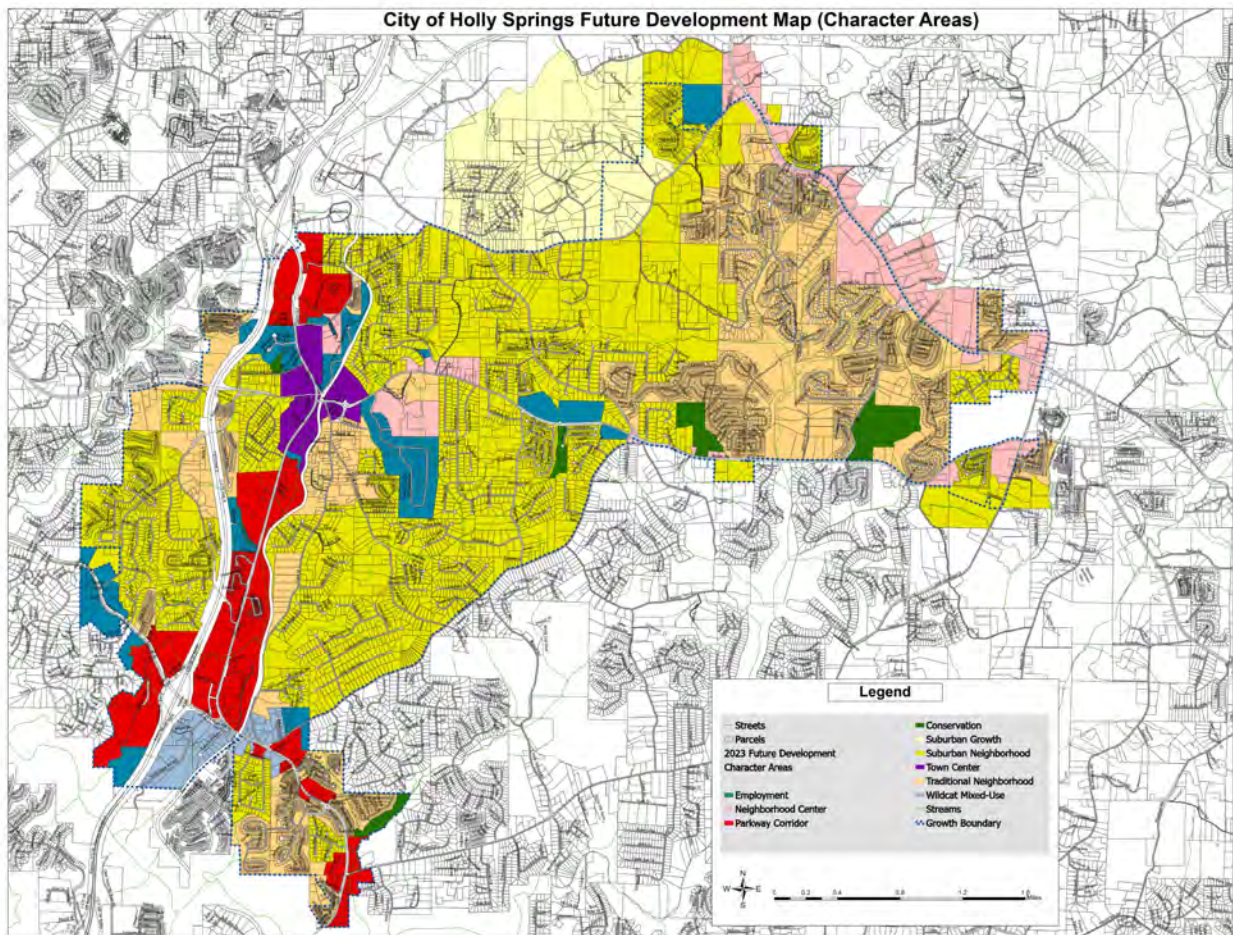
4.5 Overlay Districts

Holly Springs utilizes two types of overlay districts in the zoning ordinance: “Model” zoning districts provide guidelines for overall design and architecture and have been designated in the Holly Springs Zoning Ordinance for the following areas: Town Center, Holly Springs Parkway District; Hickory Road District; East Residential District; West Residential District, and Harmony on the Lakes Neighborhood Preservation District (see map at Section 10). In addition to the model zoning district overlays, there are two types of mixed use overlay districts: MXD-1 (Urban Mixed-Use Development District) and MXD-2 (Planned Mixed-Use Development District). Overlay districts do not change the underlying zoning district regulations but rather, supplement them with additional requirements and/or review procedures. Many of the provisions of the Holly Springs overlay districts are couched as “guidelines” but they also provide detailed site planning standards and procedures that in most cases are mandatory and are applied during review of development permit applications.

5.0 FUTURE DEVELOPMENT MAP AND CHARACTER AREAS

The Future Development Map on the following page depicting the character areas serves as a guide for the future development of the City. Following are descriptions of the categories shown on the Future Development Map. Further descriptions regarding primary function, mobility and access, open space, and development intensity are provided in Table 1.

Map No. 1



5.1 Town Center

Intent and Characteristics: This character area consists of a compact area corresponding with the City's downtown. Acceptable uses include residences, businesses, offices, civic buildings and uses, entertainment space, institutional, and mixed-use developments. In addition, this character area is proposed to incorporate redevelopment and revitalization objectives of a compact, pedestrian-friendly downtown. Within this character area, participation of other agencies such as the Downtown Development Authority, and/or the Planning and Zoning Commission will be required in terms of development planning.

Application: Holly Springs Town Center

Primary Future Land Uses: Mix of uses including commercial, office, government, residential, and park.

Zoning Districts: PD-C, NC, GC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES

Density/Intensity: High density residential uses up to 16 units/acre in mixed use center

Transportation: High vehicular and pedestrian/cycle connectivity

Infrastructure: Public water and sewer

Greenspace: Formal landscaping, open space, neighborhood community parks



5.2 Traditional Neighborhoods

Intent and Characteristics: This character area corresponds with residential blocks within the originally settled area of Holly Springs, surrounding the town center, and within portions of newly created communities designed under a neotraditional or mixed-use framework. Acceptable uses are primarily single-family residences (stick-built, excluding manufactured homes) and some civic-institutional uses such as churches. Some other forms of housing such as duplexes and accessory apartments and townhouses may be permitted. Furthermore, neighborhood-serving retail and service uses may also be approved.

Application: Existing and new single-family residential neighborhoods with or without a mixed-use component.

Primary Future Land Uses: Single-family residential with neighborhood commercial, office, and government uses, and parks, recreation, greenways, and trails.

Zoning Districts: PD-R, TND, NC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES

Density/Intensity: Moderate density single family residential uses up to 8 units/acre.

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets. Grid system of streets if topography allows.

Infrastructure: Public water and sewer

Greenspace: Formal landscaping, open space, neighborhood community parks



Harmony on the Lakes, Holly Springs Plan for Traditional Neighborhood



Typical Traditional Neighborhood



5.3 Neighborhood Center

Intent and Characteristics: The areas shown as “Neighborhood Center” on the future development map are very similar to traditional neighborhoods. One noteworthy distinction between traditional neighborhoods and neighborhood center is that “neighborhood centers” are likely to have higher compositions of nonresidential (civic, office, neighborhood-serving retail) uses than “traditional neighborhoods.” Included within this character area is the area along Highway 140 at the eastern border of the city. This area may have reduced densities to more closely align with the recommendations for property located within unincorporated Cherokee County. For those parcels west of Hwy 140, residential density may be approved up to six (6) units per acre while development of the area on the east side of Hwy 140 follows the procedure as identified in the Growth Boundary (GB) Agreement with Cherokee County:

If a proposed development project is located on a parcel abutting the GB on the east side of Hickory Flat Highway, between East Cherokee Drive and Owen Drive, for office or neighborhood commercial use only, and is consistent with the County Future Development Map, it shall be considered as if it were within the GB, and shall follow protocols stated in this resolution.

Application: Existing and new single-family residential neighborhoods with a mixed-use component.

Primary Future Land Uses: Neighborhood commercial, office, and government uses, and parks, recreation, greenways, and trails included as part of a traditional neighborhood.

Zoning Districts: PD-R, TND, NC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES

Density/Intensity: Moderate density single family residential uses up to 8 units/acre. West of Hwy 140- up to 6 units/acre. East of Hwy 140- follow Growth Boundary Agreement.

Greenspace: Formal landscaping, open space, neighborhood community parks

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets. Grid system of streets if topography allows.

Infrastructure: Public water and sewer



5.4 Suburban Neighborhoods

Intent and Characteristics: This character area corresponds with conventional suburban subdivisions with approximately 1/3 acre to 1-acre lots that have curvilinear streets. Houses are set back from the road, and lots are spacious. Streets are built to a relatively wide standard when compared with traditional neighborhoods. Connectivity is not necessarily provided, although an objective of this character area is to provide for pedestrian activity and connections among subdivisions to provide more of a true “neighborhood” feel, as opposed to each tract being developed without consideration of connecting to abutting properties.

Another key objective for this character area is the provision of connected open spaces that are permanently protected. With such protected open space, it is possible for this character area to preserve a more rural, open-space feel if conservation lands are set aside and scenic view analyses are incorporated into development plans. Acceptable uses include single-family residences, stick-built (excluding manufactured homes), along with supportive civic, institutional, and recreational uses. These areas are served by public water supply but not necessarily sanitary sewer service.

Application: Existing and new single-family residential neighborhoods.

Primary Future Land Uses: Single-family detached residential

Zoning Districts: R-40, R-30, R-20, PD-R, TND

DESIGN PRINCIPLES

Density/Intensity: Moderate density single family residential uses up to 3 units/acre.

Greenspace: Formal landscaping, open space, neighborhood community parks.

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets.

Infrastructure: Public water and sewer and/or septic tanks.



5.5 Suburban Growth

Intent and Characteristics: This character area corresponds with larger-lot conventional suburban subdivisions with approximately 1-acre lots or larger that have curvilinear streets. Houses are setback from the road, and lots are spacious. Like, the Suburban Neighborhood category, streets are built to a relatively wide standard when compared with traditional neighborhoods. Connectivity is not necessarily provided, although an objective of this character area is to provide for pedestrian activity and connections among subdivisions to provide more of a true “neighborhood” feel, as opposed to each tract being developed without consideration of connecting to abutting properties.

Connected open spaces will be permanently protected to preserve a more rural, open-space feel if conservation lands are set aside and scenic view analyses are incorporated into development plans. Acceptable uses include single-family residences, stick-built (excluding manufactured homes), along with supportive civic, institutional, and recreational uses. These areas are served by public water supply but not necessarily sanitary sewer service.

Application: Existing and new single-family residential neighborhoods.

Primary Future Land Uses: Single-family detached residential

Zoning Districts: AG, R-40

DESIGN PRINCIPLES

Density/Intensity: Low density single-family residential units up to 1 unit/acre.

Greenspace: Formal landscaping, open space.

Transportation: Low to moderate vehicular and pedestrian/cycle connectivity.

Infrastructure: Public water and sewer and/or septic tanks.



5.6 Employment

Intent and Characteristics: This character area corresponds with the institutional properties such as county schools, as well as office parks, business/industrial parks, and government properties. Within these areas, truck traffic is frequent, and individual institutional or light industrial establishments are not necessarily connected with one another. In addition, light industrial businesses such as warehousing, wholesale trade, manufacturing, and other similar uses may be appropriate.

Application: Existing and new industrial and office parks, government, and institutional properties

Primary Future Land Uses: office, industrial, institutional, commercial

Zoning Districts: PD-C, PD-I, OI, LI, GV

DESIGN PRINCIPLES

Density/Intensity: High intensity of use

Greenspace: Formal landscaping, open space, neighborhood community parks, appropriate buffers between adjacent residential uses

Transportation: High vehicular pedestrian/cycle connectivity.

Infrastructure: Public water and sewer.



5.7 Parkway Corridor

Intent and Characteristics: This character area follows Holly Springs Parkway and also encompasses land around interchanges of I-575. The Parkway Corridor is intended to provide primarily a commercial service function, i.e. retail sales, services, and offices, while maintaining quality development standards and sensitive transition to the Holly Springs Town Center. It also includes a high density multi-family residential component.

Application: Existing and new commercial and high density multi-family residential

Primary Future Land Uses: office, retail, service, high density multi-family residential

Zoning Districts: HDMFR, PD-C, NC, GC, OI, GV

DESIGN PRINCIPLES

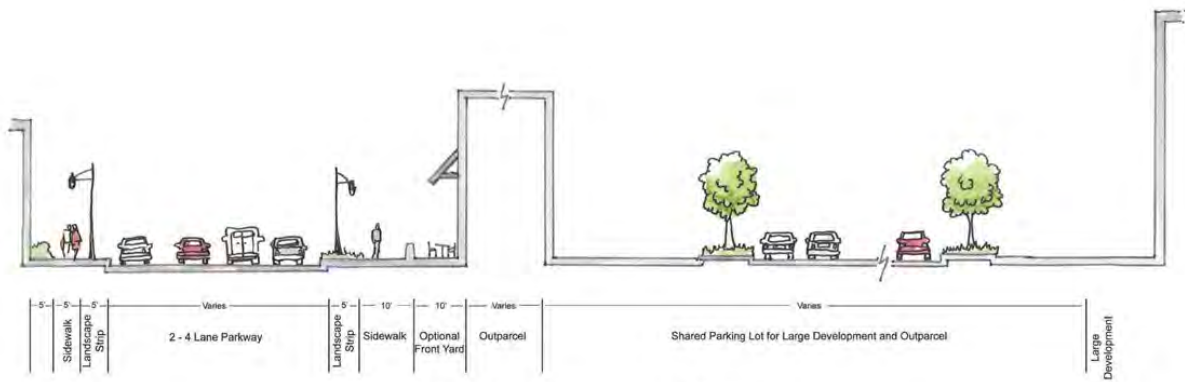
Density/Intensity: Moderate to High intensity of use.

Greenspace: Formal landscaping with appropriate buffers between adjacent residential uses

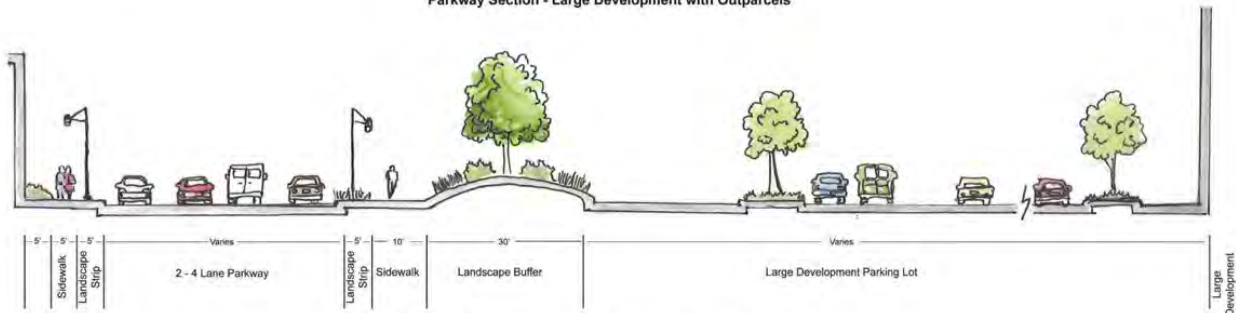
Transportation: High vehicular pedestrian/cycle connectivity; access management to facilitate traffic flow (i.e., shared drives, inter-parcel access.)

Infrastructure: Public water and sewer.





Parkway Section - Large Development with Outparcels



Parkway Section - Large Development with Landscape Buffer

5.8 Wildcat Mixed-Use

This character area corresponds to property located near the Sixes Road/I-575 Interchange. It is planned to be a major employment area, including professional and corporate offices, regional offices, and medical complexes. Mixed use and multi-family are secondary uses integrated into or complementary to employment centers. Greenspaces and civic spaces that connect workplaces together are integral, as well.

Application: Existing and new professional and medical office complexes with secondary mixed use and multi-family

Primary Future Land Uses: office, retail, service, high density multi-family residential, townhomes included with mixed use

Zoning Districts: GC, NC, OI, PD-C, PD-O, PD-I, GV, MXD-1

DESIGN PRINCIPLES

Density/Intensity: Moderate to High intensity of use

Greenspace: Formal landscaping with appropriate buffers between adjacent residential uses

Transportation: High vehicular pedestrian/cycle connectivity; access management to facilitate traffic flow (i.e., shared drives, inter-parcel access)

Infrastructure: Public water and sewer



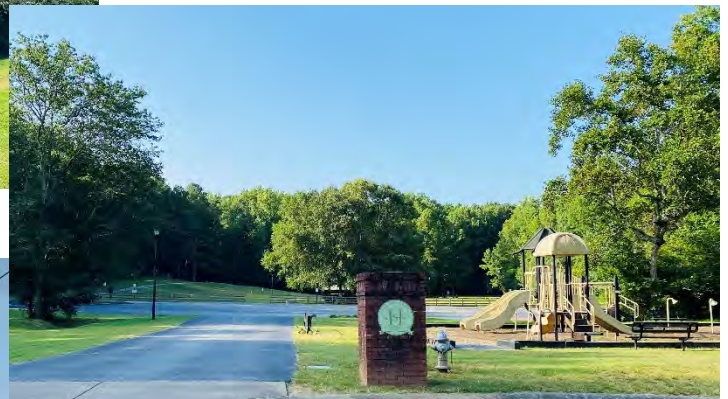
5.9 Conservation/Parks

This character area corresponds to lands that are agricultural, parks, and are or should be set aside for greenspace, or which will have very limited low-density residential use. Another key objective for this character area is the provision of connected open spaces that are permanently protected. With such protected open space, it is possible for this character area to preserve a more rural, open-space feel if conservation lands are set aside and incorporated into development plans.

Application: Existing and new parks, agricultural uses, and areas to be preserved

Primary Future Land Uses: parks, agriculture, preservation

Zoning Districts: AG, GV, R-40



DESIGN PRINCIPLES

Density/Intensity: Low intensity of use.

Greenspace: Natural landscape/trails, informal landscaping

Transportation: Low to moderate vehicular and pedestrian/cycle connectivity minimizing visual impact of roadway

Infrastructure: Extension of public water and sewer.



Table 1
Summary Description of Character Areas

Character Area	Predominant Function	Mobility and Access	Open Space Provided	Measure(s) of Development Intensity
Town Center	Mixed-use	Pedestrian-friendly	Plazas and small urban pocket parks	Floor-area ratio
Traditional Neighborhoods and Neighborhood Center	Residences and civic uses/ buildings; some retail/service possible	Pedestrian-friendly	Greens, plazas, and pocket parks	Maximum building coverage; residential density limitations
Suburban Neighborhoods	Predominantly residences	Accommodates pedestrians but mostly automobile dependent	Swim and tennis centers, community buildings, greenways, greenspace	Minimum lot size, minimum lot width, maximum building coverage
Suburban Growth	Predominantly residences	Accommodates pedestrians but mostly automobile dependent	Community buildings, greenways, greenspace	Minimum lot size, minimum lot width, maximum building coverage
Employment	Single-function industry	Automobile dependent	No formal open space except for use by employees	Maximum building coverage
Parkway Corridor	Predominantly commercial	Accommodates pedestrians but mostly automobile dependent	Landscaping and streetscape enhancement within corridor	Maximum building coverage; open space ratio
Wildcat Mixed-Use	Predominately commercial/office	Accommodates pedestrians but mostly automobile dependent	Landscaping and streetscape enhancement	Maximum building coverage; open space ratio
Conservation	Natural resources protection; parkland	Access is limited to conservation-compatible activities	Passive recreation opportunities may be provided	Impervious surface ratio

5.10 Uses Permitted Within Character Areas

Table 8 shows land uses and whether they are appropriate within a given character area. If the use is a primary use found (and/or appropriate) within a given character area, it is assigned an “XX.” If the use may exist or be appropriate under certain conditions, it is assigned an “X.”

Table 2
Land Uses Permitted Within Character Areas
XX = primary use | X = may exist

Land Uses	Town Center	Traditional Neighborhoods & Neighborhood Centers	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor	Wildcat Mixed-Use	Conservation
Single-Family Residential	X	XX	XX	XX		X		
Duplex	X	XX	X			X		
Townhouses	X	XX	X			X	X	
Multi-Family Residential	X	X				XX	X	
Manufactured Home Park						X		
Public-Institutional	XX	X	X		XX	XX	XX	X
Office-Professional	XX	X			XX	XX	XX	
Industrial					XX		X	
Commercial	XX	X			X	XX	XX	
Mixed Use	XX	X				XX	X	
Park/Recreation/Conservation	X	X	X	X	X	X		XX

5.11 Quality Community Objectives

The State of Georgia recommends localities consider 10 “Quality Community Objectives”. The Quality Community Objectives are described below, and the degree to which they are implemented by the Character Areas in Holly Springs is shown in Table 3. In the table, an “XX” is used to show that the Quality Community Objective is a primary objective realized by that Character Area. If the Quality Community Objective is only secondarily or partially realized by the Character Area, an “X” is designated.

1. Economic Prosperity

Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce.

2. Resource Management

Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable

energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves.

3. Efficient Land Use

Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses.

4. Local Preparedness

Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response.

5. Sense of Place

Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character.

6. Regional Cooperation

Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan.

7. Housing Options

Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio-economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community.

8. Transportation Options

Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community.

9. Educational Opportunities

Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce.

10. Community Health

Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community.

Table 3
Quality Community Objectives Implemented by Character Areas
XX = primary objective realized | X = secondary objective

Quality Community Objective	Town Center	Traditional Neighborhoods and Neighborhood Center	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor/ Wildcat Mixed-Use	Conservation
Economic Prosperity	XX	X			XX	XX	
Resource Management	X	X	X	X	X	X	XX
Efficient Land Use	XX	XX	XX	XX	XX	XX	XX
Local Preparedness	XX	XX	XX	XX	XX	XX	XX
Sense of Place	XX	X				X	
Regional Cooperation						X	X
Housing Options	XX	XX	XX	XX		X	
Transportation Options	XX	XX	X	X	X	XX	XX
Educational Opportunities	X				XX	X	
Community Health	XX	XX	X	X	XX	X	X

5.12 Physical Improvements in Character Areas

Table 4 shows the various design and improvement characteristics, as well as responsibilities for providing infrastructure, in the various character areas.

Table 4
Physical Improvements Recommended Within Character Areas

Character Area	Blocks and Lots	Street Characteristics	Pedestrian Walkway Type	Infrastructure Responsibilities
Town Center	Grid block pattern	Narrow streets with sidewalks and street trees	Distinctive materials (e.g., stamped concrete) with variable widths	Public and private partnership; urban redevelopment agency sponsorship
Traditional Neighborhoods and Neighborhood Center	Grid block pattern	Narrow streets with sidewalks and street trees	Concrete sidewalks with planter islands	Public and private partnership; urban redevelopment agency sponsorship
Suburban Neighborhoods	Curvilinear	Wider streets with sidewalks	Accommodated within road, concrete, 5' wide or trails, 10' wide in natural areas	Private developer installs all improvements
Suburban Growth	Curvilinear	Wider streets with or without sidewalks	Accommodated within road, concrete, 5' wide or trails, 10' wide in natural areas	Private developer installs all improvements
Employment	Designed for trucks	Disconnected; serving only one use	Generally, not provided	Private developer installs all improvements
Parkway Corridor/ Mixed-Use	Linear	Access controls to permit through traffic	Sidewalks, 10' wide desirable	Public and private partnership
Conservation	Restricted	Minimal impervious surface necessary	Trails, 10' wide in natural areas	Improvements are limited to essential infrastructure

6.0 ZONING DISTRICTS AND THE OFFICIAL ZONING MAP

A key to the implementation of the City's Future Development Map is the consistency of zoning districts with such designations. If zoning districts are consistent or compatible, they implement the City's comprehensive plan. If they are inconsistent, they fail to implement the plan.

Table 5 shows zoning categories and their alignment (or inconsistency) with the character areas.

Table 5
Zoning Districts and Their Consistency with Character Areas

Zoning District	Character Areas on the Future Development Map							
	TC	TN/NC	SN	SG	E	PC	WC	C
AG-Agricultural				X				X
R-40 Single-Family Estate			X	X				
R-30 Single-Family Estate			X					
R-20 Single-Family Res.			X					
HDMFR-High Density Residential Multi-Family						X	X	
PD-R Planned Development Residential		X	X					
TND Traditional Neighborhood Development		X	X					
PD-C Planned Development Commercial	X	X			X	X	X	
PD-I Planned Development Industrial					X			
NC Neighborhood Commercial	X	X				X	X	
GC General Commercial	X					X	X	
OI Office Institutional	X	X			X	X	X	
LI Light Industrial					X			
GV Governmental	X	X			X	X	X	
MXD-1 Urban Mixed Use (Overlay)	X	X				X	X	
MXD-2 Planned Mixed Use (Overlay)	X	X				X		

Abbreviations Legend:

TC=Town Center

TN=Traditional Neighborhood

NC=Neighborhood Center

SN=Suburban Neighborhood

SG=Suburban Growth

E=Employment

PC=Parkway Corridor

WC=Wildcat Mixed-Use

C=Conservation

Table 6
Range of Intensities Consistent with Character Areas¹

Intensity Specification or Measure	Town Center	Traditional Neighborhoods and Neighborhood Center	Suburban Neighborhoods	Suburban Growth	Employment	Parkway Corridor	Wildcat Mixed-Use	Conservation
Residential Units Per Acre Maximum, Detached	8	3-8	1-3	<1			8	
Minimum Residential Lot Size (Square Feet)		5,000	14,520 to 40,000	1 acre and larger				
Residential Units Per Acre Maximum, Attached (new)	16	8				8	16	
Residential Units Per Acre Maximum, Attached ((less than 2 miles from interstate interchange)		8				12		
Residential Units Per Acre Maximum, Attached (less than 1 mile from interstate interchange	16	8				16	16	

1: Per adopted redevelopment plan

¹ This table is only intended as a general guide. Please see the Official Zoning Ordinance.

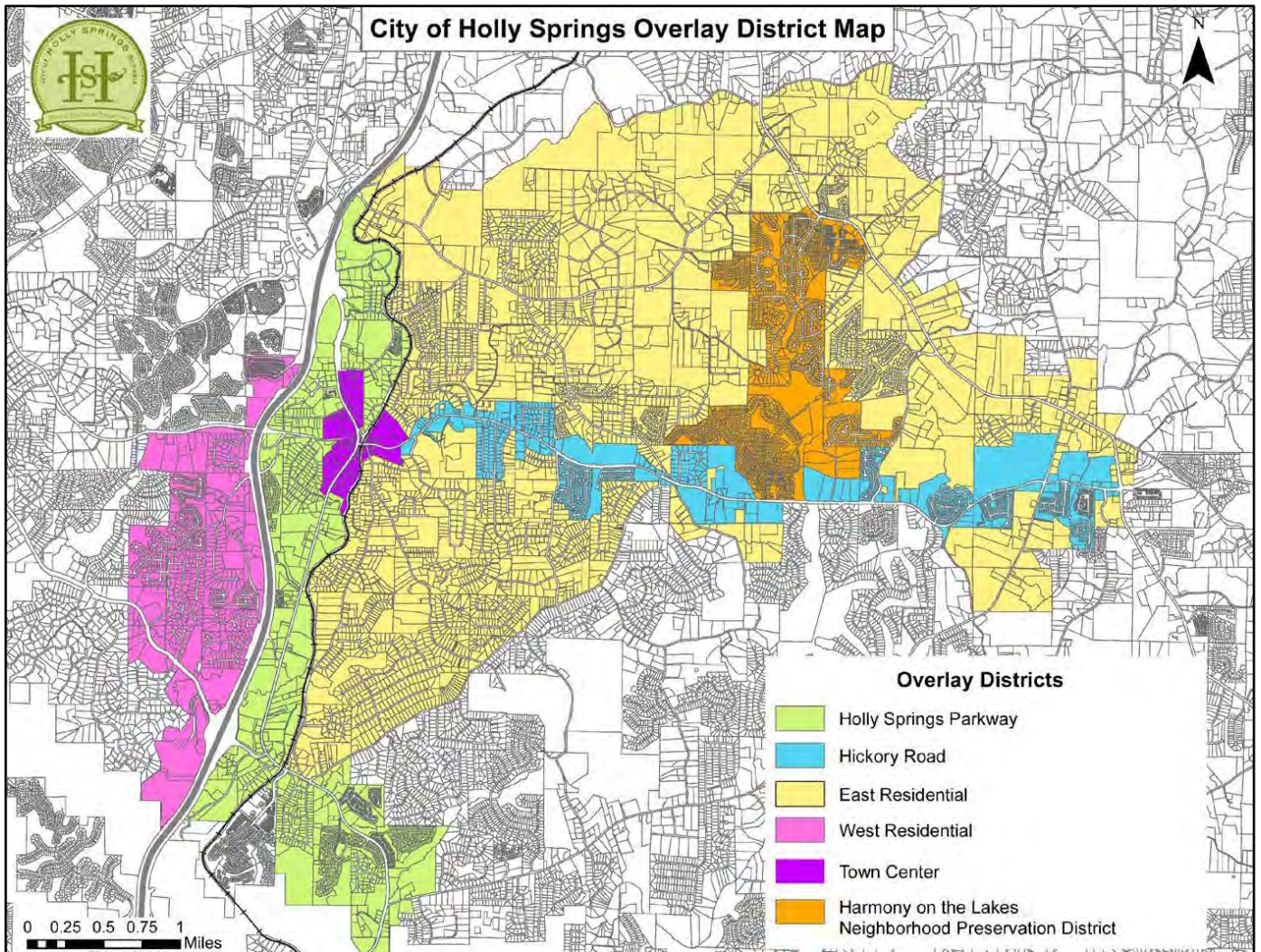
7.0 DESIGN OVERLAY DISTRICTS

As noted earlier in this document, the Holly Springs Zoning Ordinance establishes overlay districts (see map), within which recommendations are made for design of sites and buildings. Table 15 provides a comparability assessment of how these different overlay districts, based on geographic location within the city, compare with the Character Areas shown on the Future Development Map. Since the 2008 plan, an overlay district was added for the preservation of the Harmony on the Lakes subdivision due to the economic downturn in order to protect the design standards already in place and manage infill in an appropriate manner. In addition, the Historic District was amended to be the Town Center District to coincide with the Town Center Character Area.

Table 7
Design Overlay Districts Comparison with Character Areas
XX = primary applicability | X = may be applicable

Design Overlay District	Town Center	Traditional Neighborhood	Suburban Neighborhood	Suburban Growth	Employment	Parkway Corridor	Wildcat Mixed-Use	Conservation
Town Center District	XX	X			X	X		
Holly Springs Parkway District						XX	XX	
Hickory Road District		X	XX		X			
East Residential District		XX	XX	X	X	X	X	
West Residential District		XX	XX		X			
Harmony on the Lakes Neighborhood Preservation District		XX	XX					

Map 2



8.0 NEEDS AND OPPORTUNITIES

Analysis of the strengths, weaknesses, opportunities, and threats (SWOT) with the City's Planning Commission and the Downtown Development Authority members yielded a number of issues. Matters discussed during these meetings revolved around transportation, housing, property taxes, opportunities for growth, as well as, concerns about growth. The comments are compiled and categorized into seven categories: Roads and Access, City Services, Housing, Economy and Business, Placemaking, Future Growth and Perception. This compilation is included within Appendix G.

8.1 Roads and Access

The location of Holly Springs with its proximity to I-575, the Express Lanes, and convenience for accessing major roads within the area is a significant strength for attracting new residents and businesses. However, the traffic congestion, condition of the roads, and jurisdictional issues with the roads hamper this strength. There exists opportunity to improve the roads; however, additional growth may create threats to any improvements.

8.2 City Services

The outstanding City service provided by the City's Police Department, as well as, City leadership and fiscal responsibility indicate another attraction for incoming residents and businesses. Safety is a major priority and the City is recognized often for this feature. There is room for improvement to the turn around time for permitting and business licensing and the City is taking steps to improve the process by the implementation of new software. Threats to providing City services range from impediments imposed by the County and State, including lack of control over adjacent jurisdictional decisions and potential local control limiting state legislation. Rising drug and sex trafficking activity may also exact a strain upon services provided by the Police Department.

8.3 Housing

The variety of housing options in the area attracts many residents to the area; however, the lack of senior housing and nursing homes available for seniors to be close to family members negate this to some extent. There is an opportunity to provide additional options for housing and the City is exploring adding a senior housing component to the Zoning Ordinance. There is an opportunity to work with outside agencies to provide additional housing options for varied age and income-related needs.

8.4 Economy and Business

A strong local economy and low property taxes are excellent incentives for residential and commercial growth. However, large scale employers and the lack of existing professional and commercial space prove a deterrent to both new residents and employers. Opportunities to expand and create new commercial growth increase with the provision of professional office and industrial space. Drawbacks to this growth goes back to the lack of affordable housing available in the area for the employees that would be needed for these industries.

8.5 Placemaking

Natural beauty and topography in the City provide appeal for people moving from more congested parts of the area. New residents are attracted to the "small town feel" that is still close to area attractions. Presently, there is a perception of the lack of identity, lack of a sense of place, and lack of central focus. Opportunities to overcome this perception are in progress with the initial construction of the Town Center underway, as well as, the development of a new branding concept and logo being completed. While the

City is growing and the Town Center is under development, there is concern about surrounding cities' growth rates and development stifling the growth of Holly Springs or not being able to compete with their already developed areas.

8.6 Future Growth

The potential of growth within the City and outside (through annexation) is considered to be significant. Currently, though, the lack of attractions, entertainment, sit-down restaurants, and restaurant choices are unappealing and the request for additional restaurants of quality occurs on a daily basis. The opportunities going forward are boundless with the development of the Town Center. Concerts, farmers' markets, parades, and festivals will bring more families to the City. The development of additional parks and construction of the trail systems will serve to provide connectivity to adjacent jurisdictions for alternate modes of transportation. Possible deterrents to the positive development could be overpopulation, lack of potential employees with work preparedness, and development pressure.

8.7 Perception

While a number of residents react positively towards the city with the low property taxes, small town feel, and a strong local economy, other residents do not want growth and are afraid of change. In addition, there is a lack of awareness of how decisions are made concerning unincorporated Cherokee County properties and City of Holly Springs properties. Education of the public about these decisions could provide an opportunity for positive reactions with strengthening the understanding of how each jurisdiction operates.

9.0 POLICIES BY FUNCTIONAL AREA

9.1 Land Use

1. **Commercial Uses.** Use the character areas and the Future Development Map (FDM) to guide commercial growth and expansion for office/institutional, general commercial, and industrial opportunities.
2. **Commercial-Less Intense Uses.** Encourage the expansion of neighborhood commercial and office/institutional development containing compatible and complimentary uses that do not detract from the city's established residential areas.
3. **Residential Uses.** Use the character areas and the Future Development Map (FDM) to guide residential growth, steering appropriate densities to suitable locations.
4. **Traditional Neighborhood Development.** Promote traditional neighborhood and mixed-use developments in appropriate areas, which could include commercial, multi-family, and single-family sections within the same project area.
5. **Master Planned Communities.** Encourage the development of master planned communities, providing quality uniform construction, various housing opportunities, open spaces, buffers, premium amenities, walkability, interconnectivity, restrictive covenants, professional management, and convenient neighborhood commercial uses and services, when appropriate.
6. **Smart Growth Principles.** Promote smart growth principles for new developments, including, but not limited to: have a unique sense of community and place; preserve and enhance valuable natural and cultural resources; equitably distribute the costs and benefits of development; expand the range of transportation, employment and housing choices in a fiscally responsible manner; value long-range, regional considerations of sustainability over short-term incremental geographically isolated actions; and promote public health and healthy communities. Compact, transit accessible, pedestrian-oriented, mixed use development patterns and land reuse epitomize the application of the principles of smart growth.
7. **Community Health.** Ensure that all community residents, regardless of age, ability, or income, have access to critical goods and services, safe and clean neighborhoods, and good work opportunities. This may be achieved by providing services to support the basic needs of disadvantaged residents, including the disabled; instituting programs to improve public safety; promoting programs that foster better health and fitness; or otherwise providing all residents the opportunity to improve their circumstances in life and to fully participate in the community. (Quality Community Objective, #10)
8. **Density.** Consider increased residential densities for property adjacent to arterials and urban collectors. As properties are distanced further from arterials, urban collectors, and more intense uses, residential densities should decrease.
9. **Annexation.** Consider municipal boundary expansion opportunities as unincorporated property owners petition for annexation.

10. **Expansion Areas.** Extend character areas and future land uses logically beyond adopted maps, as the city grows through annexation.
11. **Architectural Requirements.** Utilize the adopted architectural requirements for the various character areas of the city, seeking to refine and enhance these requirements, as needed. Consistently enforce architectural regulations to promote a uniform and harmonious quality of development within respective character areas.
12. **Incompatibility.** Protect the city's established residential areas from encroachment by incompatible land uses.
13. **Conditional Uses.** Continue to regulate the designated conditional uses, to protect the health, safety, welfare, natural environment, and character of the City of Holly Springs. Revise and expand conditional uses in the future as determined by Mayor and Council.
14. **Sewerage.** Coordinate with the Cherokee County Water and Sewerage Authority to expand sewerage services, promoting increased opportunities for all types of development.
15. **Environmentally Sensitive Areas.** Prevent development from occurring in, or significantly encroaching upon environmentally sensitive areas, such as floodplains, wetlands, and groundwater recharge areas, by preparing and adopting additional regulations as necessary to protect environmentally sensitive areas. At a minimum, this includes development regulations to meet or exceed Georgia Department of Natural Resources' Part V Environmental Planning Criteria.
16. **Physical Limitations.** Ensure, through the administration of the city's zoning ordinance and development review process, that development proposals are compatible with the physical limitations of the land.
17. **Development Standards.** Amend and revise commercial development standards and zoning regulations, as needed, to minimize impacts on adjacent land uses and to ensure the highest quality of development, protection of the natural environment, and solid integrity and longevity of public infrastructure.
18. **Zoning Regulations.** Ensure that the city's zoning ordinance and other development regulations contain performance standards and other development criteria to promote the highest quality of development.
19. **Cooperative Planning.** Seek and participate in cooperative efforts between Cherokee County and its cities to jointly plan land uses, which contributes to the overall future development and quality of life throughout the county, region, and state.
20. **Professional Services.** Seek professional planning, engineering, architectural, and other consulting services, when required, to provide an enhanced level of expertise and assistance to the City Council, Planning and Zoning Commission, and other municipal decision-making bodies.
21. **Efficient Land Use.** Maximize the use of existing infrastructure and minimize the costly conversion of undeveloped land at the periphery of the community. This may be achieved by encouraging

development or redevelopment of sites closer to the traditional core of the community; designing new development to minimize the amount of land consumed; carefully planning expansion of public infrastructure; or maintaining open space in agricultural, forestry, or conservation uses. (Quality Community Objective, #3)

22. **Land Use Decisions.** Use the Future Development Map (FDM) as a guide when making land use decisions (map amendment requests) and reviewing other development proposals.

9.2 Housing

1. **Housing Options.** Promote an adequate range of safe, affordable, inclusive, and resource efficient housing in the community. This may be achieved by encouraging development of a variety of housing types, sizes, costs, and densities in each neighborhood; promoting programs to provide housing for residents of all socio-economic backgrounds, including affordable mortgage finance options; instituting programs to address homelessness issues in the community; or coordinating with local economic development programs to ensure availability of adequate workforce housing in the community. (Quality Community Objective, #7, Regional Strategic Plan Goal-Housing).
2. **Mixed Income Housing.** Encourage the development of mixed income housing communities within mixed-use developments and along the Holly Springs Parkway corridor.
3. **Seniors and Group Quarters Housing.** Attached housing for seniors and group quarters housing are encouraged to be located within mixed-use developments and along the Holly Springs Parkway corridor.
4. **Life Cycle and Mixed Generation Communities.** Encourage “life cycle” or “mixed generation” communities that provide for persons of different age groups (including seniors) to live in the same community as they age.
5. **Design of Senior and Disabled Housing.** Houses should be made available for seniors and disabled persons that contain a single-level with no-step entrances and wide doorways (Aging in Place, Best Housing Practice, and Regional Development Plan Guidebook).
6. **House Sizes.** House sizes should be for the intended market such as smaller units appropriate for seniors.
7. **Variances for Affordable Housing.** Consider allowing for deviations from land development improvement standards, for projects that demonstrate consistency with affordable housing objectives.
8. **Avoid Regulatory Barriers.** In amending the city’s zoning and development regulations, the city should consider the potential impact of such amendments on housing affordability, in order to possibly avoid creating or sustaining “regulatory barriers.”
9. **Housing for Persons with Disabilities.** Avoid practices that would discourage the provision of housing for persons with disabilities.
10. **Nonprofit Housing Organizations.** Encourage the creation of, and cooperate with, community-based housing organizations in the pursuit of more affordable workforce housing.

11. **Housing and Property Standards Codes.** Enforce housing and property standards codes (housing maintenance, yards, etc.)
12. **State and Federal Housing Programs.** Continue active use of federal and state financial assistance programs to improve areas of substandard housing.

9.3 Economic Development

1. **Economic Prosperity.** Encourage development or expansion of businesses and industries that are suitable for the community. Factors to consider when determining suitability include job skills required; long-term sustainability; linkages to other economic activities in the region; impact on the resources of the area; or prospects for creating job opportunities that meet the needs of a diverse local workforce. (Quality Community Objective, #1).
2. **Desirable Businesses.** Encourage the location of additional service-oriented businesses, such as doctors, accountants, attorneys and other small practitioners, especially in the town center.
3. **Range of Jobs Available.** A range of job types should be provided in each community to meet the diverse needs of the local workforce.
4. **Tax Allocation District.** Continue to promote the Town Center through the use of the Tax Allocation District (TAD).
5. **Community Improvement District.** Implement Community Improvement Districts (CID) where appropriate.
6. **Expedite Redevelopment Projects.** Consider, and if appropriate implement, ways to expedite the process of reviewing and approving redevelopment projects that are consistent with adopted redevelopment policies, objectives, and plans.
7. **Improvement of Industrial Sites.** Improve development sites to attract quality light industrial businesses. Implement design guidelines for the improvement of existing industrial sites.
8. **Heritage Tourism.** Promote heritage tourism in Holly Springs as a way to educate citizens and visitors of Holly Springs' history and cultural identity and to enhance the local economic base.
9. **Small Businesses.** Promote the development of small businesses in the City.
10. **Home Occupations.** Home occupations, when compatible with the neighborhood, are recognized as part of the overall City economic development strategy and are encouraged, subject to compliance with applicable zoning laws.
11. **Positive Business Climate.** Create and maintain a positive climate for business in the City through the expansion of economic development programs.
12. **Balanced Regulation.** Balance the need to regulate the design and appearance of commercial properties with a positive regulatory environment that is sensitive to the need for businesses to be competitive in the marketplace.

13. **Educational Opportunities.** Make educational and training opportunities readily available to enable all community residents to improve their job skills, adapt to technological advances, manage their finances, or pursue life ambitions. This can be achieved by expanding and improving local educational institutions or programs; providing access to other institutions in the region; instituting programs to improve local graduation rates; expanding vocational education programs; or coordinating with local economic development programs to ensure an adequately trained and skilled workforce. (Quality Community Objective, #9).
14. **Educational Partnerships.** Work with Cherokee County School District (CCSD) and Chattahoochee Technical College to foster programs to develop a trained and skilled workforce.
15. **Commercial Expansion.** Through land use and annexation policies increase opportunities for all commercial uses, including but not limited to: general commercial, office/institutional, neighborhood commercial, and industrial.
16. **Partnerships.** Partner with private industry and/or other agencies (county, cities, Downtown Development Authority (DDA), Cherokee Office of Economic Development (COED), etc.) to promote economic development opportunities that will benefit the City of Holly Springs, the region, and the State of Georgia.
17. **Promotion and Recruitment.** The City of Holly Springs should actively and effectively promote the City to business interests worldwide, recruiting industry and commerce.

9.4 **Natural Resources**

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

1. **Environmentally Sensitive Areas.** Prevent development from occurring in, or significantly encroaching upon environmentally sensitive areas, such as floodplains, wetlands, and groundwater recharge areas, by preparing and adopting additional regulations as necessary to protect environmentally sensitive areas. At a minimum, this includes development regulations to meet or exceed Georgia Department of Natural Resources' Part V Environmental Planning Criteria.
2. **Resource Management.** Promote the efficient use of natural resources and identify and protect environmentally sensitive areas of the community. This may be achieved by promoting energy efficiency and renewable energy generation; encouraging green building construction and renovation; utilizing appropriate waste management techniques; fostering water conservation and reuse; or setting environmentally sensitive areas aside as green space or conservation reserves. (Quality Community Objective, #2)
3. **Metropolitan North Georgia Water Protection District (WNGWPD).** Comply with the policies (through adoption if necessary) of the WNGWPD Water Resource Management Plan.
4. **Innovative Land Practices that Preserve the Environment.** Encourage innovative land development practices that focus on preserving environmentally sensitive land areas and open

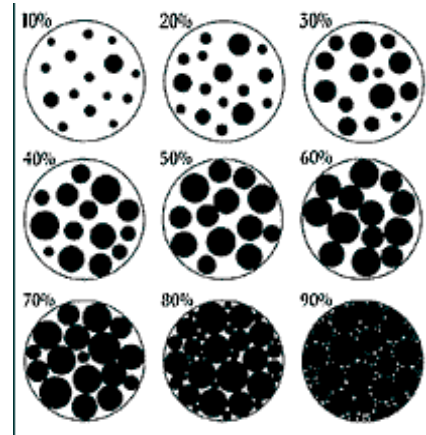
space. Follow the requirements of the Zoning Ordinance, Article 18 Tree Preservation and Landscaping, as well as, the design guidelines for open space as noted in Article 7 Planned Development Districts.

5. **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 and to ensure the quality and availability of existing and future drinking water supplies, in-stream aquatic health, recreational opportunities and availability of wastewater assimilative capacity (MNGWPD Water Resource Management Plan, Planning Principles). 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.
6. **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).
7. **Floodways and Floodplains.** Prohibit development within floodways and restrict or prohibit development in flood plains. Flood plain storage should not be decreased from its present state. In no event shall development be permitted that inhibits the flow of floodwaters. Follow the regulations of the Holly Springs Flood Damage Prevention and Stormwater Management Ordinance.
8. **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 (FEMA).
9. **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. See regulations and accepted best management practices of the Manual for Erosion and Sediment Control in Georgia, as well as, the Holly Springs Soil Erosion, Sedimentation, and Pollution Control Ordinance.
10. **Municipal Practices.** Ensure that the City, in its own activities, follows the same environmental policies as required of private developers. See regulations and accepted best management practices of the Manual for Erosion and Sediment Control in Georgia, as well as, the Holly Springs Soil Erosion, Sedimentation, and Pollution Control Ordinance.
11. **Acquire Conservation Lands.** Seek out opportunities to acquire conservation lands and park spaces.
12. **Permeable Surfaces.** Use permeable surfaces for parking lots in non-residential developments, if appropriate.
13. **Street Trees.** Encourage or require the planting of approved street trees in subdivisions and new land developments. Follow the requirements of Article 18, Tree Preservation and Landscaping of the Holly Springs Zoning Ordinance.

14. **Tree Protection and Tree Canopy Preservation.** Restrict the cutting of trees, require the replacement of trees, and preserve and enhance tree canopy, by following the guidelines of Article 18, Tree Preservation and Landscaping of the Holly Springs Zoning Ordinance.

15. **Tree Canopy Guidelines.** Unless more restrictive requirements are adopted by ordinance, use the following goals, for preserving the tree canopy, as a guide in development planning:

- 30 percent tree canopy in single-family residential areas
- 15 percent tree canopy in business districts



16. **Open Space.** Promote the protection and maintenance of trees and green open space in all new development.

17. **Sustainability and Energy Efficiency.** Promote sustainable and energy-efficient development

18. **Green Infrastructure.** Adopt regulations and promote the use of Green Infrastructure where feasible and sensible.

19. **Resource Conservation.** The protection and conservation of community resources will play an important role in the decision-making process when making decisions about future growth and development. Inefficient land consumption will be minimized and more compact urban development will be encouraged in order to preserve green open space and natural resource areas. New development will be encouraged to locate in suitable locations in order to protect natural resources, environmentally sensitive areas, or valuable historic, archaeological or cultural resources from encroachment.

20. **Resource Protection.** Factor potential impacts on air and water quality in making decisions on new developments and transportation improvements. Infrastructure networks will be developed to steer new development away from sensitive natural resource areas. Promote low impact development that preserves the natural topography and existing vegetation of development sites. Redirect development pressure away from agricultural areas in order to conserve farmland to protect and preserve this important component of our community. Ensure safe and adequate supplies of water through protection of ground and surface water sources. Promote enhanced solid waste reduction and recycling initiatives.

9.5 Historic Resources

1. **Compatible Character.** The traditional character of the community should be maintained through preserving and revitalizing historic areas of the community, encouraging new development that is compatible with the traditional features of the community, and protecting other scenic or natural features that are important to defining the community's character

2. **Protect Historic Resources.** Provide strategies to preserve and enhance historic resources. Retaining community character through the preservation, protection and retention of Holly Springs' historic resources is a primary goal of the local preservation program.

3. **Increase Community Support.** Strive to increase community support for historic preservation and expand upon programs and activities that will instill an appreciation and pride in Holly Springs' past.
4. **National Register Listings.** Add eligible properties to the National Register of Historic Places.
5. **Historic Districts and Landmarks.** Add to locally designated historic districts and landmarks or create new one(s), as appropriate.
6. **Incentives.** Provide incentives to protect and preserve historic resources.
7. **Reuse of Historic Buildings.** The reuse of historic buildings is encouraged, provided the architectural character of the building is retained.
8. **Co-sponsorship of Programs.** Encourage the co-sponsorship by other entities and organizations of preservation and heritage education programs.

9.6 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:

1. **Pedestrian Facilities.** Create a safe and accessible pedestrian network throughout the City of Holly Springs. Sidewalks of required widths, well-marked crosswalks, to include Rectangular Rapid Flashing Beacons (RRFB), 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 must meet American 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.
2. **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 Town Center and Holly Springs Parkway District. These zones will consist of brick pavers or landscape strips in conjunction with 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 Georgia Department of Transportation when working along state routes or making use of grant funding.
3. **Town Center.** Development in the town center should include mixed uses, following the overlay district guidelines to insure appropriate scales, setbacks, materials, and signage are achieved.

4. **Corridor Design Overlay.** The Commercial Corridor Design Overlay District Guidelines provide a framework for site design, building design and streetscape design and within the overlay district. These guidelines should be met by all projects within the district.
5. **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 each building. If circumstances require front parking areas, proper screening from the roadway will be provided. On-street parking will be considered in the Town Center District.
6. **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 followed on all new projects.
7. **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.

9.7 Community Facilities and Services

1. **Level of Service Standards.** Establish and maintain level-of-service and/or performance standards for all community facilities and services provided by the City.
2. **Local Preparedness.** Identify and put in place the prerequisites for the type of future the community seeks to achieve. These prerequisites might include infrastructure (roads, water, sewer) to support or direct new growth; ordinances and regulations to manage growth as desired; leadership and staff capable of responding to opportunities and managing new challenges; or undertaking an all-hazards approach to disaster preparedness and response. (Quality Community Objective, #4)
3. **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 5-minute incident response time for police calls, 90 percent or more of the time.
4. **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.
5. **Fire Protection.** Coordinate with Cherokee County Fire and Emergency Services to ensure all new developments have adequate fire protection.

6. **Municipal Parks and Recreation Department.** Create a new parks/recreation department to supplement service by Cherokee County Recreation and Parks Agency.
7. **Parkland Designation.** Designate lands for future parks, recreation, open space, and conservation, including unincorporated areas in the Future Development Map (FDM).
8. **Multi-use Trails.** Continue pursuing opportunities to construct multi-use trails or greenways throughout the city providing interconnectivity to trails in other jurisdictions.
9. **Municipal Library.** Maintain partnership with the Sequoyah Regional Library System.
10. **Solid Waste Management.** Continue following the City's comprehensive solid waste management plan.
11. **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.
12. **Location Policy 2.** The City should consider locating public facilities within vacant commercial spaces, if economical and appropriate.
13. **Public-Private Co-Delivery.** Identify, and capitalize on, opportunities for innovative public-private ventures in the arrangement, provision, and delivery of various City facilities and services.

9.8 Transportation

1. **Local Street Improvements.** Improve geometrics of local street intersections where they pose traffic safety problems.
2. **Transportation Options.** Address the transportation needs, challenges and opportunities of all community residents. This may be achieved by fostering alternatives to transportation by automobile, including walking, cycling, and transit; employing traffic calming measures throughout the community; requiring adequate connectivity between adjoining developments; or coordinating transportation and land use decision-making within the community. (Quality Community Objective, #8)
3. **Downtown Public Parking.** Ensure adequate off-street and on-street parking facilities are provided in the downtown, including public parking.
4. **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.
5. **Pedestrian/Sidewalk System.** Improve the network of pedestrian facilities (sidewalks) in the city; implement the long-range plan in the City of Holly Springs Sidewalk Plan.

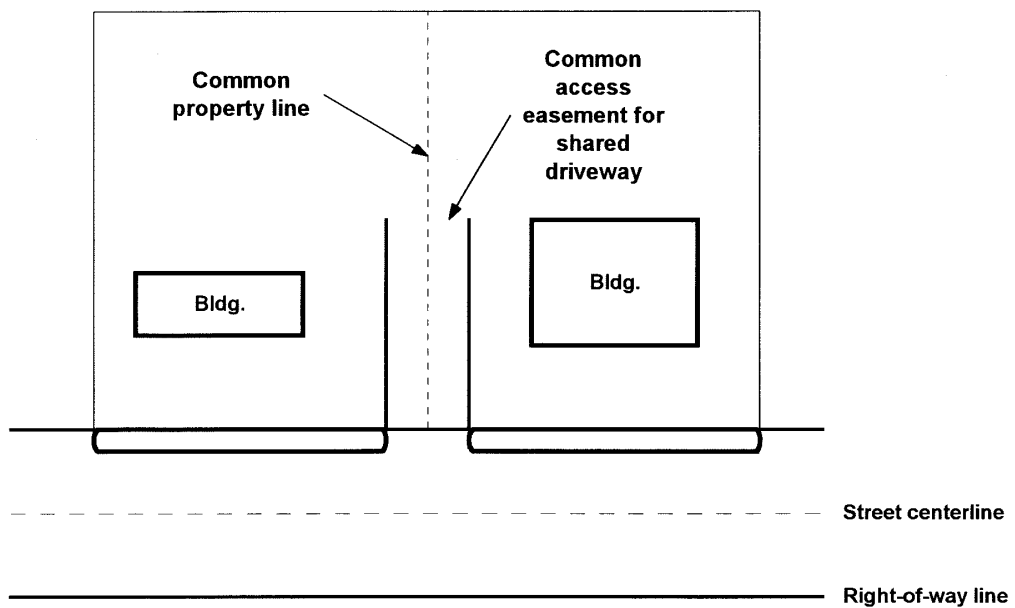
6. **Bike Paths and Bikeways.** Provide bike paths and bikeways in appropriate locations in the city. Bicycle lanes are proposed along the following routes:

- Hickory Road from the Cedar Valley Drive to Hickory Springs Parkway
- Holly Street from Holly Springs Parkway to western City Limits
- Hickory Springs Parkway

Multi-use trails should be developed along each of these corridors.

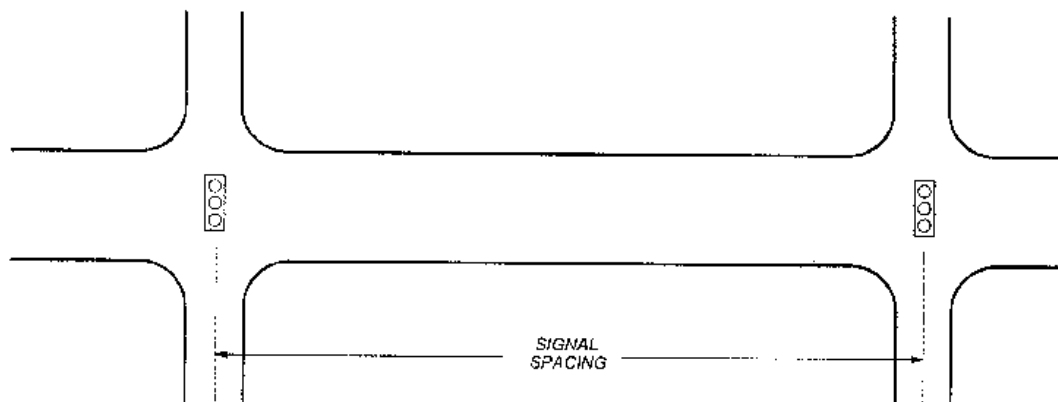
7. **Traffic Calming.** Consider future needs for traffic calming (raised speed humps, raised tables, traffic circles where appropriate, etc.) to slow speeding and/or discourage cut-through traffic.
8. **No Truck Routes.** Designate routes for truck prohibition where needed. New designations should occur when the new Hickory Springs Parkway is constructed.
9. **Public Transportation.** Efforts should be made to tie into regional public transportation programs, where and when they are available. A parking lot to provide access to the Atlanta Transit Link (ATL), including the Georgia Regional Transportation Authority (GRTA), transportation system, should be developed.
10. **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.

11. **Inter-parcel Access.** Encourage or require inter-parcel vehicle access points between contiguous and compatible commercial and office developments.



Common Access Easement and Shared Driveway

12. **Access Management.** Apply state and local standards for access management along arterial and collector streets, including but not limited to specifications for curb cut location and separation, traffic signal spacing, and deceleration lanes.



13. **Railroad and Road Grade Separation.** Maintain safe railroad crossings for drivers, bicyclists, and pedestrians, and consider opportunities and where feasible to implement projects that separate at-grade road and railroad intersections.

14. **Traffic Impact Studies.** When a development proposal would be expected to generate 1,000 vehicle trips or more, or 100 or more vehicle trips during any a.m. or p.m. peak hour, a traffic study should be required. For developments along major roadways, i.e. Holly Springs Parkway, Hickory Road, Holly Street, traffic studies may also be required. In other cases, at the discretion of the City Engineer a traffic impact study may be required.

9.9 Intergovernmental Coordination

1. **Regional Cooperation.** Cooperate with neighboring jurisdictions to address shared needs. This may be achieved by actively participating in regional organizations; identifying joint projects that will result in greater efficiency and less cost to the taxpayer; or developing collaborative solutions for regional issues such as protection of shared natural resources, development of the transportation network, or creation of a tourism plan. (Quality Community Objective, #6)
2. **Intergovernmental Agreements.** Periodically assess existing intergovernmental agreements and develop new agreements as appropriate.
3. **Information Sharing.** Share resources and information with all government entities.
4. **Conflict Resolution.** Resolve conflicts with other local governments through established mediation processes or other informal or formal means.
5. **Interagency Economic Development.** Promote intergovernmental and interagency coordination in economic development activities.
6. **Water District.** Adopt, and amend as necessary, plans and regulations to be consistent with the mandates and requirements of the Metropolitan North Georgia Water Planning District. The city will coordinate with the appropriate government agencies in implementing plans of the District.
7. **Water and Sewer.** Coordinate with the Cherokee County Water and Sewerage Authority (CCWSA) to plan and implement extension of water service and sanitary sewer service where it is cost effective.
8. **Water Conservation.** Participate in water conservation planning by the Cherokee County Water and Sewerage Authority (CCWSA) and the region.
9. **Emergency Preparedness.** Periodically review and revise the disaster preparedness and emergency management plans in conjunction with Cherokee County Emergency Management Agency (EMA).
10. **Transportation Standards and Facilities.** Coordinate with the Georgia Department of Transportation regarding the design of improvements on federally funded transportation projects or projects impacting state routes. Also, work with private groups and non-profits such as the PATH Foundation and Pedestrians Educating Drivers on Safety (PEDS) in the provision of safe and convenient bike/pedestrian facilities and to encourage implementation of Safe Routes to School Programs. The City has development regulations set forth that either meet or exceed the Georgia Department of Transportation (GDOT) specifications and standards.

10.0 POLICIES BY CHARACTER AREA

10.1 Town Center

1. Protect and enhance the community's unique qualities. This may be achieved by maintaining the downtown as a focal point of the community; fostering compact, walkable, mixed-use development; protecting and revitalizing historic areas of the community; encouraging new development that is compatible with the traditional features of the community; or protecting scenic and natural features that are important to defining the community's character. (Quality Community Objective, #5).
2. Redevelop and revitalize the Holly Springs downtown.
3. Provide opportunities to live in the town center by promoting diverse dwelling opportunities, including detached dwellings on smaller lots, townhouses, condominiums, lofts/apartments, and accessory dwelling units.
4. Promote the most compact development in Holly Springs to be built in the central core of downtown, in order to limit traffic created by sprawling development, and to allow pedestrians to walk from place to place without getting in and out of a car.
5. Be sensitive to and include existing historic resources into future designs and development of the town center. Any new development or redevelopment should be implemented in a manner that is compatible with the character, scale, massing and design of any existing historic resources.
6. Automobile-related facilities and services are not appropriate in the Holly Springs Town Center because they do not facilitate pedestrian friendly design, and thus, new highway business uses are discouraged in that area.
7. New development should incorporate internal roads and create a network of local roads that distribute the vehicular traffic.
8. New development should incorporate open space features such as plazas, parks, etc., which are accessible for public use.
9. Ensure that the appropriate infrastructure and services are developed in the downtown to support desired growth patterns.
10. Design parking facilities guided by the completed parking study and the updated LCI study.
11. Permit the Downtown Development Authority to review and issue Certificates of Appropriateness to protect the integrity of the Town Center.

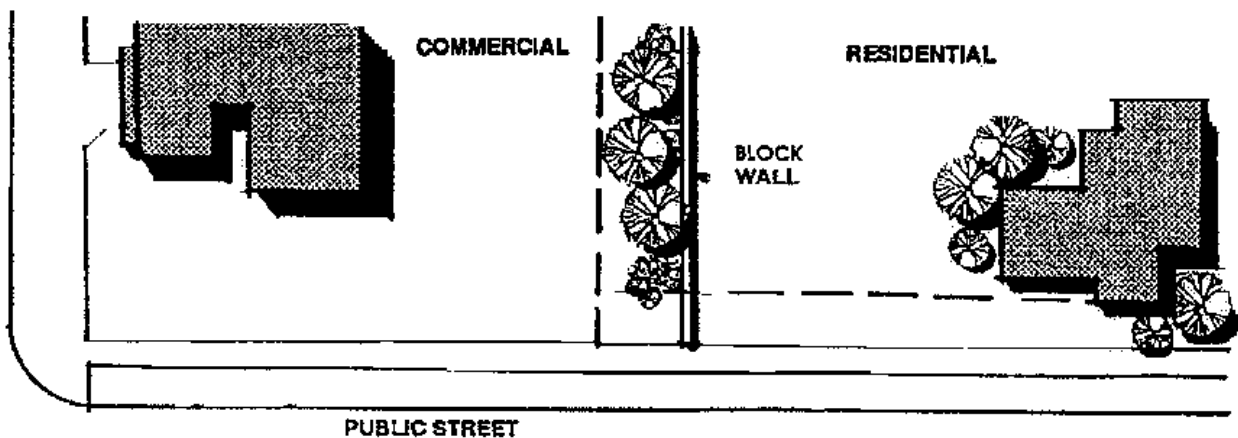
10.2 Traditional Neighborhoods

1. Traditional neighborhood development patterns should be encouraged to reflect on maintaining the existing neighborhood environment, including the use of more human scale development, mixing of uses within easy walking distance of one another, facilitating pedestrian activity, and managing densities.

2. Preserve the integrity of existing neighborhoods by maintaining densities similar to those of surrounding or nearby existing neighborhoods.
3. Residential infill development should “learn” from its neighbors with regard to size, bulk, scale, mass, and rhythm. Dwellings should either be similar in size and height, or if larger, be articulated and subdivided proportionally to the mass and scale of other residential buildings in the existing residential area. Infill residential development should maintain the rhythm created by the repetition of facades in the established residential area, including the sizing and frequency of windows.
4. Residential infill development traditional neighborhoods should maintain the existing dwelling setback pattern in relation to the street. If existing residences are close to the street with shallow front yards, so too should be the residential infill development. If the character of the existing residential neighborhood is one where dwellings have deep front yards, the residential infill development should also observe that average setback established by existing dwellings or otherwise appropriate to its context. When rezoning is involved, a “build-to” line may be established as a condition of zoning.
5. New traditional neighborhood development should incorporate internal roads and create a network of local roads that distribute the vehicular traffic.

10.3 Suburban Growth/Suburban Neighborhoods

1. Protect the character and integrity of existing neighborhoods, while also meeting the needs of communities (2006 Regional Development Plan Policy #7).
2. Preserve the integrity of existing neighborhoods by maintaining densities similar to those of surrounding or nearby existing neighborhoods.
3. Minimize intrusion of light, sound, traffic and night-time activity between non-residential uses and single-family neighborhoods by approving higher density residential uses between non-residential and single-family land uses. If non-residential uses are approved, establish increased distances and vegetative screening through conditions of zoning or special use permit approval.



4. Encourage vehicular access between residential areas, reducing the number of cul-de-sacs. Vehicular ingress/egress from non-residential uses onto residential streets is discouraged, unless it is a part of a master-planned development.

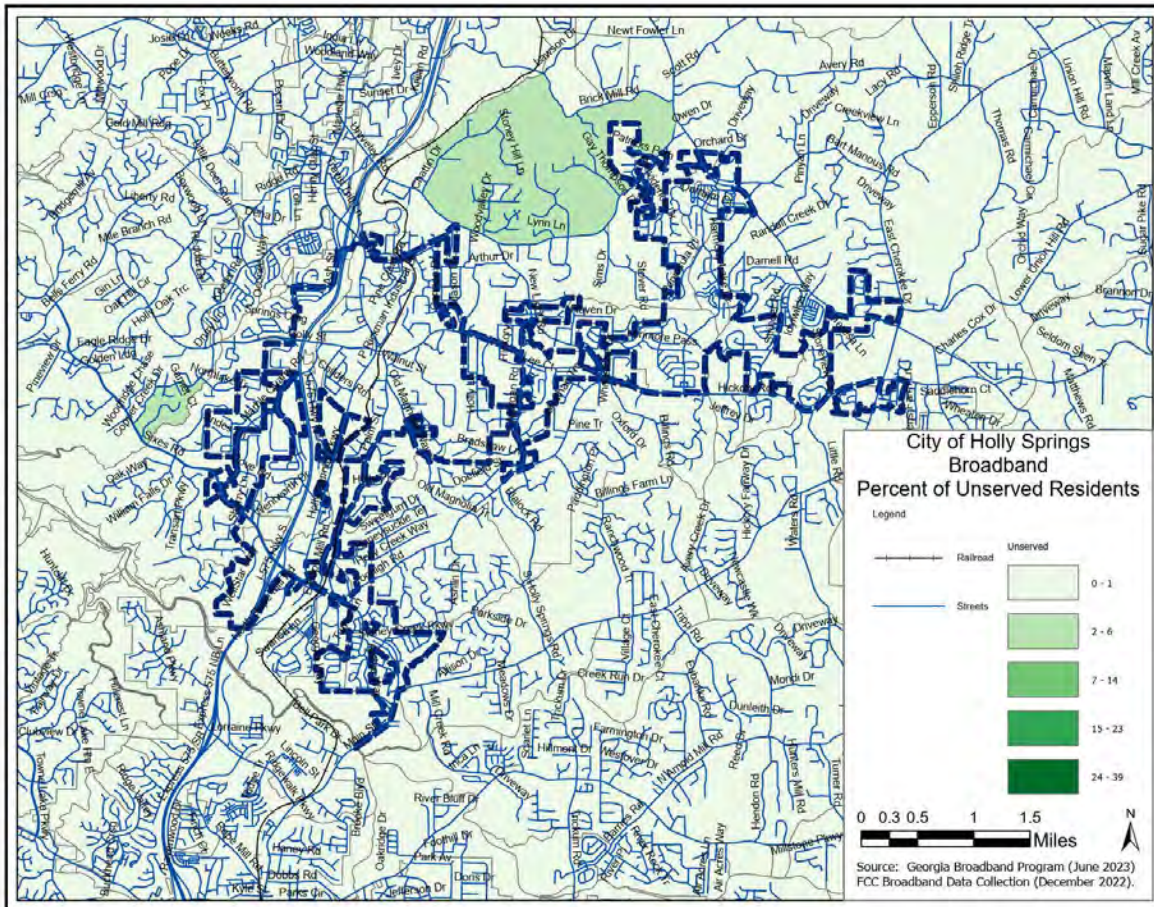
10.4 Parkway Corridor

1. Adopt or maintain design guidelines that encourage commercial buildings to place the majority of their off-street parking to the rear of the principal buildings.
2. When a rezoning or conditional use permit proposal is received in a transitional part of the corridor, the proposal should be carefully regulated, through conditions of rezoning or special use approval, to ensure that building height, building placement, intensities, densities, location of parking, placement of accessory uses, buffers, tree protection, landscaping, exterior lighting, site amenities and other site planning features are compatible with protected neighborhoods. “Compatible” means that the characteristics of different land uses, or activities located near each other are in harmony and without conflict.

11.0 BROADBAND SERVICES

The provision of Broadband service is a required element of the City's Comprehensive Plan. To be able to provide unserved areas of the City with reasonable and cost-effective access to broadband is the goal for the entire city. Below is a map depicting the percentage of unserved areas of the City.

Map 3



As is shown on the map all of the City is served with Broadband service. The City will continue to coordinate with the Broadband providers and residential and commercial developers to ensure that all future development will have access to the Broadband service in an efficient and economical manner.

12.0 SHORT-TERM WORK PROGRAM

The short-term work program addresses the regulations, programs, and capital improvements needed during the next five years to implement the comprehensive plan. Following is an explanation of the overall focus areas within each category for the short-term work program, as well as, tasks associated with each category.

12.1 Economic and Downtown Development (EDD)

EDD-1. Public-Private Partnering for Town Center Development. The City, including the Downtown Development Authority, will become proactive partners with the private sector by adopting incentives to lessen risk and developer exposure. Potential incentives include: ground leases; anchoring development with civic uses; sharing costs of infrastructure; building initial space for restaurant or other uses; and municipal development of park spaces in the town center.

EDD-2. Urban Redevelopment Plan Implementation. This work program item is drawn from the Holly Springs New Town Center Redevelopment Plan and Tax Allocation District (2005) and updated 2017.

EDD-3. Economic Development. Promote economic development activities city-wide to enhance the health of the local economy. Actively market the City of Holly Springs to commercial interests at the state, national, and international levels.

12.2 Historic Preservation (HP)

HP-2. National Register Nominations. Holly Springs will encourage nominations to the National Register of Historic Places for individual properties and districts that have been identified as eligible and in consultation with the Georgia Historic Preservation Division (HPD). There are currently no properties within the City of Holly Springs that are listed in the National Register of Historic Places.

Listing on the National Register, or a determination of eligibility to the National Register, can provide significant federal tax credits for certain expenses incurred in connection with the rehabilitation of an old building. These credits are available to owners and some long-term renters of income-producing properties -- 20 percent for a historic building and 10 percent for a non-historic building. Georgia law provides an owner of an historic property which has undergone substantial rehabilitation an eight-year freeze on property tax assessments. Financial incentives for historic properties can be an excellent tool for redevelopment of small communities such as Holly Springs.

HP-2. Initiate Citywide Local Landmark Program. Develop a local landmark program as part of the historic preservation planning program in the City of Holly Springs, to be administered by the city's Historic Preservation Commission (HPC). A local landmark program allows for the designation of individual buildings, structures, objects and sites as local historic landmarks with the same protection as a local historic district. The ability to designate individual properties of historic and architectural significance can be an important tool for the city and citizens of Holly Springs, in that it would allow for protection of historic resources that are located outside the boundaries of the Historic District as presently established.

HP-3. Consolidate/Update Historical Documents. The City maintains historical information in a variety of documents. This information should be researched and compiled into one document. This City has been researching information about the previous mayors of Holly Springs. This project should be continued and completed. Development of a historical page on the City's website should be an outcome of this section.

12.3 Urban Design

UD-1. Gateways Identification and Improvement. Major gateways into the City will be marked with appropriate monuments or signs. Gateway welcome signs or monuments will be constructed in a consistent style, with consistent materials possessing long-lasting quality. Each gateway will be well landscaped and well maintained. Gateway signage will be implemented with the completion of the Town Center.

UD-2. Directional Signage Study and Way Finding Initiative. Directional signage will be increasingly important with the development of the town center, and attractive way finding signs will contribute to the city's urban design and economic development objectives. A way finding study has been completed, which will become a helpful resource to the installation of way finding signs. An initiative to develop directional signage will be established. Signage will be installed that directs visitors to key destinations, such as the town center and local attractions, as well as to public parking and municipal buildings.

UD-3. Reconcile Design Guidance Documents and Regulations. As noted in this Community Agenda, Holly Springs needs to reconsider in a more comprehensive fashion how to reconcile the character area policies of this comprehensive plan, with the corridor urban design guidelines and the model zoning districts adopted in Article 19 of the zoning ordinance. While each of these is well-intentioned on its own, in combination there are overlapping geographies and potential conflicts. A more simplified, coherent approach to urban design, one with the illustrations for guidance, needs to be completed no later than the end of the short-term planning horizon.

12.4 Community Facilities and Services

CF-1. Capital Programming and Improvement. Acquire lands, as needed, design facilities, improve land, and construct building spaces as identified in the Community Facilities section of this Community Agenda, as reiterated in Table 24 below.

Table 8
Community Facilities
Short-term Capital Projects, 2018-2022

Facility	Description of Improvement	Target Completion Year
Administrative	City Hall Complex/Amphitheater	2025
Administrative	Structured Parking	2024
Parks	Master Plan for 68-acre municipal park	2026-2027
Parks	Site Preparation and Park Development, Timothy B. Downing Park	2027-2028
Public Works	New Public Works Facility	2023
Public Works	Parking Adjacent to Depot	2023

CF-2. Stormwater Program. This work program includes all applicable mandates of the Metropolitan North Georgia Water Planning District and NPDES stormwater programs, such as the inventory of storm drainage facilities, updating the mapping of future conditions floodplains, and ongoing implementation of non-structural best management practices.

12.5 Transportation

T-1. Local Road Improvements. Based on the transportation studies and other identified sources, design and construct improvements to city streets, including widening, correction of poor intersection geometrics, widening shoulders, etc.

T-2. Local Road Resurfacing. Continue road resurfacing program through the Local Maintenance Improvement Grant (LMIG) program.

T-3. Sidewalk Improvements. Provide a systematic means, through the City's capital improvement program, to identify and fund sidewalk improvements in the city. This task includes implementation of specific LCI study recommendations for streetscape and pedestrian improvements and seeking out additional funding opportunities for sidewalks.

T-4. Bikeways and Multi-use Trails. Bicycle lanes or multi-use trails are proposed along the following routes (Source: LCI Study 2004, 2017):

- Hickory Road from the Cedar Valley Drive to Hickory Springs Parkway
- Holly Street from Holly Springs Parkway to western City Limits
- Hickory Springs Parkway

T-5. Industrial Connector. The LCI study and downtown plan proposed an axial circulator road, to provide an important connection for the Town Center. The Connector Roadway will run from Hickory Springs Industrial Drive to Holly Springs Parkway. It will also serve as a bypass, or truck route. It will increase valuable potential customer volume through the Town Center and moderate high-speed cut-through traffic with on-street parking and articulated intersections (LCI Study).

T-6. Downtown Parking. The addition of more parking spaces downtown will allow more tourism and shopping opportunities for both visitors and residents of Holly Springs. Holly Springs has completed a downtown parking study and identified potential opportunities for increasing off-street parking in the Town Center. Completion of surface parking and a parking deck will provide additional opportunities for tourism and shopping opportunities for both visitors and residents of Holly Springs.

T-7. Traffic Calming Program. Needs for traffic calming should be evaluated and traffic-calming devices should be installed to limit or slow down cut-through traffic in neighborhood areas where issues arise.

12.6 Planning & Development

P-1. Personnel. Over the next five-year period, seek to hire the professionals necessary to continue to regulate and enforce the codes of the city. Seek the assistance of professional planners and engineers to ensure current and future developments are planned and developed in accordance with the vision of the City.

P-2. Equipment & Facilities. Plan for the purchase of vehicles and technology to support and enable personnel to execute their duties. Construct, renovate, and/or expand facilities to meet demand.

P-3. Codes & Legislation. Propose updates to codes and regulations to support the vision of the city and this plan.

P-4. Short & Long-Range Planning. Execute the planning and development ideals adopted with this plan, ensuring these objectives are implemented in the present and future.

12.7 Public Safety

PS-1. Personnel. Plan for the addition of public safety personnel and support staff as the city grows and develops.

PS-2. Equipment & Facilities. Plan for the vehicles, equipment, and technology required, staying current with modern law enforcement practices. Construct, renovate, and/or expand public safety facilities to meet demand.

PS-3. Policy Updates & Studies. Conduct policy updates, as deemed necessary and studies to analyze current and future needs, trends, and practices.

12.8 Technology

TN-1. Digital Technology. Development of electronic data system, integrating electronic filing of permits, applications, complaints, etc.

TN-2. GIS. Plan for and prepare to update the city geographic information system, keeping current with technological advances and systems. Continue to expand mapping capabilities and integrate GIS through all municipal departments.

TN-3. E-Governance. Plan for and provide services through electronic means.

12.9 Housing

H-1. Affordable Housing. Promote an adequate range of affordable, inclusive, and resource efficient housing in the community.

H-2. Owner-Occupancy Balance. Promote a balanced housing rate between owner-occupied and rental housing units.

H-3. Safe Housing. Promote the equitable application of code compliance to ensure safe housing and living conditions.

12.1 ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
EDD-1, 3	Pursue Development Opportunities for the Holly Springs Town Center Development	2023-2028	General Staff and Authority Activities	DDA
EDD-2	Public-Private Partnership for Town Center Development	2023-2028	General Staff and Authority Activities	DDA
EDD-1, 2, 3	Construct 2+/- acre "Centerpiece " Park in the Town Center	2023-2025	\$500,000 Public/Private Partnership	DDA
EDD-3	Implement Elements of Rich & Associates Parking Study with Town Center Development to include Parking Deck	2023-2025	\$5,000,000	DDA
EDD-2, 3	Urban Redevelopment Plan Implementation – Phase 1 Town Center Development Infrastructure – Streetscapes, Sewers, Roads and Drainage Improvements	2023-2025	\$9,000,000 URA Bonds/TAD	DDA
EDD-2, 3	Urban Redevelopment Plan Implementation -- Phase 2 Holly Springs Town Center Development	2023-2025	\$12,000,000 URA/SPLOST/Public/Private Partnership	DDA
EDD-2, 3	Urban Redevelopment Plan Implementation – Phase 3 Town Center Development Infrastructure – Signage/wayfinding system, multi-use trail system	2024-2026	\$750,000 SPLOST/General Fund	DDA
EDD-2	Continue to Implement Livable Centers Initiative Project- (LCI plan updated 2018)	2023-2028	General Fund; Capital Budget; Grants	DDA; City Manager; Comm. Development Director
EDD-2, 3	Develop special events suited for the new Town Center	2024-2028	General Fund; Public/Private Partnership	Communications & External Affairs Director
EDD-3	Develop a New Business Recruitment Program for Retail, Office, and Light Industrial to Locate in the City of Holly Springs. Strive to Achieve a Sensible Balance Between Commercial and Residential Uses Working Toward a Jobs-Housing Balance of 1.5:1 or Greater.	2023-2028	General Fund	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)
EDD-3	Encourage Office Uses and Actively Recruit Employers to Re-locate to the City of Holly Springs, Working Toward a Jobs-Housing Balance of at Least 1.5:1 or Greater.	2023-2028	General Fund	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)
EDD-3	In Concert With Promoting a Jobs-Housing Balance of at Least 1.5:1 or Greater, Coordinate and Partner with Local and Regional Technical Colleges and Institutions of Higher Learning to Ensure the Employment Base is Highly Skilled (skills matching jobs).	2023-2028	General Fund	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)
EDD-3	When Feasible, Partner and Coordinate with the Development and Redevelopment Authorities of Cherokee County and Nearby Jurisdictions to Bring Industry and Positive Development Opportunities to the City and Cherokee County.	2023-2028	General Fund; Cherokee Office of Economic Development	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)

12.2 HISTORIC PRESERVATION (HP)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
HP-1	National Register Nominations	2025-2028	\$20,000 or more per Nomination General Fund	Communications & External Affairs Director
HP-2	Initiate Citywide Local Landmark Program	2025-2028	General Fund	Communications & External Affairs Director; Community Development Director
HP-4	Continue to Utilize Architectural/Historical Consultant for Advisement of City Staff	2023-2028	\$20,000 General Fund	Communications & External Affairs Director; Community Development Director
HP-4 UD-1, 3	Implement Gateways Study Recommendations(various locations)	2025-2028	\$250,000 Parks and Recreation/General	DDA; Communications & External Affairs Director, Community Development Director
HP-4, UD-3, 4	Reconcile Design Guidance Documents and Regulations	2023-2028	\$15,000 General Fund	Communications & External Affairs Director, Community Development Director; Consultant
HP-3	Complete the History of Previous Mayor and Add information to the Website	2023-2025	General Fund	Communications & External Affairs Director
HP-3	Continue Development of City Historical Information Page for Website	2023-2025	General Fund	Communications & External Affairs Director
HP-3	Evaluate Cagle House (Timothy B. Downing Park) for Historical Preservation/Information	2023-2024	General Fund	Communications & External Affairs Director

12.3 URBAN DESIGN (UD)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
UD-1, 3, HP-4	Implement Gateways Study Recommendations(various locations)	2025-2028	\$250,000	DDA; Communications & External Affairs Director, Community Development Director
			Parks and Recreation/General Fund	
UD-1, 2	Implement Directional Signage Initiatives	2025-2028		DDA; Communications & External Affairs Director, Community Development Director
UD-3, 4, HP-4	Reconcile Design Guidance Documents and Regulations	2023-2028	\$15,000	Communications & External Affairs Director, Community Development Director; Consultant
			General Fund	

12.4 COMMUNITY FACILITIES AND SERVICES (CF)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
CF-1	Capital Programming and Improvement	2023-2028	See Specifics Capital Budget; GO Bond Issue; SPLOST	City Manager
CF-1	Continue Allowing Developers/Builders to Coordinate with the Cherokee County School District, to Mitigate the Impact of Additional Students Added, per New Housing Unit Constructed	2023-2028	--	Community Development Director
CF-1	Master Plan for Future 68-acre Park-Stringer Road--Timothy B. Downing Park	2026-2027	\$250,000	City Manager
CF-1	Construct a Linear Park/Trail in Conjunction with the Hickory Springs Parkway Project	2023-2028	SPLOST	City Manager
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2023-2028	\$400,000 Annually Stormwater Utility Fund	Stormwater Coordinator
CF-2	Purchase Storm Sewer Camera	2025-2028	\$85,000-95,000 Stormwater Utility Fund	Stormwater Coordinator

12.5 TRANSPORTATION (T)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
T-1	Local Road Improvement Program--Identify Roads Annually for Enhancement from the 2023 City of Holly Springs Pavement Evaluation	2023-2028	\$150,000 to \$750,000 annually (Capital Budget/SPLOST)	City Manager/City Engineer
T-2	Local Maintenance and Improvement Grant Program--Identify Roads Annually to be Resurfaced from the 2023 City of Holly Springs Pavement Evaluation	2023-2028	\$200,000 LMIG	City Manager/City Engineer
T-3, 4	Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (Design);	2023-2025	LCI Funding, SPLOST Capital Budget; various grants	Community Development Director; City Engineer
T-3, 4	Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (ROW/Construction);	2025-2028	LCI Funding, SPLOST Capital Budget; various grants	Community Development Director; City Engineer
T-3, 4	Pedestrian Network Phase IV: Palm Street (West Side) from Jetta Lane to City Limits	2023-2025	Unknown Capital Budget; various grants;	Community Development Director; City Engineer
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2023-2028	\$150,000 -- \$800,000 Capital Budget; various grants	Community Development Director; City Engineer
T-1	Hickory Springs Parkway, Phase I (Preliminary Engineering)	2023-2028	\$250,000 Capital Budget; state and federal	City Manager: City Engineer
T-1	Hickory Springs Parkway (Right-of-Way Acquisition)	2023-2028	\$2,000,000 Capital Budget; state and federal	City Engineer
T-1	Hickory Springs Parkway--(Construction)	2023-2028	\$12,000,000 Capital Budget: state and federal	City Engineer
T-4, 5	Design and Construct Multi-use Trail in Conjunction with Hickory Springs Parkway	2023-2028		City Engineer
T-6	Downtown Parking (Implement Parking Study Elements Conducive to Development of the Town Center and LCI area)	2023-2024	\$750,000	City Engineer
T-7	Traffic Calming Program--Annually Evaluate Traffic Issues and Coordinate Solutions with the Traffic Calming Ordinance Procedures	2023-2028	\$50,000 annually Capital Budget	City Engineer
T-1	Continue Plan to Evaluate all Existing Corrugated Metal Pipe Infrastructure Under City Roadways.	2023-2028	--	City Engineer
T-1	Seek Grant Funding to Finance Various Transportation Projects	2023-2028	--	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase II (Construction)	2023-2024	GTIB Loan/SRTA Grant	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase III (Design/ROW)	2023-2024	GTIB Loan/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase III (Construction)	2024-2025	GTIB Loan/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase IV from Childers Road to Hickory Road (Design)	2025-2026	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase IV from Childers Road to Hickory Road (ROW/Construction)	2026-2028	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase V from Sixes Road to East Cherokee Drive (Design)	2027-2028	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Holly Springs Parkway Widening Phase V from Sixes Road to East Cherokee Drive (ROW/Construction)	2027-2028	GTIB/SRTA/SPLOST	Community Development Director; City Engineer
T-1	Palm Street Realignment Project	2023-2025	City SPLOST/County SPLOST	City Manager: City Engineer
T-1	Fox Creek Traffic Signal/Sidewalks/Drainage Project	2023-2025	SPLOST	City Manager: City Engineer
T-1	Highway 5 Traffic Light Coordination Synchronization Project	2023-2025	Joint City/County SPLOST	City Manager: City Engineer
T-3	Hickory Road/Stringer Road Fill in the Gaps Sidewalk Project	2023-2025	Joint City/County SPLOST	City Manager: City Engineer

12.6 PLANNING & DEVELOPMENT (P)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
P-1	Utilize Private Building Inspections Services	2023-2028	--	Community Development Director
			General Fund	
P-1	Hire Additional Planner	2023-2028	\$75,000	Community Development Director
			General Fund	
P-3	Evaluate Zoning Ordinance Annually and Propose Amendments to Coincide with Future Trends and Community Needs	2023-2028	General Fund	Community Development Director
P-3, 4	Revise Applicable Zoning Codes and Design Guidelines in Conjunction with the Town Center Development	2023-2025	General Fund	Community Development Director
P-3, 4	Create a Unified Document to Encompass the Zoning Ordinance, Development Regulations, Property Maintenance Code, etc...	2023-2024	General Fund	Community Development Director
P-3, 4	Annually Evaluate and Propose Amendments to the Development Regulations to Coincide with Future Trends and Community Needs	2023-2028	General Fund	City Engineer, Community Development Director, Chief Building Official; Staff
P-3	Coordinate with the GA Department of Community Affairs on an Annual Basis to Ensure Enforcement of the Latest Construction Codes Adopted by the State of Georgia	2023-2028	General Fund	Community Development Director, Chief Building Official, Staff
P-3	Purchase Code Books Necessary to Enforce Currently Adopted Construction Codes for the State of Georgia	2023-2028	General Fund	Chief Building Official
P-4	Update Census Data as Requested	2023-2028	General Fund	Community Development Director, Staff
P-4	Coordinate with the Broadband service providers and developers to ensure all new development has access to Broadband service	2023-2028	General Fund	Community Development Director, Staff

12.7 PUBLIC SAFETY (PS)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
PS-1	Add 3-6+ police officers and equipment annually	2023-2028	\$360,000 annually	Police Chief
			General Fund	
PS-2	Add police cars with additional officers	2023-2028	\$96,000 annual lease	Police Chief
			General Fund	
PS-3	Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates	2023-2028	General Fund	Police Chief
PS-3	Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management	2023-2028	General Fund	Police Chief
PS-3	Create a Career Advancement Program with incentives	2023-2028	General Fund	Police Chief
PS-2, 3	Continue Police Foundation Partnership program to enhance equipment, training opportunities, and community services.	2023-2028	General Fund	Police Chief
PS-2	Develop Traffic Unit	2025	Unknown	Police Chief
			General Fund	
PS-2	Acquire Multi-Purpose Response Vehicle for accident reconstruction, crime scene, and command post.	2026	\$50,000-\$100,000	Police Chief
			General Fund	
PS-2	Maintain Certification for 3 Drone Pilots, Add 1 Drone and 2 Certified Drone Pilots	2023-2028	\$6,300 - General Fund	Police Chief
PS-2	Portable Metal Detector / X-ray Machine	2024	\$4,200 - General Fund	Court Administrator
PS-2	Scenario Training	2024-2028	General Fund	Police Chief
PS-2	Purchase and installation of 13 FLOCK Safety Cameras	2024	\$37,050 - SPLOST	Police Chief
PS-2	Replace In-car cameras	2023-2027	\$361,920 - SPLOST	Police Chief
PS-2	Replace MDT tablets with Panasonic Toughbooks	2024	\$89,173 - SPLOST	Police Chief
PS-2	Purchase equipment for defensive tactics and force on force training (including safety equipment)	2023-2025	\$15,000 - General Fund	Police Chief
PS-2	Red Dot Optic conversion for primary firearms	2023-2025	\$40,000 - General Fund	Police Chief
PS-2	Police Sub-station located at Hickory Road @ E. Cherokee Drive	2025-2026	Unknown	Police Chief

12.8 TECHNOLOGY (TN)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
TN-1	Continue Maintenance of Digital Archival of City Records (plats, construction plans, building plans, tax bills, bonds, etc.)	2023-2028	\$60,000 General Fund	City Clerk
TN-3	Evaluate Annually the Community Informational Needs to Enhance City Website, i.e. adding more information, making more user friendly	2023-2028	General Fund	City Manager; Communications & External Affairs Director; staff
TN-1, 3	Enhance City Website to develop an E-Government full service interactive site	2023-2028	Unknown	City Manager; staff
TN-1, 3	Implement Customer Service Software-Acta Solutions	2023-2024	\$4,800 annually General Fund	Community Development Director; Communications & External Affairs Director
TN-1, 3	Implement Agenda Management Software	2025-2026	\$20,000	City Clerk; Assistant City Clerk
TN-1, 3	Implement Electronic Signature Software	2024	\$3,000	City Clerk; Assistant City Clerk
TN-1, 3	Implement Open Records Request Management Software	2024-2025	\$10,000 General Fund	City Clerk; Assistant City Clerk
TN, 3	Upgrade Website Capabilities/Functions (new host)	2024-2025	Unknown General Fund	Communications & External Affairs Director
TN-1, 3	Improve Search Engine Optimization	2023-2028	Unknown	Communications & External Affairs Director
TN-3	Implement Electronic Newsletter	2023-2026	Unknown	Communications & External Affairs Director
TN-1, 3	Continue Integration of Cloud-Based Data Storage	2023-2024	Unknown	IT Director
TN-2	Implement Cloud GIS and Data Storage Program	2023-2024	\$11,000 General Fund	Community Development Director; IT Director
TN-2, 3	Provide Access to City GIS data to the Public Using a "GIS Portal" type program	2023-2025	Unknown	Community Development Dir./GIS Tech.
TN-2	Continue to Share GIS Database with Cherokee County and the Cities of Woodstock and Canton	2023-2028	Unknown	Community Development Dir./GIS Tech.
TN-2	Update GIS Data Collection Technology/Devices	2023-2028	Unknown	Community Development Dir./GIS Tech.
TN-2	Enhance Collection of GIS/Stormwater Field Data Utilizing Cloud Based Mapping Technologies (ESRI products, GPS mapping devices)	2023-2028	Unknown	Community Development Dir./GIS Tech.
TN-3	Coordinate with the Broadband service providers and developers to ensure all new development has access to Broadband service	2023-2028	Unknown	Community Development Dir.

12.9 HOUSING (H)				
Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party
H-1	Evaluate Zoning Ordinance for Revisions Encouraging Mixed Housing Type Developments	2025	General Fund	Community Development Director
H-1	Evaluate Zoning Ordinance for Revisions Encouraging Mixed Housing Costs Within Developments	2025	General Fund	Community Development Director
H-1	Evaluate Zoning Ordinance for Revisions Encouraging Mixed Densities Within Developments	2025	General Fund	Community Development Director
H-1, H-2	Evaluate Zoning Ordinance for Addition of Senior Community Zoning Designation	2025	General Fund	Community Development Director
H-2	Evaluate and Establish Appropriate Regulations to Balance Owner-Occupied and Rental Housing Rates	2025-2026	General Fund	Community Development Director; Consultant
H-1, HP-4, UD-3, 4	Reconcile Design Guidance Documents and Regulations	2025	General Fund	Community Development Director; Consultant
H-1, H-2	Seek Partnerships with Non-profit and other Organizations for the Promotion of Affordable Housing	2024-2025	General Fund	Community Development Director
H-1, H-3	Evaluate Housing Design Regulations for Housing Affordability	2023-2025	General Fund	Community Development Director
H-3	Evaluate and Revise as Necessary Enforced Building Codes	2025	General Fund	Community Development Director
H-3	Evaluate Property Maintenance Codes to Ensure Safe Living Conditions	2023-2024	General Fund	Community Development Director

13.0 FUNDING FOR CAPITAL IMPROVEMENTS

13.1 LCI Implementation Program

A primary funding recommendation to implement transportation-related improvements of the LCI Study is the LCI Implementation Program. In order to qualify for this funding, Holly Springs must demonstrate local commitment to implement the Town Center Plan. This comprehensive plan integrates key recommendations of the Town Center Plan and adopts that plan as if fully incorporated herein.

13.2 Transportation Enhancement (TE) Activity Program

Additional funding may be secured from the Transportation Enhancement (TE) activity program, which provides funding for streetscaping and greenway implementation

13.3 Congestion Mitigation Air Quality (CMAQ)

This program provides funding for projects contributing to attainment of national ambient air quality standards. Types of projects eligible for CMAQ funds include transit improvements, shared-ride services, traffic flow improvements, transportation demand management strategies, pedestrian and bicycle facilities and programs, and alternative fuel programs.

13.4 Surface Transportation Program (STP)

These funds are available in limited amounts for bicycle and pedestrian connections and for road improvements on major roadways through the Georgia Department of Transportation (GDOT).

13.5 Community Development Block Grant (CDBG)

The nation's Community Development Block Grant (CDBG) is a grant program administered by the U.S. Department of Housing and Urban Development on a formula basis for entitlement communities, and by the state Department of Community Affairs for non-entitled jurisdictions. This grant allots money to cities and counties for housing rehabilitation and community development, including public facilities and economic development. CDBG funds can be used for a variety of projects that will benefit low and moderate-income households or fulfill one of the approved national objectives.

13.6 Special Local Option Sales Tax (SPLOST)

SPLOST funds are available through Cherokee County and have been programmed for a variety of capital improvements.

13.7 Land and Water Conservation Fund (LWCF)

This grant program is administered by the Georgia Department of Natural Resources, Grants Administration and Planning Division. LWCF provides 50 percent matching grants for acquisition of real property and development of facilities for the general purpose of outdoor recreation.

13.8 Recreational Trails Program

Administered by the Georgia Department of Natural Resources, this grant program provides funding for trail construction, trail maintenance and trail education and requires a 20 percent match.

13.9 Local Maintenance Improvement Grant (LMIG)

This program is administered by the Georgia Department of Transportation. It provides funds to resurface roads and streets with deteriorated pavements and to maintain the structural integrity of roads.

13.10 Georgia Transportation Infrastructure Bank

The Georgia Transportation Infrastructure Bank (GTIB) is a grant and low-interest loan program administered by the State Road and Tollway Authority (SRTA).

APPENDIX

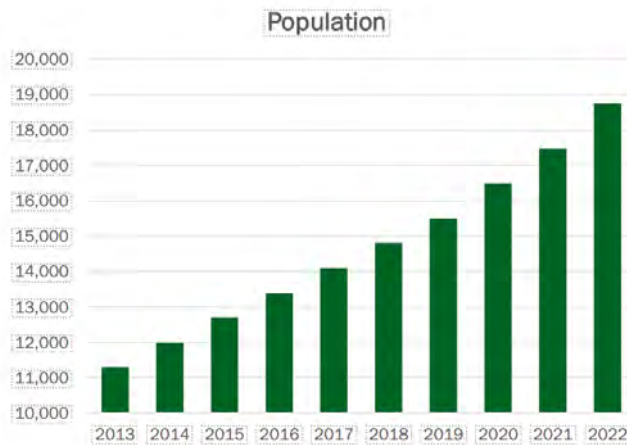
APPENDIX A DEMOGRAPHICS (U.S. Census Bureau/City of Holly Springs)

Population Growth

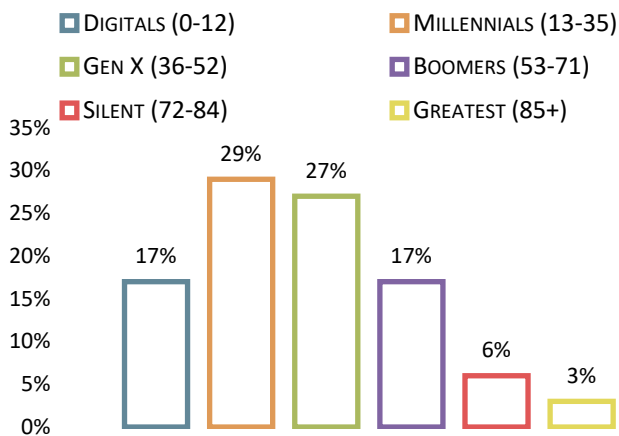
Holly Springs has an estimated 2022 population of 18,739 and has grown at an annual rate of 5.8% since 2013. Assuming a slightly more moderate growth rate of 5% additional residents per year beyond 2022, Holly Springs could theoretically have a population of 40,905 by 2038.

Table A-1

Population		
Year	Population	% Change
2013	11,295	N/A
2014	11,997	6.22%
2015	12,699	5.85%
2016	13,401	5.53%
2017	14,103	5.24%
2018	14,805	4.98%
2019	15,507	4.74%
2020	16,493	6.36%
2021	17,473	5.94%
2022	18,739	7.25%
5 Year Average		6.1%
5 Year Growth		26.6%
10 Year Average		5.8%
10 Year Growth		65.9%



AGE DISTRIBUTION

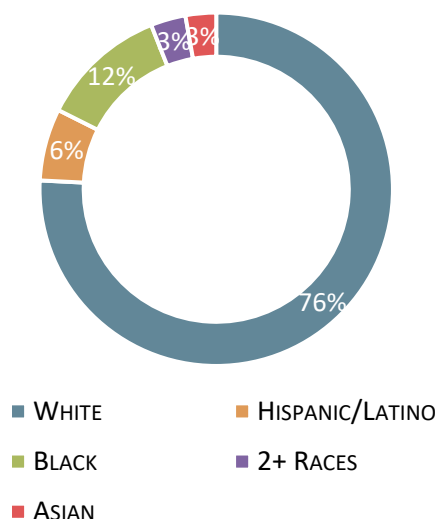


Age Distribution

The age distribution of Holly Springs' population is slightly younger (median age 37.5) than Cherokee County (38.5) but older than the Atlanta Region (36.6). The City has a higher percentage of Gen X residents (aged 36-52) and children under 18, fewer elderly and Millennials than the County and Region.

Race & Ethnicity

The City and County's populations are less racially diverse than the rest of the Region. Holly Springs also has a significantly smaller Hispanic population (6.6% of the City's total) than the County (11.5%) and State (10.5%).



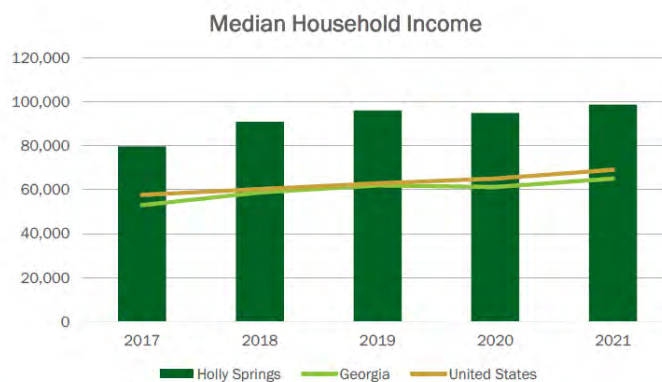
Household Characteristics

The number of households in Holly Springs, 5,661, make up approximately six percent of the households in Cherokee County. Persons per household, 2.79, are slightly above the average of the County, State and U.S., 2.77, 2.67, and 2.60, respectively.

Household Income

The median household income in Holly Springs is higher than the state and U.S. and slightly higher than that of Cherokee County. Higher median income is due both to the presence of fewer low-income households and a larger percentage of high-income households. An estimated 3.8% of the City is below the poverty level compared to 7.0% in Cherokee County, and 12.7% and 11.5% statewide and nationally.

Table A-2



Year	Holly Springs Median Household Income	Annual Growth	Georgia Median Household Income	Annual Growth	United States Median Household Income	Annual Growth	City as a % of Georgia	City as a % of U.S.
2017	79,713	N/A	52,977	N/A	57,652	N/A	150%	138%
2018	90,827	13.9%	58,756	10.9%	60,293	4.6%	155%	151%
2019	95,941	5.6%	61,980	5.5%	62,843	4.2%	155%	153%
2020	94,824	-1.2%	61,224	-1.2%	64,994	3.4%	155%	146%
2021	98,651	4.0%	65,030	6.2%	69,021	6.2%	152%	143%

Local Economy

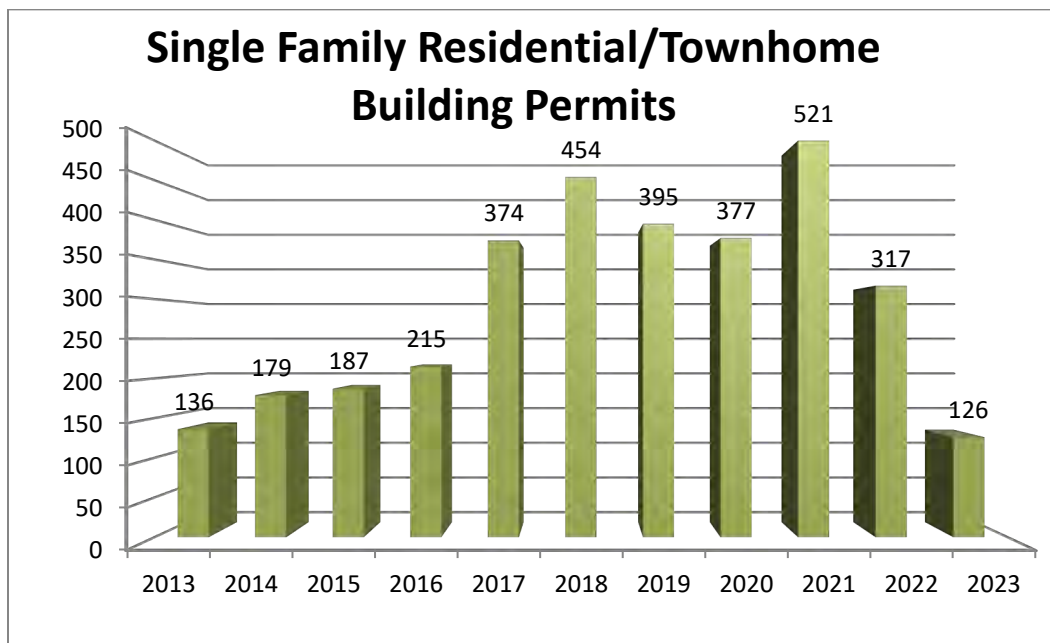
The economy of Holly Springs employs 6,700 people. From 2019 to 2020, employment in Holly Springs, GA grew at a rate of 8.71%, from 6.17k employees to 6.7k employees.⁶ The largest industries in Holly Springs are Educational Services (905 people), Retail Trade (899 people), and Construction (573 people), and the highest paying industries are Finance & Insurance (\$80,866), Information (\$77,476), and Health Care and Social Assistance (\$76,781).

Commute Times

With the recent completion of the I-575 connector to downtown Atlanta, commute times from Holly Springs are shorter than they have ever been. Using averages, employees in Holly Springs have a longer commute time (40.2 minutes) than the normal US worker (26.9 minutes). Additionally, 7.2% of the workforce in Holly Springs have "super commutes" of more than 90 minutes. In 2020, 12% of workers in Holly Springs worked from home.

Building Permit Issuance

Housing permit issuances in Holly Springs, Cherokee County, and the Atlanta Region continue to climb after housing construction effectively halted during the Great Recession and its immediate aftermath. Since 2012, new home construction within the County continued to increase; however, with a number of developments in the site development or plan review stage, permits numbers have slowed, but are anticipated to increase.



Source: Holly Springs Building Permit Data 2013-2023

Current Residential Development

There are several single-family residential developments that are in the process of construction at the time this community agenda is being written. Those developments are shown in the table below. Several of these subdivisions have been under construction since the 2018 plan.

Table A-3
Single-Family Residential Developments
Recently Completed or Under Construction
as of August 31, 2023

Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupied
Cottages at Redbud Lane	78	0	78
Edgewater	356	308	48
Enclave at Edgewater**	41	0	41
Lively (Edmondson Lane)	20	0	20
Old Pioneer***	111	0	111
OneStreet(Mixed Residential)***	115	0	115
Palm Street (Idle Towne)**	63	0	63
Pebblewood*	75	18	57
Province**	20	0	20
Sagebrooke	17	5	12
Town Walk* (Townhomes)	14	0	14
Worthing Development*** (Townhomes)	24	0	24
Total Shown	934	331	603

*Site Development **Plan Review ***Zoning Approval

Apartments

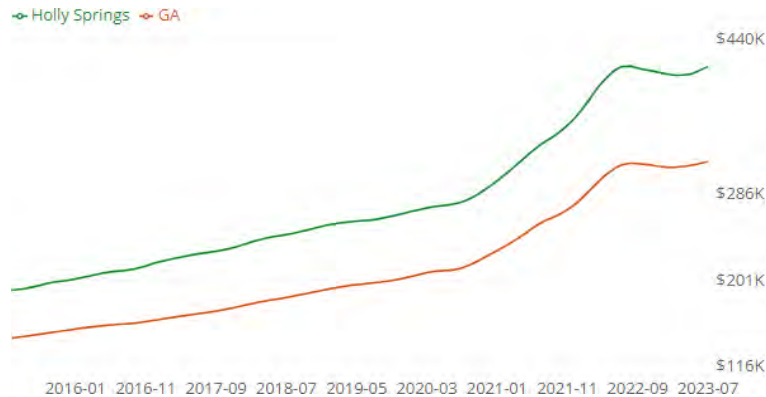
Worthing Development***	270	0	270
-------------------------	-----	---	-----

Town Center

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

Housing Values and Affordability

The median home value in the City is \$413,473 increasing 116% since 2015. Median values for Georgia are significantly less at around \$300,000. Housing stock is considered to be far from affordable and is a need across the City, County, and Region. Experiencing significant growth in the City, as well as, the area, housing values have become increasingly more costly and not attainable for a large number of the population. It has become difficult to provide housing across all income levels, as well as ages, and a desire of the City Council to provide housing that is affordable for those who choose to work and retire in the City and the County.



List Price \$600,000

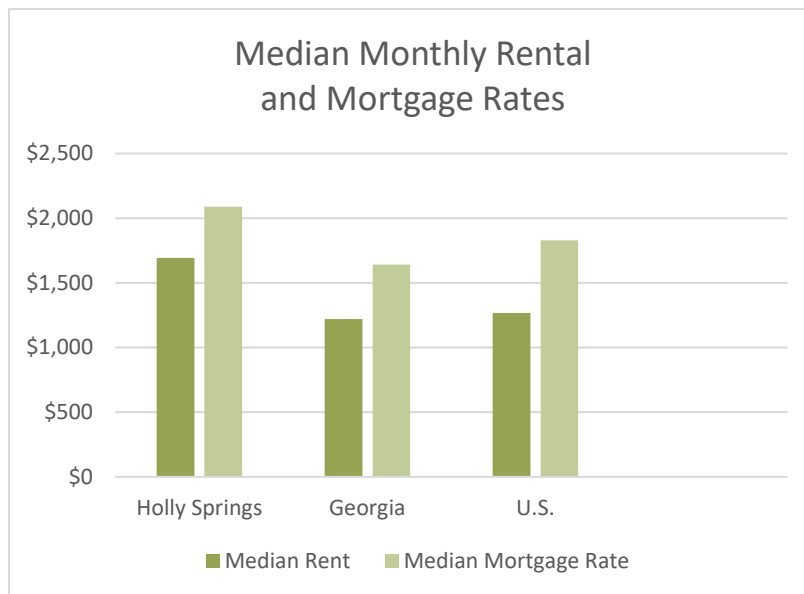


List Price \$775,000



Per the U.S. census, between 2018-2022, the owner-occupied housing rate was 75.9%, significantly higher than the rates of Georgia (65.0%) and the U.S. (64.8%). Single-family detached homes are the predominant type of housing in the City with approximately 79.2% of the housing stock. While apartment complexes account for 8.6%, this number will change in the

future with the development of the Town Center and other areas of the City. While a goal of the City Council is increasing owner occupancy rates, future rates of rental occupied housing is increasing due to the increase of housing values with average mortgage rates near \$2,100 per month. A number of communities, i.e. subdivision developments, have converted in large part to rental communities. The City Council has enacted measures to help balance the owner/rental occupancy rates. Even rental rates have been increasing with the median rental rates at \$1,692 per month for the City which are well above the state and national averages of \$1,221 and \$1,268 respectively. Even as this report is being written these rates are rising.



With the median age of Holly Springs' residents just under 38 years of age, the typical residents are those with children. A large number of newer residents have moved to the area in order to take advantage of the Cherokee County School system. Seniors who are hoping to move to the City to be nearer their grandchildren are unable to find affordable housing. The City has a goal of providing affordable housing, especially to the senior population.

Property Values

As with other areas in the region, the City expects to grow as the past history shows with property values increasing throughout the projected future. Residential housing values have increased over the past 6 years by 177%.

Table A-4

Historical Tax Digest – Full Value of Property



	Tax Digest					
	2018	2019	2020	2021	2022	2023
Agricultural	\$13,361,280	\$13,131,480	\$16,221,750	\$20,444,012	\$18,945,036	\$22,563,700
Brownfield Property	0	0	0	701,920	701,920	701,920
Commercial	95,844,347	110,647,714	114,684,952	152,518,568	184,932,328	217,435,056
Industrial	20,303,507	20,103,336	33,154,398	25,165,844	26,925,253	29,170,923
Residential	405,327,714	483,513,483	547,523,816	643,696,070	847,885,130	1,124,500,709
Utility	6,892,920	7,209,200	7,450,843	8,357,156	8,547,394	9,070,046
Conservation Use	1,465,240	1,256,480	1,028,943	917,280	1,076,680	662,920
Motor Vehicle	5,522,860	4,516,000	3,875,040	3,338,490	3,338,490	3,341,730
Mobile Home	102,720	33,040	19,376	17,683	17,683	21,441
Gross Digest	\$548,820,588	\$640,410,733	\$723,959,118	\$855,157,023	\$1,092,369,914	\$1,407,468,445
% Change (Gross Digest)	N/A	16.69%	13.05%	18.12%	27.74%	28.85%
Less M&O Exemptions	(6,835,069)	(5,872,303)	(118,706,306)	(132,203,225)	(165,748,874)	(283,603,037)
Total Taxable Assessed Value	\$541,985,519	\$634,538,430	\$605,252,812	\$722,953,798	\$926,621,040	\$1,123,865,408
Actual Full Value (Net M&O)	\$1,354,963,798	\$1,586,346,075	\$1,513,132,030	\$1,807,384,495	\$2,316,552,600	\$2,809,663,520
Less Bond Exemptions	0	(5,276,303)	0	(5,384,073)	(6,749,864)	(9,395,414)
Total Taxable Assessed Value	\$548,820,588	\$635,134,430	\$723,959,118	\$849,772,950	\$1,085,620,050	\$1,398,073,031
Actual Full Value (Net Bond)	\$1,372,051,470	\$1,587,836,075	\$1,809,897,795	\$2,124,432,375	\$2,714,050,125	\$3,495,182,578

During the City's budget process, the City develops a 5-year projection of the City's tax digest. The City anticipates continued growth in the digest.

Notable Upcoming Development Impact

Upcoming developments and their economic development and job creation impacts are shown in the table below:

Table A-5

Economic Development Summary						
		Commercial Square Footage	Valuation	Job Creation	Residential Square Footage	Valuation
Worthing Mixed-Use Project		10,286	2,115,316	100+	303,958	46,355,184
One Street Mixed-Use Project	Self-Storage	102,870	13,549,312	12	188,395	31,531,671
	Residential			4		
	Place Services	60,000	14,031,000			
	Multi-tenant	10,000	2,338,500	10		
Hopkins/Prance property		2,516	642,400	10	78,000	13,054,860
Crestbrooke Commercial	Popeyes	2,124	436,801	20		
	Starbucks	2,500	514,125	15		
	Multi-Use	6,150	1,103,864	10		
Old Pioneer Trail residential					222,000	37,156,140
Town Walk residential					23,800	3,983,406
TCP		30,000	6,453,150	100+	431,000	67,743,970
Sutherlin Property (Nissan)		44,996	10,522,315	55		
Cobb Industrial		46,716	11,405,711	59		
WellStar		114,862	28,043,557	100		
Carmichael Industrial Property	East Rope Mill (2 Bldgs w/10k sq ft.)	20,000	2,833,296	20		
	Wellstar Way					
	Industrial Park	160,000	37,416,000	150+		
Total		613,020	131,405,346	665	1,247,153	199,825,232

Principal Employers

The City's most notable employers with the most employees are shown in the table below. Walmart and the Cherokee County School District are among the top employers in the city.

Table A-6

Principal Employers - 2022		
Employer	Industry	Approximate Employees
Walmart #5814	Retail	199
Cherokee County School District	Government	117
Home Depot, USA, Inc.	Retail	105
Publix Super Markets, Inc.	Groceries	100
Kroger Store #430	Groceries	89
Cobb Industrial Inc.	Manufacturing	64
One Life Fitness	Fitness	57
Weaver Grading and Hauling	Construction	57
Nor-Ral Plastics, Inc.	Manufacturing	56
Southeast Restoration	Restoration	54
Total		898

APPENDIX B

COMMUNITY FACILITIES AND SERVICES

The Holly Springs Community Agenda anticipates development of municipal facilities and services to respond to major urban expansions in land area and growth of the residential population and commercial-industrial economic base. Community facilities can be grouped generally into larger areas of concern, summarized in this section.

Public Safety

This general category includes crime, law enforcement (sheriff, police, courts, corrections) fire protection and rescue operations, emergency medical services, 911, emergency management and animal control. The City anticipates expansion of its police force in conjunction with the continued development of residential and non-residential properties.

Health, Education, and Welfare

This category of community facilities and services includes hospitals, nursing homes, public welfare programs, public and private school systems and institutions of higher learning, libraries, and public cemeteries. Schools are provided by the Cherokee County Board of Education and numerous private schools. Additional growth in medical facilities, i.e. hospitals and nursing homes are anticipated due to the growth in population.

According to the Service Delivery Strategy, Cherokee County is a member of the Sequoyah Regional Library System. The Sequoyah Regional Library System operates libraries in various locations through the unincorporated and incorporated areas of Cherokee County. The Service Delivery Strategy also indicates, however, that only Cherokee County, the City of Canton, and the City of Woodstock contribute general funds to the Regional Library System. The City currently contributes funds to the Regional Library System on an annual basis.

General Administrative Facilities

This category includes administrative offices for city personnel, including city clerk, city management, building inspections, planning and zoning, and occupational tax certificates among others.

Utility-type Operations

Utility operations include solid waste collection and disposal, water systems, sewer systems, and stormwater management. Currently, all functions with the exception of stormwater occur with organizations outside of the City. Holly Springs continues to operate a Stormwater Utility system and has personnel consisting of 1 full-time staff.

Park and Recreation Facilities

This category of community facilities includes state and local parks, local recreation programs, and cultural and community assets. Holly Springs is served by the Cherokee County Recreation and Parks Agency. This Agency serves the entire county with the exception of the City of Woodstock. The City of Holly Springs also provides some of its own parks and recreation facilities and has formed its own Parks and Recreation Authority.

Transportation

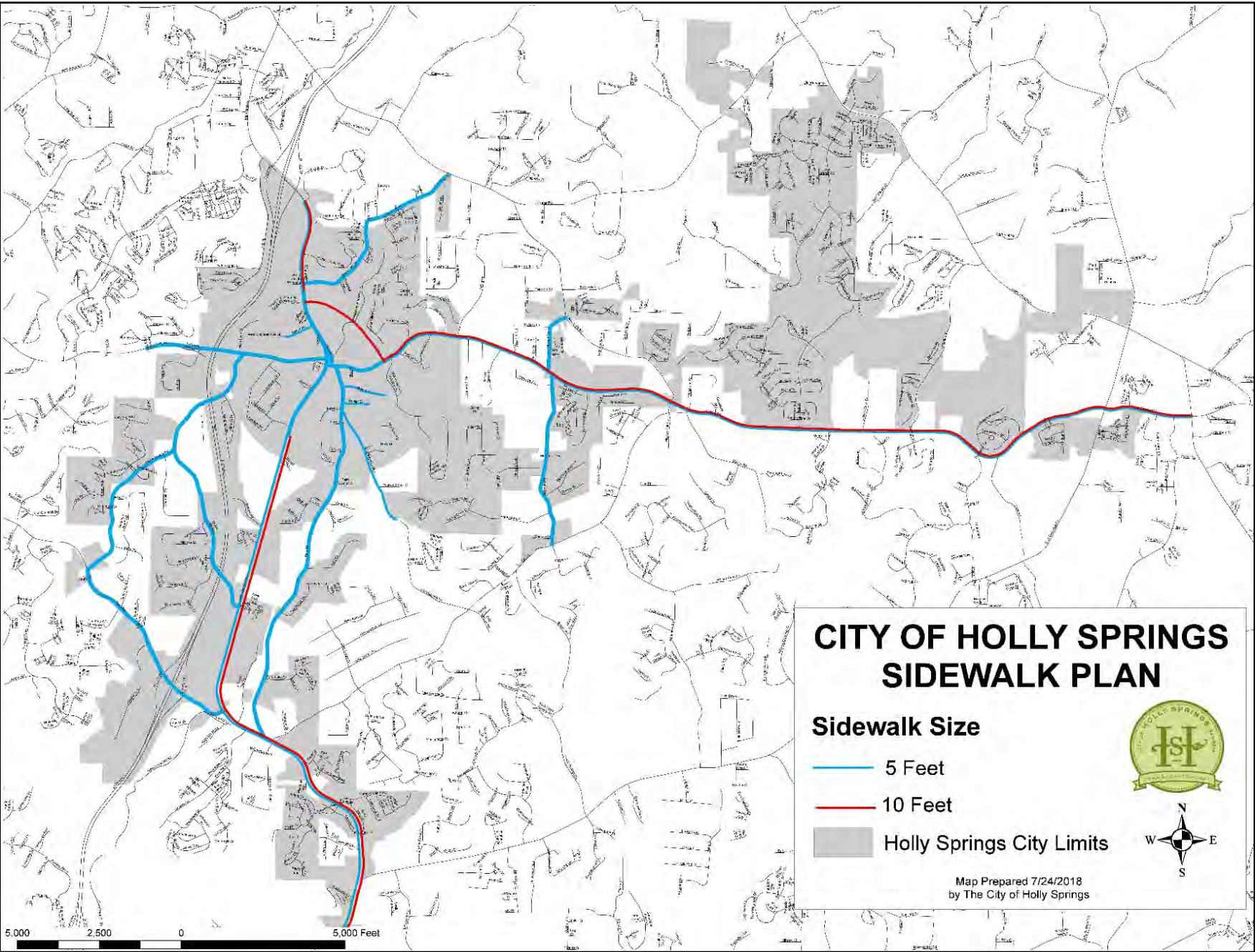
Holly Springs is responsible for the maintenance, resurfacing, and repair of local streets that are not the responsibility of Cherokee County. Improvements of state and federal routes are predominantly funded through federal transportation budgets. The Atlanta Regional Commission, the federally designated Metropolitan Planning Organization for Atlanta and the surrounding eighteen counties, has identified existing and future capacity needs for Cherokee County through the Regional Transportation Plan (RTP). This long-range plan, with a planning horizon through the year 2035, develops region-wide projects such as bridges, bicycle paths, sidewalks, transit services, new and upgraded roadways, safety improvements, transportation demand management initiatives and emission reduction strategies. A map is provided here with the locations of the projects identified by the ARC for Holly Springs. A Transportation Improvement Program (TIP) is developed annually based on the long-range RTP.

Previous projects completed from the Regional Transportation plan included the upgrade to the Holly Springs Parkway, Hickory Road, and Holly Street intersection and the widening of the Sixes Road Bridge from two lanes to four lanes. Included within the previous plan, as well as, the current plan is the roadway capacity expansion planned for the Industrial Connector, connecting the Hickory Springs Industrial Park to Holly Springs Parkway (Project CH-215). Pedestrian Improvements Projects completed have provided sidewalks and pedestrian lighting along Holly Springs Parkway from L.R. Tippens Education Center to Pinecrest Road.

SPLOST funding was utilized to complete a road improvement project to widen Holly Springs Parkway from Home Depot to Rabbit Hill Road along with the installation of a traffic signal at the intersection of Holly Springs Parkway and Rabbit Hill Road. State Road and Toll Authority and Georgia Transportation Infrastructure Bank funding will allow the City to widen Holly Springs Parkway from two lanes to four lanes from the intersection of Rabbit Hill Road to Childers Road improving the level of service for these roads. In addition, the City has improved the intersections of Holly Springs Parkway and Palm Street with Hickory Road, also, creating a new road, Betty Barrett Way, and roundabout at its intersection with Hickory Road. Other improvements that the City has made include the intersection improvements at Holly Springs Parkway and Hickory Road and the extension of P. Rickman Industrial Drive.

Sidewalks are being constructed as a condition of development approval in all developing areas. In addition, Holly Springs prepared a future sidewalks plan during the previous plan which is shown on three map segments in this section. Segments shown in “blue” are 5-foot wide sidewalks, while those shown in “red” are 10-foot wide sidewalks.





Municipal Facility Needs and Capital Programming

The City has completed a number of projects and has planned for a number of new projects to improve the municipal facilities offered to the citizens. Construction of a new City Hall is included in the development of the Town Center. Staffing levels have increased since the economic downturn and additional space is needed. The Police Department and Court will expand into the existing City Hall structure after construction of the new facility is complete. Road improvements for the intersections of Palm Street and Holly Springs Parkway with Hickory Road are planned as part of the Town Center development as well. Since the adoption of the previous plan, the City has purchased and built a new City park facility on Hickory Road, J.B. Owens Park, providing a playground, paved and natural trails, open space, and pavilions with parking and restroom facilities. In addition, improvements were made to two existing parks, J.C. Mullins Field and Barrett Park. In 2017, the City finalized the purchase of property for the construction of an additional park on Stringer Road, Timothy B. Downing Park, most recently purchasing an additional 10 acres adjacent to the park. A new public works facility is currently under construction on Univeter Road.



J.C. Mullins Park



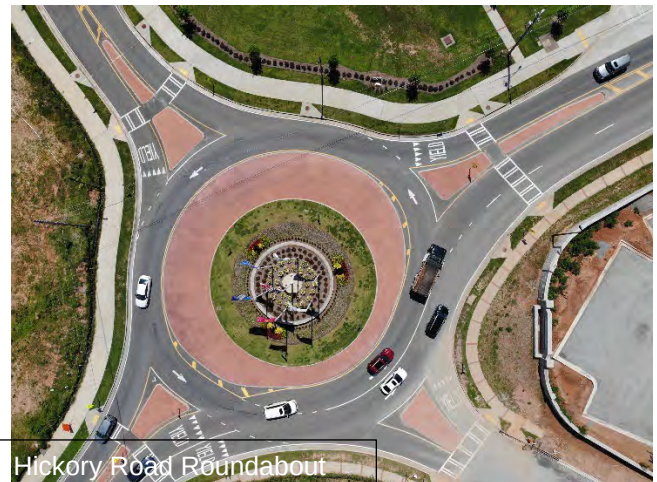
Train Depot Renovations



J.B. Owens Park



Hickory Road Roundabout



Hickory Road Roundabout

APPENDIX C INTERGOVERNMENTAL COORDINATION

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 in regard to countywide services and other city-county issues is absolutely essential.

Cities of Canton and Woodstock

Holly Springs continues 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 (MNGWPD)

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 and continues to adopt amendments and new ordinances to stay current with the guidelines of the MNGWPD.

The district's jurisdiction encompasses 16 counties including Cherokee. It is required by State law to prepare three long-term plans: 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. These plans are continuously updated with approval from the MNGWPD.

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 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 regarding service delivery strategies will continue into the future. In addition, service delivery strategies must be updated every ten years with the current agreement due date of October 31, 2028. The Service Delivery Strategy Act also mandates that land use plans of different local governments be revised to avoid conflicts. City staff has worked closely with the County staff to eliminate areas of major conflict.

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. A new growth boundary agreement was adopted by Cherokee County and Holly Springs in 2022.

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 an 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. New agreements were approved in 2013 and 2022. This is referred to as a “consolidation” agreement in the Service Delivery Strategy. The City of Holly Springs has firefighting equipment and vehicles 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 (Service Delivery Strategy 1999).

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

APPENDIX D

RECENT AND ONGOING PLANNING PROJECTS

Implementation consists of three primary mechanisms: regulations, budgets (funding for projects), and various programs and activities. The City has been and continues to be moving forward with projects identified in the previous comprehensive plan. The most recent accomplishments and ongoing implementation projects are summarized in this Section.

Livable Centers Initiative (LCI) Study and Town Center Plan

One of the most significant planning documents completed is the update to the Holly Springs LCI study. The LCI study was originally completed in November 2004 using grant funding from Atlanta Regional Commission (ARC). The project study area was defined as a ¼-mile radius from the intersection of Hickory Road and Holly Springs Parkway. The study created a frame work for future development and redevelopment in the downtown intended to foster mixed land-use and transportation options. Extensive community input was used to establish general recommendations and goals for future redevelopment. Some of the primary recommendations which came from the study were: develop a new mixed-use town center, provide adequate parking for future growth, and create safe and attractive streetscapes throughout the city. Subsequently, the City completed reiterations of the town center plan with the hiring of a master developer in 2018 being a notable achievement. The site construction of the town center is currently in progress and building construction of civic buildings should begin in early 2024. Improvements to the town center historic buildings, as well as, new residential construction is currently underway. The update to the existing LCI plan has been completed at the same time as the 2018 plan and the planning goals for that plan are listed in Appendix F. The City continues to move forward with the implementation of the LCI and Town Center development.

Downtown Development Authority (DDA)

Holly Springs continues to utilize the Downtown Development Authority to stimulate redevelopment efforts in its town center. The purpose of the Holly Springs DDA is to promote development and to preserve the downtown area. The goals of the DDA are to maintain downtown as the financial, professional, cultural, and social center of the City; increase the number of jobs and overall occupancy through the development of new office and retail space; and to improve quality of life for people living, working, and visiting downtown.

Urban Redevelopment Agency

Organized in 2019, the Urban Redevelopment Agency of the City of Holly Springs, Georgia exists to redevelop and revitalize the Town Center District within the City. Working closely with the Downtown Development Agency, both groups focus on promoting commerce, industry, and employment within the District.

Signage and Wayfinding Study

In May of 2017, Holly Springs was selected to take part in the Georgia Downtown Renaissance Fellows Program to receive technical and design assistance for revitalization projects. The study included corridor enhancements along Holly Springs Parkway, proposed streetscape plantings, façade and parking improvements for selected downtown businesses, and concept designs for wayfinding signage throughout the Town Center and Main Street District. These designs will be incorporated into the town center.

Metropolitan North Georgia Water Planning District

Holly Springs continues to implement the requirements of the Metropolitan North Georgia Water Planning District (MNGWPD). The city has completed revisions to amend the model ordinances of the District and comply with new regulations.

National Pollutant Discharge Elimination System (NPDES)

The City continues to implement the requirements of the National Pollutant Discharge Elimination System (NPDES) and is anticipating the approval of the new permit application.

Urban Design and Beautification Initiatives

The City continues to implement the standards of the Commercial Corridor Design Overlay District Guidelines and Model Zoning District Guidelines for all new development.

Development Regulations and Zoning Ordinance Revision

The City continues to review and amend regulations to improve the City and will be implementing a new consolidated document consisting of the current zoning ordinance, development regulations, and property maintenance code.

Capital Improvement Budgeting

The city continues to update its capital improvement budget on an annual basis. This effort ensures that the city will consider a rational and systematic means of identifying, prioritizing, and funding various capital improvement projects.

Special Purpose Local Option Sales Tax (SPLOST)

Holly Springs continues to participate in Cherokee County's SPLOST program.

Park Improvements

The City purchased and constructed J. B. Owens Park, located on Hickory Road, providing walking trails (paved and natural), pavilions, playground, greenspace, parking, and restroom facilities. In addition, the City purchased additional property off of Hickory Road and Stringer Road, with an additional 10 acres purchased just this year, for development of a new park in conjunction with the Holly Springs Parks and Recreation Authority.

Trail Masterplan

A Trail masterplan was completed in 2009 detailing a trail network for the town center area. This continues to be a priority for the City and is being included in the design and implementation of the improvements for the development of the Town Center.

Transportation Study

In July 2010, URS completed a Town Center transportation study for the City of Holly Springs. Nine projects were recommended to be undertaken by the City. A number of these have already been completed or are underway. Installation of pedestrian improvements along Holly Springs Parkway, Hickory Road and Palm Street and the realignment of P. Rickman Industrial Drive and closure of Jackson Street have been some of the major improvements based on this study. Below is the original list of projects.

Table D-1
2010 Transportation Study Recommended Projects

Project ID	Project Title	Description
1	Palm Street Extension	Limit access to Palm Street at Hickory Road through either a right-in/right-out modification or elimination of access altogether. Replace existing full access to Palm Street by extending Palm Street eastward (away from the Patriot Rail crossing) to a new intersection on Hickory Road.
2	Jackson Street Closure & P. Rickman Industrial Access	Close access to Jackson Street from Holly Springs Parkway at Hickory Road. Replace existing access with a new roadway connection from P. Rickman Industrial to Holly Springs Parkway. Coordinate with potential other phases of project including Hickory Springs Parkway (Project #6) and Hickory Street Corridor widening (Project #9)
3	Town Center Grid Network	As Town Center develops, utilize an internal grid network of roadways.
4/CH-218	Town Center Multimodal Improvements	Develop multimodal improvements access to the Town Center. Coordinate as appropriate with previously planned ARC Project CH-218 and Trail Masterplan recommendations.
5/CH-215	Town Center Access Improvements	Provide vehicular access to the Town Center at select locations along Hickory Street. Position new intersection with Palm Street extension as the major entrance into the Town Center.
6	Hickory Springs Parkway	Provide at new grade-separation over the Patriot Rail RR to alleviate Hickory Road. Coordinate with potential other phases of project including P. Rickman Industrial access (Project #2) and Hickory Road Corridor Widening Project (Project #7).
7	Hickory Street Corridor Widening	Widen Hickory Road from Holly Springs to Hickory Flat. Coordinate with potential other phases of project to include P. Rickman Industrial access (Project #2) and Hickory Springs Parkway (Project #6.)
8	Holly Springs Parkway Widening	Widen Holly Springs Parkway from current four lane section south of I-575 to Hickory Street/Hickory Springs Parkway or current four lane section north of Sixes Road.
9	P. Rickman Industrial – Pinecrest Connections	Develop a grid network in the area bounded by Holly Springs Parkway to the west, P. Rickman Industrial to the east and south, and Pinecrest Road to the north.

Local Maintenance Improvement Grant (LMIG)

The Holly Springs City Council continues to provide an annual plan for utilization of the Local Maintenance Improvement Grant (LMIG) Program funding.

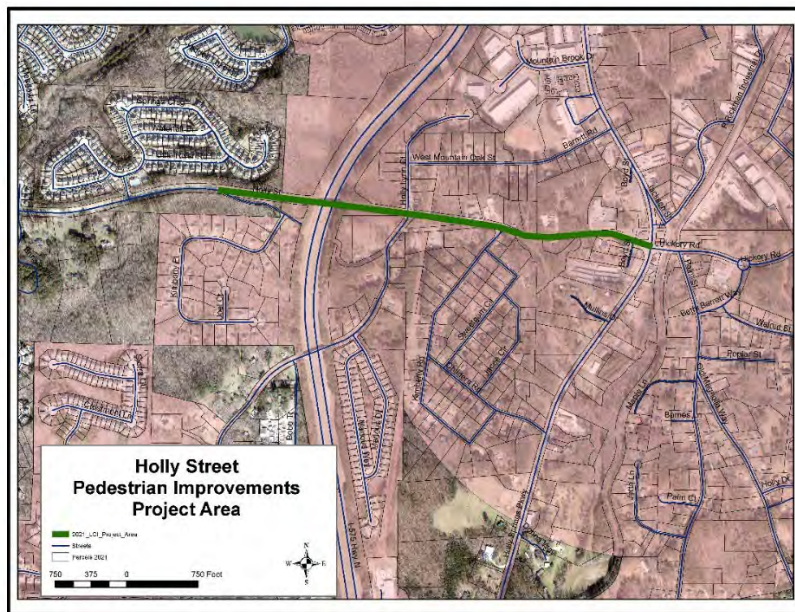
Holly Springs Parkway Improvements

Holly Springs continues to make improvements to its existing roadways and as this plan is being completed a portion of modifications to Holly Springs Parkway are taking place. Phase 1 is complete and included the extension of culverts over Toonigh Creek, four travel lanes with a median from Home Depot to Rabbit Hill Road, the addition of sidewalks and lamp posts along the roadway and the addition of a traffic light at the intersection of Holly Springs Parkway at Rabbit Hill Road. As part of this project, Rabbit Hill Road is also slated for improvements from I-575 to Holly Springs Parkway. Phases 2 (under construction) and 3 (in design) will continue the expansion/widening of Holly Springs Parkway from Rabbit Hill Road to the existing City Hall. Phase 4 has been slated for design in the near future.

Holly Street Improvements

The Holly Street Pedestrian Improvements Project will provide approximately 0.81 miles of five ft. sidewalks, buffered bike lanes, and streetlights on both sides of Holly Street, as well as, alleviate a site distance issue and improve drainage facilities. It will also include a pedestrian bridge crossing over I-575 to connect to existing City of Canton/Cherokee County sidewalks.

Map D-1
Holly Street Pedestrian Improvements Project Area



APPENDIX E URBAN DESIGN

Planning for improved urban design includes an assessment of the city's existing downtown urban design elements, an inventory of urban design initiatives found within adopted planning documents, articulation of urban design policies, and a constructive critique of the city's adopted urban design policies in order to create the most successful future physical environment for Holly Springs. As noted in the previous comprehensive plan, urban design in Holly Springs focuses on several key components including streetscapes, open spaces and gateways.

Streetscapes

The streetscapes encompass all of the elements found along roads and streets in the downtown. These elements may include street trees, benches, waste receptacles, sidewalks, crosswalks, bike lanes, bike racks and landscape areas. Street furniture refers to streetscape elements such as waste receptacles, benches, and pedestrian scale lighting. These elements help create an enjoyable and functional urban streetscape. A successful streetscape will combine these elements applying a consistent style, quality and material throughout the town center. Developing a cohesive and attractive streetscape in Holly Springs will contribute to community identity while providing a long-lasting and functional pedestrian area for citizens and visitors.

Downtown Holly Springs has many opportunities for development of streetscape facilities. A newly constructed length of sidewalk, including pedestrian lighting, stretches along Holly Springs Parkway from City Hall to the L.R. Tippens Education Center with the next phase (L.R. Tippens Education Center to Pinecrest Road) slated to begin construction in the very near future. Also, a section of sidewalk spanning from the Hickory Springs Industrial Drive on the north side of Hickory Road to Holly Springs Parkway has been constructed. Additional sidewalks have been constructed along Palm Street. A great opportunity exists to develop a complete sidewalk system throughout Holly Springs to facilitate pedestrian activity within the right-of-way found along downtown streets. Currently, crosswalks are noticeably missing within the downtown. A successful pedestrian system will need to include safe crosswalks at all road way intersections. Similarly, the potential exists to develop a multi-use trail system along the existing railroad right-of-way and along waterways to create a citywide greenway system which could link suburban parts of the City with the Town Center. While a majority of efforts to improve streetscapes are concentrated in the Town Center in accordance with the Livable Centers Initiative (LCI) study, the City has made strides to improve streetscapes in other areas of the City as development takes place, requiring the installation of sidewalks, landscaping, and pedestrian lighting.

Open Spaces

Open spaces are land areas which are not occupied by buildings or other man-made improvements. These spaces can include actively used areas like parks or plazas and unused areas like adjacent wooded lots. These areas can provide social gathering places and shaded areas. Open spaces in the Holly Springs Town Center will include a central green space near the new City Hall. Open spaces may also consist of hardscaped gathering areas such as courtyards and plazas within the town center and in other commercial districts. Future efforts to increase open space in the town center will focus on ensuring pedestrian connections between the public spaces. A citywide system of parks and plazas linked by sidewalk and/or multi-use trails will be a very desirable amenity for residents and visitors.

Gateways and Directional Signage

Gateways refer to providing clear delineation of entrances to downtown or to the community. In Holly Springs, the gateways are along major roads which lead into the downtown area. Elements associated with such entrances include landscaped boulevards and welcome signs. An existing welcome sign (featured in the citywide vision statement) and planted boulevard has already been installed north of downtown along Holly Springs Parkway near I-575. Future gateway improvements should be applied at all major entrances to the City. Directional signage is another urban design element that should be employed in Holly Springs. Such signage can be used to help visitors locate the town center, local attractions, and public parking. Directional signage will be especially important as the downtown redevelops. In May of 2017, Holly Springs was selected to take part in the Georgia Downtown Renaissance Fellows Program, receiving technical and design assistance. Developed by University of Georgia Landscape Architecture Student Arianne Wolfe during a 12-week fellowship, the plan focused on corridor enhancements along Holly Springs Parkway, proposed streetscape plantings, façade and parking improvements for selected downtown businesses, and concept designs for wayfinding signage throughout the Main Street District, an area contained within the LCI district.

Existing Urban Design Program

Article 19, Design Guidelines for Model Zoning Districts of the Holly Springs Zoning Ordinance, clearly articulates minimum design requirements for model zoning districts which cover the entire City. It is a strong tool for assuring the future development of quality urban design in Holly Springs. Requirements to provide sidewalks, landscaping, street furniture, and pedestrian lighting within the various districts set the tone for the city to develop a pedestrian system that is safe, functional, and aesthetically pleasing.

While this article is a positive step for future urban design development, several issues should be considered in future revisions of those ordinance provisions and to properly integrate them with other design guideline documents. Several specific issues need to be reconsidered:

- The Commercial Corridor Design Overlay District Guidelines state that in the case of conflict between the Holly Springs Zoning Ordinance and the Overlay District Guidelines, the Overlay Guidelines will take precedence. Previous revisions to the design guidelines within Article 19 of the ordinance have created a strong vision for urban design in the Town Center District. However, with the development of the Town Center soon becoming a reality, the Commercial Corridor Design Overlay District Guidelines will be updated prior to development of the Town Center to outline in more detail the type of development the City expects to achieve.
- Streetscape requirements should be in compliance with current GDOT standards for roadside safety and horizontal clearance. (Chapter 5 of the GDOT Design Manual), particularly along state routes and roadways that will receive streetscape improvements funded by Transportation Enhancement (TE) funds. Those standards set minimum distances from the curb for trees and light poles along roadways based on speed limits.
- Provisions for bicycle facilities should be included within Article 19 and encouraged within developments where appropriate. The demand for bicycle facilities will likely increase as the town center is developed and alternative transportation routes are created. This is an area that should be explored city-wide, as public comments during the public outreach events were in favor of developing bicycle lanes/paths.

APPENDIX F

2018 LIVABLE CENTERS INITIATIVE (LCI) 10-YEAR PLAN UPDATE

The following represents the main components of the 2018 Livable Centers Initiative (LCI) 10-year Plan Update, specifically the goals and recommendations related to Land Use, Transportation, Economic Development, and Housing:

Land Use

Goals

Create the framework plan for the Holly Springs Town Center.

Develop a more balanced land use map that will meet today's needs and provide for the needs of tomorrow.

Design and construct a multi-purpose greenspace to support an amphitheater, passive and active recreation, town events, and other functions.

Create a unifying "look" for the City and the future Town Center area.

Review regulations and ordinances that may prevent the fruition of desired development within and around the Town Center.

Ensure that development fronting the future Hickory Springs Parkway is appropriate for the functions the road will ultimately serve.

Recommendations

Incorporate the Future Land Use Map (right) into the comprehensive plan update:

The new plan includes a new City Hall building in the center of the study area, a town green, and a linear park along the new Holly Springs Parkway.

Mixed-use parcels are reduced to the center of the downtown. It is assumed that the market will dictate the exact mix of development.

Parcels to the east formerly designated as "Traditional Neighborhood" are now industrial, as industrial development is in high demand for the area.

Build a town green of at least one acre in the Town Center that can support various activities.

Create a linear park alongside the Hickory Springs Parkway to preserve environmentally sensitive lands abutting the corridor.

Continue to develop pocket parks and trail nodes throughout the LCI Study Area.

Revise the Mixed-Use zoning overlay to ensure that development in the Town Center meets expectations.

Update design guidelines to support quality architecture and construction in the Town Center and surrounding areas that may be developed or redeveloped in the coming years.

Continue to protect historic resources and champion preservation.

Require a charrette for each new development over 3 acres within the LCI Study Area.

Transportation

Goals

Update and implement the network of bicycle and pedestrian trails proposed by the 2009 Greenway Trail Master Plan to connect to the Town Center and other local and regional destinations.

Review regulations and ordinances related to parking to promote higher- quality development.

Implement a parking management strategy to prevent future parking issues associated with the Town Center.

Ensure that the design of existing and future streets and off-road multi-use trails is of the highest quality and contributes to the beauty of Holly Springs.

Recommendations

Connect multi-use trails with existing bicycle facilities at or near activity nodes.

Install the remainder of multi-use trail network, extending segments as funding is available.

Create trailheads at key multi-use trail entrances.

Follow the proposed guidelines for the design of new and existing streets and off-street multi-use trails.

Create a walkable, “park once” environment within the Town Center to mitigate the number of automobile trips.

Re-align the proposed Hickory Springs Parkway to maximize developable space and move multi-use trail adjacent to the proposed linear park.

Construct two new public streets within the Town Center area to provide access to new developments.

Research the possibility of a shuttle bus that operates within the Town Center and nearby developments to mitigate future parking issues.

Economic Development

Goals

Complete the Hickory Springs Parkway as quickly as possible to help make the Town Center plan feasible

Attract development to the Town Center Project that maximizes revenues to the City from land development to fund the town green, municipal facilities, and other public improvements; and achieves development that generates a high positive fiscal impact on the City over time and enhances the value and development potential of other key parcels in the LCI Study Area.

Promote and establish the Town Center as the City's recognized employment center that:

- Provides skilled, well-paying jobs that are compatible with the education and skill levels of area residents.
- Welcomes locally-owned businesses and entrepreneurial start-ups.

Recommendations

Actively pursue/conclude negotiations with a "master developer" to implement the Town Center, which will:

- Result in agreement to implement a concept plan that is consistent with LCI objectives;
- Commit the master developer to a specific minimum level of performance and defined schedule;
- Specify the requested nature and amounts of City incentives and/or financial participation necessary to proceed;
- Propose specific terms for financial compensation to the City;
- Provide evidence of sufficient financial resources to execute the plan;
- Identify a marketing/recruitment strategy for the project's commercial components; and
- Enable the City to proceed to develop the plan's public sector components.

If ongoing negotiations do not produce a successful outcome, consider alternatives to enable the City and Downtown Development Authority to implement the project and offer individual prepared pad sites to prospective residential and commercial development partners.

As the Town Center is implemented, work with owners of other large parcels and nearby commercial properties in the LCI Study Area to identify parcels that may become available for development, recruit investors and developers to pursue other development opportunities in the LCI Study Area, and make another effort to negotiate County and school district consent to the existing Tax Allocation District – based on specific financial terms negotiated for the Town Center.

Develop incentives tailored to attract desired businesses and development projects in the LCI Study Area.

Prioritize the recruitment of locally and regionally-owned businesses.

Increase awareness of the process of starting a new business in Holly Springs.

Housing

Goals

Construct housing of various types.

Construct housing of various price points.

Preserve existing and historic housing near the Town Center.

Ensure that new housing is well-built and well-designed.

Recommendations

Provide housing opportunities within the LCI Study Area as the Town Center expands.

Create opportunities for senior housing to be built in the LCI Study Area.

Update design guidelines to support quality residential architecture and construction in the Town Center and surrounding areas that may be developed in the coming years.

The following represents the main components of the 2018 Livable Centers Initiative (LCI) 10-year Plan Update implementation Plan:

Overview

Envision Holly Springs represents a vision for the future of the City of Holly Springs and the future Town Center area. The plan will require the long-term cooperation of public and private sectors to be fully implemented. The 5-Year Implementation Plan on the following pages lists every project responding to the plan's goals and recommendations, along with responsible parties, potential funding sources, and a general implementation timeline. Projects classified as "underway" or "not started" from the 2009 LCI Update are included in the list.

The Action Matrix gives an approximate start date for each project. Some projects, especially those that will utilize city staff time, can be implemented immediately. Other efforts are more long-term, some even beyond the 5-year scope of this plan. The timelines for transportation projects are categorized by approximate dates for engineering, right-of-way acquisition, and construction. Given the longer timeline for parts of the plan, it is important that residents, business owners, and community leaders continue to be involved and that the City of Holly Springs regularly review and update this plan as necessary. Overall, the plan proposes around

\$28.5 million in improvements: \$23.4 million of those costs are due to transportation improvements. Approximately \$3.1 million of these improvements are eligible for LCI funding, and another \$18.7 million are part of the ARC's 2018-2023 Transportation Improvement Program. The City of Holly Springs will be expected to contribute \$4.3 million as their local match for LCI and other federal or state-funded projects. The remaining projects will be funded with the City's general fund and other sources of funding as they become available.

100 Day Action Plan

While many of the recommendations of this plan reflect long-term actions, some short-term actions can build momentum for the Holly Springs Town Center and catalyze larger projects.

These short-term efforts are less costly and, in many cases, can be conducted in-house or can be led by community leaders without major involvement from public entities. The list to the right shows the immediate steps that could be taken toward implementation in the first 100 days of this plan's adoption.

Roadway from Hickory Road to Holly Springs Parkway

When constructed, Hickory Springs Parkway will not only solve congestion problems at the intersection of Holly Springs Parkway at Hickory Road/Holly Street but will provide additional street frontage for future development.

Project 2 // Plan and engineer a solution to the intersection of Hickory Road and Palm Street

This intersection has been identified as a problematic intersection by previous studies and by residents throughout this planning process, due to its proximity to the intersection of Holly Springs Parkway at Hickory Road/Holly Street.

Project 14 // Create schematic plans for a 2-acre green for the Town Center

Beginning the process of creating the green will catalyze development of the Town Center.

Table F-1

5-YEAR LIVABLE CENTERS INITIATIVE IMPLEMENTATION PLAN AND STATUS

TRANSPORTATION

ID	Description	Type of Improvement	Initial Start Year	Status
Roadway				
1	Engineer Hickory Springs Parkway from Hickory Road to Holly Springs Parkway	Roadway	2019	Underway
2	Plan and engineer a solution to the intersection of Hickory Road and Palm Street	Roadway	2018	Complete
3	Implement the plan to resolve the Palm Street & Hickory Road intersection.	Roadway	N/A	Complete
4	Acquire right-of way and construct Hickory Springs Parkway with railroad bridge, signalized intersections at Hickory Road and Holly Springs Parkway, and realigning the Hickory Springs Industrial Drive entrance	Roadway	2019	Underway
5	New Street A (from Palm Street to New Street B, includes intersection reconfiguration at Walnut Street)	Roadway	TBD	Complete
6	New Street B (connects New Street A and Hickory Springs Parkway)	Roadway	TBD	Complete
7	Implement the Hickory Road streetscape improvements that includes the proposed roundabout and multi-use trail	Roadway/Multi-Use/ Pedestrian	2018	Complete
Multi-Use				
8	Install Barrett Springs multi-use trail segment	Multi-Use	2020	Postponed 2025
9	Design and install Holly Springs Parkway/ Railroad/Sewer Easement multi-use trail segment	Multi-Use	2019	Postponed 2025
10	Construct 3 trailheads at: the Barrett Springs trail terminus on Hickory Road, the Municipal Complex at the railroad right of way, and the Historic Train Depot	Multi-Use	2019-2020	Postponed 2025-2028
Pedestrian				
11	Create a streetscape plan for Holly Springs Parkway that follows the new streetscape design standards	Pedestrian	2020	Ongoing
12	Create a streetscape plan for Holly Street that follows the new streetscape design standard	Pedestrian	2022	Underway

PLANNING INITIATIVES

ID	Description	Initial Start Year	Status
Land Use			
13	Draft and implement a revised overlay code for the Town Center that also includes architectural requirements and a sign ordinance	2018	Underway
14	Create schematic plans for a 2-acre green for the Town Center	2018	Complete
15	Construct new City Hall at the Town Center site	2019	Underway
16	Begin construction of Phase I of the Town Center	2022	Underway
Economic Development			
17	Develop special events suited for the new Town Center, while maintaining existing programs and events	2018-2022	Postponed 2023-2028
18	Actively pursue and recruit private investors and developers for all phases of the Town Center	2018-2022	Ongoing
19	Create a master plan and design standards for signage and wayfinding within the LCI Study Area	2019	Complete
20	Install wayfinding street signage as the Town Center project develops	2019-2022	Underway
21	Design and install gateway entrance signs for Hickory Road and Holly Street	2020	Underway
22	Create a Town Center development website, promoting economic development opportunities	2020	Complete
23	Expand the TAD, if practical, to include new project areas	2021-2023	Ongoing
24	Acquire properties for master detention sites to support the town center development, pursue the 319 Grant and other grant funding sources, engineer and construct master detention sites	2022	Complete
Housing			
25	Study the feasibility of drafting a senior housing ordinance	2018	Underway
26	Designate a walkable and accessible site within the LCI Study Area to support an active adult community	2019	Underway

APPENDIX G

PUBLIC OUTREACH-COMP PLAN UPDATE 2023

Public Outreach for the 2023 update of the Holly Springs Comprehensive Plan consisted of an initial kick-off public hearing, numerous work sessions with the Planning Commission, a public hearing with Planning Commission, a public presentation at the City Council meeting, as well as, a public vote by City Council recommending transmission of the draft plan. Each of these are discussed in more detail below.

Initial Kick-off Public Hearing

An initial public hearing was held on March 9, 2023. The Planning Commission members and staff attended the meeting. This public hearing was advertised in the *Cherokee Tribune* and posted on the City website and on the City's Facebook page. Topics discussed included an overview of the process and the core components of the plan. An opportunity for public discussion concerning current and future issues that the attendees felt were important was completed. Following the discussion, information was presented concerning the next steps including evaluation, development of the core components, and future opportunities for public input.



SWOT Analysis

The City conducted an analysis of the strengths, weaknesses, opportunities, and threats with the City's Planning Commission (March 23, 2023) and the Downtown Development Authority (March 15, 2023) members. A number of issues were discussed during these meetings including transportation, housing, property taxes, opportunities for growth, as well as, concerns about growth. The comments were compiled and categorized into seven categories: Roads and Access, City Services, Housing, Economy and Business, Placemaking, Future Growth and Perception. This compilation is included within this appendix.



Planning Commission Work Sessions

The update to the Comprehensive Plan was discussed at numerous Planning Commission work sessions beginning in February 2023. These meetings were all open to the public.

Branding Study

During the process of completing the update to the Comprehensive Plan, the City also contracted with the Carl Vinson Institute to conduct a branding study with the final concepts being produced as this report is submitted. During the process, a survey was conducted with more than 800 responses received. The questions included:



1. Did you grow up in Holly Springs? If so, what has kept you here?
2. Did you move to Holly Springs? What attracted you to Holly Springs? Where did you move from?
3. What is Holly Springs known for?

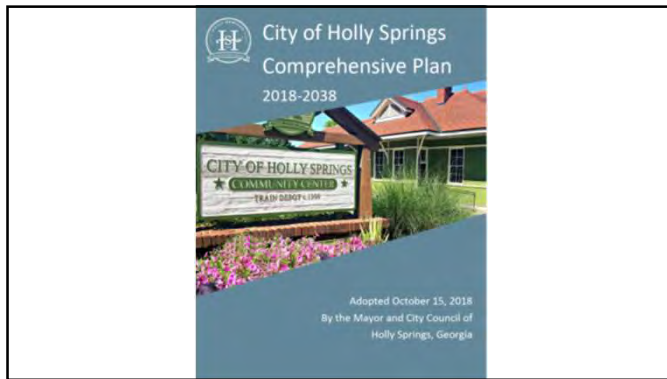
4. *What makes Holly Springs unique?*
5. *Why would someone visit Holly Springs?*
6. *What kind of personality does Holly Springs have?*
7. *Please list your favorite local events.*
8. *Who should Holly Springs aim to attract? (Choose your top three groups) –young professionals, small businesses, retirees, families with children, industry, tourists, or others)*
9. *Are there any stories or memories about Holly Springs that you would like to share?*

A summary of the results is included within this Appendix.

Draft Plan Public Presentations

A public hearing with the Planning Commission was conducted on July 27, 2023 to present the draft plan to the public and allow for public comment. The public hearing was advertised in the *Cherokee Tribune* and posted on the City's website. Attendees at the meeting were given an overview of the purpose, the process, and the plan. In addition, they were provided an opportunity to recommend suggestions, additions, and/or revisions. The attendance sheet is included within this appendix.

The plan was also presented to City Council at a public work session on August 7, 2023. It was approved for transmittal to ARC at the City Council's regular session on August 21st.



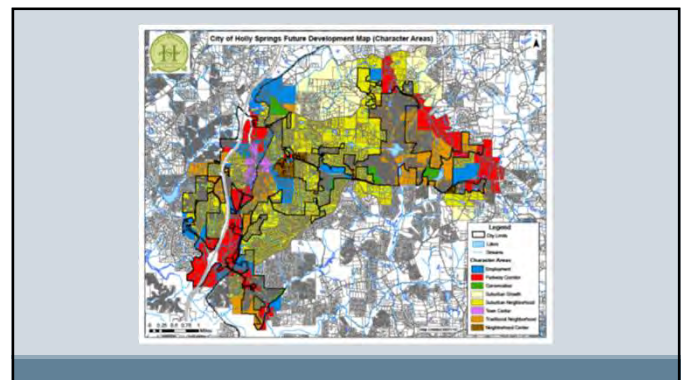
1

Vision	From today and 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 and corridors ❖ A diversity of traditional and suburban neighborhoods ❖ A system of connected open spaces and a sustainable environment
--------	---

2

Future Development Map and Character Areas	❖ Town Center ❖ Traditional Neighborhoods (Density 5-8 units/acre) ❖ Neighborhood Center (Density 5-8 units/acre) ❖ Suburban Neighborhoods (Density 1-3 units/acre) ❖ Suburban Growth (Density <1 unit/acre) ❖ Employment ❖ Parkway Corridor ❖ Conservation/Parks
--	---

3



4

Policies by Functional Area	❖ Land Use ❖ Housing ❖ Economic Development ❖ Natural Resources ❖ Historic Resources ❖ Urban Design ❖ Community Facilities and Services ❖ Transportation ❖ Intergovernmental Coordination
-----------------------------	---

5

ARC Quality Community Objectives	❖ Economic Prosperity ❖ Resource Management ❖ Efficient Land Use ❖ Local Preparedness ❖ Sense of Place ❖ Regional Cooperation ❖ Housing Options ❖ Transportation Options ❖ Educational Opportunities ❖ Community Health
----------------------------------	--

6



City of Holly Springs

Date: Thursday, March 9, 2023

Location: 3235 Holly Springs Pkwy

**PUBLIC HEARING/PUBLIC INFORMATION MEETING
AGENDA
6:00 p.m.**

I. CALL TO ORDER- 6:00 PM

II. PUBLIC HEARING/PUBLIC INFORMATION MEETING

(1) Comprehensive Plan Update Presentation

III. ADJOURNMENT

CHEROKEE TRIBUNE

521 East Main Street, Canton, Georgia 30114

PUBLISHER'S AFFIDAVIT

STATE OF GEORGIA - County of Cherokee

Before me, the undersigned; a Notary Public,
this day personally came Otis A. Brumby III,
who, being duly sworn, according to law, says
that he is the Publisher of Times Journal, Inc.,
publishers of the CHEROKEE TRIBUNE,
official newspaper published in said county
and State, and that the publication, of
which the annexed is a true copy, was
published in said paper, as provided by law,
on the following dates:

02/21/2023

Otis A. Brumby III

Subscribed and sworn to before me this

21st day of February, 2023

Rose Miller

Notary Public

My commission expires



**City of Holly Springs -
Comprehensive Plan Public Hearing**

The City of Holly Springs will conduct a public hearing concerning the update of the City's 2018 Comprehensive Plan on Thursday, March 9th, 2023 at 6 p.m. the purpose of the hearing is to present the process to be used in the revision to the plan including opportunities for public input. The public hearing will be held at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway, Holly Springs, GA, 30115. For more information, please contact the Community Development Department, 770-345-5533.

Table G-1

SWOT Analysis--Individual Responses by Category						
Roads and Access	City Services	Housing	Economy and Business	Placemaking/Look/Feel	Future Growth	Perception
Strengths						
Location, I-575 and Hot Lane	Police	Housing Options	Low Property Taxes	Natural Beauty Topography	Potential of Growth	
Access to Major Roads	City Leadership		Strong Local Economy	Small Town Feel	Opportunities Going Forward	
Location and Convenience of Highways	Fiscal Responsibility		Low Property Taxes	Small Town Feel		
Location (575/Express Lanes)	Safety (Police)		Potential of Growth			
	Safety (Police)		Low Property Taxes			
	City Leadership					
Weaknesses						
Traffic Congestions						
Dirty Roads						
Transportation Hindered by Hodgepodge of Road Jurisdictions	Turn Around Time for Permitting and Business License Process	Lack of Senior Housing	No Large Employers	Lack of Identity	Lack of Attraction	Lack of Resident Awareness by Citizens of City Versus County Decisions
Need Updated Roads	Turn Around Time for Permitting and Business Licenses	Lack of Nursing Homes	Lack of Professional/Commercial Space	Consent Lack of Sense of Place Lack of Central Focus	Lack of Entertainment Lack of Sit-down Restaurants No Restaurant Choices No Entertainment Choices	Some People Afraid of Change People not Wanting Growth
Opportunities						
Improve Roads		Provide a Variety of Housing Options	Professional Space Bring more business in More Professional Offices	Build Sense of Place with Downtown Project	Parks Trail System Farmers' Market Concerts Parades Festivals Wi-Fi Connect with Local Trail Network New Town Center New Town Center Plenty of Growth Opportunities Trail System Parks More Improved Parks Trail System Bring More Families to Growing City	
Threats						
Traffic	State Government			Not Keeping Up With Surrounding Cities and Falling into a Rut	Education-Work Preparedness	Wokeness
	County Government			Not keeping up With Other Cities' Growth	Growing Population	Wokeness
	Lack of Control over Adjacent County/City Decisions				Overpopulation	Wokeness
	Potential State Legislation that could Limit Local Control				Development Pressure	
	Rising Drug Activity					
	Rising Sex Traffic Activity					
	Drugs-North Cherokee					
	Georgia State House					



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

February 16, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

- (1) A-03-2023**, applicant requests annexation of 23.0 +/- acres located off of Hickory Flat Highway, Cherokee County, GA, tax parcels 197, 198, 199, 200, 200A, 201, 202, and 203 of tax plat 15N19
- (2) MA-04-2023**, applicant requests rezoning of 23.0 +/- acres located off of Hickory Flat Highway, Holly Springs, GA, tax parcels 197, 198, 199, 200, 200A, 201, 202, 203, 223, and 226 of tax plat 15N19, from R-40, Single Family Residential Estate, and NC, Neighborhood Commercial, (County) to TND, Traditional Neighborhood Development (City)
- (3) MA-05-2023**, applicant requests rezoning of 0.83 +/- acres located off of Holly Street, Holly Springs, GA, tax parcel 061 of tax plat 15N14, from GC, General Commercial, to TND, Traditional Neighborhood Development
- (4) A-04-2023**, applicant requests annexation of 0.60 +/- acres located off of East Rope Mill Lane, Cherokee County, GA, tax parcel 074 of tax plat 15N15
- (5) MA-06-2023**, applicant requests rezoning of 0.60 +/- acres located off of East Rope Mill Lane, Holly Springs, GA, tax parcel 074 of tax plat 15N15, from LI, Light Industrial, (County), to LI, Light Industrial, (City)
- (6) CUP-01-2023**, applicant requests a conditional use permit for a Car Wash Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 004E of tax plat 15N14C
- (7) CUP-02-2023**, applicant requests a conditional use permit for an Automotive Service Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 004E of tax plat 15N14C
- (8) 2023 Comprehensive Plan Update**

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

March 23, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

- (1) MA-07-2023**, applicant requests rezoning of 20.10 +/- acres located off of East Cherokee Drive, Holly Springs, GA, tax parcels 118, 120, 121, and 124 of tax plat 15N26, from GC, General Commercial, to GC, General Commercial / MXD, Mixed Use
- (2) CUP-03-2023**, applicant requests a conditional use permit for a Self-Storage Establishment for property located off of East Cherokee Drive, Holly Springs, GA, tax parcel 124 of tax plat 15N26
- (3) 2023 Comprehensive Plan Update**

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT

Meeting Location:
3235 Holly Springs Parkway



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

May 11, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. BUSINESS

(1) Approve/deny the April 13, 2023 Meeting Minutes

IV. DISCUSSION

(1) 2023 Comprehensive Plan Update

V. ANNOUNCEMENTS FROM STAFF

VI. ITEMS FROM COMMISSION MEMBERS

VII. ADJOURNMENT

Meeting Location:
3235 Holly Springs Parkway



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

May 18, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

- (1) A-05-2023**, applicant requests annexation of 3.31 +/- acres located off of Twin Lakes Drive, Cherokee County, GA, tax parcel 458 of tax plat 15N20
- (2) MA-08-2023**, applicant requests rezoning of 3.31 +/- acres located off of Twin Lakes Drive, Holly Springs, GA, tax parcel 458 of tax plat 15N20, from R-80, Estate Residential (County), to R-40, Single Family Residential Estate, and TND, Traditional Neighborhood Development, (City)
- (3) MA-10-2023**, applicant requests rezoning of 0.2 +/- acres located off of Foxhollow Trail, Holly Springs, GA, tax parcel 095A of tax plat 15N20A from TND, Traditional Neighborhood Development, to R-40, Single Family Residential Estate
- (4) A-06-2023**, applicant requests annexation of 9.98 +/- acres located off of Stringer Road, Cherokee County, GA, tax parcels 017, 017A, and 017C of tax plat 15N26
- (5) MA-09-2023**, applicant requests rezoning of 9.98 +/- acres located off of Stringer Road, Holly Springs, GA, tax parcel 017, 017A, and 017C of tax plat 15N26 from AG, Agricultural, to GV, Governmental
- (6) MA-11-2023**, applicant requests rezoning of 1.99 +/- acres located off of Edmondson Lane, Holly Springs, GA, tax parcel 106D of tax plat 15N16 from GC, General Commercial, to TND, Traditional Neighborhood Development
- (7) 2023 Comprehensive Plan Update**
- (8) 2023 Train Depot Renovation Discussion**

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT



Planning & Zoning Commission

2023 Members

Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)

June 22, 2023

AGENDA

I. CALL TO ORDER- 7:00 PM

II. ROLL CALL

III. DISCUSSION

(1) **CUP-04-2023**, applicant requests a conditional use permit for a Liquor Store Establishment for property located off of Holly Springs Parkway, Holly Springs, GA, tax parcel 081A of tax plat 15N15A

(2) 2023 Comprehensive Plan Update

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT



Planning & Zoning Commission

2023 Members

Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)

July 13, 2023

WORK SESSION AGENDA

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. DISCUSS COMPREHENSIVE PLAN UPDATE**
- IV. ADJOURNMENT**



Planning & Zoning Commission

2023 Members

**Chris Adams Adrian Dekker (C) Mike Grayeski
Eric Huminski Eric Rein (VC)**

July 25, 2023

AGENDA

I. CALL TO ORDER- 6:00 PM

II. ROLL CALL

III. DISCUSSION

(A) 2023 Comprehensive Plan Update

IV. ANNOUNCEMENTS FROM STAFF

V. ITEMS FROM COMMISSION MEMBERS

VI. ADJOURNMENT

Meeting Location:
3235 Holly Springs Parkway



HOLLY SPRINGS
BRAND STRATEGY

January 24, 2023 Phase I

1

OUR TEAM

HOLLY SPRINGS STEERING COMMITTEE

Erin Honea
Dee Phillips
Ollie Evans
Andrea Johnston
Scott Owen
Molly Mercer
Nichole Parks
Barbara Jacoby
Shannon Andrews
Tray Herndon
Maggie Grayeski

 Carl Vinson
Institute of Government
UNIVERSITY OF GEORGIA

Kaitlin Messich
Clark Stancil
Danny Blivins
Eleonora Machado
Kelsey Broich
Karen DeVivo
Survey & Evaluation Unit

WWW.BRANDHOLLYSPRINGS.COM

2

WELCOME!

Agenda

- Survey Results
- Research Findings
- Brand Direction & Tagline
- Next Steps



3

WHAT A BRAND STRATEGY CAN DO FOR HOLLY SPRINGS

- Increase exposure and brand recognition
- Attract and retain target audiences
- A consistent look and message
- Differentiate from surrounding communities
- Increase community pride and trust
- Promote quality of life & local businesses
- Complement the New Town Center
- Give the city tools for economic development and marketing

4



CHECKLIST

- 01 STEERING COMMITTEE
- 02 PUBLIC INPUT MEETINGS
- 03 ONLINE SURVEY
- 04 EXISTING BRAND ANALYSIS
- 05 ESRI COMMUNITY TAPESTRY STUDY
- 06 COMPETITION ANALYSIS
- 07 ASSET IDENTIFICATION
- 08 DIFFERENTIATION

★ Selection of Brand Direction

5

WHAT IS A BRAND DIRECTION?

Developing the “voice” of your brand that will inform Holly Spring's visual identity

6

Public Input Results

807
ONLINE SURVEY RESPONSES

10
FOCUS GROUPS

WHAT WE ASKED

1. Did you grow up in Holly Springs? If so, what has kept you here?
2. Did you move to Holly Springs? What attracted you to Holly Springs? Where did you move from?
3. What is Holly Springs known for?
4. What makes Holly Springs unique?
5. Why would someone visit Holly Springs?
6. What kind of personality does Holly Springs have?
7. Please list your favorite local events.
8. Who should Holly Springs aim to attract?
9. Are there any stories or memories about Holly Springs that you would like to share?

7

8

ONLY
12%
GREW UP IN
HOLLY SPRINGS

36%	Within Cherokee County
32%	Cobb & Fulton Counties
19%	Out of State
1%	Elsewhere In Georgia

THE BEST OF HOLLY SPRINGS

- Friends and Family
- Parks & Green Space
- Affordability*
- Safety
- Wholesome Family Living
- Location & Convenience
- Events: Christmas Parade, Autumn Fest
- Depot
- Local shops: Alma Coffee, The Gathering Board, Herb Shop
- Youth Sports
- Cagle Farm
- Schools
- Police and Friendly City Employees
- Anxiously Awaiting New Town Center
- Tie Dye Guy?



✦ **Takeaway:** currently, Holly Springs is a better place to live than visit.

9

10

"I FEEL SAFE AND IT'S A GREAT PLACE TO RAISE MY CHILDREN."

"Holly Springs has the ability to make the new downtown what it wants to be."

"IT'S LIKE FAMILY."

"Wide open spaces, less pretentious people."

"I CAN'T WAIT TO HAVE OUR OWN DOWNTOWN."

"I'M NOT SURE IT HAS AN IDENTITY YET. IT'S A SWEET SMALL TOWN AND HAS GREAT PARKS."

"WE HAVE MADE THE GREATEST FRIENDS HERE. IT'S ABOUT PEOPLE."

"A town between towns, begging to be something more."

“

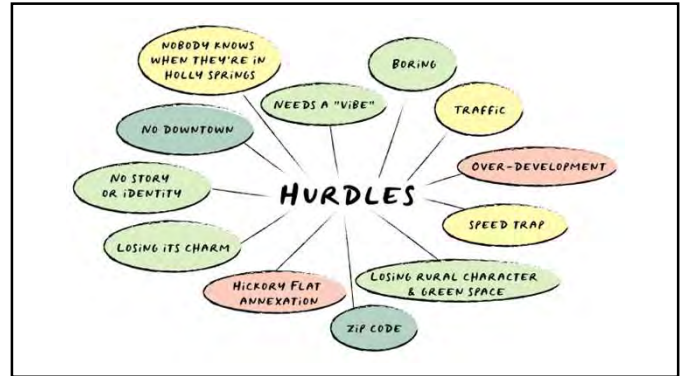
If Holly Springs were a person it would be a guy named Dwayne, who works for the county, drives a Ford truck, and lives in a 3-bedroom house with his wife Jessica and their kids Jaxton and Paisley. They have a French bulldog named Axel. They vacation every fall break at Panama City Beach and have an above-ground pool. They are good Southern Baptists but Dwayne will have a few beers on Sunday. There is a Confederate flag hanging in their garage but you can only see it when the garage door is open. ”

11

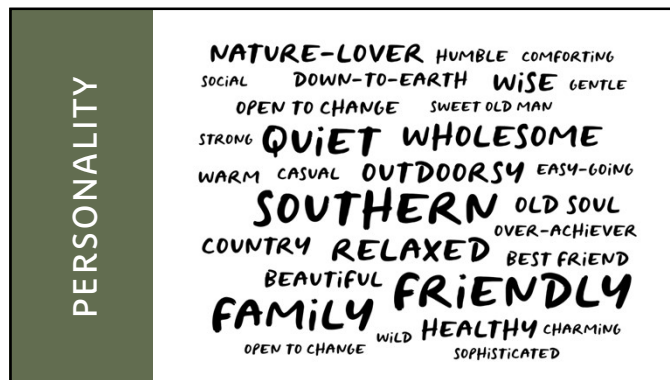
12

Anything that is
LOCAL & AUTHENTIC
 is highly valued and appreciated.

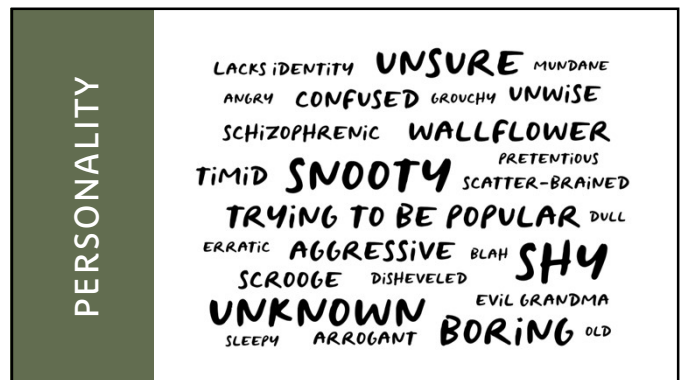
13



14



15



16

TARGET AUDIENCES

- Current residents
- Families
- Quality home builders & developers
- Small, locally-owned businesses
- Upscale restaurants, brewery, and entertainment

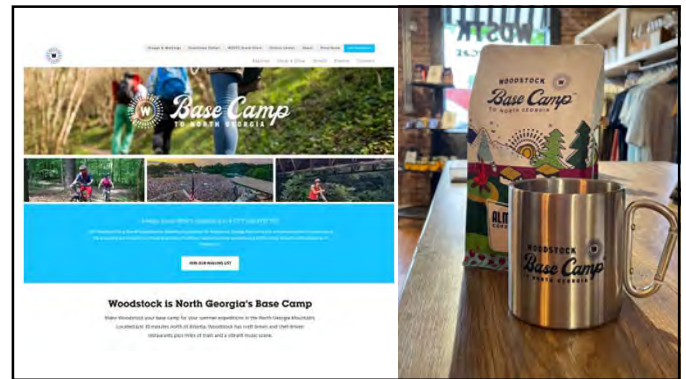
17

The Holly Springs brand strategy
 should include themes of
SMALL-TOWN CHARM
 and a high quality of life for families.

18



19



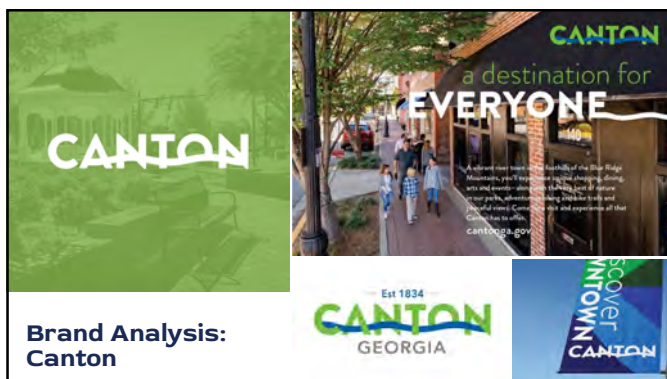
20



21



22



23



24



25



26

BOOMBURBS (30.4%)

This is the new growth market, with young professionals with families that have opted to trade up to the newest housing in the suburbs. The original *Boomburbs* neighborhoods began growing in the 1990s and continued through the peak of the housing boom. Most of those neighborhoods are fully developed now. This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the *Boomburbs* neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.



27

MIDDLEBURBS

Middleburg neighborhoods transformed from the easy pace of country living to semirural subdivisions in the last decade, as the housing boom spread beyond large metropolitan cities. Residents are traditional, family-oriented consumers. Still more country than rock and roll, they are investing in their futures. They rely on their smartphones and mobile devices to stay in touch and pride themselves on their expertise. They prefer to buy American and travel in the US. This market is family-oriented but growing in size and assets.



28

WORKDAY DRIVE (19.8%)

Workday Drive is an affluent, family-oriented market with a country flavor. Residents are partial to new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.



29

MARKET PROFILE

- Like to drive trucks, SUVs, minivans, or motorcycles
- Entertainment is primarily family-oriented
- Like family restaurants
- Sports include hunting, fishing, football, soccer, and baseball
- Likes the latest in technology
- Style matters
- Patriotic
- Enjoy gardening but more often contract home services.
- Physical fitness is a priority
- Likes hiking, bicycling, swimming, and golf
- Residents are generous supporters of charitable organizations



30



DIFFERENTIATION

High Quality Family Living

- Safety – top no. 1 or 2
- Schools – top 5%
- Green Space, Nature, & Parks
- Affordability*
- New Town Center
- Location & Convenience

31

EXISTING MESSAGE

“One of the safest cities in Georgia.”

“Located 35 miles north of Atlanta in Cherokee County,
we strive to exceed the needs of our residents.”

“A City on the Right Track”

32

The City of Holly Springs should
position itself as the
**BEST PLACE FOR FAMILIES
IN METRO-ATLANTA.**

33

Holly Springs BRAND ESSENCE - DRAFT

Life in Holly Springs means enjoying the best of both worlds. Once a tiny whistle stop, this part-metro, part-rural city is the ideal balance of both. Close to downtown Atlanta and even closer to a peaceful outdoor escape, you'll find an oasis full of bike trails and parks to explore. Offering wholesome family living with big backyards, close-knit neighbors, excellent schools, and nearby entertainment, it's no surprise that Holly Springs consistently ranks as one of Georgia's best places to raise a family.

Despite plenty to do, its friendly, small-town feeling remains. You'll feel right at home at the sound of exciting roars of Friday night football crowds, the cheerful chatter of longtime friends, and the enticing aroma of backyard barbeques. In Holly Springs, less is more, and the authentic is cherished.

Holly Springs: (Insert Tagline)

34

POTENTIAL TAGLINES

Slow Down
It's Like Family
Real Place. Real People
Naturally Authentic
Find Your Balance
Your Town
Or, something else?

35

NEXT STEPS

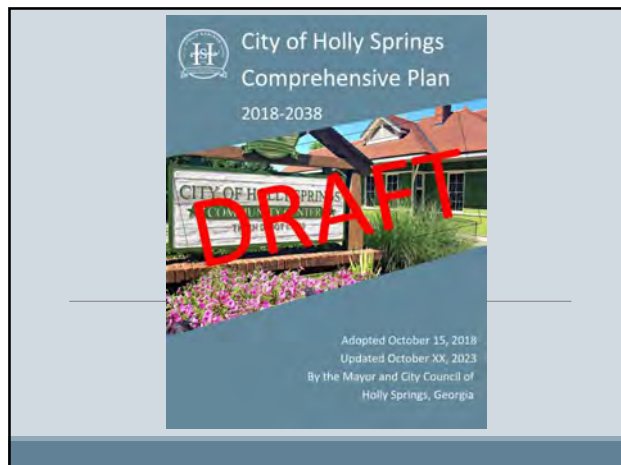
- Phase II: The Look (a.k.a. the Fun Part)
Creating the Holly Springs Visual Identity
- At the next meeting, the Steering Committee will select a brand look from several design concepts!
- Next meeting: April 27th

36

CURRENT LOGO



37



1

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Weaknesses

Background to the Plan

- Traffic Congestion
- Entertainment
- No Growth
- Professional and Office Space
- Residential Development
- Resident Awareness of Responsible Jurisdiction
- Improvements
- Restaurants/Choices
- Central Business District
- Senior Housing

4

PUBLIC HEARING PURPOSE

- ❖ Brief the community on the contents
- ❖ Provide an opportunity for suggestions, additions, and revisions
- ❖ Notify the community when the plan will be submitted to the Atlanta Regional Commission for review

2

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Opportunities

Background to the Plan

- Professional Office Space
- Family Restaurant
- Professional Office Space
- Summer Place Trail System
- Road Improvements
- Farmer's Trail System
- Trail Connections
- Festivals
- Market
- WEP Trail System
- Parade Trail System
- Town Center Parades
- Town Center Improved Parks

5

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Strengths

Background to the Plan

- Leadership
- Economy
- Accountability
- Characteristics
- Safety
- Police
- Shore
- Location
- Housing Topography
- Opportunities
- Potential
- Tax Rate
- Express Lane

3

❖ Initial Kickoff Meeting-SWOT Analysis

❖ Threats

Background to the Plan

- Drugs
- Not Keeping Up With Other Cities
- Sex Trafficking County
- Population Growth
- Development Pressure
- State Legislation
- State Government
- Drugs
- Wokeless
- Overpopulation
- Adjustment City County Decision
- Education Work Preparedness
- Falling into a Rut

6

Background
to the Plan

❖Committee Meetings

Staff, Planning Commission, and
Downtown Development Authority

❖Planning Commission
Began Discussion
November 2022

❖Official Public
Hearing/Kick-off March
2023

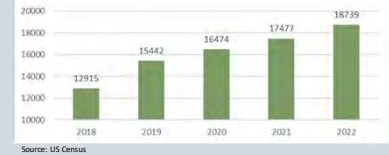
❖SWOT Analysis March
2023-April 2023 (PC and
DDA)

❖Planning Commission Met
1-2 times per month
January-July

7

Data
Analysis

Population Estimates
City of Holly Springs
2018-2022



10

Data
Analysis

RESIDENTIAL DEVELOPMENTS APPROVED 2018-2023

❖12 APPROVED SUBDIVISIONS

❖5 COMPLETE

❖5 ACTIVE

❖1 PLAN REVIEW

❖1 ZONING APPROVAL

❖722 UNITS

❖708 SINGLE-FAMILY DETACHED

❖14 TOWNHOMES

❖1 APPROVED MULTI-FAMILY/TOWNHOME DEVELOPMENT

❖294 UNITS

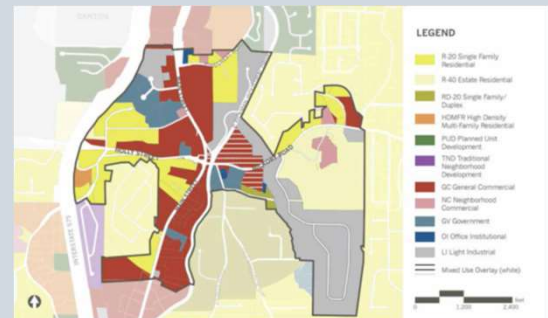
❖270 MULTI-FAMILY

❖24 TOWNHOMES

❖1 SENIOR MIXED PRODUCT DEVELOPMENT

❖115 UNITS

8



LCI Land Use Plan

11

Data
Analysis

New Residential Development

Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupancy Issued
Cottages at Redwood Lane*	78	0	78
Edgewater	356	308	48
Endless at Edgewater*	41	0	41
Old Pioneer**	111	0	111
Overlook at Mount Pleasant***	135	0	135
Palm Street (Idle Towns)**	63	0	63
Parkside	25	18	7
Prestige*	20	0	20
Seabreeze	17	5	12
Tower Walk* (Townhomes)	14	0	14
Working Development***	24	0	24
Total Units	954	331	623

*New Development **Plan Review ***Spring Approval
 (40 open permits (100 units remaining))

Subdivision Name	Total Lots (Units)	Certificates of Occupancy Issued	Housing Units Remaining to be Constructed or Occupancy Issued
Town Center	30	0	30
Charmelle	30	0	30
City Homes	30	0	30
Plato	230	0	230

9



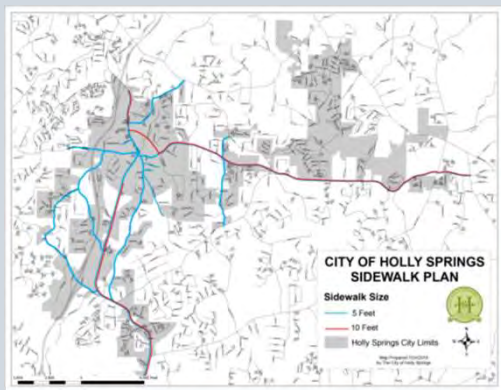
2018

2023



Town Center Plan

12



Sidewalk Plan

13

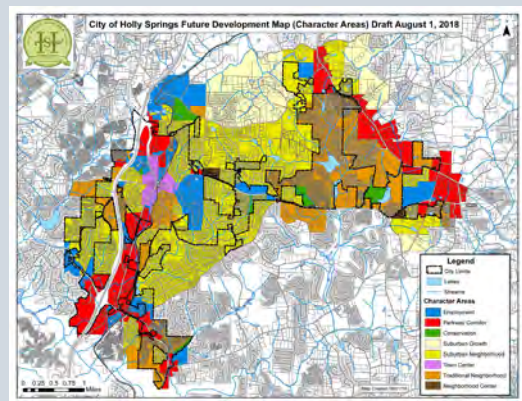
Future Development Map and Character Areas

- ❖ Town Center
- ❖ Traditional Neighborhoods (Density 5-8 units/acre)
- ❖ Neighborhood Center (Density 5-8 units/acre)
- ❖ Suburban Neighborhoods (Density 1-3 units/acre)
- ❖ Suburban Growth (Density <1 unit/acre)
- ❖ Employment
- ❖ Parkway Corridor
- ❖ Conservation/Parks
- ❖ Wildcat Mixed-Use

16



14



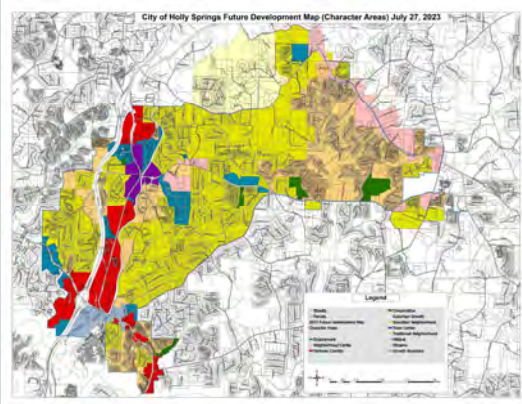
17

Vision

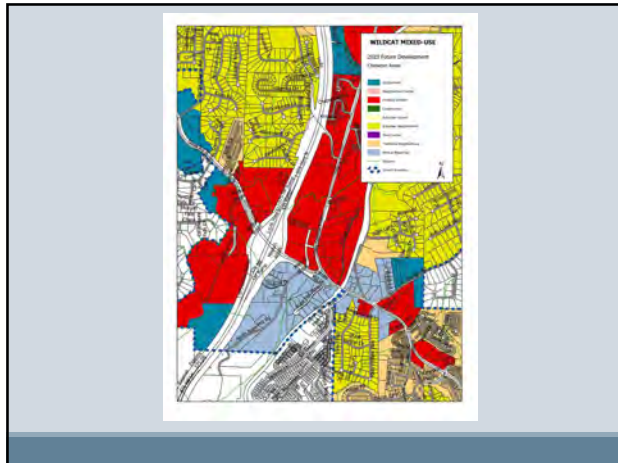
From today and through the year 2038, Holly Springs will be a City that aspires to the following:

- ❖ A revitalized and expanded town center
- ❖ A robust economy with parkway corridors, employment areas, and office-professional parks and corridors
- ❖ A diversity of traditional and suburban neighborhoods
- ❖ A system of connected open spaces and a sustainable environment

15



18



19

Future Development Map and Character Areas

Neighborhood Center
(Hwy 140 Area)

5.3 Neighborhood Center
Intent and Characteristics: The areas shown as "Neighborhood Center" on the future development map are very similar to traditional neighborhoods. One noteworthy distinction between traditional neighborhoods and neighborhood center is that "neighborhood centers" are likely to have higher compositions of nonresidential (civic, office, neighborhood-serving retail) uses than "traditional neighborhoods." Included within this character area is the area along Highway 140 at the eastern border of the city. This area may have reduced densities to more closely align with the recommendations for property located within unincorporated Cherokee County.

Application: Existing and new single-family residential neighborhoods with a mixed-use component.

Primary Future Land Uses: Neighborhood commercial, office, and government uses, and parks, recreation, greenways, and trails included as part of a traditional neighborhood.

Zoning Districts: PD-R, TND, NC, OI, GV, MXD-1, MXD-2

DESIGN PRINCIPLES
Density/Intensity: Moderate density single family residential uses up to 8 units/acre. Along the Hwy 140 corridor, the west side of Hwy 140 is capped at 6 units/acre and the east side of Hwy 140 is capped at 4 units per acre.

Greenspace: Formal landscaping, open space, neighborhood community parks

Transportation: Moderate to high vehicular and pedestrian/cycle connectivity with sidewalks, pedestrian paths, and curvilinear streets. Grid system of streets if topography allows.

Infrastructure: Public water and sewer

22

Future Development Map and Character Areas

Wildcat Mixed-Use

5.8 Wildcat Mixed-Use
This character area corresponds to property located near the Sixes Road/I-575 interchange. It is planned to be a major employment area, including professional and corporate offices, regional offices, and medical complexes. Mixed use and multi-family are secondary uses integrated into or complementary to employment centers. Greenspaces and civic spaces that connect workplaces together are integral, as well.

Application: Existing and new professional and medical office complexes with secondary mixed use and multi-family

Primary Future Land Uses: office, retail, service, high density multi-family residential, townhomes included with mixed use

Zoning Districts: GC, NC, OI, PD-C, PD-Q, PD-I, GV, MXD-1

DESIGN PRINCIPLES
Density/Intensity: Moderate to High intensity of use

Greenspace: Formal landscaping with appropriate buffers between adjacent residential uses

Transportation: High vehicular pedestrian/cycle connectivity; access management to facilitate traffic flow (i.e., shared drives, inter-parcel access)

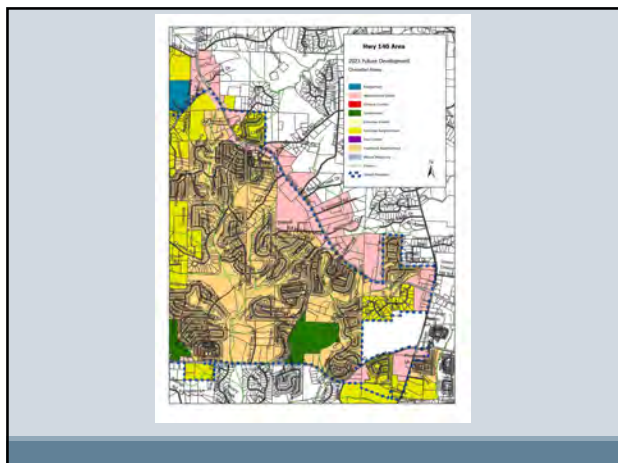
Infrastructure: Public water and sewer

20

Policies by Functional Area

- ❖ Land Use
- ❖ Housing
- ❖ Economic Development
- ❖ Natural Resources
- ❖ Historic Resources
- ❖ Urban Design
- ❖ Community Facilities and Services
- ❖ Transportation
- ❖ Intergovernmental Coordination

23



21

ARC Quality Community Objectives

- ❖ Economic Prosperity
- ❖ Resource Management
- ❖ Efficient Land Use
- ❖ Local Preparedness
- ❖ Sense of Place
- ❖ Regional Cooperation
- ❖ Housing Options
- ❖ Transportation Options
- ❖ Educational Opportunities
- ❖ Community Health

24

Policies by Character Area

- ❖ Town Center
- ❖ Traditional Neighborhoods
- ❖ Suburban Neighborhoods and Suburban Growth
- ❖ Parkway Corridor

25

Short-Term Work Program 2023-2028

- ❖ Community Facilities/Services
 - ❖ Capital Programming
 - ❖ City Hall/Amphitheater
 - ❖ Structured Parking
 - ❖ Town Center Park
 - ❖ Public Works Facility
 - ❖ Depot Parking
- ❖ Continue CCSD Development Mitigation Program
- ❖ Master Plan -Timothy B. Downing Park
- ❖ Linear Park/Trail - Hickory Springs Parkway Project
- ❖ Stormwater Program; NPDES
- ❖ Purchase Storm Sewer Camera

28

Short-Term Work Program 2023-2028

- ❖ Economic and Downtown Development
 - ❖ Pursue Development Opportunities for Town Center
 - ❖ Public-Private Partnership for Town Center
 - ❖ Construct 2+/- acre "Centerpiece " Park-Town Center
 - ❖ Implement Elements of Parking Study with Town Center Development to include Parking Deck
 - ❖ Urban Redevelopment Plan Implementation – Phase 1 Town Center Development Infrastructure – Streetscapes, Sewer, Roads and Drainage Improvements
 - ❖ Urban Redevelopment Plan Implementation – Phase 2 Holly Springs Town Center Development
 - ❖ Urban Redevelopment Plan Implementation – Phase 3 Town Center Development Infrastructure – Signage/wayfinding system, multi-use trail system
 - ❖ Continue to Implement Livable Centers Initiative Project- (LCI plan updated 2018)
 - ❖ Develop special events suited for the Town Center
 - ❖ Develop a New Business Recruitment Program
 - ❖ Encourage Office Uses and Actively Recruit Employers to Re-locate to the City of Holly Springs
 - ❖ Coordinate and Partner with Local and Regional Technical Colleges and Institutions of Higher Learning
 - ❖ Partner and Coordinate with the Development and Redevelopment Authorities of Cherokee County and Nearby Jurisdictions

26

Short-Term Work Program 2023-2028

- ❖ Transportation
 - ❖ Local Road Improvement Program
 - ❖ Local Maintenance and Improvement Grant
 - ❖ Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (Design);
 - ❖ Pedestrian Network Phase III: Holly Street from Holly Springs Parkway to City Limits (ROW/Construction);
 - ❖ Pedestrian Network Phase IV: Palm Street (West Side) from Jetta Lane to Toonigh Creek
 - ❖ Bikeways and Multi-use Trails
 - ❖ Hickory Springs Parkway, Phase I (Preliminary Engineering)
 - ❖ Hickory Springs Parkway (Right-of-Way Acquisition)
 - ❖ Hickory Springs Parkway-- (Construction)
 - ❖ Multi-use Trail-Hickory Springs Parkway
 - ❖ Downtown Parking

29

Short-Term Work Program 2023-2028

- ❖ Historic Preservation
 - ❖ National Register Nominations
 - ❖ Initiate Citywide Local Landmark Program
 - ❖ Continue to Utilize Architectural/Historical Consultant for Advisement of City Staff
 - ❖ Implement Gateways Study Recommendations(various locations)
 - ❖ Reconcile Design Guidance Documents and Regulations
 - ❖ Complete the History of Previous Mayor and Add information to the Website
 - ❖ Continue Development of City Historical Information Page for Website
 - ❖ Evaluate Cagle House (Timothy B. Downing Park) for Historical Preservation/Information

27

Short-Term Work Program 2023-2028

- ❖ Transportation-Continued
 - ❖ Traffic Calming Program
 - ❖ Evaluate Existing Corrugated Metal Pipe Infrastructure Under City Roadways
 - ❖ Seek Grant Funding to Finance Various Transportation Projects
 - ❖ Holly Springs Parkway Widening Phase II (Construction)
 - ❖ Holly Springs Parkway Widening Phase III (Design/ROW/Construction)
 - ❖ Holly Springs Parkway Widening Phase IV from Childers Road to Hickory Road
 - ❖ Holly Springs Parkway Widening Phase V from Sixes Road to East Cherokee Dr.
 - ❖ Palm Street Realignment Project
 - ❖ Fox Creek Traffic Signal and Sidewalks/Drainage Project
 - ❖ Highway 5 Traffic Light Coordination Synchronization Project
 - ❖ Hickory Road/Stringer Road Fill in the Gaps Sidewalk Project

30

Short-Term Work Program 2023-2028

❖ Planning and Development

- ❖ Utilize Private Building Inspections Services
- ❖ Hire Additional Planner
- ❖ Evaluate Zoning Ordinance Annually
- ❖ Revise Applicable Zoning Codes and Design Guidelines-Town Center Development
- ❖ Unified Development Code
- ❖ Development Regulations-Future Trends and Community Needs
- ❖ Coordinate with the GA Department of Community Affairs-Building Codes
- ❖ Purchase Current Code Books
- ❖ Update Census Data as Requested

31

Short-Term Work Program 2023-2028

❖ Technology

- ❖ Continue Maintenance of Digital Archival of City Records
- ❖ Evaluate Annually the Community Informational Needs to Enhance City Website
- ❖ Enhance City Website to develop an E-Government full service interactive site
- ❖ Implement Customer Service Software-Acta Solutions
- ❖ Implement Agenda Management Software
- ❖ Implement Electronic Signature Software
- ❖ Implement Open Records Request Management Software
- ❖ Upgrade Website Capabilities/Functions
- ❖ Improve Search Engine Optimization
- ❖ Implement Electronic Newsletter
- ❖ Continue Integration of Cloud-Based Data Storage

34

Short-Term Work Program 2023-2028

❖ Public Safety

- ❖ Add 3-6+ police officers and equipment annually
- ❖ Add police cars with additional officers
- ❖ Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates
- ❖ Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.
- ❖ Create a Career Advancement Program with incentives
- ❖ Continue Police Foundation Partnership program to enhance equipment, training opportunities, and community services.
- ❖ Develop Traffic Unit
- ❖ Acquire Multi-Purpose Response Vehicle for accident reconstruction, crime scene, and command post

32

Short-Term Work Program 2023-2028

❖ Technology-Continued

- ❖ Implement Cloud GIS and Data Storage Program
- ❖ Provide Access to City GIS Data
- ❖ Continue to Share GIS Database with Cherokee County and the Cities of Woodstock and Canton
- ❖ Update GIS Data Collection through Technology and Devices
- ❖ Enhance Collection of GIS/Stormwater Field Data Utilizing Cloud Based Mapping Technologies (ESRI products, GPS mapping devices)

35

Short-Term Work Program 2023-2028

❖ Public Safety-Continued

- ❖ Maintain Certification for 3 Drone Pilots, Add 1 Drone and 2 Certified Drone Pilots
- ❖ Portable Metal Detector / X-ray Machine
- ❖ Scenario Training
- ❖ Purchase and installation of 13 FLOCK Safety Cameras
- ❖ Replace In-car cameras
- ❖ Replace MDT tablets with Panasonic Toughbooks
- ❖ Purchase equipment for defensive tactics and force on force training (including safety equipment)
- ❖ Red Dot Optic conversion for primary firearms
- ❖ Police Sub-station located at Hickory Road @ E. Cherokee Drive

33



36

CHEROKEE TRIBUNE

521 East Main Street, Canton, Georgia 30114

PUBLISHER'S AFFIDAVIT

STATE OF GEORGIA - County of Cherokee

Before me, the undersigned; a Notary Public,
this day personally came Otis A. Brumby III,
who, being duly sworn, according to law, says
that he is the Publisher of Times Journal, Inc.,
publishers of the CHEROKEE TRIBUNE,
official newspaper published in said county
and State, and that the publication, of
which the annexed is a true copy, was
published in said paper, as provided by law,
on the following dates:

07/11/2023

Otis A. Brumby III

Subscribed and sworn to before me this

11th day of July, 2023

Jennifer Futch

Notary Public



My commission expires _____

Notice of Public Hearing-Planning & Zoning Commission

The Holly Springs Planning & Zoning Commission will conduct a public hearing on July 27, 2023 at 7:00 p.m. for the following: **(1) MA-12-2023**, applicant requests rezoning of 3.52 +/- acres located off of Marble Quarry Road, Holly Springs, GA, tax parcel 050C of tax plat 15N14 from TND, Traditional Neighborhood Development, to R-20, Single Family Residential; **(2)** 2023 Comprehensive Plan Update. The public hearing will be held at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway, Holly Springs, GA, 30115. For more information, please contact the Community Development Department, 770-345-5533.

☐ PROOF O.K. BY: _____ ☐ O.K. WITH CORRECTIONS BY: _____

PLEASE READ CAREFULLY • SUBMIT CORRECTIONS ONLINE

MA-354044 (100%)

ADVERTISER: CITY OF HOLLY SPRINGS

PROOF CREATED AT: 7/10/2023 10:31:02 AM

SALES PERSON: MAM107

NEXT RUN DATE: 07/11/23

SIZE: 2X3

PROOF DUE: 07/10/23 14:30:00
G-30

PUBLICATION: MA-CHEROKEE TRIBUNE



Welcome to

HOLLY SPRINGS

COMMUNITY CENTER

TRAIN DEPOT c. 1900

Latest City News

ALL NEWS



Events

ALL EVENTS

IMPORTANT UPDATES

- + Summer Lobby Hours
- + 2023 Comprehensive Plan Update Public Hearing Info

READ MORE

Home > Alert_detail

Important Updates

Summer Lobby Hours

Beginning May 30th, City Administrative and Municipal Court Summer Lobby hours will be Monday - Thursday, 8:00 a.m. - 5:00 p.m., and Friday, 8:00 a.m. - 12:00 p.m. Customers may continue to call 770-345-5536 until 5:00 p.m. Monday - Friday for assistance.

Regular lobby hours, Monday - Friday, 8:00 a.m. - 5:00 p.m., will resume September 5th.

For non-emergency issues, please call 678-493-4080 to have a Holly Springs police officer dispatched.

2023 Comprehensive Plan Update Public Hearing

The Holly Springs Planning & Zoning Commission will conduct a public hearing on July 27, 2023 at 7:00 p.m. for the 2023 Comprehensive Plan Update. The public hearing will be held at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway, Holly Springs, GA, 30115. For more information, please contact the Community Development Department at 770-345-5533.



City of Holly Springs, Georgia - Official Government

Jul 17 2023 11:05 PM

The Holly Springs Planning & Zoning Commission will host a public hearing on July 27th. Please plan to join us!

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



The Holly Springs Planning & Zoning Commission will host a public hearing on July 27th. Please plan to join us!



Activity ID:

661460879352209

Post Type: Story

Created Date:

Jul 17 2023 11:05 PM

Modified Date:

Jul 17 2023 11:05 PM

SHA-256: a6560

6f4c549dd46c2ea5

c4aa30cd4597d77

a3ed4801925553d

720f9b4523795



City of Holly Springs, Georgia - Official Government

Jul 19 2023 11:00 AM

The Georgia Planning Act requires cities and counties in Georgia to complete comprehensive plans to help shape long-term growth. Please plan to join us as we work to complete an update of the City's 2018-2038 Comprehensive Plan.

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



The Georgia Planning Act requires cities and counties in Georgia to complete comprehensive plans to help shape long-term growth. Please plan to join us as we work to complete an update of the City's 2018-2038 Comprehensive Plan.



Activity ID:

661852489313048

Post Type: Story

Created Date:

Jul 19 2023 11:00 AM

Modified Date:

Jul 19 2023 11:00 AM

SHA-256: 51137

f3821b731a99bc41

13e0b899b97f699

4e37a4dbbfb6ccdc

f83ad8520670



**City of Holly Springs, Georgia -
Official Government**

Jul 22 2023 02:00 PM

Mark your calendars!

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



Mark your calendars!



Activity ID:

661854085979555

Post Type: Story

Created Date:

Jul 22 2023 02:00 PM

Modified Date:

Jul 22 2023 02:00 PM

SHA-256: 66435

bc97e74d8bb4f0b7

e17f38935df57ae9

3f185db309e93dd

8020670b3543



City of Holly Springs, Georgia - Official Government

Jul 26 2023 11:00 PM

Planning for our City's future is best when residents take on an active role! Please plan to join us as we hold a public hearing for an update of the City's 2018-2038 Comprehensive Plan.

shared a photo



WHAT: 2023 Comprehensive Plan Update Public Hearing held by the Holly Springs Planning & Zoning Commission

WHEN: July 27, 2023 at 7:00 p.m.

WHERE: Holly Springs Public Safety Building
3235 Holly Springs Parkway, Holly Springs, GA 30115.

For more information, please contact the Community Development Department at 770-345-5533.



Planning for our City's future is best when residents take on an active role! Please plan to join us as we hold a public hearing for an update of the City's 2018-2038 Comprehensive Plan.

1

Activity ID:

661855249312772

Post Type: Story

Created Date:

Jul 26 2023 11:00 PM

Modified Date:

Jul 26 2023 11:00 PM

SHA-256: 7d71e

065970a8699e8be

4b55b391e78d4e3

7e20732196fce7ab

52acb42f15522

VIEW

1. Click "View"
2. Install Firefox Extension
3. Enjoy EasyView!

EasyView

Holly Springs residents invited to weigh in on city comprehensive plan Thursday

Staff reports 19 hrs ago 0



Holly Springs City Hall is seen here.
Staff - File

Holly Springs officials are working on an update for the city's comprehensive plan, and residents are invited to give their input Thursday.

The city's Planning and Zoning Commission is hosting a public hearing scheduled for 7 p.m. Thursday at the Holly Springs Public Safety Building, 3235 Holly Springs Parkway.

INJURED?
HELP STARTS HERE.
LEARN MORE

- Car Accident
- Trucking Accident
- Rideshare Accident
- Slip & Fall
- Wrongful Death

Trending Now

- 1 Cherokee County man charged with wife's murder
- 2 Man reportedly drowns in Lake Allatoona
- 3 Severe thunderstorms cause downed trees and power outages
- 4 Curcio, Rediger lead all-state honorees
- 5 Gibbs Gardens closed through the weekend due to storm damage

THE CHAMPION FIRM
INJURED?
HELP STARTS HERE.
LEARN MORE

SHARE THIS f t e b i

Medical Malpractice • Wrongful Death
LEARN MORE

In Case You Missed It

A First-Timer's Guide to Buc-ee's: The 15 Must-Buy Items

Cherokee County man charged with wife's murder

CHEROKEE TRIBUNE & LEDGER-NEWS

Holly Springs residents invited to weigh in on city comprehensive plan Thursday



What's Your Barbenheimer?

G-36

For more information, contact the city's community development department at 770-345-5533.

APPENDIX H
TABLE H-1
SHORT-TERM WORK PROGRAM REPORT OF ACCOMPLISHMENTS
2018-2023

10.1 Economic and Downtown Development (EDD)

EDD-1	Assembly of Land in Town Center
EDD-2	Public-Private Partnering for Town Center Development
EDD-3	Urban Redevelopment Plan Implementation
EDD-4	Economic Development

10.2 Historic Preservation (HP)

HP-1	Intensive Historic and Architectural Resource Survey
HP-2	Historic District Boundary Confirmation or Refinement
HP-3	Seek Certified Local Government (CLG) Status
HP-4	National Register Nominations
HP-5	Develop Demolition Policies for the Certificate of Appropriateness Program
HP-6	Initiate Citywide Local Landmark Program
HP-7	Fund Historic Preservation Commission Training
HP-8	Conduct Workshops and Initiate Recognition Program

10.3 Urban Design

UD-1	Gateways Identification and Improvement
UD-2	Directional Signage Study and Way Finding Initiative
UD-3	Reconcile Design Guidance Documents and Regulations

10.4 Community Facilities and Services

CF-1	Capital Programming and Improvement
CF-2	Stormwater Program

10.5 Transportation

T-1	Local Road Improvements
T-2	Local Road Resurfacing
T-3	Sidewalk Improvements
T-4	Bikeways and Multi-use Trails
T-5	Railroad Greenway
T-6	Town Center Circulator Road
T-7	Downtown Parking
T-8	Traffic Calming Program
T-9	Evaluate Consistency Between City and County Road Standards
T-10	Public Transportation

10.6 Planning & Development

P-1	Personnel
P-2	Equipment & Facilities
P-3	Codes & Legislation
P-4	Short & Long Range Planning

10.7 Public Safety

PS-1	Personnel
PS-2	Equipment & Facilities
PS-3	Policy Updates & Studies

10.8 Technology

TN-1	Digital Archiving
TN-2	GIS
TN-3	E-Governance

10.1 Economic and Downtown Development (EDD)

EDD-1. Public-Private Partnering for Town Center Development. The City, including the Downtown Development Authority, will become a proactive partner with the private sector by adopting incentives to lessen risk and developer exposure. Potential incentives include: ground leases; anchoring development with civic uses; sharing costs of infrastructure; building initial space for restaurant or other uses; and municipal development of park spaces in the town center.

EDD-2. Urban Redevelopment Plan Implementation. This work program item is drawn from the Holly Springs New Town Center Redevelopment Plan and Tax Allocation District.

EDD-3. Economic Development. Promote economic development activities city-wide to enhance the health of the local economy. Actively market the City of Holly Springs to commercial interests at the state, national, and international levels.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$ and Funding Sources	Responsible Party	Status
ECONOMIC AND DOWNTOWN DEVELOPMENT (EDD)					
EDD-1, 3	Pursue development opportunities for the Holly Springs Town Center Development	2018-2022	General Staff and Authority Activities	DDA	Underway
EDD-2	Public-Private Partnership for Town Center Development	2018-2022	General Staff and Authority Activities	DDA	Underway
EDD-2, 3	Construct 2+/- acre "centerpiece" park in the Town Center	2018-2022	\$500,000 Public/Private Partnership	DDA	Underway
EDD-3	Implement elements of Rich & Associates Parking Study with Town Center Development	2018-2022	--	DDA	Underway (2024-2025)
EDD-3	Urban Redevelopment Plan Implementation -- Phase 1 Town Center Development Infrastructure -- Streetscapes, Sewers, Roads and Drainage Improvements	2018-2020	\$3,450,000 SPLOST/General Fund	DDA	Underway (2023-2024)
EDD-3	Urban Redevelopment Plan Implementation -- Phase 2 Holly Springs Town Center Development	2019-2022	\$8,023,684 Public/Private Partnership	DDA	Underway (2025)
EDD-3	Urban Redevelopment Plan Implementation -- Phase 3 Town Center Development Infrastructure -- Signage/wayfinding system, multi-use trail system, parking study	2020-2022	\$750,000 SPLOST/General Fund	DDA	Postponed (Waiting for Construction of Town Center to be Completed)
EDD-2	Continue to Implement Livable Centers Initiative Project- (LCI plan updated 2018)	2018-2022	General Fund; Capital Budget; Grants	DDA; City Manager; Comm. Development Director	Ongoing
EDD-2, 3	Develop special events suited for the new Town Center	2018-2022	General Fund; Public/Private Partnership	Main Street Director	Postponed (Waiting for Construction of Town Center to be Completed)
EDD-4	Research and develop incentive packages to recruit desired businesses in Town Center area and City at large	2019	General Fund	Main Street Director	Complete
EDD-4	Develop a new business recruitment program for retail, office, and light industrial to locate in the City of Holly Springs. Strive to achieve a sensible balance between commercial and residential uses working toward a jobs-housing balance of 1.5:1 or greater.	2018-2022	--	Community/Economic Development; DDA	Underway (2025)
EDD-4	Encourage office uses and actively recruit employers to re-locate to the City of Holly Springs, working toward a jobs-housing balance of at least 1.5:1 or greater.	2013-2017	--	Community/Economic Development; DDA	Underway
EDD-4	In concert with promoting a jobs-housing balance of at least 1.5:1 or greater, coordinate and partner with local and regional technical colleges and institutions of higher learning to ensure the employment base is highly skilled (skills matching jobs).	2018-2022	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)	Underway
EDD-4	When feasible, partner and coordinate with the Development and Redevelopment Authorities of Cherokee County and nearby jurisdictions to bring industry and positive development opportunities to the City and Cherokee County.	2018-2022	--	Community/Economic Development; DDA; Cherokee Office of Economic Development (COED)	Underway

10.2 HISTORIC PRESERVATION (HP)

HP-1. Seek Certified Local Government (CLG) Status. The CLG program extends federal and state preservation partnerships to the local level. Any city, town, or county that has enacted a historic preservation ordinance, enforces that ordinance through a local preservation commission, and has met requirements outlined in the Procedures for Georgia's Certified Local Government Program is eligible to become a CLG. Holly Springs has applied to the Georgia State Historic Preservation Division (HPD) for acceptance as a Certified Local Government (CLG). The benefits of becoming a CLG include eligibility for federal historic preservation grant funds, the opportunity to review local nominations for the National Register of Historic Places prior to consideration by the Georgia National Register Review Board, opportunities for technical assistance, and improved communication and coordination among local, state, and federal preservation activities.

HP-2. National Register Nominations. Holly Springs will encourage nominations to the National Register of Historic Places for individual properties and districts that have been identified as eligible and in consultation with the Georgia Historic Preservation Division (HPD). There are currently no properties within the City of Holly Springs that are listed in the National Register of Historic Places. Listing on the National Register, or a determination of eligibility to the National Register, can provide significant federal tax credits for certain expenses incurred in connection with the rehabilitation of an old building. These credits are available to owners and some long-term renters of income-producing properties -- 20 percent for a historic building and 10 percent for a non-historic building. Georgia law provides an owner of an historic property which has undergone substantial rehabilitation an eight-year freeze on property tax assessments. Financial incentives for historic properties can be an excellent tool for redevelopment of small communities such as Holly Springs.

HP-3. Develop Demolition Policies for the Certificate of Appropriateness Program. Holly Springs will continue to prohibit the partial and full demolition, or the moving, of individual historic structures until adequate study has been made of the city's historic resources through the completion of an intensive survey. The Holly Springs Historic Preservation Commission (HPC) should develop more specific demolition and demolition-by-neglect policies that will apply within the local historic district.

HP-4. Initiate Citywide Local Landmark Program. Develop a local landmark program as part of the historic preservation planning program in the City of Holly Springs, to be administered by the city's Historic Preservation Commission (HPC). A local landmark program allows for the designation of individual buildings, structures, objects and sites as local historic landmarks with the same protection as a local historic district. The ability to designate individual properties of historic and architectural significance can be an important tool for the city and citizens of Holly Springs, in that it would allow for protection of historic resources that are located outside the boundaries of the Historic District as presently established.

HP-5. Consolidate/Update Historical Documents. The City maintains historical information in a variety of documents. This information should be researched and compiled into one document. This City has been researching information about the previous mayors of Holly Springs. This project should be continued and completed. Development of a historical page on the City's website should be an outcome of this section.

HP-1 Intensive Historic and Architectural Resource Survey

HP-2 Historic District Boundary Confirmation or Refinement

HP-3 Seek Certified Local Government (CLG) Status

HP-4 National Register Nominations

HP-5 Develop Demolition Policies for the Certificate of Appropriateness

HP-6 Initiate Citywide Local Landmark Program

HP-7 Fund Historic Preservation Commission Training

HP-8 Conduct Workshops and Initiate Recognition Program

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$ and Funding Sources	Responsible Party	Status
HISTORIC PRESERVATION (HP)					
HP-1	Seek Certified Local Government (CLG) Status	2020	--	Main Street Director: HPC	Canceled (Limited Main Street Status)
HP-2	National Register Nominations	2019-2021	\$5,000 or more per nomination General Fund	Main Street Director	Postponed (Pursuing after Town Center Construction)
HP-3	Develop Demolition Policies for the Certificate of Appropriateness Program	2019	--	Main Street Director; Community Development Director	Canceled (Handled with Bldg Permit)
HP-4	Initiate Citywide Local Landmark Program	2021	General Fund	Main Street Director; Community Development Director	Postponed (Waiting on Construction of Town Center to be Completed)
HP-4	Engage Architectural/Historical Consultant to advise the City Staff	2018-2022	\$20,000 General Fund		Complete
HP-4 UD-1, 3	Gateways Identification and Improvement (various locations)	2018-2022 (Ongoing)	\$150,000 annually General Fund	DDA; Main Street Director, Community Development Director	Complete (Study) Implementation (2026)
HP-5, UD-3, 4	Reconcile Design Guidance Documents and Regulations	2018-2021	\$15,000 General Fund	Main Street Director, Community Development Director; Consultant	Underway (2025)
HP-5	Complete the History of Previous Mayor and Add information to the Website	2019-2020	General Fund	Main Street Director	Underway (2025)
HP-5	Develop City Historical Information Page for Website	2019-2020	General Fund	Main Street Director	Underway (2025)

10.4 Community Facilities and Services

CF-1. Capital Programming and Improvement. Acquire lands, as needed, design facilities, improve land, and construct building spaces as identified in the Community Facilities section of this Community Agenda, as reiterated in Table 24 below.

Table 24
Holly Springs Community Facilities Short-term Capital Projects, 2018-2022

Facility	Description of Improvement	Estimated Cost (\$)	Target Completion Year
Administrative	City Hall Complex	Unknown	2019-2020
Administrative	Structured Parking	Unknown	2020-2022
Parks	Master Plan for 58-acre municipal park	\$250,000	2020
Parks	Site Preparation and Park Development, one park	\$750,000	2022+
Public Works	New Public Works Facility	\$500,000	2020-2021
Public Works	Parking Adjacent to Depot	\$100,000	2018-2022

CF-2. Stormwater Program. This work program includes all applicable mandates of the Metropolitan North Georgia Water Planning District and NPDES stormwater programs, such as the inventory of storm drainage facilities, mapping of future conditions floodplains, and ongoing implementation of non-structural best management practices, among others.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$)	Funding Sources	Responsible Party	Status
COMMUNITY FACILITIES (CF)						
CF-1	Capital Programming and Improvement	2018-2022	See Specifics Capital Budget; GO Bond Issue; SPLOST		City Manager	Underway
CF-1	Continue allowing developers/builders to coordinate with the Cherokee County School District, to mitigate the impact of additional students added, per new housing unit constructed	2018-2022	--		Community Development Director	Underway
CF-1	Master Plan for future 58 acre park on Stringer Road-- Timothy B. Downing Park	2020-2022	\$250,000		City Manager	Postponed (Waiting for construction of Town Center to be completed. Added 10 acres to this tract)
CF-1	Construct a linear park/trail in conjunction with the Hickory Springs Parkway project	2020-2022			City Manager	Underway (2026)
CF-2	Stormwater Program; NPDES; Continue compliance activities, coordinating with EPD and the Metro North GA Water Planning Dist.	2018-2022	\$300,000 Annually Stormwater Utility Fund		Stormwater Coordinator	Ongoing
CF-2	Hire Full Time Inspector/Maintenance	As economy dictates	\$35,000 Annually General Fund/Stormwater Utility Fund		Stormwater Coordinator	Complete
CF-2	Replace Two Ford Rangers	2018-2022	\$70,000 SPLOST		City Manager	Complete
CF-2	Purchase Sewer Camera	2018-2022	\$85,000-95,000 Stormwater Utility Fund		Stormwater Coordinator	Postponed (Expense not Warranted at this time)
CF-2	Purchase Enclosed Trailer	2018-2022	\$2000/Stormwater Utility Fund		Stormwater Coordinator	Canceled (Expense not Warranted)
CF-2	Purchase Hydraulic Pipe Jetter	2020-2022	\$65,000-80,000 Stormwater Utility Fund		Stormwater Coordinator	Canceled (Expense not Warranted)
CF-2	Replace Large Format Scanner	2020-2022	\$10,000-15,000 Stormwater Utility Fund		Stormwater Coordinator	Complete

10.5 Transportation

T-1. Local Road Improvements. Based on the Transportation studies and other identified sources, design and construct improvements to city streets, including widening, correction of poor intersection geometrics, widening shoulders, etc.

T-2. Local Road Resurfacing. Continue road resurfacing program.

T-3. Sidewalk Improvements. Provide a systematic means, through the city's capital improvement program, to identify and fund sidewalk improvements in the city. This task includes implementation of specific LCI study recommendations for streetscape and pedestrian improvements, and seeking out additional funding opportunities for sidewalks.

T-4. Bikeways and Multi-use Trails. Bicycle lanes or multi-use trails are proposed along the following routes (Source: LCI Study 2004):

- Hickory Road from Cedar Valley Drive to the proposed connector roadway
- Holly Street from Holly Springs Parkway to Marble Quarry Road
- New industrial connector roadway

T-5. Railroad Greenway. A future greenway running along the railroad right-of-way is proposed as part of the development of the Town Center.

T-6. Industrial Connector. The LCI study and downtown plan proposed an axial circulator road, to provide an important connection for the Town Center. The Connector Roadway will run from Hickory Springs Industrial Drive to Holly Springs Parkway. It will also serve as a bypass, or truck route. It will increase valuable potential customer volume through the Town Center and moderate high-speed cut-through traffic with on-street parking and articulated intersections (LCI Study).

T-7. Downtown Parking. The addition of more parking spaces downtown will allow more tourism and shopping opportunities for both visitors and residents of Holly Springs. Holly Springs has completed a study of downtown parking and potential opportunities for increasing offstreet parking in the Town Center. The City owns several of the parcels that surround the Old Depot. The City may need to reserve this property for future parking. Additional parking spaces may require a downtown parking deck; if so, it must be aesthetically compatible in its design with the Town Center plan and historic resources in the downtown.

T-8. Traffic Calming Program. Needs for traffic calming should be evaluated and traffic-calming devices should be installed to limit or slow down cut-through traffic in neighborhood areas where issues arise.

T-9. Public Transportation. Consider options for connecting to existing transit services (Cobb County Transit and/or MARTA).

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$ and Funding Sources	Responsible Party	Status
TRANSPORTATION (T)					
T-1	Local Road Improvement Program--Identify roads annually for enhancement from the 2017 City of Holly Springs Pavement Evaluation	2018-2022 (ongoing)	\$150,000 to \$750,000 annually (Capital Budget/SPLOST)	City Manager/City Engineer	Underway
T-1	Town Center Road Network Concept Plan	2018-2022	Preliminary Engineering is Being Conducted Now (Capital Budget/SPLOST)	City Manager/City Engineer	Complete
T-2	Local Maintenance and Improvement Grant Program--Identify roads annually to be resurfaced from the 2017 City of Holly Springs Pavement Evaluation	2018-2022	\$130,000 LMIG	City Manager/City Engineer	Underway
T-3	Pedestrian Network Phase II: L. R. Tippens Education Center to Pinecrest Road	2018-2019	\$1,140,317 SPLOST; LCI Funding	Community Development Director; City Engineer	Complete
T-3	Pedestrian Network Phase III: Holly Street to Marble Quarry;	2019-2022	LCI Funding, SPLOST Capital Budget; various grants	Community Development Director; City Engineer	Underway
T-3	Pedestrian Network Phase IV: Palm Street (West Side) from Jetta Lane to City Limits	2019-2022	Unknown Capital Budget; various grants;	Community Development Director; City Engineer	Underway
T-3	Pedestrian Network Phase V: Palm Street (East Side) from Hickory Road to City Limits	2020-2022 (ongoing)	\$350,000 -- \$500,000 Capital Budget; various grants	Community Development Director; City Engineer	Canceled (Staying on West Side for Connectivity. Not Enough ROW on East Side)
T-4	Bikeways and Multi-use Trails, Engineering, Implementation, Construction	2019-2022 (ongoing)	\$150,000 -- \$800,000 Capital Budget; various grants	Community Development Director; City Engineer	Underway (2028)
T-5	Railroad Greenway--Design concept and identify funding sources	2020-2022	\$500,000 Capital Budget; various grants	City Engineer; DDA; HPC	Canceled (Decided not to Pursue at this Time)
T-6	Industrial Connector Road (Town Center Circulator) (Preliminary Engineering)	2019-2020	\$1,750,000 Capital Budget; state and federal	City Manager; City Engineer	Underway (2025)
T-6	Industrial Connector (Right-of-Way Acquisition)	2020-2021	\$5,700,000 Capital Budget; state and federal	City Engineer	Underway (2026)
T-6	Industrial Connector Road--(Construction)	2022+	\$13,000,000 Capital Budget; state and federal	City Engineer	Underway
T-4	Design and construct multi-use trail in conjunction with the Industrial Connector	2022+		City Engineer	Underway (2026)
T-7	Downtown Parking (Implement Parking Study elements conducive to development of the Town Center and LCI area)	2019-2022	\$750,000	City Engineer	Underway (2026)
T-8	Traffic Calming Program--Annually evaluate traffic issues and coordinate solutions with the traffic calming ordinance procedures	2018-2022	\$50,000 annually Capital Budget	City Engineer	Underway
T-1,T-3,T-4,T-6	Continue implementation of URS Transportation Study	2018-2022	Unknown	City Manager/City Engineer	Complete
T-9	Public Transportation (Promoting multi-modal transportation options-GRTA)	2019-2022	Discussion; coordination	Community Development Director	Canceled (Focused on Other Projects)
T-9	Explore Park-n-Ride options	2019-2022	Discussion; coordination	Community Development Director	Canceled (Focused on Other Projects)
T-1	Continue plan to evaluate all existing corrugated metal pipe infrastructure that passes under city roadways.	2018-2022	--	City Engineer	Underway
T-1	Seek grant funding to finance various transportation projects	2018-2022	--	Community Development Director; City Engineer	Underway

10.6 Planning & Development

P-1. Personnel. Over the next five year period, seek to hire the professionals necessary to continue to regulate and enforce the codes of the city. Seek assistance, as necessary, to ensure current and future developments are planned and developed in accordance with the vision of the city.

P-2. Equipment & Facilities. Plan for the purchase of vehicles, office machines, and other technology to support and enable personnel to execute their duties. Construct, renovate, and/or expand facilities to meet demand.

P-3. Codes & Legislation. Propose updates to codes and regulations to support the vision of the city and this plan.

P-4. Short & Long Range Planning. Execute the planning and development ideals adopted with this plan, ensuring these objectives are implemented in the present and future.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
PLANNING & DEVELOPMENT (P)					
P-1	Utilize private building inspection services	As needed	-- General Fund	Community Development Director	Postponed (Implement as needed)
P-1	Hire additional planner	As economy dictates	\$50,000 General Fund	Community Development Director	Postponed (Implement as needed)
P-2, TN-1	Purchase and install new software for community development, code enforcement, stormwater, building inspection, alcohol licensing	2018-2019	\$80,000	Community Development Director; IT Director	Complete
P-3	Evaluate zoning ordinance annually and propose amendments to coincide with future trends and community needs	2018-2022	--	Community Development Director	Underway (2025)
P-3	Revise applicable zoning codes and design guidelines in conjunction with the Town Center Development	2018-2019	General Fund	Community Development Director	Underway (2025)
P-3	Create a unified document to encompass the zoning ordinance, development regulations, property maintenance code, etc...	2018-2019	General Fund	Community Development Director	Underway (2025)
P-3	Annually evaluate and propose amendments to the development regulations to coincide with future trends and community needs	2018-2022	--	City Engineer, Community Development Director, Chief Building Official; staff	Underway
P-3	Coordinate with the GA Department of Community Affairs on an annual basis to ensure enforcement of the latest construction codes adopted by the State of Georgia.	2018-2022	--	Community Development Director, Chief Building Official, staff	Underway (2025)
P-2	Purchase code books necessary to enforce currently adopted construction codes for the State of Georgia	2018-2022	--	Chief Building Official	Complete
P-4	Update Census data as requested	2018-2022	--	Community Development Director, staff	Complete
P-4	Participate in the 2020 Census with the LUCA Project and other similar programs	2018-2020	--	Community Development Director, staff	Complete

10.7 Public Safety

PS-1. Personnel. Plan for the addition of public safety personnel and support staff as the city grows and develops.

PS-2. Equipment & Facilities. Plan for the vehicles, equipment, and technology required, staying current with modern law enforcement practices. Construct, renovate, and/or expand public safety facilities to meet demand.

PS-3. Policy Updates & Studies. Conduct policy updates and studies, as deemed necessary, to analyze current and future needs, trends, and practices.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
PUBLIC SAFETY (PS)					
PS-1	Add 3-6+ police officers and equipment annually	2018-2022	\$1,200,000 General Fund	Police Chief	Complete
PS-2	Add police cars with additional officers	2018-2022	\$619,500 General Fund	Police Chief	Complete
PS-2	Update radio equipment in all police cars	2019-2022	\$108,000 General Fund/SPLOST	Police Chief	Complete
PS-2, TN-1	Install in-car computers and printers	2018	\$120,000 SPLOST	IT Manager/Police Chief	Complete
PS-2	Add 1 Motorcycle for Patrol-Traffic enforcement	2018-2022	\$32,000 General Fund	Police Chief	Canceled (Program Removed)
PS-1	Add 1 Civilian Staff as a Secretary/Clerk	2019	\$40,000 General Fund	Police Chief	Complete
PS-3	Evaluate annually pay levels of surrounding agencies to remain competitive and secure current staffing levels and recruit qualified candidates	2018-2022	--	Police Chief	Complete
PS-3	Evaluate annually types of incentives, i.e. compensation for employees with advanced/formal education, shift differential, advanced management certifications, lateral entry, and specialized positions.	2018-2022	--	Police Chief	Complete
PS-3	Create a Career Advancement Program with incentives	2018-2022	--	Police Chief	Underway
PS-2, 3	Continue Police Foundation Partnership program to enhance equipment, training opportunities, and community services.	2018-2022	--	Police Chief	Underway
PS-2	Develop Traffic Unit	2022	\$5,180 General Fund	Police Chief	Postponed (2025)
PS-2	Acquire Multi-Purpose Response Vehicle for accident reconstruction, crime scene, and command post.	2022	\$50,000-\$100,000 General Fund	Police Chief	Postponed (2026)
PS-2	Acquire Drone and Certify 2 Pilots- for better visibility and access	2019	\$7,500 General Fund	Police Chief	Complete
PS-2	Metal Detector / X-ray Machine	2019	Unknown - General fund	Court Clerk	Postponed (2024)
PS-2	4 Portable solar speed radar detection signs	2018-2022	\$5,796 General Fund		Complete
PS-1	1 Additional Security Officer	2018-2022	\$6,000 - \$7,000	Court Clerk	Complete
PS-2	Holding Cells	2018-2028	Unknown - General fund	Court Clerk	Canceled (Program Removed)
PS-2	Have 3 Designated Offices for Probation	2018-2022	Unknown - General fund	Court Clerk	Canceled (Program Removed)
PS-2	Add Probation Software Program	2018-2019	Unknown	Court Clerk	Complete
PS-2	Scenario Training	2020-2022	General Fund	Police Chief	Underway
PS-1	Maintain pay levels on a competitive basis with surrounding agencies to secure current staffing levels	2020-2022	Unknown	City Manager	Underway

10.8 Technology

TN-1. Digital Technology. Development of electronic data system, integrating electronic filing of permits, applications, complaints, etc...

TN-2. GIS. Plan for and prepare to update the city geographic information systems, keeping current with technological advances and systems. Continue to expand mapping capabilities and integrate GIS through all municipal departments.

TN-3. E-Governance. Plan for and provide services through electronic means.

Reference #	Description	Target Completion Year	Estimated Cost If Applicable (\$) and Funding Sources	Responsible Party	Status
TECHNOLOGY (TN)					
TN-1	Continue maintenance of digital archival of City records (plats, construction plans, building plans, tax bills, bonds, etc.)	2018-2022	\$60,000 General Fund	City Clerk	Underway
TN-1, 2, 3	Purchase/Implement government management software package for community development, code enforcement, stormwater, building inspection, alcohol licensing	2018-2019	\$80,000	IT Manager	Complete
TN-3	Evaluate annually the community informational needs to enhance City Website, i.e. adding more information, making more user friendly	2018-2022	--	City Manager; Main Street Director; staff	complete
TN-3	Enhance City Website to develop an E-Government full service interactive site	2018-2019	Unknown	City Manager; staff	Underway (2024)
PS-2, TN-1	Purchase in-car computers and printers for Police Department	2018-19	Unknown	IT Manager/Police Chief	Complete
TN-2, 3	Provide access to City GIS data to the public using a "GIS Portal" type program	2019-2022	Unknown	Community Development Dir./GIS Tech.	Underway (2025)
TN-1, TN-3	Purchase new Court Software	2019-2020	General Fund	IT Manager/Court Clerk	Complete
TN-2	Continue to share GIS database with Cherokee County and the Cities of Woodstock and Canton	2018-2022	Unknown	Community Development Dir./GIS Tech.	Complete
TN-2	Update GIS data collection technology and devices	2018-2022	Unknown	Community Development Dir./GIS Tech.	Underway (2025)
TN-2	Enhance the collection of GIS/stormwater field data utilizing cloud based mapping technologies (ESRI products, GPS mapping devices)	2018-2022	Unknown	Community Development Dir./GIS Tech.	Underway (2025)

APPENDIX I ABBREVIATIONS & ACRONYMS

ACS	American Community Survey
ADA	Americans with Disabilities Act
ARC	Atlanta Regional Commission
BOC	Board of Commissioners
CAFR	Comprehensive Annual Financial Report
CCWSA	Cherokee County Water and Sewerage Authority
CDBG	Community Development Block Grant
CID	Criminal Investigations Division
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality
COLA	Cost of Living Adjustment
DCA	Department of Community Affairs
DDA	Downtown Development Authority
FEMA	Federal Emergency Management Agency
FOCUS	Families of Cherokee United in Service
FY	Fiscal Year
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
ISO	Insurance Service Office
IT	Information Technology
LCI	Livable Centers Initiative
LMIG	Local Maintenance Improvement Grant
LWCF	Land and Water Conservation Fund
MNGWPD	Metro North Georgia Water Protection District
NPDES	National Pollutant Discharge Elimination System
SPLOST	Special Purpose Local Option Sales Tax
TE	Transportation Enhancement
TIP	Transportation Improvement Program
TRACE	Teamwork Results Accountability Communication Enforcement
UPD	Uniform Patrol Division

APPENDIX J

GLOSSARY OF PLANNING TERMS

The following terms have been defined to increase reader understanding of this document. With regard to some terms, there is not a consensus in the planning profession on how they can be defined.

Buildout: A theoretical condition or imagined future that assumes development occurs on all available vacant lands at densities and intensities according to the future land use plan map, or allowed by current zoning, or both. Buildout is typically quantified by assigning a land use to each vacant parcel to be developed and multiplying the acreage of vacant land by the units per acre (residential) or floor-area ratio to determine additional housing units and square footage of non-residential development.

Capital Improvement: An improvement with a useful life of ten years or more, by new construction or other action, which increases the service capacity of a public facility.

Capital Improvements Element: A component of a comprehensive plan adopted pursuant to O.C.G.A. 50-8-1 et seq. which sets out projected needs for system improvements during a planning horizon established in the comprehensive plan, a schedule of capital improvements that will meet the anticipated need for system improvements, and a description of anticipated funding sources for each required improvement.

Character Area: A specific geographic area within the community that: has unique or special characteristics to be preserved or enhanced (such as a downtown, a historic district, a neighborhood, or a transportation corridor; has potential to evolve into a unique area with more intentional guidance of future development through adequate planning and implementation (such as a strip commercial corridor that could be revitalized into a more attractive village development pattern); or requires special attention due to unique development issues (rapid change of development patterns, economic decline, etc.). Each character area is a planning sub-area within the community where more detailed, small-area planning and implementation of certain policies, investments, incentives, or regulations may be applied in order to preserve, improve, or otherwise influence its future development patterns in a manner consistent with the community vision.

Character Area Map: A map showing character areas. Local planning requirements require a “preliminary” character area map be provided in the community assessment report.

Community Agenda: The portion of the comprehensive plan that provides guidance for future decision-making about the community, prepared with adequate input from stakeholders and the general public. It includes: (1) a community vision for the future physical development of the community, expressed in the form of a map indicating unique character areas, each with its own strategy for guiding future development patterns; (2) a list of issues and opportunities identified by the community for further action; and (3) an implementation program that will help the community realize its vision for the future and address the identified issues and opportunities.

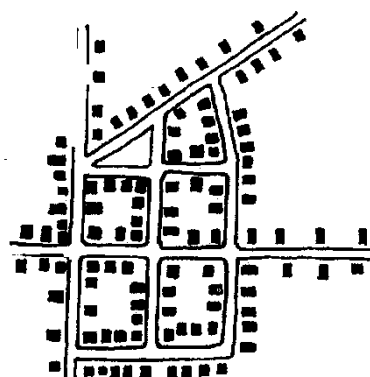
Community Assessment: The portion of the comprehensive plan that is an objective and professional assessment of data and information about the community prepared without extensive direct public participation. It includes: (1) a list of potential issues and opportunities the community may wish to take action to address, (2) evaluation of community policies, activities, and development patterns for consistency with Quality Community Objectives; (3) analysis of existing development patterns, including a map of recommended character areas for consideration in developing an overall vision for future

development of the community; and (4) data and information to substantiate these evaluations and the potential issues and opportunities. The product of the Community Assessment must be a concise and informative report (such as an executive summary), to be used to inform decision-making by stakeholders during development of the Community Agenda portion of the plan.

Community Participation Program: The portion of the comprehensive plan that describes the local government's program for ensuring adequate public and stakeholder involvement in the preparation of the Community Agenda portion of the plan.

Comprehensive Plan: A 20-year plan by a county or municipality prepared pursuant to the Minimum Standards and Procedures for preparation of comprehensive plans and for implementation of comprehensive plans, established by the Department in accordance with O.C.G.A. 50-8-7.1(b) and 50-8-7.2.

Connectivity: A term that refers to the existing or future, desired state of connections that enable mobility between and among various uses and activities. Connectivity can refer to the street network, in terms of whether it provides connections (e.g., through streets), or is "disconnected" in terms of dead-end streets with cul-de-sacs.

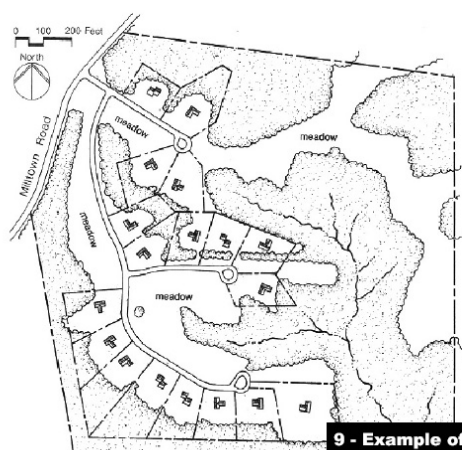


Connected grid street network.

Conservation Area: Any land set aside for conservation of the land in its natural state.

Conservation Easement: A nonpossessory interest of a holder in real property imposing limitations or affirmative obligations, the purposes of which include retaining or protecting natural, scenic, or open-space values of real property; assuring its availability for agricultural, forest, recreational, or open-space use; protecting natural resources; maintaining or enhancing air or water quality; or preserving the historical, architectural, archeological, or cultural aspects of real property. (Georgia Code Section 44-10-2)

Conservation Subdivision: A subdivision where open space is the central organizing element of the subdivision design and that identifies and permanently protects all primary and all or some of the secondary conservation areas within the boundaries of the subdivision.



9 - Example of Conservation Subdivision Design

Corridor: An area of land, typically along a linear route, containing land uses and transportation systems influenced by the existence of that route.

Density: The quantity of building per unit of lot area; for example, the number of dwellings per lot area (gross square foot or per acre).

Design Guidelines: Statements and illustrations that are intended to convey the preferred quality for a place.

Future Land Use Plan Map: A map showing long-term future land uses desired in the community. Such a map is “optional” in the local planning requirements and is different from the character area map in that it provides specific recommendations for future land uses and generally provides detail at the parcel level.

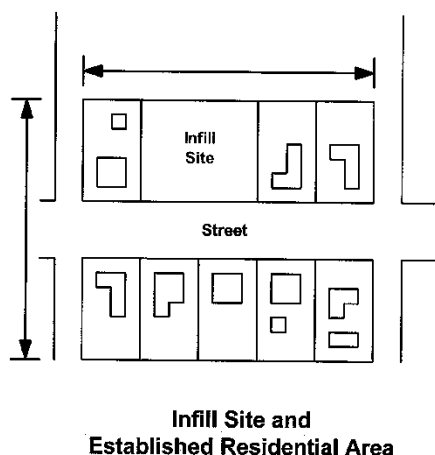
Goal: A statement that describes, usually in general terms, a desired future condition.

Greenspace: defined as open, undeveloped land, either in public or private ownership. Usually used in connection with property that has the potential of being developed for park or other public usage.

Greenway: defined as a linear park, usually including a trail or series of trails. It generally has relatively minor development. The Greenway is often used as an attempt to preserve green space in a very urban area, such as under a power line easement.

Infill: Development that occurs on vacant, skipped-over, bypassed, or underused lots in otherwise built-up sites or areas.

Jobs/Housing Balance: An examination of the relationship between jobs and housing, and between where jobs are or will be located and where housing is or will be available. Jobs/housing balance is often expressed in terms of a ratio between jobs and the number of housing units. The higher the jobs/housing ratio, the more jobs the area has relative to housing. A high ratio may indicate to a community that it is not meeting the housing needs (in terms of either affordability or actual physical units) of people working in the community.



Land Trust: A private, nonprofit conservation organization formed to protect natural resources, such as productive farm or forest land, natural areas, historic structures, and recreational areas. Land trusts purchase and accept donations of conservation easements. They educate the public about the need to conserve land and some provide land-use and estate planning services to local governments and individual citizens.

Level of Service: A measure of the relationship between service capacity and service demand for public facilities in terms of demand to capacity ratios or the comfort and convenience of use or service of public facilities, or both.

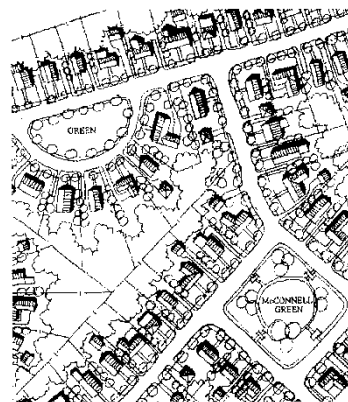
Local Planning Requirements: The standards and procedures for local government planning that shall be followed in preparation of local comprehensive plans, for implementation of local comprehensive plans, and for participation in the comprehensive planning process.

Mixed-Use Development: A single building containing more than one type of land use; or a single development of more than one building and use, where the different types of land uses are in close proximity, planned as a unified, complementary whole.

Mixed-Income Housing: Housing for people with a broad range of incomes on the same site, development, or immediate neighborhood.

National Register of Historic Places: The federal government's official list of cultural resources worthy of preservation, documented and evaluated according to uniform standards established by the National Park Service, which administers the program.

New Urbanism: A set of principles or school of thought that suggest neighborhoods should be built like those that existed before the advent of the automobile. Characteristics of new urbanism or new urban developments include a street network that forms a connected grid, houses built close to the street (i.e., little or no setback) with front porches, alleys (where appropriate) and garages located at the rear of the lot, and on-street parking, among others. For more information see the Charter for the New Urbanism.



Illustrative new urban or traditional neighborhood development.

Objective: A statement that describes a specific future condition to be attained within a stated period of time. Typically, objectives are more numerous than goals, and they are typically organized according to the topics in the goals statements.

Overlay District: A defined geographic area that encompasses one or more underlying zoning districts and that imposes additional requirements above those required by the underlying zoning district. An overlay district can be coterminous with existing zoning districts or contain only parts of one or more such districts.

Pedestrian-Friendly: Physical attributes, characteristics, and designs that are intended to be more accommodating to pedestrian traffic than what is typically achieved by conventional designs.

Projection: A prediction of future conditions that will occur if the assumptions inherent in the projection technique prove true.

Qualified Local Government: A county or municipality that: adopts and maintains a comprehensive plan in conformity with the local planning requirements; establishes regulations consistent with its comprehensive plan and with the local planning requirements; and does not fail to participate in the Georgia Department of Community Affairs' mediation or other means of resolving conflicts in a manner in which, in the judgment of the Department, reflects a good faith effort to resolve any conflict.

Redevelop: To demolish existing buildings or to increase the overall floor area existing on a property, or both, irrespective of whether a change occurs in land use.

Redevelopment Area: An area identified as requiring specific action by the local government for revitalization, reinvestment, and/or reuse to occur.

Rules for Environmental Planning Criteria: Those standards and procedures with respect to natural resources, the environment, and vital areas of the state established and administered by the Georgia Department of Natural Resources pursuant to O.C.G.A. 12-2-8, including, but not limited to, criteria for the protection of water supply watersheds, groundwater recharge areas, wetlands, protected mountains and protected river corridors.

Service Area: A geographic area defined by a municipality, county or intergovernmental agreement in which a defined set of public facilities provides service to development within the area. Service areas shall be designated on the basis of sound planning or engineering principles, or both.

Service Delivery Strategy: The intergovernmental arrangement among city governments, the county government, and other affected entities within the same county for delivery of community services, developed in accordance with the Service Delivery Strategy Law. A local government's existing Strategy must be updated concurrent with the comprehensive plan update. To ensure consistency between the comprehensive plan and the agreed upon Strategy: (1) the services to be provided by the local government, as identified in the comprehensive plan, cannot exceed those identified in the agreed upon strategy and (2) the service areas identified for individual services that will be provided by the local government must be consistent between the plan and Strategy.

Stakeholder: Someone (or any agency or group) with a "stake," or interest, in the issues being addressed.

State Planning Recommendations: The supplemental guidance provided by the Georgia Department of Community Affairs to assist communities in preparing plans and addressing the local planning requirements. The plan preparers and the community must review these recommendations where referenced in the planning requirements in order to determine their applicability or helpfulness to the community's plan.

Short-Term Work Program: That portion of the Implementation Program that lists the specific actions to be undertaken annually by the local government over the upcoming five years to implement the comprehensive plan.

Streetscape: The design of a street, including the roadbed, sidewalks, landscape planting, furnishings along the street, and the character of the adjacent building façade.

Tax Allocation District: (see "Tax Increment Financing")

Tax Increment Financing: A financing technique that allows a local government or redevelopment agency to target a group of contiguous properties for improvement – a TIF district or, in Georgia, tax allocation district – and earmark any future growth in property tax revenues in the district to pay for initial and ongoing improvements there. This growth in tax revenue is the "tax increment."

Traffic Calming: The combination of primarily physical measures that reduce the negative effects of motor vehicle use. Measures may include speed humps, raised crosswalks, speed tables, textured surfaces, traffic circles, and others.

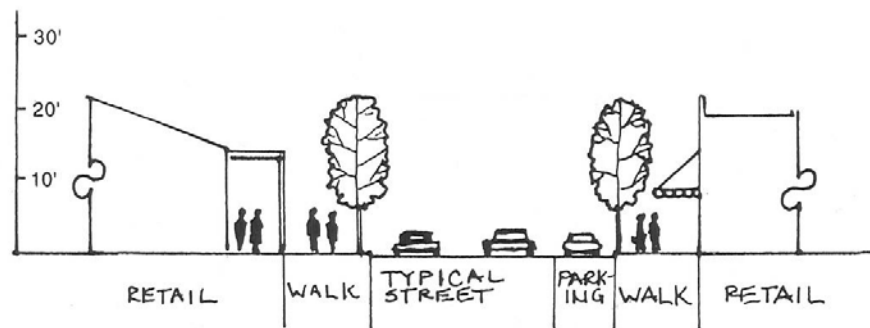
Transit: Bus, light rail, and heavy rail facilities.

Vision: A written statement that is intended to paint a picture of what the community desires to become, providing a complete description of the development patterns to be encouraged within the jurisdiction.

Visioning: A planning process through which a community creates a shared vision for its future.

Volume-to-Capacity Ratio: A measure of the operating capacity of a roadway or intersection, in terms of the number of vehicles passing through, divided by the number of vehicles that theoretically could pass through when the roadway or intersection is operating at its designed capacity. Abbreviated as "v/c." At a v/c ratio of 1.0, the roadway or intersection is operating at capacity. If the ratio is less than 1.0, the traffic facility has additional capacity.

Walkable or Walkability: The broad range of community design features that support walking.



Workforce household: A family or household that earns no more than eighty percent (80%) of the area's median household income.

Workforce housing: Housing that is affordable to workforce households.

Source: Compiled by Jerry Weitz & Associates, Inc., from various sources, including regulations prepared by the same firm, Rules of the Georgia Department of Community Affairs, *A Planners Dictionary* (Michael Davidson and Fay Dolnick, Planning Advisory Service Report No. 521/522, 2004), and *Planning and Urban Design Standards*, 2006, by American Planning Association and John Wiley & Sons, Inc.



FINANCIAL HIGHLIGHTS
As of March 31, 2024



Budget Summary
25% of year lapsed

	2023 Year End (unaudited)	2024 Budget	2024 Year to Date	% Annual Budget
REVENUES BY FUND				
General Fund	18,336,055	13,975,000	1,608,386	11.51%
Operating Grant Fund	136,672	75,000	22,376	29.83%
American Rescue Plan (ARP) Act of 2021	3,541,241	2,000,000	22,084	1.10%
Parks & Recreation Fund	2,363,840	875,000	107,619	12.30%
Tax Allocation District	384,548	446,112	67,791	15.20%
Hotel/Motel Tax Fund	5,460	6,000	1,412	23.53%
Urban Redevelopment Agency	20,902,565	15,000,000	120,862	0.81%
SPLOST III Fund	22,150	-	-	0.00%
SPLOST V Fund	6,707,585	7,685,000	942,094	12.26%
SPLOST VI Fund	-	2,600,000	-	0.00%
Town Center Fund	6,451,025	15,300,000	2,938,352	19.20%
Debt Service Fund	3,385,509	3,850,000	330,593	8.59%
Stormwater Utility Fund	594,909	610,000	19,387	3.18%
TOTAL REVENUES - ALL FUNDS	\$ 62,831,559	\$ 62,422,112	\$ 6,180,954	9.90%

EXPENDITURES/EXPENSES BY FUND				
General Fund	15,128,912	13,975,000	2,181,059	15.61%
Operating Grant Fund	136,672	75,000	18,915	25.22%
American Rescue Plan (ARP) Act of 2021	3,753,051	2,000,000	129,702	6.49%
Parks & Recreation Fund	2,587,800	875,000	433,534	49.55%
Tax Allocation District	96,130	446,112	330,593	74.11%
Hotel/Motel Tax Fund	8,435	6,000	-	0.00%
Urban Redevelopment Agency	6,436,309	15,000,000	2,938,352	19.59%
SPLOST III Fund	41,530	-	-	0.00%
SPLOST V Fund	5,511,290	7,685,000	1,502,923	19.56%
SPLOST VI Fund	-	2,600,000	-	0.00%
Town Center Fund	6,754,049	15,300,000	3,147,372	20.57%
Debt Service Fund	1,545,007	3,850,000	846,117	21.98%
Stormwater Utility Fund	132,491	610,000	29,385	4.82%
TOTAL EXPENDITURES/ EXPENSES - ALL FUNDS	\$ 42,131,677	\$ 62,422,112	\$ 11,557,950	18.52%



**Comparison to Prior Year
25% of year lapsed**

	03/31/2023			03/31/2024		
	Actual (unaudited)	2023 Annual Budget	% of Annual Budget	Actual	2024 Budget	% of Annual Budget
REVENUES BY FUND						
General Fund	1,503,136	12,450,000	12.07%	1,608,386	13,975,000	11.51%
Operating Grant Fund	32,422	90,000	36.02%	22,376	75,000	29.83%
American Rescue Plan (ARP) Act of 2021	2,039	5,767,700	0.04%	22,084	2,000,000	1.10%
Parks & Recreation Fund	103,474	407,150	25.41%	107,619	875,000	12.30%
Tax Allocation District	122,479	275,000	44.54%	67,791	446,112	15.20%
Hotel/Motel Tax Fund	1,176	6,000	19.60%	1,412	6,000	23.53%
Urban Redevelopment Agency	1,064,499	9,375,000	11.35%	120,862	15,000,000	0.81%
SPLOST III Fund	22,150	290,000	7.64%	-	-	0.00%
SPLOST V Fund	879,295	7,950,000	11.06%	942,094	7,685,000	12.26%
SPLOST VI Fund	-	-	0.00%	-	2,600,000	0.00%
Town Center Fund	1,389,499	9,428,400	14.74%	2,938,352	15,300,000	19.20%
Debt Service Fund	2,558,430	1,084,000	236.02%	330,593	3,850,000	8.59%
Stormwater Utility Fund	10,787	460,000	2.35%	19,387	610,000	3.18%
TOTAL REVENUES - ALL FUNDS	\$ 7,689,385	\$ 47,583,250	16.16%	\$ 6,180,954	\$ 62,422,112	9.90%
EXPENDITURES/EXPENSES BY FUND						
General Fund	2,785,446	10,375,000	26.85%	2,181,059	13,975,000	15.61%
Operating Grant Fund	36,978	90,000	41.09%	18,915	75,000	25.22%
American Rescue Plan (ARP) Act of 2021	-	5,767,700	0.00%	129,702	2,000,000	6.49%
Parks & Recreation Fund	334,472	407,150	82.15%	433,534	875,000	49.55%
Tax Allocation District	39,619	-	0.00%	330,593	446,112	74.11%
Hotel/Motel Tax Fund	-	6,000	0.00%	-	6,000	0.00%
Urban Redevelopment Agency	1,064,499	9,375,000	11.35%	2,938,352	15,000,000	19.59%
SPLOST III Fund	41,530	290,000	14.32%	-	-	0.00%
SPLOST V Fund	1,787,815	7,950,000	22.49%	1,502,923	7,685,000	19.56%
SPLOST VI Fund	-	-	0.00%	-	2,600,000	0.00%
Town Center Fund	822,975	9,428,400	8.73%	3,147,372	15,300,000	20.57%
Debt Service Fund	558,430	2,000,000	27.92%	846,117	3,850,000	21.98%
Stormwater Utility Fund	38,234	460,000	8.31%	29,385	610,000	4.82%
TOTAL EXPENDITURES/ EXPENSES - ALL FUNDS	\$ 7,509,998	\$ 46,149,250	16.27%	\$ 11,557,950	\$ 62,422,112	18.52%



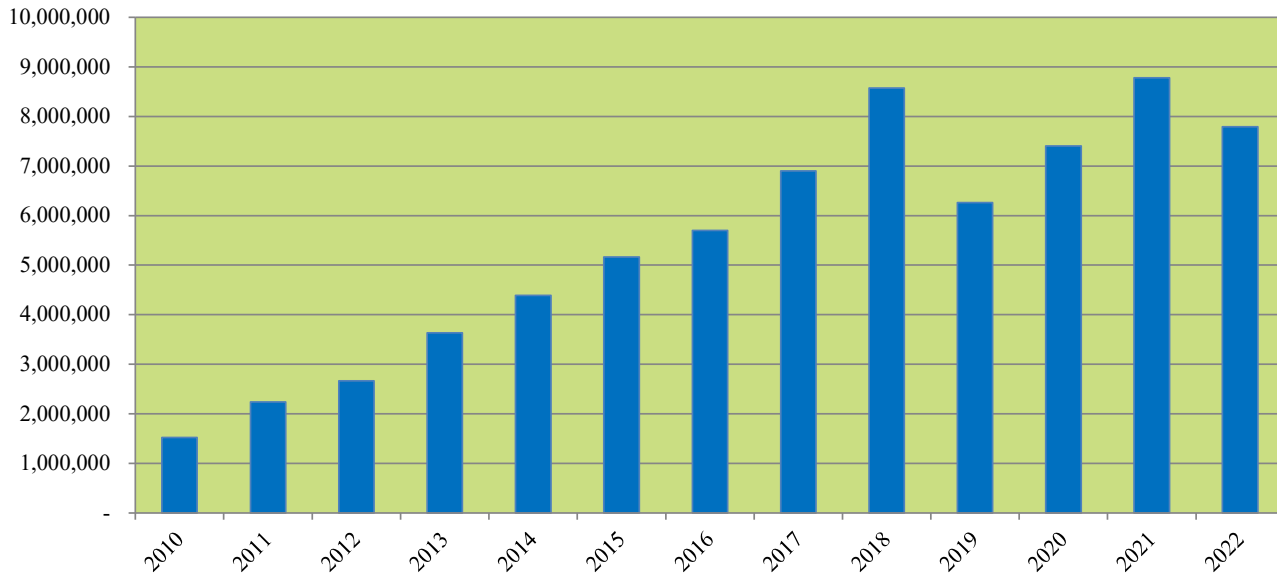
**Changes in Fund Balance/Net Position
As of March 31, 2024**

Unaudited

Fund	Balance as of 1/1/2024 (unaudited)	Revenues	Expenditures/ Expenses	Balance as of 03/31/2024	Net Increase/ (Decrease)
General Fund	7,789,731	1,608,386	2,181,059	7,217,057	(572,674)
Operating Grant Fund	37,137	22,376	18,915	40,598	3,461
American Rescue Plan (ARP) Act of 2021	2,471	22,084	129,702	(105,147)	(107,618)
Parks & Recreation Fund	979,642	107,619	433,534	653,727	(325,915)
Tax Allocation District	279,561	67,791	330,593	16,760	(262,802)
Hotel/ Motel Tax Fund	9,350	1,412	-	10,762	1,412
Urban Redevelopment Agency	-	120,862	2,938,352	(2,817,490)	(2,817,490)
SPLOST V Fund	(318,356)	942,094	1,502,923	(879,185)	(560,829)
Town Center Fund	(359,093)	2,938,352	3,147,372	(568,113)	(209,020)
Debt Service Fund	3,314	330,593	846,117	(512,211)	(515,525)
Stormwater Utility Fund	6,688,553	19,387	29,385	6,678,556	(9,997)
	\$ 15,112,311	\$ 6,180,954	\$ 11,557,950	\$ 9,735,315	\$ (5,376,996)

General Fund - History of Fund Balance

GENERAL FUND FUND BALANCE

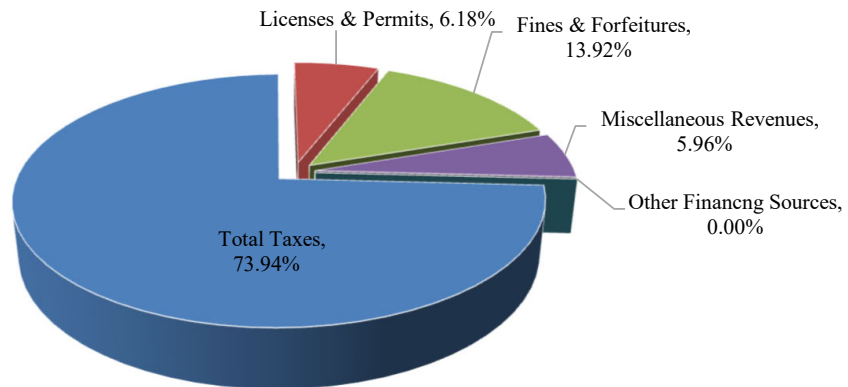




Budget Comparison Report - General Fund
25% of year lapsed

REVENUES	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Property Taxes	30,219	7,425,000	224,577	3.02%
Motor Vehicle Taxes	1,954	25,000	5,141	20.56%
Motor Vehicle Title Ad Valorem Tax	69,810	870,000	211,962	24.36%
Mobile Home Tax	-	150	-	0.00%
Recording Intangible Taxes	7,253	60,000	14,598	24.33%
Penalties & Interest	455	10,000	2,564	25.64%
Fifa Fees	315	2,000	600	30.00%
Franchise Tax	-	580,000	670,705	115.64%
Railroad Equipment Car Tax	-	650	-	0.00%
Real Estate Transfer Tax	1,384	10,000	3,559	35.59%
Business & Occupation Tax	3,350	150,000	51,180	34.12%
Financial Institutions Tax	4,390	2,500	4,390	175.60%
Insurance Premium Tax	-	1,450,000	-	0.00%
Total Taxes	150,507	11,079,800	1,189,276	10.73%
Licenses & Permits	26,687	1,303,225	99,376	7.63%
Fines & Forfeitures	87,860	636,225	223,911	35.19%
Miscellaneous Revenues	17,324	244,250	30,135	12.34%
Interest Income	1,398	105,000	65,688	62.56%
Proceeds from the Sale of Assets	-	100,000	-	0.00%
Inception of Capital Leases	-	504,000	-	0.00%
Donation from Private Sources	-	2,500	-	0.00%
TOTAL GENERAL FUND REVENUES	\$ 283,775	\$ 13,975,000	\$ 1,608,386	11.51%

Revenues by Source

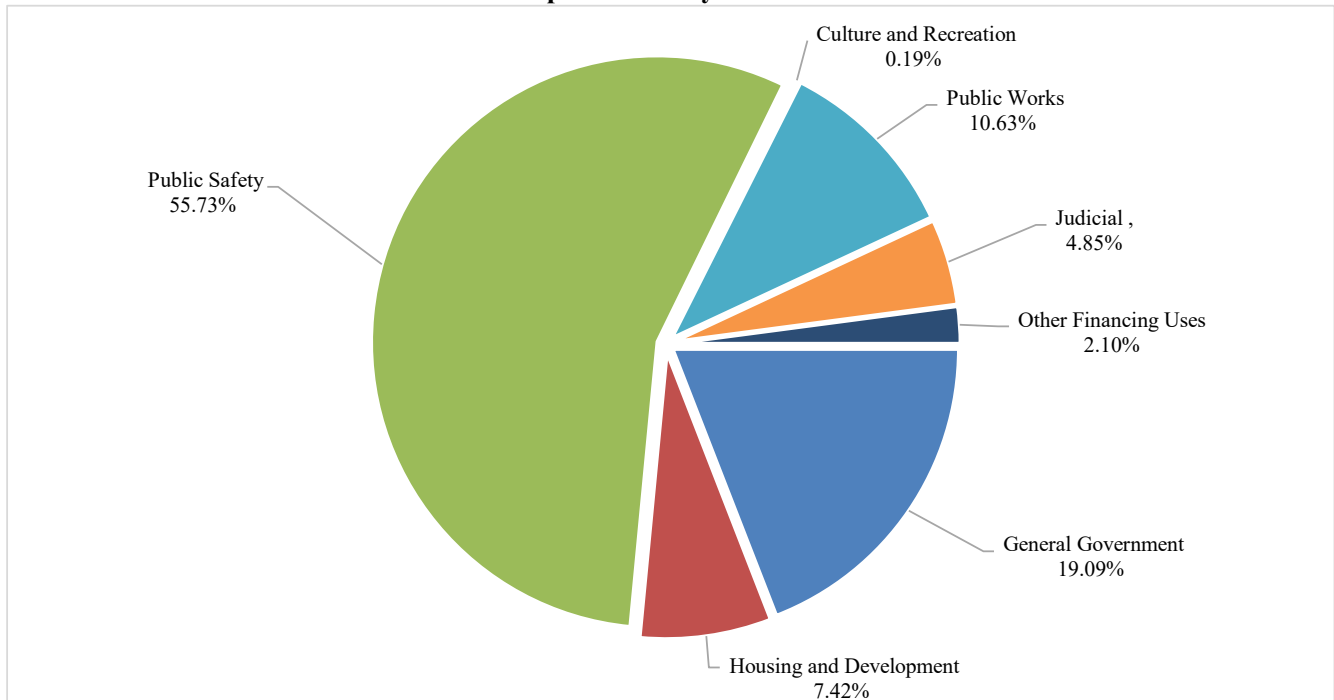




Budget Comparison Report - General Fund
25% of year lapsed

EXPENDITURES	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
General Government	127,452	2,372,700	416,459	17.55%
Housing and Development	46,772	722,802	161,766	22.38%
Public Safety	365,164	9,160,104	1,215,528	13.27%
Culture and Recreation	53	39,000	4,096	10.50%
Public Works	69,128	626,600	231,777	36.99%
Judicial	46,081	560,688	105,719	18.86%
Other Financing Uses	-	493,106	45,714	<u>9.27%</u>
TOTAL GENERAL FUND EXPENDITURES	\$ 654,649	\$ 13,975,000	\$ 2,181,059	<u>15.61%</u>

Expenditures by Function





Budget Comparison Report - All Funds
25% of year lapsed

Unaudited

	2023 Year End Actuals	2024 Budget	Year to Date	% 2024 Annual Budget
<u>GENERAL FUND</u>				
Revenues:	18,336,055	13,975,000	1,608,386	11.51%
Expenditures:	15,128,912	13,975,000	2,181,059	15.61%
Excess Revenues over (under) Expenditures	3,207,143	-	(572,674)	
<u>AMERICAN RESCUE PLAN (ARP) ACT OF 2021</u>				
Revenues:	3,541,241	2,000,000	22,084	1.10%
Expenditures:	3,753,051	2,000,000	129,702	6.49%
Excess Revenues over (under) Expenditures	(211,810)	-	(107,618)	
<u>OPERATING GRANT FUND</u>				
Revenues:	136,672	75,000	22,376	29.83%
Expenditures:	136,672	75,000	18,915	25.22%
Excess Revenues over (under) Expenditures	-	-	3,461	
<u>PARKS & RECREATION FUND</u>				
Revenues:	2,363,840	875,000	107,619	12.30%
Expenditures:	2,587,800	875,000	433,534	49.55%
Excess Revenues over (under) Expenditures	(223,960)	-	(325,915)	
<u>TAX ALLOCATION DISTRICT</u>				
Revenues:	384,548	446,112	67,791	15.20%
Expenditures:	96,130	446,112	330,593	74.11%
Excess Revenues over (under) Expenditures	288,418	-	(262,802)	
<u>HOTEL/MOTEL TAX FUND</u>				
Revenues:	5,460	6,000	1,412	23.53%
Expenditures:	8,435	6,000	-	0.00%
Excess Revenues over (under) Expenditures	(2,975)	-	1,412	



Budget Comparison Report - All Funds
25% of year lapsed

Unaudited

	2023 Year End Actuals	2024 Budget	Year to Date	% 2024 Annual Budget
<u>URBAN REDEVELOPMENT AGENCY</u>				
Revenues:	20,902,565	15,000,000	120,862	0.81%
Expenditures:	6,436,309	15,000,000	2,938,352	19.59%
Excess Revenues over (under) Expenditures	14,466,257	-	(2,817,490)	
<u>SPLOST V FUND</u>				
Revenues:	6,707,585	7,685,000	942,094	12.26%
Expenditures:	5,511,290	7,685,000	1,502,923	19.56%
Excess Revenues over (under) Expenditures	1,196,296	-	(560,829)	
<u>TOWN CENTER FUND</u>				
Revenues:	6,451,025	15,300,000	2,938,352	19.20%
Expenditures:	6,754,049	15,300,000	3,147,372	20.57%
Excess Revenues over (under) Expenditures	(303,025)	-	(209,020)	
<u>DEBT SERVICE FUND</u>				
Revenues:	3,385,509	3,850,000	330,593	8.59%
Expenditures:	1,545,007	3,850,000	846,117	21.98%
Excess Revenues over (under) Expenditures	1,840,501	-	(515,525)	
<u>STORMWATER UTILITY FUND</u>				
Revenues:	594,909	610,000	19,387	3.18%
Expenses:	132,491	610,000	29,385	4.82%
Excess Revenues over (under) Expenses	462,418	-	(9,997)	



Investments
As of March 31, 2024

South State Bank

Downtown Development Authority - CD .75%	100,000
--	---------

Subtotal South State Bank	\$ 100,000
----------------------------------	-------------------

Goldman Sachs Autocallable GS Momentum Builder	219,825
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	317,133
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	262,404
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	527,177
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	530,151
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	259,248
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	261,280
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	78,507
Certificate of Deposit - CD 4.50% Maturity Date - 9/21/2024	1,022,814

Subtotal South State Investment Services	\$ 3,478,539
---	---------------------

Total Investments	\$ 3,578,539
--------------------------	---------------------



Cash
As of March 31, 2024

South State Bank

General Fund	3,021,422
Main Street Board	79,185
American Rescue Plan (ARP) Act of 2021	2,015,603
Parks & Recreation Fund	407,247
Tax Allocation District (TAD)	262,407
Hotel Motel Tax Fund	7,330
Money Market Account	9,272,842
Municipal Court Fund	76,067
Operating Grant Fund	25,126
Police Forfeiture Account	1,806
Police Seized Asset Account	26
SPLOST V	9,871
Town Center Fund	95,982
Debt Service Fund	1,328,290
Downtown Development Authority - Checking	5,921
Stormwater Utility Fund	163,814
Tree Replacement Fund	48,745

Subtotal South State Bank	\$ 16,821,686
----------------------------------	----------------------

South State Investment Services

Budget Stabilization Cash Account	91
-----------------------------------	----

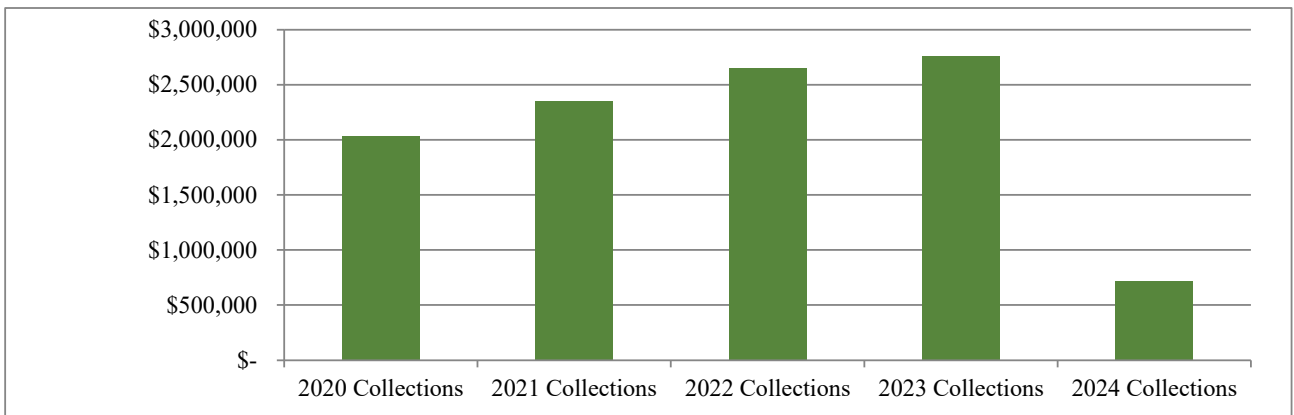
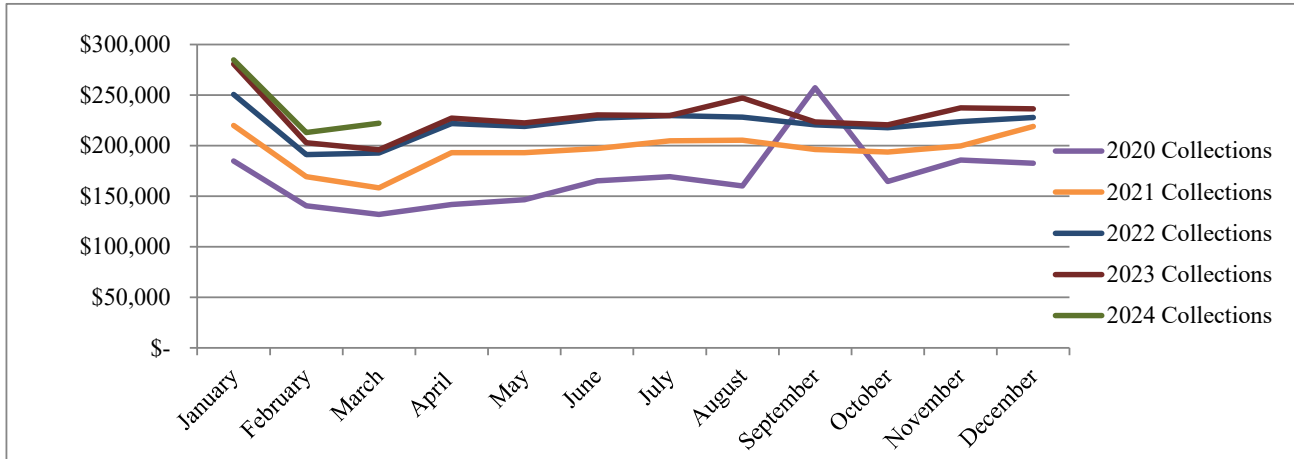
Subtotal South State Investment Services	\$ 91
---	--------------

Total Cash	\$ 16,821,776
-------------------	----------------------



**Special Purpose Local Option Sales Tax Collections
As of March 31, 2024**

	2020 Collections	2021 Collections	2022 Collections	2023 Collections	2024 Collections	% Change from Prior Year
January	\$ 184,956	\$ 219,927	\$ 250,695	\$ 280,583	\$ 284,961	1.56%
February	140,587	169,237	191,168	202,766	212,973	5.03%
March	131,947	158,258	192,686	195,742	222,279	13.56%
April	141,914	193,138	221,796	227,217		
May	146,483	193,137	219,102	222,579		
June	165,255	197,249	227,296	230,478		
July	169,488	204,832	229,938	229,808		
August	160,110	205,351	228,172	247,254		
September	257,264	196,323	220,495	223,389		
October	164,463	193,776	217,820	220,673		
November	185,812	199,817	223,696	237,509		
December	182,579	218,887	228,006	236,436		
	\$ 2,030,858	\$ 2,349,931	\$ 2,650,872	\$ 2,754,435	\$ 720,212	





**Downtown Development Authority
As of March 31, 2024**

Revenues	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Interest Revenue	1	\$0	1	100%
Miscellaneous Revenue	-	5,000	-	0.00%
Proceeds from Sale of Property	-	2,550,000	-	0.00%
TOTAL REVENUES	\$ 1	\$2,555,000	\$ 1	0.00%

Expenditures				
Dues & Fees	-	500	-	0.00%
Training	-	250	-	0.00%
Water & Sewer	-	2,500	-	0.00%
Other Expenditures	-	250	-	0.00%
Sponsorships	-	1,500	-	0.00%
Transfers to Primary Government	-	2,550,000	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 2,555,000	\$ -	0.00%



GENERAL FUND REVENUE DETAIL
As of March 31, 2024

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Real Property Tax	30,219	7,425,000	208,752	2.81%
Real Property Tax - Public Utility	1,304	35,000	4,257	12.16%
Personal Property Tax	488	125,000	11,568	9.25%
Motor Vehicle Tax	1,954	25,000	5,141	20.56%
Motor Vehicle Title Ad Valorem Tax	69,810	870,000	211,962	24.36%
Apportioned Vehicles (AAVT)	-	4,000	-	0.00%
Mobile Home Tax	-	150	-	0.00%
Intangible Tax	7,253	60,000	14,598	24.33%
Railroad Equipment Car Tax	-	650	-	0.00%
Real Estate Transfer Tax	1,384	10,000	3,559	35.59%
Franchise Tax - Electric	-	580,000	601,665	103.74%
Franchise Tax - Gas	29,585	110,000	29,585	26.90%
Franchise Tax - Cable	-	215,000	38,137	17.74%
Franchise Tax - Telephone	-	5,500	1,318	23.96%
Business & Occupational Tax	3,350	150,000	51,180	34.12%
Insurance Premium Tax	-	1,450,000	-	0.00%
Financial Institutions Tax	4,390	2,500	4,390	175.60%
Penalties & Interest	455	10,000	2,564	25.64%
FiFa Fees	315	2,000	600	30.00%
Total Taxes	150,507	11,079,800	1,189,276	10.73%
Alcoholic Beverage Licenses	-	75,000	6,000	8.00%
Alcohol Pouring Permit	665	5,500	1,465	26.64%
Zoning and Land Use Permits	728	15,000	5,267	35.11%
Planning and Development Fees	160	5,000	410	8.20%
Sign Permit Fees	-	1,500	-	0.00%
Special Event Permits	-	150	-	0.00%
Vacant Lot Registration	-	25	-	0.00%
Personal Transportation Veh Permit	20	50	30	60.00%
Other Licenses and Permits	75	5,000	290	5.80%
Building Permit Revenue	17,876	900,000	57,607	6.40%
Certificate of Occupancy Fees	2,000	165,000	9,500	5.76%
Building Permit - Reinspection Fees	150	5,000	300	6.00%
Building Permit-Sub Fee	1,850	50,000	7,368	14.74%
Occupational Tax Late Fees	15	1,000	36	3.57%
Plan Review Fees	3,149	75,000	11,103	14.80%
Total Licenses and Permits	26,687	1,303,225	99,376	7.63%
Municipal Court Fines	87,860	600,000	221,911	36.99%
Cash confiscations-Forfeitures	-	150	-	0.00%
Proceeds From Sale of Confiscations	-	750	-	0.00%
Court Costs	-	5,000	-	0.00%
Drug Testing Fees	-	50	-	0.00%
Expungements	-	25	-	0.00%
Tree Recompense Revenue	-	5,000	-	0.00%
Other Fines & Forfeitures-Code	-	25,000	2,000	8.00%
Other Forfeitures	-	250	-	0.00%
Total Fines and Forfeitures	87,860	636,225	223,911	35.19%



GENERAL FUND REVENUE DETAIL
As of March 31, 2024

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Grant Revenue	-	185,000	4,907	2.65%
Probation Fees	1,854	20,000	5,037	25.18%
Election and Qualifying Fees		750	-	0.00%
Printing and Duplicating Service Fees	110	200	110	55.00%
Advertising Fees	-	250	-	0.00%
Accident/Incident Reports	185	2,500	430	17.20%
Wrecker Service Contract	15,000	18,500	15,000	81.08%
Background Checks	75	1,000	240	24.00%
Bad Check Fees	-	100	25	25.00%
Miscellaneous Revenue	100	4,450	305	6.85%
Rents and Royalties	-	1,500	-	0.00%
Reimbursement for Damaged Property	-	10,000	4,081	40.81%
Total Miscellaneous Income	17,324	244,250	30,135	12.34%
Interest Revenue	-	100,000	65,688	65.69%
Unrealized Gain or Loss on Investments	1,398	5,000	-	0.00%
Total Investment Income	1,398	105,000	65,688	62.56%
Inception of Capitla Leases	-	504,000	-	0.00%
Proceeds from Sale of Assets	-	100,000	-	0.00%
Donations from Private Sources	-	2,500	-	0.00%
Total Other Financing Sources	-	606,500	-	0.00%
TOTAL GENERAL FUND REVENUES	\$ 283,775	\$ 13,975,000	\$ 1,608,386	11.51%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Governing Body				
Salaries & Wages-Council	3,500	42,000	10,500	25.00%
Employee Benefits-Medical	8,727	120,730	26,176	21.68%
Employee Benefits-Dental	337	4,016	1,010	25.15%
Employee Benefits-ADD Life	69	882	277	31.39%
FICA	135	2,603	401	15.41%
Medicare	32	609	94	15.40%
Employee Benefits-Retirement	284	3,444	852	24.73%
Unemployment	10	173	29	16.99%
Workers Comp Insurance	-	129	113	87.71%
Total Salaries and Benefits	13,093	174,586	39,452	22.60%
Communications	45	600	136	22.70%
Travel	-	1,000	-	0.00%
Dues and Fees	-	750	386	51.43%
Education and Training	-	750	-	0.00%
Other Expenditures	-	250	-	0.00%
General Supplies and Materials	-	50	-	0.00%
Total Operations	45	3,400	522	15.35%
City Manager				
Salaries & Wages	13,073	169,950	39,219	23.08%
Employee Benefits-Medical	948	11,894	2,844	23.91%
Employee Benefits-Dental	95	1,133	285	25.17%
Employee Benefits-ADD Life	12	147	49	33.33%
Employee Benefits-Disability	84	1,008	336	33.33%
FICA	808	9,114	2,425	26.61%
Medicare	189	2,464	567	23.02%
Employee Benefits-Retirement	1,149	13,936	3,446	24.73%
Unemployment	-	46	27	57.83%
Workers' Comp. Insurance	-	872	765	87.71%
Total Salaries and Benefits	16,358	210,564	49,963	23.73%
Communications	40	600	121	20.20%
Travel	-	50	-	0.00%
Dues and Fees	-	2,250	712	31.66%
Education and Training	-	1,250	-	0.00%
Other Expenditures	35	1,000	1,067	106.75%
General Supplies and Materials	-	150	-	0.00%
Small Equipment	-	-	113	100%
Total Operations	76	5,300	2,013	37.99%
City Clerk				
Salaries & Wages	13,336	173,872	39,687	22.83%
Employee Benefits-Medical	3,213	43,713	9,637	22.05%
Employee Benefits-Dental	79	941	237	25.18%
Employee Benefits-ADD Life	31	368	123	33.29%
Employee Benefits-Disability	121	1,393	484	34.77%
FICA	784	10,780	2,333	21.64%
Medicare	183	2,521	546	21.64%
Employee Benefits-Retirement	1,175	14,257	3,525	24.73%
Unemployment	6	114	67	58.34%
Workers' Comp. Insurance	-	532	467	87.71%
Total Salaries and Benefits	18,928	248,491	57,105	22.98%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Professional Services	-	5,000	-	0.00%
Communications	63	900	189	21.03%
Advertising	-	250	-	0.00%
Travel	-	2,500	-	0.00%
Dues and Fees	43	6,500	1,662	25.57%
Education and Training	-	1,500	-	0.00%
Other Expenditures	-	500	-	0.00%
General Supplies and Materials	88	250	309	123.78%
General Supplies - Postage	45	200	105	52.52%
Small Equipment	-	2,500	29	1.18%
Software	-	19,500	3,603	18.48%
Other Supplies - Uniforms	-	50	-	0.00%
Total Operations	239	39,650	5,898	14.88%
Elections				
Advertising	-	500	87	17.48%
Total Operations	-	500	87	100.00%
Contingency				
Contingency	-	139,750	-	0.00%
Total Operations	-	139,750	-	0.00%
Financial Administration				
Salaries & Wages	19,179	242,291	56,503	23.32%
Employee Benefits-Medical	6,164	88,111	18,488	20.98%
Employee Benefits-Dental	74	538	221	41.02%
Employee Benefits-ADD Life	37	441	147	33.33%
Employee Benefits-Disability	170	1,947	678	34.83%
FICA	1,095	15,021	3,228	21.49%
Medicare	256	3,513	755	21.49%
Employee Benefits-Retirement	1,637	19,868	4,912	24.73%
Unemployment	-	137	80	58.25%
Workers' Comp. Insurance	-	741	650	87.71%
Total Salaries and Benefits	28,612	372,608	85,661	22.99%
Professional Services - Audit	-	20,000	-	0.00%
Advertising/Promotions	-	2,650	-	0.00%
Printing and Binding	-	1,000	-	0.00%
Travel	-	50	-	0.00%
Dues and Fees	686	10,000	3,526	35.26%
Education and Training	-	1,500	-	0.00%
Other Expenditures	-	250	-	0.00%
General Supplies and Materials	(0)	1,300	578	44.50%
General Supplies-Postage	378	7,500	722	9.63%
Small Equipment	-	250	-	0.00%
Software	-	5,500	-	0.00%
Total Operations	1,064	50,000	4,827	9.65%
Licensing				
Salaries & Wages	1,955	25,413	5,843	22.99%
Employee Benefits-Medical	860	13,427	2,581	19.22%
Employee Benefits-Dental	28	217	85	39.01%
Employee Benefits-ADD Life	6	74	24	33.08%
Employee Benefits-Disability	16	204	64	31.59%
FICA	108	1,576	323	20.49%
Medicare	25	368	76	20.52%
Employee Benefits-Retirement	172	2,084	515	24.73%
Unemployment	2	23	13	57.91%
Workers' Comp. Insurance	-	39	34	87.72%
Total Salaries and Benefits	3,173	43,425	9,559	22.01%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
General Supplies and Materials	-	100	-	0.00%
General Supplies - Postage	-	1,000	-	0.00%
Software	-	4,800	-	0.00%
Other Supplies-Uniforms	-	50	-	0.00%
Total Operations	-	5,950	-	0.00%
Legal				
Professional Services - Legal	-	35,000	1,680	4.80%
Total Operations	-	35,000	1,680	4.80%
Information Technology				
Salaries & Wages	6,407	83,285	19,150	22.99%
Employee Benefits-Medical	5	12,787	14	0.11%
Employee Benefits-Dental	95	1,133	285	25.17%
Employee Benefits-ADD Life	8	147	32	21.66%
Employee Benefits-Disability	58	669	233	34.84%
FICA	382	5,163	1,138	22.05%
Medicare	89	1,208	266	22.04%
Employee Benefits-Retirement	563	6,829	1,688	24.73%
Unemployment	-	46	27	57.83%
Workers' Comp. Insurance	-	255	224	87.71%
Total Salaries and Benefits	7,607	111,522	23,057	20.67%
Professional Services	-	20,000	-	0.00%
Communications	-	600	-	0.00%
Dues and Fees	22	500	290	58.04%
Other Expenditures	-	250	87	34.87%
General Supplies and Materials	416	250	416	166.28%
Small Equipment	-	8,500	2,123	24.98%
Software	5,716	205,000	25,164	12.28%
Total Operations	6,154	235,100	28,081	11.94%
Human Resources				
Salaries & Wages	4,639	60,311	13,867	22.99%
Employee Benefits-Medical	476	5,947	1,427	24.00%
Employee Benefits-Dental	14	169	42	24.98%
Employee Benefits-ADD Life	6	74	24	33.08%
Employee Benefits-Disability	42	485	168	34.64%
FICA	279	3,737	836	22.38%
Medicare	65	875	196	22.36%
Employee Benefits-Retirement	408	4,945	1,223	24.72%
Unemployment	-	23	13	57.78%
Workers' Comp. Insurance	-	185	162	87.71%
Total Salaries and Benefits	5,930	76,751	17,959	23.40%
Professional Services	-	30,000	-	0.00%
Advertising/Promotions	-	100	-	0.00%
Communications	23	300	68	22.70%
Travel	-	1,000	-	0.00%
Dues and Fees	-	1,500	424	28.25%
Education and Training	-	4,500	-	0.00%
Other Expenditures	-	250	-	0.00%
General Supplies and Materials	-	500	-	0.00%
General Supplies-Postage	-	100	-	0.00%
Small Equipment	-	1,000	29	2.95%
Software	1,167	10,000	4,158	41.58%
Other Supplies - Uniforms	-	50	-	0.00%
Total Operations	1,189	49,300	4,679	9.49%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
<i>Risk Management</i>				
Professional Services	-	20,000	-	0.00%
Liability Insurance	1,925	250,000	2,512	1.00%
<i>Total Operations</i>	1,925	270,000	2,512	0.93%
<i>General Government Building</i>				
Salaries & Wages	4,750	69,872	13,754	19.68%
Employee Benefits-Medical	945	12,787	2,785	21.78%
Employee Benefits-Dental	28	338	84	24.98%
Employee Benefits-ADD Life	12	147	49	33.33%
Employee Benefits-Disability	34	389	135	34.81%
FICA	286	4,332	826	19.06%
Medicare	67	1,013	193	19.06%
Employee Benefits-Retirement	334	4,049	1,001	24.73%
Unemployment	9	91	34	37.30%
Workers' Comp. Insurance	-	6,125	5,372	87.71%
<i>Total Salaries and Benefits</i>	6,464	99,143	24,233	24.44%
Professional Services	-	250	-	0.00%
Disposal - Garbage	30	500	83	16.52%
Lawn Care	50	350	98	27.93%
Pest Control	156	1,500	606	40.42%
Repairs and Maintenance	264	10,000	2,153	21.53%
Repairs and Maintenance - Vehicles	966	5,000	1,002	20.04%
Rental of Equipment	790	7,000	1,447	20.68%
Communications	2,207	15,000	11,886	79.24%
Dues and Fees	92	1,375	405	29.45%
Other Expenditures	-	1,000	398	39.76%
General Supplies and Materials	896	8,000	4,647	58.08%
Water and Sewer	60	2,000	299	14.97%
Natural Gas	167	2,500	1,769	70.75%
Electricity	1,264	13,500	3,325	24.63%
Gasoline and Diesel	367	3,500	939	26.84%
Small Equipment	-	2,000	1,039	51.95%
Software	-	500	-	0.00%
Other Supplies-Uniforms	-	100	-	0.00%
<i>Total Operations & Capital</i>	7,308	74,075	30,096	40.63%
<i>Communication & Eternal Affairs</i>				
Salaries & Wages	6,364	82,738	19,024	22.99%
EMPLOYEE BENEFITS - MEDICAL	1,721	23,195	5,161	22.25%
EMPLOYEE BENEFITS - DENTAL	56	1,133	169	14.95%
EMPLOYEE BENEFITS - ADD LIFE	12	147	49	33.33%
EMPLOYEE BENEFITS - DISABILITY	64	739	257	34.81%
FICA	379	5,129	1,133	22.08%
MEDICARE	89	1,200	265	22.07%
EMPLOYEE BENEFITS - RETIREMENT	559	6,784	1,677	24.73%
UNEMPLOYMENT	1	46	27	57.83%
WORKERS COMP INSURANCE	-	424	372	87.71%
<i>Total Salaries and Benefits</i>	9,245	121,535	28,134	23.15%
Communications	40	600	121	20.20%
Travel	-	700	-	0.00%
Dues and Fees	-	1,600	699	43.69%
Education and Training	-	1,500	-	0.00%
Other Expenditures	-	150	-	0.00%
Small Equipment	-	500	-	0.00%
Software	-	1,000	120	11.99%
<i>Total Operations</i>	40	6,050	940	15.54%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
TOTAL GENERAL GOVERNMENT	\$ 127,452	\$ 2,372,700	\$ 416,459	17.55%
<i>Municipal Court</i>				
Salaries & Wages	9,168	130,682	27,398	20.97%
Salaries & Wages - Overtime	-	500	-	0.00%
Employee Benefits-Medical	3,559	48,173	10,676	22.16%
Employee Benefits-Dental	93	1,104	280	25.33%
Employee Benefits-ADD Life	25	294	98	33.33%
Employee Benefits-Disability	83	958	334	34.82%
FICA	540	8,164	1,612	19.75%
Medicare	126	1,909	377	19.76%
Employee Benefits-Retirement	809	9,814	2,427	24.73%
Unemployment	5	137	53	38.83%
Workers' Compensation	-	403	353	87.71%
<i>Total Salaries and Benefits</i>	<i>14,408</i>	<i>202,138</i>	<i>43,608</i>	<i>21.57%</i>
Professional Services - Public Defender	948	4,800	1,806	37.63%
Professional Services - Solicitor/Judge	8,000	66,100	16,000	24.21%
Rental of Equipment	118	1,750	300	17.14%
Communications	38	500	114	22.81%
Advertising	-	50	-	0.00%
Printing & Binding	-	100	-	0.00%
Travel	-	4,000	-	0.00%
Dues and Fees	-	750	566	75.43%
Education and Training	250	1,500	500	33.33%
Other Expenditures	-	150	-	0.00%
General Supplies and Materials	-	1,200	431	35.95%
General Supplies and Materials Postage	86	750	287	38.28%
Food Supplies	146	2,400	596	24.84%
Small Equipment	-	500	133	26.56%
Software	1,084	24,000	2,071	8.63%
Intergovernmental - Inmate Housing	495	25,000	1,760	7.04%
Payment to Other Agencies	20,508	225,000	37,547	16.69%
<i>Total Operations</i>	<i>31,673</i>	<i>358,550</i>	<i>62,111</i>	<i>17.32%</i>
TOTAL JUDICIAL	\$ 46,081	\$ 560,688	\$ 105,719	18.86%
<i>Police Administration</i>				
Salaries & Wages	42,899	564,410	130,840	23.18%
Salaries & Wages-Overtime	-	4,250	19	0.45%
Employee Benefits-Medical	10,160	126,379	30,477	24.12%
Employee Benefits-Dental	396	4,612	1,187	25.74%
Employee Benefits-ADD Life	72	882	287	32.50%
Employee Benefits-Disability	359	4,159	1,434	34.49%
FICA	2,567	35,257	7,844	22.25%
Medicare	600	8,246	1,835	22.25%
Employee Benefits-Retirement	3,624	43,969	10,871	24.73%
Unemployment	17	342	189	55.35%
Workers' Compensation	-	19,947	17,495	87.71%
<i>Total Salaries and Benefits</i>	<i>60,693</i>	<i>812,453</i>	<i>202,479</i>	<i>24.92%</i>
Professional Services	-	1,000	-	0.00%
Repairs & Maintenance	-	5,375	-	0.00%
Repair & Maintenance-Vehicle	130	5,500	282	5.13%
Rental of Equipment	486	5,000	1,193	23.87%
Communications	215	3,000	644	21.46%
Advertising	-	5,000	333	6.65%
Printing and Binding	-	600	-	0.00%
Travel	-	5,000	1,504	30.08%
Dues and Fees	-	5,000	1,891	37.81%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Education and Training	990	5,000	2,155	43.10%
Other Expenditures	12	2,000	22	1.09%
General Supplies and Materials	-	2,000	806	40.28%
General Supplies - Postage	113	750	179	23.87%
Gasoline/Diesel	840	17,000	2,628	15.46%
Small Equipment	-	2,500	770	30.80%
Software	11	15,000	33	0.22%
Other Supplies - Uniforms	38	4,000	38	0.95%
Total Operations and Capital	<u>2,834</u>	<u>83,725</u>	<u>12,477</u>	<u>14.90%</u>
Criminal Investigation Division				
Salaries & Wages	26,207	324,312	82,609	25.47%
Salaries & Wages-Overtime	-	8,000	-	0.00%
Employee Benefits-Medical	7,964	102,763	23,887	23.24%
Employee Benefits-Dental	350	4,303	1,050	24.41%
Employee Benefits-ADD Life	61	662	245	37.01%
Employee Benefits-Disability	252	2,430	1,009	41.52%
FICA	1,566	20,603	4,942	23.99%
Medicare	366	4,819	1,156	23.98%
Employee Benefits-Retirement	2,246	27,249	6,737	24.73%
Unemployment	-	205	120	58.39%
Workers' Compensation	-	13,801	12,105	87.71%
Total Salaries and Benefits	<u>39,012</u>	<u>509,147</u>	<u>133,860</u>	<u>26.29%</u>
Professional Services	-	500	25	5.00%
Repair & Maintenance	-	3,000	-	0.00%
Repair & Maintenance-Vehicle	471	4,000	611	15.29%
Communications	217	3,500	651	18.60%
Printing and Binding	-	250	-	0.00%
Travel	-	2,000	-	0.00%
Dues and Fees	-	750	301	40.10%
Education and Training	39	2,500	459	18.37%
Other Expenditures	-	800	-	0.00%
General Supplies and Materials	-	1,000	72	7.20%
General Supplies and Materials-Postage	-	50	8	15.42%
Gasoline and Diesel	1,049	13,000	2,576	19.82%
Small Equipment	-	3,000	-	0.00%
Software	200	5,000	600	12.00%
Other Supplies - Uniforms	-	2,000	-	0.00%
Total Operations and Capital	<u>1,977</u>	<u>41,350</u>	<u>5,303</u>	<u>12.83%</u>
Vice				
Salaries & Wages	4,364	67,492	16,224	24.04%
Salaries & Wages-Overtime	-	2,000	340	17.01%
Employee Benefits-Medical	899	12,787	2,698	21.10%
Employee Benefits-Dental	28	338	84	24.98%
Employee Benefits-ADD Life	12	147	49	33.33%
Employee Benefits-Disability	46	523	182	34.81%
FICA	246	4,307	959	22.26%
Medicare	58	1,008	224	22.24%
Employee Benefits-Retirement	470	5,698	1,409	24.73%



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Unemployment	-	46	27	57.83%
Workers' Compensation	-	3,115	2,732	87.71%
Total Salaries and Benefits	<u>6,122</u>	<u>97,461</u>	<u>24,927</u>	<u>25.58%</u>
Repairs & Maintenance Vehicles	84	2,500	96	3.84%
Repairs & Maintenance	-	600	-	0.00%
Dues and Fees	20	100	93	93.39%
Education & Training	-	500	-	0.00%
Gasoline	343	4,000	772	19.29%
Total Operations and Capital	<u>447</u>	<u>7,700</u>	<u>961</u>	<u>12.48%</u>
Patrol				
Salaries & Wages	135,692	1,810,314	402,337	22.22%
Salaries & Wages-Overtime	1,906	50,000	5,458	10.92%
Employee Benefits-Medical	37,579	661,776	118,100	17.85%
Employee Benefits-Dental	1,317	19,740	4,113	20.83%
Employee Benefits-ADD Life	270	3,969	1,103	27.78%
Employee Benefits-Disability	1,006	14,123	4,122	29.19%
FICA	8,150	115,341	24,138	20.93%
Medicare	1,906	26,975	5,645	20.93%
Employee Benefits-Retirement	12,572	152,544	37,717	24.73%
Unemployment	32	1,231	649	52.70%
Workers' Compensation	-	83,379	73,131	87.71%
Total Salaries and Benefits	<u>200,430</u>	<u>2,939,392</u>	<u>676,513</u>	<u>23.02%</u>
Professional Services	525	4,000	2,375	59.38%
Repair & Maintenance	-	24,100	200	0.83%
Repair & Maintenance-Vehicle	13,864	85,000	33,732	39.68%
Communications	1,818	25,000	5,530	22.12%
Printing and Binding	-	400	216	54.00%
Travel	100	6,000	1,553	25.89%
Dues and Fees	2,012	4,000	2,879	71.99%
Education & Training	125	10,000	125	1.25%
Other Expenditures	-	2,000	949	47.47%
General Supplies and Materials	3,138	4,000	3,603	90.08%
Gasoline and Diesel	8,837	120,000	25,056	20.88%
Small Equipment	1,115	22,000	1,895	8.61%
Software	735	21,000	2,230	10.62%
Other Supplies - Uniforms	989	51,000	4,692	9.20%
Capital Outlay - Vehicles	-	-	-	100%
Payment to Other Agencies	(58)	7,500	1,053	14.05%
Total Operations and Capital	<u>33,199</u>	<u>386,000</u>	<u>86,089</u>	<u>22.30%</u>
Police Training				
Salaries & Wages	3,715	46,792	11,604	24.80%
Employee Benefits-Medical	-	19,501	1	0.00%
Employee Benefits-Dental	-	567	-	0.00%
Employee Benefits-ADD Life	-	74	-	0.00%
Employee Benefits-Disability	-	388	-	0.00%
FICA	207	3,025	650	21.48%
Medicare	48	707	152	21.50%
Employee Benefits-Retirement	330	4,001	989	24.73%
Unemployment	-	23	13	57.83%
Workers' Compensation	-	1,093	959	87.71%
Total Salaries and Benefits	<u>4,299</u>	<u>76,171</u>	<u>14,368</u>	<u>18.86%</u>



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Repair & Maintenance-Vehicle	-	2,000	332	16.60%
Repairs & Maintenance	-	600	-	0.00%
Communications	-	300	-	0.00%
Travel	-	2,500	-	0.00%
Dues and Fees	-	750	131	17.43%
Education and Training	-	3,000	-	0.00%
General Supplies and Materials	-	2,000	-	0.00%
Weapons Supplies & Ammunition	-	40,000	1,100	2.75%
Gasoline and Diesel	-	1,000	-	0.00%
Small Equipment	-	8,000	-	0.00%
Software	-	2,750	-	0.00%
Other Supplies - Uniforms	-	600	-	0.00%
Intergovernmental	-	2,500	-	0.00%
Total Operations and Capital	-	66,000	1,563	2.37%
Police Stations and Buildings				
Professional Services	-	250	-	0.00%
Disposal-Garbage/Recycle	91	1,200	248	20.65%
Pest Control	45	1,000	135	13.50%
Repairs and Maintenance	188	19,409	1,837	9.47%
Rental of Land & Building	-	45,000	-	0.00%
Communications	1,968	25,000	11,041	44.16%
Dues & fees	36	375	109	29.19%
General Supplies and Materials	890	3,000	1,278	42.60%
Water/Sewer	-	5,000	722	14.45%
Electricity	1,009	12,000	2,629	21.90%
Small Equipment	-	2,500	-	0.00%
Software	-	500	-	0.00%
Total Operations	4,227	115,234	18,000	15.62%
Probation				
Salaries & Wages	7,949	99,640	23,851	23.94%
Salaries & Wages - Overtime	-	250	-	0.00%
Employee Benefits-Medical	2,252	30,034	6,754	22.49%
Employee Benefits-Dental	76	904	227	25.11%
Employee Benefits-ADD Life	18	221	73	33.25%
Employee Benefits-Disability	70	798	279	34.94%
FICA	479	6,193	1,437	23.20%
Medicare	112	1,448	336	23.21%
Employee Benefits-Retirement	675	8,191	2,025	24.73%
Unemployment	3	68	40	58.63%
Workers' Compensation	-	3,457	3,032	87.71%
Total Salaries and Benefits	11,633	151,204	38,055	25.17%
Communications	40	500	121	24.24%
Dues and Fees	-	250	44	17.44%
Education and Training	-	250	-	0.00%
General Supplies and Materials	-	100	18	18.38%
Small Equipment	-	200	-	0.00%
Software	250	3,000	750	25.00%
Other Supplies - Uniforms	-	1,000	-	0.00%
Total Operations and Capital	290	5,300	933	17.61%
Fire Services				
Intergovernmental-Fire Services	-	3,868,967	-	0.00%
Total Fire Services	-	3,868,967	-	0.00%
TOTAL PUBLIC SAFETY	\$ 365,164	\$ 9,160,104	\$ 1,215,528	13.27%

Highways and Streets



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Professional Services-Engineering	-	500	-	0.00%
Disposal-Garbage/Recycling	255	750	336	44.75%
Pest Control	-	750	-	0.00%
Repairs & Maintenance	9,570	78,000	59,052	75.71%
Repairs & Maintenance-Vehicles	6	5,000	18	0.36%
Rental of Equipment	2,912	2,000	12,257	612.86%
Dues and Fees	-	500	-	0.00%
Contract Labor	38,931	360,000	116,793	32.44%
Other Expenditures	-	500	-	0.00%
General Supplies and Materials	4,448	500	4,448	889.65%
Water and Sewer	-	600	-	0.00%
Electricity	61	1,500	139	9.26%
Gasoline/Diesel	24	5,000	181	3.62%
Small Equipment	1,560	3,000	2,963	98.78%
Total Operations	<u>57,768</u>	<u>458,600</u>	<u>196,187</u>	<u>42.78%</u>
Street Lights				
Repairs & Maintenance	-	20,000	2,617	13.08%
Electricity-Street Lights	10,622	130,000	27,755	21.35%
Total Street Lights	<u>10,622</u>	<u>150,000</u>	<u>30,372</u>	<u>20.25%</u>
Traffic Lights				
Repairs & Maintenance	515	15,000	4,610	30.73%
Electricity-Traffic Lights	223	3,000	609	20.30%
Total Traffic Lights	<u>738</u>	<u>18,000</u>	<u>5,219</u>	<u>28.99%</u>
TOTAL PUBLIC WORKS	<u>\$ 69,128</u>	<u>\$ 626,600</u>	<u>\$ 231,777</u>	<u>36.99%</u>
Tree Commission				
Repairs & Maintenance	-	31,500	-	0.00%
Travel	-	750	-	0.00%
Dues and Fees	44	500	44	8.82%
Education and Training	-	1,000	-	0.00%
General Supplies & Materials	9	750	52	6.89%
Books and Periodicals	-	500	-	0.00%
Total Operations	<u>53</u>	<u>35,000</u>	<u>96</u>	<u>0.27%</u>
Culture and Recreation				
Intergovernmental-Sequoyah Regional	-	4,000	4,000	100.00%
TOTAL CULTURE AND RECREATION	<u>\$ 53</u>	<u>\$ 39,000</u>	<u>\$ 4,096</u>	<u>10.50%</u>
Building Inspections				
Salaries & Wages	17,541	235,622	52,473	22.27%
Employee Benefits-Medical	2,757	46,983	8,268	17.60%
Employee Benefits-Dental	150	1,683	449	26.67%
Employee Benefits-ADD Life	37	515	147	28.55%
Employee Benefits-Disability	149	1,893	595	31.43%
FICA	1,070	14,608	3,200	21.90%
Medicare	250	3,417	748	21.90%
Employee Benefits-Retirement	1,592	19,321	4,777	24.73%
Unemployment	16	182	106	58.35%
Workers' Compensation	-	3,288	2,884	87.71%
Total Salaries and Benefits	<u>23,561</u>	<u>327,512</u>	<u>73,647</u>	<u>22.49%</u>



**General Fund Expenditures
As of March 31, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Professional Services-Legal	-	1,000	285	28.50%
Repairs & Maintenance - Vehicles	146	2,000	448	22.38%
Communications	157	2,000	470	23.52%
Advertising -Promotions	-	500	-	0.00%
Printing & Binding	-	200	175	87.50%
Travel	-	1,000	-	0.00%
Dues and Fees	15	1,200	324	27.02%
Education and Training	-	2,000	-	0.00%
Other Expenditures	-	250	25	10.00%
General Supplies and Materials	-	200	-	0.00%
General Supplies - Postage	-	50	47	93.48%
Gasoline/Diesel	218	4,000	546	13.66%
Books and Periodicals-Code Books	-	50	-	0.00%
Small Equipment	-	1,000	567	56.70%
Software	-	21,500	3,603	16.76%
Other Supplies - Uniforms	-	250	-	0.00%
Total Operations	535	37,200	6,490	17.45%
Urban Redevelopment and Housing				
Intergovernmental	-	-	-	0.00%
Total Operations	-	-	-	100%
Planning and Zoning				
Salaries & Wages	10,142	137,422	30,261	22.02%
Employee Benefits-Medical	2,246	25,321	6,736	26.60%
Employee Benefits-Dental	38	217	113	52.30%
Employee Benefits-ADD Life	25	221	111	50.23%
Employee Benefits-Disability	116	1,104	505	45.72%
FICA	571	8,520	1,707	20.03%
Medicare	132	1,993	395	19.83%
Employee Benefits-Retirement	924	11,268	2,773	24.61%
Unemployment	(1)	68	54	80.12%
Workers' Compensation	(284)	6,309	4,682	74.20%
Total Salaries and Benefits	13,910	192,443	47,337	24.60%
Professional Services-Engineering	7,708	80,000	16,321	20.40%
Professional Services-Legal	-	7,000	2,138	30.54%
Technical Services - Planning	-	-	-	100%
Communications	45	600	136	22.71%
Advertising	-	2,500	165	6.62%
Printing & Binding	-	28,000	1,801	6.43%
Travel	-	750	-	0.00%
Dues and Fees	-	2,000	1,776	88.79%
Education and Training	-	1,000	-	0.00%
Planning & Zoning Meeting Fees	-	3,000	735	24.50%
Other Expenditures	139	250	270	108.00%
General Supplies and Materials	-	1,500	5	0.34%
General Supplies - Postage	-	1,000	153	15.27%
Gasoline & Diesel	-	50	-	0.00%
Small Equipment	-	2,500	133	5.31%
Software	-	11,800	4,800	40.68%
Total Operations	7,892	141,950	28,432	20.03%
Economic Development				
Salaries & Wages	707	9,193	2,114	22.99%
FICA	42	570	126	22.08%
Medicare	10	133	29	22.14%
Employee Benefits - Retirement	62	754	186	24.72%
Workers Comp Insurance	-	47	41	87.70%
Total Salaries & Benefits	821	10,697	2,497	23.34%
Rental of land & building	-	-	1,474	0.00%
Other Expenditures	52	-	52	



General Fund Expenditures
As of March 31, 2024

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
General Supplies & Materials	-	-	1,836	0.00%
Total Operations	<u>52</u>	<u>-</u>	<u>3,362</u>	<u>100.00%</u>
Intergovernmental				
Intergovernmental - COED	-	13,000	-	0.00%
Total Intergovernmental	<u>-</u>	<u>13,000</u>	<u>-</u>	<u>0.00%</u>
TOTAL HOUSING AND DEVELOPMENT	<u>\$ 46,772</u>	<u>\$ 722,802</u>	<u>\$ 161,766</u>	<u>22.38%</u>
Capital Lease				
Capital lease - Interest	5,202	78,152	11,101	14.20%
Capital lease Principal	14,825	347,079	34,613	9.97%
TOTAL CAPITAL LEASE	<u>\$ 20,027</u>	<u>\$ 425,231</u>	<u>\$ 45,714</u>	<u>10.75%</u>
Other Financing Uses				
Transfer to Other Funds	-	67,875	-	0.00%
TOTAL OTHER FINANCING USES	<u>\$ -</u>	<u>\$ 67,875</u>	<u>\$ -</u>	<u>0.00%</u>
TOTAL GENERAL FUND EXPENDITURES	<u>\$ 674,676</u>	<u>\$ 13,975,000</u>	<u>\$ 2,181,059</u>	<u>15.61%</u>



**American Rescue Plan (ARP) Act of 2021
As of March 31, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Interest Revenue	6,530	-	22,084	100%
Miscellaneous Revenue	-	2,000,000	-	0.00%
TOTAL REVENUES	\$ 6,530	\$ 2,000,000	\$ 22,084	1.10%
EXPENDITURES:				
Repairs & Maintenance	2,900	-	8,178	100%
Capital Outlay - Infrastructure	107,280	2,000,000	121,523	6.08%
TOTAL EXPENDITURES	\$ 110,180	\$ 2,000,000	\$ 129,702	6.49%



**Operating Grant Fund
As of March 31, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Atlanta Regional Commission Grant	6,938	75,000	22,376	29.83%
TOTAL REVENUES	\$ 6,938	\$ 75,000	\$ 22,376	29.83%
EXPENDITURES:				
Payments to Other Agencies-FOCUS	5,855	75,000	18,915	25.22%
TOTAL EXPENDITURES	\$ 5,855	\$ 75,000	\$ 18,915	25.22%



Parks&RecreationFund
As of March 31, 2024

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Alcoholic Bev Excise Tax Beer & Wine	16,693	300,000	55,317	18.44%
Alcoholic Bev Excise Tax Distilled Spirit	4,439	125,000	19,489	15.59%
Local Option Mixed Drink Tax	5,286	80,000	17,085	21.36%
Penalties and Interest	14	250	298	119.22%
Miscellaneous Revenue	-	344,750	-	0.00%
Rents and Royalties	9,135	25,000	15,430	61.72%
TOTAL REVENUES	\$ 35,567	\$ 875,000	\$ 107,619	12.30%
EXPENDITURES:				
Disposal-GarbageDepot	-	500	-	0.00%
Pest Control - Depot	45	750	135	18.00%
Repairs & Maintenance - Depot	-	5,000	2,272	45.44%
Communications	138	1,750	415	23.73%
General Supplies - Depot	-	1,000	102	10.20%
Water/Sewer - Depot	-	250	20	7.94%
Natural Gas - Depot	262	2,000	601	30.03%
Electricity - Depot	106	5,000	340	6.80%
Small Equipment - Depot	-	500	-	0.00%
Disposal - Garbage Parks	146	1,750	292	16.68%
Lawn Care	682	8,000	1,344	16.80%
Pest Control - Parks	45	750	135	18.00%
Repairs & Maintenance - Parks	6,885	26,328	14,215	53.99%
Rental - Equipment & Land	-	1,000	-	0.00%
Communications	40	500	121	24.24%
Dues and Fees	-	500	434	86.80%
Contract Labor	2,925	167,600	9,225	5.50%
General Supplies and Materials - Parks	184	2,000	184	9.18%
Water/Sewer - Parks	376	6,500	1,404	21.59%
Electricity - Parks	642	4,500	1,651	36.69%
Small Equipment - Parks	470	500	470	94.00%
Capital Outlay - Site Improvements	-	70,000	-	0.00%
Capital Outlay - Site Impro Barrett Pa	167,668		247,653	100%
Capital Outlay - Site Impro Karen Barn	33,762		54,390	100%
Capital Outlay - Buildings	350		74,098	100%
Capital Outlay - Mach & Equip	24,033		24,033	100%
Transfers to Other Funds	-	568,322	-	0.00%
TOTAL EXPENDITURES	\$ 238,759	\$ 875,000	\$ 433,534	49.55%



Tax Allocation District Fund
As of March 31, 2024

	2024		YTD	% of Annual
REVENUES:	Transactions	2024 Budget	Transactions	Budget
Intergovernmental Cherokee County Govt	2,399	87,544	16,478	18.82%
Intergovernmental Cherokee County School E	7,966	290,693	51,313	17.65%
Transfers from General Fund	-	67,875	-	0.00%
TOTAL REVENUES	\$ 10,365	\$ 446,112	\$ 67,791	15.20%
EXPENDITURES:				
Transfer to Debt Service Fund	-	446,112	330,593	74.11%
TOTAL EXPENDITURES	\$ -	\$ 446,112	\$ 330,593	74.11%



Hotel/Motel Tax Fund
As of March 31, 2024

REVENUES:	2024		2024 Budget	YTD	% of Annual
	Transactions			Transactions	Budget
Hotel/Motel Taxes	718		6,000	1,412	23.53%
TOTAL REVENUES	\$ 718	\$	6,000	\$ 1,412	23.53%
EXPENDITURES:					
Advertising/Promotions	-		5,000	-	0.00%
Payment to Other Agencies	-		1,000	-	0.00%
TOTAL EXPENDITURES	\$ -	\$	6,000	\$ -	0.00%



**Urban Redevelopment Agency
As of March 31, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Interest	-	-	120,862	100%
Proceeds from General Long-term Deb	-	15,000,000	-	0.00%
TOTAL REVENUES	\$ -	\$ 15,000,000	\$ 120,862	0.81%
EXPENDITURES:				
Transfer to Town Center Fund	1,495,836	15,000,000	2,938,352	19.59%
TOTAL EXPENDITURES	\$ 1,495,836	\$ 15,000,000	\$ 2,938,352	19.59%



SPLOST V Fund
As of March 31, 2024

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
SPLOST V Revenue	222,279	1,500,000	720,212	48.01%
Grant Revenue-LMIG	-	185,000	188,833	102.07%
Proceeds from GTIB Loan	7,597	6,000,000	33,048	0.55%
TOTAL REVENUES	\$ 229,876	\$ 7,685,000	\$ 942,094	12.26%
EXPENDITURES:				
Capital Outlay-Buildings	-	-	9,897	100%
Capital Outlay-Sites	-	1,000,000	-	0.00%
Capital Outlay-LMIG	143	185,000	323	0.17%
Capital Outlay-Industrial Connector	541	-	12,335	100%
Capital Outlay-HS Pkwy Phase II	16,540	2,000,000	31,835	1.59%
Capital Outlay-HS Pkwy Phase III	656,209	3,000,000	1,430,530	47.68%
Capital Outlay - HS Pkwy Sidewalk	-	250,000	-	0.00%
Capital Outlay - Hickory Sidewalk	-	1,000,000	-	0.00%
Capital Outlay - Fox Creek/Turner Village	8,573	250,000	18,003	7.20%
TOTAL EXPENDITURES	\$ 682,005	\$ 7,685,000	\$ 1,502,923	19.56%



SPLOST VI Fund
As of March 31, 2024

	2024		YTD	% of Annual
REVENUES:	Transactions	2024 Budget	Transactions	Budget
SPLOST VI Revenue	-	2,600,000	-	0.00%
TOTAL REVENUES	\$ -	\$ 2,600,000	\$ -	0.00%
EXPENDITURES:				
Capital Outlay-HS Pkwy Phase III	-	2,600,000	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 2,600,000	\$ -	0.00%



Town Center Fund
As of March 31, 2024

Revenues	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Transfer from Other Funds	1,495,836	15,300,000	2,938,352	19.20%
TOTAL REVENUES	\$ 1,495,836	\$ 15,300,000	\$ 2,938,352	19.20%

Expenditures				
Professional Services	-	300,000	-	0.00%
Capital Outlay - Site Improvements	95,097	5,000,000	919,528	18.39%
Capital Outlay - Buildings City Hall	29,653	-	29,653	100%
Capital Outlay - Buildings Parking Deck	190,287	10,000,000	2,198,191	21.98%
TOTAL EXPENDITURES	\$315,037	\$15,300,000	\$3,147,372	20.57%



**Debt Service Fund
As of March 31, 2024**

Revenues	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Miscellaneous Revenue	-	585,566	-	0.00%
Transfer from Other Funds	-	3,264,434	330,593	10.13%
TOTAL REVENUES	\$ -	\$ 3,850,000	\$ 330,593	8.59%
Expenditures				
Contingency	-	19,440	-	0.00%
Debt Service - Bond Principal HSPRA 2016	-	336,978	167,486	49.70%
Debt Service - Bond Interest HSPRA 2016	-	21,757	11,882	54.61%
Debt Service - Bond Principal HSPRA 2023	-	128,000	-	0.00%
Debt Service - Bond Interest HSPRA 2023	-	81,586	-	0.00%
Debt Service - Bond Principal URA 2019	-	555,556	277,778	50.00%
Debt Service - Bond Principal URA 2020	-	230,770	-	0.00%
Debt Service - Bond Principal URA 2021	-	519,702	259,851	50.00%
Debt Service - Bond Principal URA 2023	-	790,000	-	0.00%
Debt Service - Bond Interest URA 2019	-	100,702	52,815	52.45%
Debt Service - Bond Interest URA 2020	-	62,026	-	0.00%
Debt Service - Bond Interest URA 2021	-	152,231	76,306	50.12%
Debt Service - Bond Interest URA 2023	-	851,250	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 3,850,000	\$ 846,117	21.98%



**Stormwater Utility Fund
As of March 31, 2024**

REVENUES:	2024 Transactions	2023 Budget	YTD Transactions	% of Annual Budget
Stormwater Utility Fees	-	610,000	19,387	3.18%
TOTAL REVENUES	\$ -	\$ 610,000	\$ 19,387	3.18%
EXPENSES:				
Salaries & Wages	5,076	60,916	15,228	25.00%
Employee Benefits - Medical Insurance	3,023	36,277	9,069	25.00%
Employee Benefits - Dental Insurance	94	1,133	282	24.89%
Employee Benefits - Disability	12	485	36	7.42%
Employee Benefits - ADD Life	40	147	120	81.63%
FICA	315	3,778	945	25.01%
Medicare	75	883	225	25.48%
Employee Benefits - Retirement	416	4,995	1,248	24.98%
Unemployment	4	46	12	26.09%
Workers Comp Insurance	284	3,410	852	24.99%
Professional Services - Legal	-	1,000	-	0.00%
Professional Services - Engineer	-	100,000	-	0.00%
Repairs & Maintenance	350	216,630	1,628	0.75%
Repairs & Maintenance - Vehicles	78	2,500	90	3.59%
Rental of Equipment	(155)	1,000	-	0.00%
Pest Control	-	500	71	14.25%
Communications	78	1,000	235	23.52%
Dues and Fees	1	5,000	38	0.76%
Training	-	1,500	-	0.00%
Other Expenditures	-	250	89	35.80%
General Supplies & Materials	-	500	-	0.00%
General Supplies - Postage	-	500	-	0.00%
Water/Sewer	(60)	1,000	(986)	-98.56%
Gasoline & Diesel	124	5,000	201	4.03%
Small Equipment	-	3,200	-	0.00%
Other Supplies-Uniforms	-	250	-	0.00%
Depreciation	-	150,000	-	0.00%
Contingency	-	6,100	-	0.00%
Capital Lease Interest	-	2,000	-	0.00%
TOTAL EXPENSES	\$ 9,755	\$ 610,000	\$ 29,385	4.82%



**Holly Springs Tree Commission
Budget to Actual Comparison Report
As of March 31, 2024**

	2024		YTD	
Revenues	Transactions	2024 Budget	Transactions	% Variance
Development Fees/Recompense	-	34,980	-	0.00%
Donations from Private Source	-	20	-	0.00%
TOTAL REVENUES	\$ -	\$ 35,000.00	\$ -	0.00%
Expenditures				
Landscaping/Tree Planting & Care	-	31,500	-	0.00%
Travel	-	750	-	0.00%
Dues and Fees	44.10	500	44.10	8.82%
Education and Training	-	1,000	-	0.00%
Tree Seedlings	51.68	750	51.68	6.89%
Books and Periodicals	-	500	-	0.00%
TOTAL EXPENDITURES	\$ 95.78	\$ 35,000.00	\$ 95.78	0.27%



FINANCIAL HIGHLIGHTS
As of April 30, 2024



Budget Summary
33% of year lapsed

	2023 Year End (unaudited)	2024 Budget	2024 Year to Date	% Annual Budget
REVENUES BY FUND				
General Fund	17,416,135	13,975,000	1,931,016	13.82%
Operating Grant Fund	136,908	75,000	40,872	54.50%
American Rescue Plan (ARP) Act of 2021	3,541,241	2,000,000	29,104	1.46%
Parks & Recreation Fund	2,363,840	875,000	147,975	16.91%
Tax Allocation District	384,548	446,112	68,100	15.27%
Hotel/Motel Tax Fund	5,460	6,000	1,731	28.85%
Urban Redevelopment Agency	20,902,565	15,000,000	225,829	1.51%
SPLOST III Fund	22,150	-	-	0.00%
SPLOST V Fund	6,707,585	7,685,000	1,040,525	13.54%
SPLOST VI Fund	-	2,600,000	-	0.00%
Town Center Fund	6,451,025	15,300,000	3,324,902	21.73%
Debt Service Fund	3,385,509	3,850,000	330,593	8.59%
Stormwater Utility Fund	1,878,911	610,000	31,619	5.18%
TOTAL REVENUES - ALL FUNDS	\$ 63,195,876	\$ 62,422,112	\$ 7,172,265	11.49%

EXPENDITURES/EXPENSES BY FUND				
General Fund	15,191,923	13,975,000	6,765,937	48.41%
Operating Grant Fund	136,672	75,000	34,617	46.16%
American Rescue Plan (ARP) Act of 2021	3,753,051	2,000,000	159,664	7.98%
Parks & Recreation Fund	2,587,800	875,000	562,410	64.28%
Tax Allocation District	96,130	446,112	330,593	74.11%
Hotel/Motel Tax Fund	8,435	6,000	-	0.00%
Urban Redevelopment Agency	6,436,309	15,000,000	3,324,902	22.17%
SPLOST III Fund	41,530	-	-	0.00%
SPLOST V Fund	5,511,290	7,685,000	2,255,571	29.35%
SPLOST VI Fund	-	2,600,000	-	0.00%
Town Center Fund	6,754,049	15,300,000	3,548,582	23.19%
Debt Service Fund	1,545,007	3,850,000	846,117	21.98%
Stormwater Utility Fund	269,090	610,000	39,862	6.53%
TOTAL EXPENDITURES/ EXPENSES - ALL FUNDS	\$ 42,331,287	\$ 62,422,112	\$ 17,868,255	28.62%



**Comparison to Prior Year
33% of year lapsed**

	04/30/2023			04/30/2024		
	Actual (unaudited)	2023 Annual Budget	% of Annual Budget	Actual	2024 Budget	% of Annual Budget
REVENUES BY FUND						
General Fund	2,126,849	12,450,000	17.08%	1,931,016	13,975,000	13.82%
Operating Grant Fund	46,100	90,000	51.22%	40,872	75,000	54.50%
American Rescue Plan (ARP) Act of 2021	19,282	5,767,700	0.33%	29,104	2,000,000	1.46%
Parks & Recreation Fund	141,913	407,150	34.86%	147,975	875,000	16.91%
Tax Allocation District	122,479	275,000	44.54%	68,100	446,112	15.27%
Hotel/Motel Tax Fund	1,519	6,000	25.31%	1,731	6,000	28.85%
Urban Redevelopment Agency	1,284,654	9,375,000	13.70%	225,829	15,000,000	1.51%
SPLOST III Fund	22,150	290,000	7.64%	-	-	0.00%
SPLOST V Fund	3,070,343	7,950,000	38.62%	1,040,525	7,685,000	13.54%
SPLOST VI Fund	-	-	0.00%	-	2,600,000	0.00%
Town Center Fund	1,609,654	9,428,400	17.07%	3,324,902	15,300,000	21.73%
Debt Service Fund	2,558,430	1,084,000	236.02%	330,593	3,850,000	8.59%
Stormwater Utility Fund	12,245	460,000	2.66%	31,619	610,000	5.18%
TOTAL REVENUES - ALL FUNDS	\$ 11,015,617	\$ 47,583,250	23.15%	\$ 7,172,265	\$ 62,422,112	11.49%
EXPENDITURES/EXPENSES BY FUND						
General Fund	5,705,683	10,375,000	54.99%	6,765,937	13,975,000	48.41%
Operating Grant Fund	51,050	90,000	56.72%	34,617	75,000	46.16%
American Rescue Plan (ARP) Act of 2021	3,239,490	5,767,700	56.17%	159,664	2,000,000	7.98%
Parks & Recreation Fund	358,732	407,150	88.11%	562,410	875,000	64.28%
Tax Allocation District	39,619	-	0.00%	330,593	446,112	74.11%
Hotel/Motel Tax Fund	-	6,000	0.00%	-	6,000	0.00%
Urban Redevelopment Agency	1,284,654	9,375,000	13.70%	3,324,902	15,000,000	22.17%
SPLOST III Fund	41,530	290,000	14.32%	-	-	0.00%
SPLOST V Fund	2,123,365	7,950,000	26.71%	2,255,571	7,685,000	29.35%
SPLOST VI Fund	-	-	0.00%	-	2,600,000	0.00%
Town Center Fund	1,166,783	9,428,400	12.38%	3,548,582	15,300,000	23.19%
Debt Service Fund	558,430	2,000,000	27.92%	846,117	3,850,000	21.98%
Stormwater Utility Fund	51,951	460,000	11.29%	39,862	610,000	6.53%
TOTAL EXPENDITURES/ EXPENSES - ALL FUNDS	\$ 14,621,287	\$ 46,149,250	31.68%	\$ 17,868,255	\$ 62,422,112	28.62%



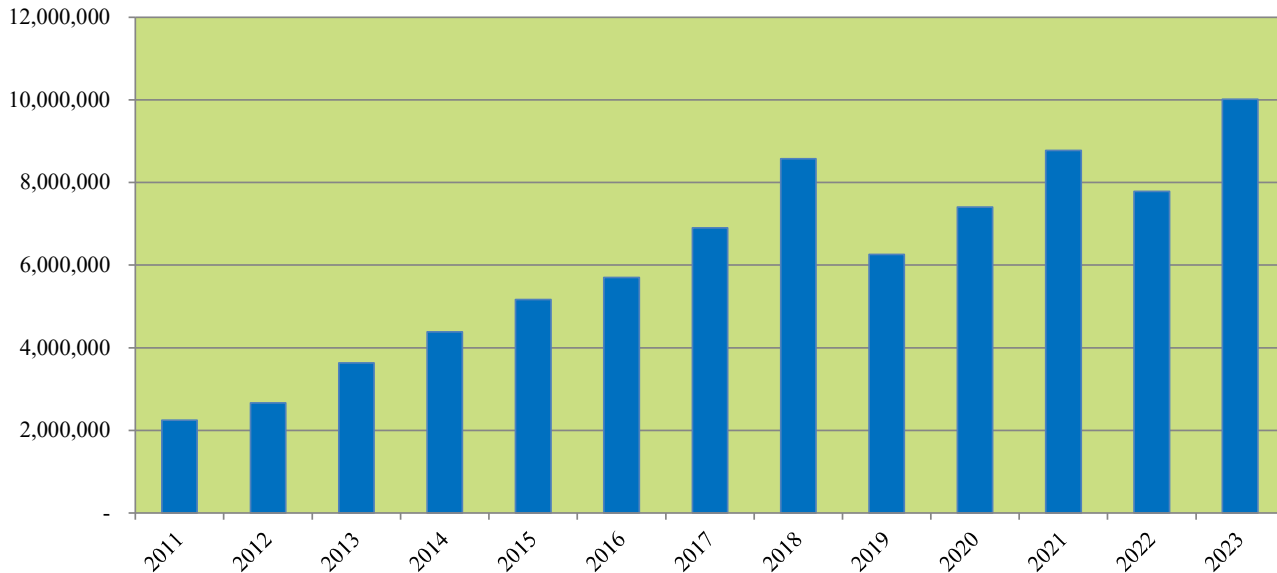
**Changes in Fund Balance/Net Position
As of April 30, 2024**

Unaudited

Fund	Balance as of 1/1/2024 (unaudited)	Revenues	Expenditures/ Expenses	Balance as of 04/30/2024	Net Increase/ (Decrease)
General Fund	10,013,942	1,931,016	6,765,937	5,179,022	(4,834,921)
Operating Grant Fund	37,373	40,872	34,617	43,628	6,255
American Rescue Plan (ARP) Act of 2021	(209,339)	29,104	159,664	(339,899)	(130,560)
Parks & Recreation Fund	755,682	147,975	562,410	341,246	(414,435)
Tax Allocation District	567,979	68,100	330,593	305,486	(262,493)
Hotel/ Motel Tax Fund	6,375	1,731	-	8,106	1,731
Urban Redevelopment Agency	14,466,257	225,829	3,324,902	11,367,183	(3,099,073)
SPLOST V Fund	877,940	1,040,525	2,255,571	(337,107)	(1,215,047)
Town Center Fund	(662,117)	3,324,902	3,548,582	(885,797)	(223,680)
Debt Service Fund	1,843,815	330,593	846,117	1,328,290	(515,525)
Stormwater Utility Fund	8,298,374	31,619	39,862	8,290,131	(8,243)
	\$ 35,996,280	\$ 7,172,265	\$ 17,868,255	\$ 25,300,290	\$ (10,695,990)

General Fund - History of Fund Balance

GENERAL FUND FUND BALANCE

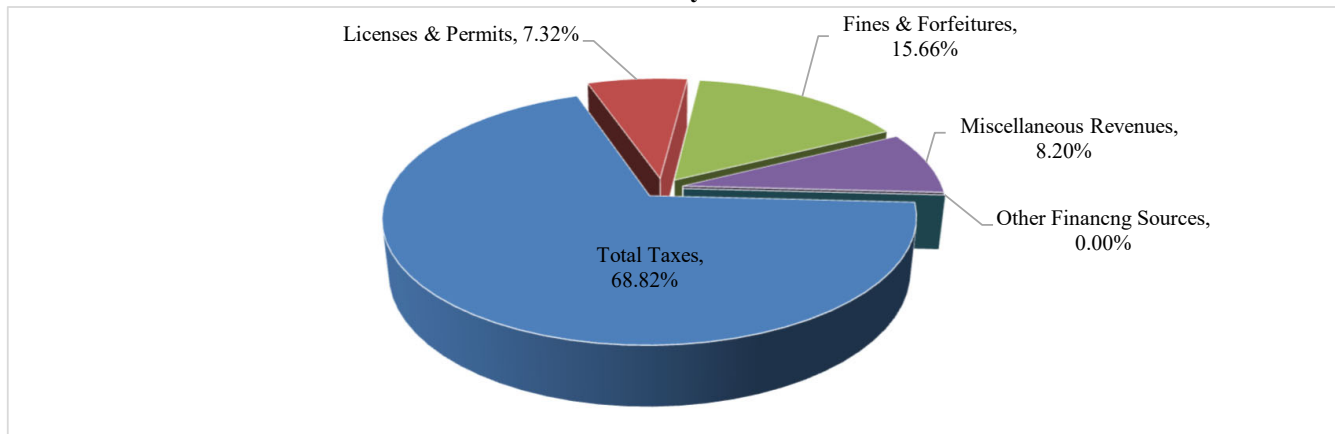




Budget Comparison Report - General Fund
33% of year lapsed

REVENUES	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Property Taxes	26,879	7,425,000	252,275	3.40%
Motor Vehicle Taxes	1,254	25,000	10,632	42.53%
Motor Vehicle Title Ad Valorem Tax	59,910	870,000	271,872	31.25%
Mobile Home Tax	31	150	31	20.79%
Recording Intangible Taxes	5,113	60,000	19,711	32.85%
Penalties & Interest	1,269	10,000	3,833	38.33%
Fifa Fees	405	2,000	1,005	50.25%
Franchise Tax	-	580,000	704,714	121.50%
Railroad Equipment Car Tax	-	650	-	0.00%
Real Estate Transfer Tax	987	10,000	4,547	45.47%
Business & Occupation Tax	4,705	150,000	55,885	37.26%
Financial Institutions Tax	-	2,500	4,390	175.60%
Insurance Premium Tax	-	1,450,000	-	0.00%
Total Taxes	139,619	11,079,800	1,328,894	11.99%
Licenses & Permits	41,925	1,303,225	141,301	10.84%
Fines & Forfeitures	78,470	636,225	302,381	47.53%
Miscellaneous Revenues	3,250	244,250	33,385	13.67%
Interest Income	29,391	105,000	125,054	119.10%
Proceeds from the Sale of Assets	-	100,000	-	0.00%
Inception of Capital Leases	-	504,000	-	0.00%
Donation from Private Sources	-	2,500	-	0.00%
TOTAL GENERAL FUND REVENUES	\$ 292,654	\$ 13,975,000	\$ 1,931,016	13.82%

Revenues by Source



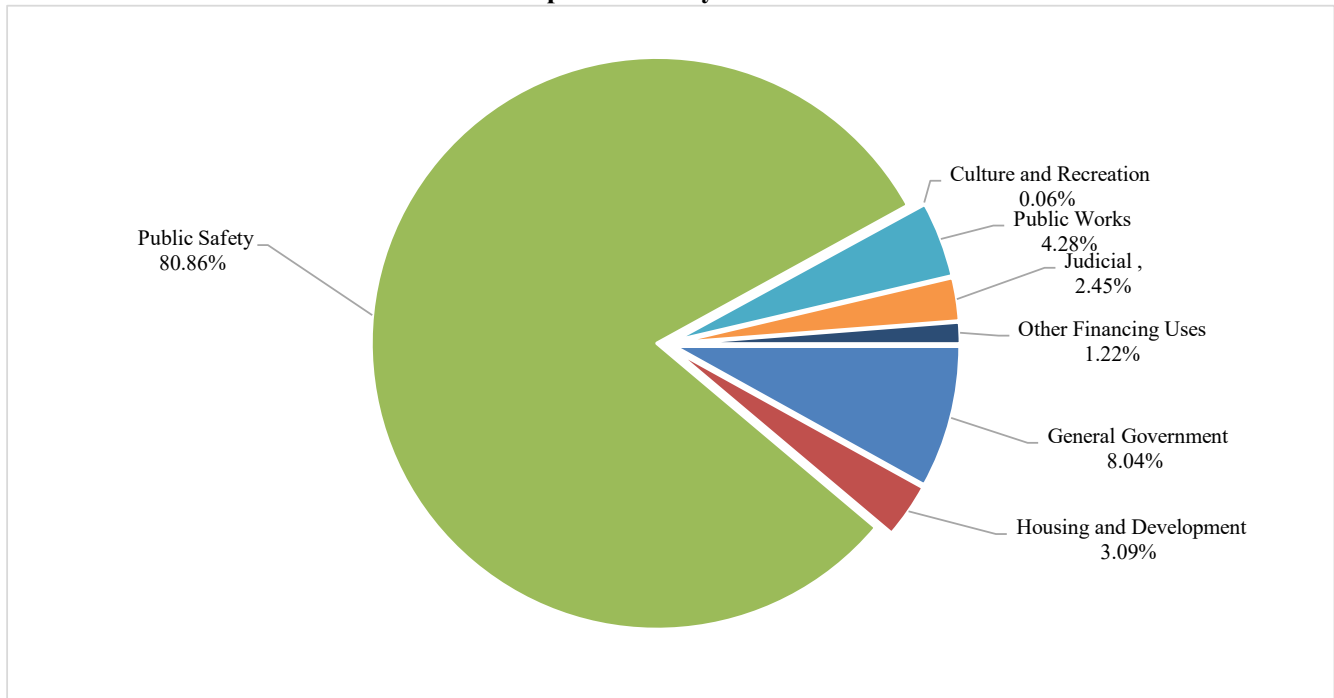


Budget Comparison Report - General Fund

33% of year lapsed

EXPENDITURES	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
General Government	124,473	2,372,700	544,312	22.94%
Housing and Development	46,893	722,802	209,124	28.93%
Public Safety	4,244,783	9,160,104	5,470,632	59.72%
Culture and Recreation	-	39,000	4,096	10.50%
Public Works	57,040	626,600	289,522	46.21%
Judicial	59,922	560,688	165,641	29.54%
Other Financing Uses	-	493,106	82,610	16.75%
TOTAL GENERAL FUND EXPENDITURES	\$ 4,533,111	\$ 13,975,000	\$ 6,765,937	48.41%

Expenditures by Function





Budget Comparison Report - All Funds
33% of year lapsed

Unaudited

	2023 Year End Actuals	2024 Budget	Year to Date	% 2024 Annual Budget
<u>GENERAL FUND</u>				
Revenues:	17,416,135	13,975,000	1,931,016	13.82%
Expenditures:	15,191,923	13,975,000	6,765,937	48.41%
Excess Revenues over (under) Expenditures	2,224,211	-	(4,834,921)	
<u>AMERICAN RESCUE PLAN (ARP) ACT OF 2021</u>				
Revenues:	3,541,241	2,000,000	29,104	1.46%
Expenditures:	3,753,051	2,000,000	159,664	7.98%
Excess Revenues over (under) Expenditures	(211,810)	-	(130,560)	
<u>OPERATING GRANT FUND</u>				
Revenues:	136,908	75,000	40,872	54.50%
Expenditures:	136,672	75,000	34,617	46.16%
Excess Revenues over (under) Expenditures	236	-	6,255	
<u>PARKS & RECREATION FUND</u>				
Revenues:	2,363,840	875,000	147,975	16.91%
Expenditures:	2,587,800	875,000	562,410	64.28%
Excess Revenues over (under) Expenditures	(223,960)	-	(414,435)	
<u>TAX ALLOCATION DISTRICT</u>				
Revenues:	384,548	446,112	68,100	15.27%
Expenditures:	96,130	446,112	330,593	74.11%
Excess Revenues over (under) Expenditures	288,418	-	(262,493)	
<u>HOTEL/MOTEL TAX FUND</u>				
Revenues:	5,460	6,000	1,731	28.85%
Expenditures:	8,435	6,000	-	0.00%
Excess Revenues over (under) Expenditures	(2,975)	-	1,731	



Budget Comparison Report - All Funds
33% of year lapsed

Unaudited

	2023 Year End Actuals	2024 Budget	Year to Date	% 2024 Annual Budget
<u>URBAN REDEVELOPMENT AGENCY</u>				
Revenues:	20,902,565	15,000,000	225,829	1.51%
Expenditures:	6,436,309	15,000,000	3,324,902	22.17%
Excess Revenues over (under) Expenditures	14,466,257	-	(3,099,073)	
<u>SPLOST V FUND</u>				
Revenues:	6,707,585	7,685,000	1,040,525	13.54%
Expenditures:	5,511,290	7,685,000	2,255,571	29.35%
Excess Revenues over (under) Expenditures	1,196,296	-	(1,215,047)	
<u>TOWN CENTER FUND</u>				
Revenues:	6,451,025	15,300,000	3,324,902	21.73%
Expenditures:	6,754,049	15,300,000	3,548,582	23.19%
Excess Revenues over (under) Expenditures	(303,025)	-	(223,680)	
<u>DEBT SERVICE FUND</u>				
Revenues:	3,385,509	3,850,000	330,593	8.59%
Expenditures:	1,545,007	3,850,000	846,117	21.98%
Excess Revenues over (under) Expenditures	1,840,501	-	(515,525)	
<u>STORMWATER UTILITY FUND</u>				
Revenues:	1,878,911	610,000	31,619	5.18%
Expenses:	269,090	610,000	39,862	6.53%
Excess Revenues over (under) Expenses	1,609,821	-	(8,243)	



Investments
As of April 30, 2024

South State Bank

Downtown Development Authority - CD .75%	100,000
--	---------

Subtotal South State Bank	\$ 100,000
----------------------------------	-------------------

Goldman Sachs Autocallable GS Momentum Builder	216,825
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	317,133
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	263,296
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	528,968
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	531,952
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	260,129
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	262,168
Certificate of Deposit - CD 4.00% Maturity Date - 4/21/2024	78,773
Certificate of Deposit - CD 4.50% Maturity Date - 9/21/2024	1,022,814

Subtotal South State Investment Services	\$ 3,482,057
---	---------------------

Total Investments	\$ 3,582,057
--------------------------	---------------------



Cash
As of April 30, 2024

South State Bank

General Fund	2,579,814
Main Street Board	79,132
American Rescue Plan (ARP) Act of 2021	1,992,661
Parks & Recreation Fund	331,308
Tax Allocation District (TAD)	262,715
Hotel Motel Tax Fund	7,649
Money Market Account	5,145,429
Municipal Court Fund	92,185
Operating Grant Fund	43,622
Police Forfeiture Account	1,806
Police Seized Asset Account	26
SPLOST V	119,269,554
Town Center Fund	81,323
Debt Service Fund	1,328,290
Downtown Development Authority - Checking	5,921
Stormwater Utility Fund	165,543
Tree Replacement Fund	48,701

Subtotal South State Bank	\$ 131,435,682
----------------------------------	-----------------------

South State Investment Services

Budget Stabilization Cash Account	91
-----------------------------------	----

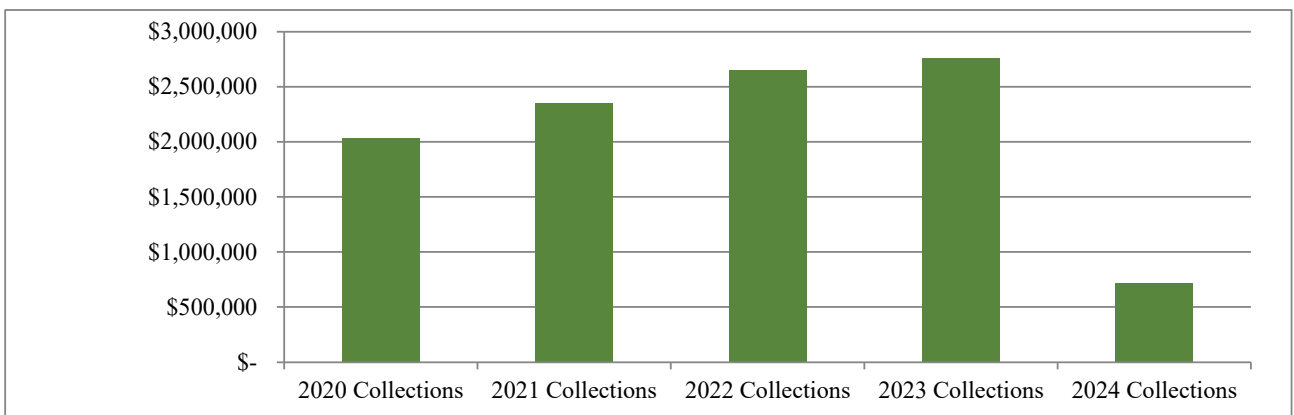
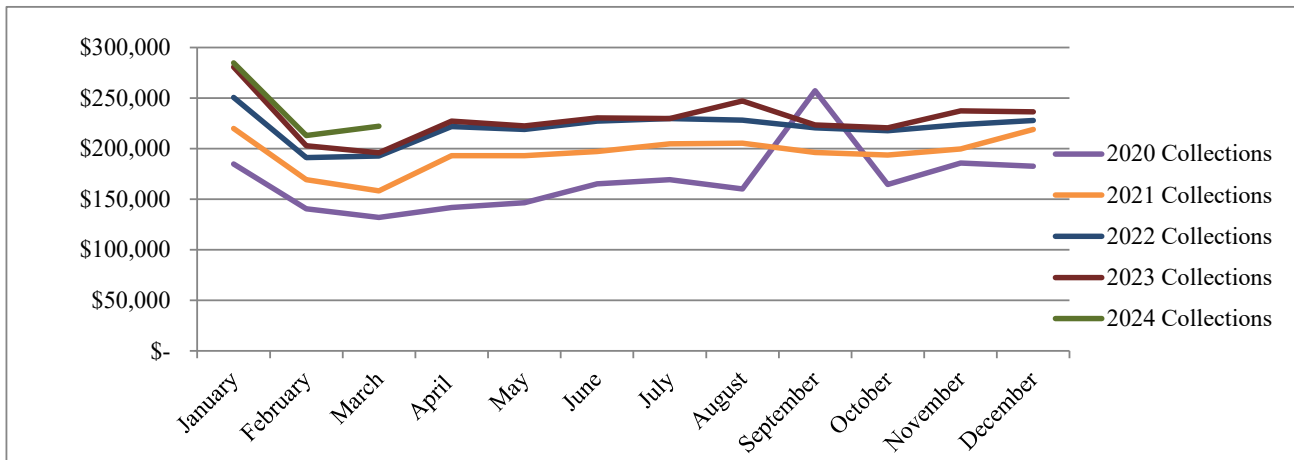
Subtotal South State Investment Services	\$ 91
---	--------------

Total Cash	\$ 131,435,773
-------------------	-----------------------



Special Purpose Local Option Sales Tax Collections
As of April 30, 2024

		2020 Collections	2021 Collections	2022 Collections	2023 Collections	2024 Collections	% Change from Prior Year
January	\$	184,956	\$ 219,927	\$ 250,695	\$ 280,583	\$ 284,961	1.56%
February		140,587	169,237	191,168	202,766	212,973	5.03%
March		131,947	158,258	192,686	195,742	222,279	13.56%
April		141,914	193,138	221,796	227,217		
May		146,483	193,137	219,102	222,579		
June		165,255	197,249	227,296	230,478		
July		169,488	204,832	229,938	229,808		
August		160,110	205,351	228,172	247,254		
September		257,264	196,323	220,495	223,389		
October		164,463	193,776	217,820	220,673		
November		185,812	199,817	223,696	237,509		
December		182,579	218,887	228,006	236,436		
	\$	2,030,858	\$ 2,349,931	\$ 2,650,872	\$ 2,754,435	\$ 720,212	





**Downtown Development Authority
As of April 30, 2024**

Revenues	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Interest Revenue	0	\$0	2	100%
Miscellaneous Revenue	-	5,000	-	0.00%
Proceeds from Sale of Property	-	2,550,000	-	0.00%
TOTAL REVENUES	\$ 0	\$2,555,000	\$ 2	0.00%

Expenditures				
Dues & Fees	-	500	-	0.00%
Training	-	250	-	0.00%
Water & Sewer	-	2,500	-	0.00%
Other Expenditures	-	250	-	0.00%
Sponsorships	-	1,500	-	0.00%
Transfers to Primary Government	-	2,550,000	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 2,555,000	\$ -	0.00%



GENERAL FUND REVENUE DETAIL
As of April 30, 2024

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Real Property Tax	26,879	7,425,000	235,631	3.17%
Real Property Tax - Public Utility	-	35,000	4,257	12.16%
Personal Property Tax	819	125,000	12,387	9.91%
Motor Vehicle Tax	1,254	25,000	6,394	25.58%
Motor Vehicle Title Ad Valorem Tax	59,910	870,000	271,872	31.25%
Apportioned Vehicles (AAVT)	4,237	4,000	4,237	105.94%
Mobile Home Tax	31	150	31	20.79%
Intangible Tax	5,113	60,000	19,711	32.85%
Railroad Equipment Car Tax	-	650	-	0.00%
Real Estate Transfer Tax	987	10,000	4,547	45.47%
Franchise Tax - Electric	-	580,000	601,665	103.74%
Franchise Tax - Gas	-	110,000	29,585	26.90%
Franchise Tax - Cable	34,003	215,000	72,141	33.55%
Franchise Tax - Telephone	5	5,500	1,323	24.05%
Business & Occupational Tax	4,705	150,000	55,885	37.26%
Insurance Premium Tax	-	1,450,000	-	0.00%
Financial Institutions Tax	-	2,500	4,390	175.60%
Penalties & Interest	1,269	10,000	3,833	38.33%
FiFa Fees	405	2,000	1,005	50.25%
Total Taxes	139,619	11,079,800	1,328,894	11.99%
Alcoholic Beverage Licenses	-	75,000	6,000	8.00%
Alcohol Pouring Permit	450	5,500	1,915	34.82%
Zoning and Land Use Permits	1,000	15,000	6,267	41.78%
Planning and Development Fees	310	5,000	720	14.40%
Sign Permit Fees	-	1,500	-	0.00%
Special Event Permits	50	150	50	33.33%
Vacant Lot Registration	-	25	-	0.00%
Personal Transportation Veh Permit	-	50	30	60.00%
Other Licenses and Permits	185	5,000	475	9.50%
Building Permit Revenue	25,378	900,000	82,985	9.22%
Certificate of Occupancy Fees	4,000	165,000	13,500	8.18%
Building Permit - Reinspection Fees	600	5,000	900	18.00%
Building Permit-Sub Fee	4,994	50,000	12,362	24.72%
Occupational Tax Late Fees	15	1,000	51	5.06%
Plan Review Fees	4,943	75,000	16,047	21.40%
Total Licenses and Permits	41,925	1,303,225	141,301	10.84%
Municipal Court Fines	74,470	600,000	296,381	49.40%
Cash confiscations-Forfeitures	-	150	-	0.00%
Proceeds From Sale of Confiscations	-	750	-	0.00%
Court Costs	-	5,000	-	0.00%
Drug Testing Fees	-	50	-	0.00%
Expungements	-	25	-	0.00%
Tree Recompense Revenue	-	5,000	-	0.00%
Other Fines & Forfeitures-Code	4,000	25,000	6,000	24.00%
Other Forfeitures	-	250	-	0.00%
Total Fines and Forfeitures	78,470	636,225	302,381	47.53%



GENERAL FUND REVENUE DETAIL
As of April 30, 2024

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Grant Revenue	-	185,000	4,907	2.65%
Probation Fees	1,850	20,000	6,887	34.43%
Election and Qualifying Fees	-	750	-	0.00%
Printing and Duplicating Service Fees	-	200	110	55.00%
Advertising Fees	-	250	-	0.00%
Accident/Incident Reports	205	2,500	635	25.40%
Wrecker Service Contract	-	18,500	15,000	81.08%
Background Checks	105	1,000	345	34.50%
Bad Check Fees	-	100	25	25.00%
Miscellaneous Revenue	430	4,450	735	16.51%
Rents and Royalties	660	1,500	660	44.00%
Reimbursement for Damaged Property	-	10,000	4,081	40.81%
Total Miscellaneous Income	3,250	244,250	33,385	13.67%
Interest Revenue	32,391	100,000	125,054	125.05%
Unrealized Gain or Loss on Investments	(3,000)	5,000	-	0.00%
Total Investment Income	29,391	105,000	125,054	119.10%
Inception of Capitla Leases	-	504,000	-	0.00%
Proceeds from Sale of Assets	-	100,000	-	0.00%
Donations from Private Sources	-	2,500	-	0.00%
Total Other Financing Sources	-	606,500	-	0.00%
TOTAL GENERAL FUND REVENUES	\$ 292,654	\$ 13,975,000	\$ 1,931,016	13.82%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Governing Body				
Salaries & Wages-Council	3,500	42,000	14,000	33.33%
Employee Benefits-Medical	8,627	120,730	34,803	28.83%
Employee Benefits-Dental	337	4,016	1,347	33.53%
Employee Benefits-ADD Life	69	882	346	39.23%
FICA	135	2,603	536	20.60%
Medicare	32	609	125	20.59%
Employee Benefits-Retirement	284	3,444	1,135	32.97%
Unemployment	10	173	39	22.66%
Workers Comp Insurance	-	129	113	87.71%
Total Salaries and Benefits	12,993	174,586	52,445	30.04%
Communications	45	600	182	30.26%
Travel	-	1,000	-	0.00%
Dues and Fees	-	750	386	51.43%
Education and Training	-	750	-	0.00%
Other Expenditures	-	250	-	0.00%
General Supplies and Materials	-	50	-	0.00%
Total Operations	45	3,400	567	16.69%
City Manager				
Salaries & Wages	13,073	169,950	52,292	30.77%
Employee Benefits-Medical	898	11,894	3,741	31.46%
Employee Benefits-Dental	95	1,133	380	33.56%
Employee Benefits-ADD Life	12	147	61	41.67%
Employee Benefits-Disability	84	1,008	420	41.67%
FICA	808	9,114	3,234	35.48%
Medicare	189	2,464	756	30.69%
Employee Benefits-Retirement	1,149	13,936	4,594	32.97%
Unemployment	-	46	27	57.83%
Workers' Comp. Insurance	-	872	765	87.71%
Total Salaries and Benefits	16,308	210,564	66,271	31.47%
Communications	40	600	162	26.93%
Travel	-	50	-	0.00%
Dues and Fees	-	2,250	712	31.66%
Education and Training	-	1,250	-	0.00%
Other Expenditures	-	1,000	1,067	106.75%
General Supplies and Materials	-	150	-	0.00%
Small Equipment	-	-	113	100%
Total Operations	40	5,300	2,054	38.75%
City Clerk				
Salaries & Wages	13,336	173,872	53,024	30.50%
Employee Benefits-Medical	3,013	43,713	12,650	28.94%
Employee Benefits-Dental	79	941	316	33.58%
Employee Benefits-ADD Life	31	368	153	41.62%
Employee Benefits-Disability	121	1,393	606	43.47%
FICA	784	10,780	3,117	28.91%
Medicare	183	2,521	729	28.92%
Employee Benefits-Retirement	1,175	14,257	4,700	32.97%
Unemployment	-	114	67	58.34%
Workers' Comp. Insurance	-	532	467	87.71%
Total Salaries and Benefits	18,722	248,491	75,828	30.52%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Professional Services	-	5,000	-	0.00%
Communications	63	900	252	28.04%
Advertising	-	250	-	0.00%
Travel	-	2,500	-	0.00%
Dues and Fees	45	6,500	1,707	26.26%
Education and Training	-	1,500	-	0.00%
Other Expenditures	182	500	182	36.32%
General Supplies and Materials	-	250	309	123.78%
General Supplies - Postage	3	200	108	53.85%
Small Equipment	-	2,500	29	1.18%
Software	-	19,500	3,603	18.48%
Other Supplies - Uniforms	-	50	-	0.00%
Total Operations	292	39,650	6,191	15.61%
Elections				
Advertising	-	500	87	17.48%
Total Operations	-	500	87	100.00%
Contingency				
Contingency	-	139,750	-	0.00%
Total Operations	-	139,750	-	0.00%
Financial Administration				
Salaries & Wages	18,683	242,291	75,186	31.03%
Employee Benefits-Medical	6,164	88,111	24,651	27.98%
Employee Benefits-Dental	74	538	294	54.69%
Employee Benefits-ADD Life	37	441	184	41.67%
Employee Benefits-Disability	170	1,947	848	43.54%
FICA	1,065	15,021	4,293	28.58%
Medicare	249	3,513	1,004	28.58%
Employee Benefits-Retirement	1,637	19,868	6,550	32.97%
Unemployment	-	137	80	58.25%
Workers' Comp. Insurance	-	741	650	87.71%
Total Salaries and Benefits	28,078	372,608	113,739	30.53%
Professional Services - Audit	-	20,000	-	0.00%
Advertising/Promotions	-	2,650	-	0.00%
Printing and Binding	-	1,000	-	0.00%
Travel	-	50	-	0.00%
Dues and Fees	135	10,000	3,661	36.61%
Education and Training	-	1,500	-	0.00%
Other Expenditures	170	250	170	67.84%
General Supplies and Materials	102	1,300	681	52.38%
General Supplies-Postage	70	7,500	792	10.57%
Small Equipment	-	250	-	0.00%
Software	-	5,500	-	0.00%
Total Operations	478	50,000	5,304	10.61%
Licensing				
Salaries & Wages	1,955	25,413	7,798	30.69%
Employee Benefits-Medical	860	13,427	3,441	25.63%
Employee Benefits-Dental	28	217	113	52.02%
Employee Benefits-ADD Life	6	74	31	41.35%
Employee Benefits-Disability	16	204	81	39.49%
FICA	108	1,576	431	27.35%
Medicare	25	368	101	27.39%
Employee Benefits-Retirement	172	2,084	687	32.97%
Unemployment	-	23	13	57.91%
Workers' Comp. Insurance	-	39	34	87.72%
Total Salaries and Benefits	3,171	43,425	12,730	29.31%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
General Supplies and Materials	-	100	-	0.00%
General Supplies - Postage	-	1,000	-	0.00%
Software	450	4,800	450	9.38%
Other Supplies-Uniforms	-	50	-	0.00%
Total Operations	450	5,950	450	7.56%
Legal				
Professional Services - Legal	-	35,000	2,995	8.56%
Total Operations	-	35,000	2,995	8.56%
Information Technology				
Salaries & Wages	6,407	83,285	25,556	30.69%
Employee Benefits-Medical	5	12,787	18	0.14%
Employee Benefits-Dental	95	1,133	380	33.56%
Employee Benefits-ADD Life	8	147	40	27.07%
Employee Benefits-Disability	58	669	291	43.55%
FICA	382	5,163	1,521	29.45%
Medicare	89	1,208	356	29.44%
Employee Benefits-Retirement	563	6,829	2,251	32.97%
Unemployment	-	46	27	57.83%
Workers' Comp. Insurance	-	255	224	87.71%
Total Salaries and Benefits	7,607	111,522	30,664	27.50%
Professional Services	-	20,000	-	0.00%
Communications	-	600	-	0.00%
Dues and Fees	45	500	336	67.12%
Other Expenditures	-	250	87	34.87%
General Supplies and Materials	-	250	416	166.28%
Small Equipment	583	8,500	2,707	31.84%
Software	5,273	205,000	30,438	14.85%
Total Operations	5,902	235,100	33,983	14.45%
Human Resources				
Salaries & Wages	4,639	60,311	18,507	30.69%
Employee Benefits-Medical	476	5,947	1,903	32.00%
Employee Benefits-Dental	14	169	56	33.30%
Employee Benefits-ADD Life	6	74	31	41.35%
Employee Benefits-Disability	42	485	210	43.30%
FICA	279	3,737	1,116	29.86%
Medicare	65	875	261	29.83%
Employee Benefits-Retirement	408	4,945	1,630	32.97%
Unemployment	-	23	13	57.78%
Workers' Comp. Insurance	-	185	162	87.71%
Total Salaries and Benefits	5,930	76,751	23,889	31.13%
Professional Services	-	30,000	-	0.00%
Advertising/Promotions	-	100	-	0.00%
Communications	23	300	91	30.26%
Travel	-	1,000	-	0.00%
Dues and Fees	110	1,500	534	35.58%
Education and Training	-	4,500	-	0.00%
Other Expenditures	-	250	-	0.00%
General Supplies and Materials	243	500	243	48.60%
General Supplies-Postage	-	100	-	0.00%
Small Equipment	-	1,000	29	2.95%
Software	-	10,000	4,158	41.58%
Other Supplies - Uniforms	-	50	-	0.00%
Total Operations	376	49,300	5,055	10.25%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
<i>Risk Management</i>				
Professional Services	-	20,000	-	0.00%
Liability Insurance	2,700	250,000	6,980	2.79%
<i>Total Operations</i>	2,700	270,000	6,980	2.59%
<i>General Government Building</i>				
Salaries & Wages	4,788	69,872	18,541	26.54%
Employee Benefits-Medical	895	12,787	3,680	28.78%
Employee Benefits-Dental	28	338	113	33.30%
Employee Benefits-ADD Life	12	147	61	41.67%
Employee Benefits-Disability	34	389	169	43.51%
FICA	288	4,332	1,114	25.71%
Medicare	67	1,013	260	25.71%
Employee Benefits-Retirement	334	4,049	1,335	32.97%
Unemployment	3	91	37	40.57%
Workers' Comp. Insurance	-	6,125	5,372	87.71%
<i>Total Salaries and Benefits</i>	6,449	99,143	30,682	30.95%
Professional Services	-	250	-	0.00%
Disposal - Garbage	30	500	113	22.58%
Lawn Care	-	350	98	27.93%
Pest Control	155	1,500	761	50.75%
Repairs and Maintenance	-	10,000	2,153	21.53%
Repairs and Maintenance - Vehicles	76	5,000	1,078	21.56%
Rental of Equipment	706	7,000	2,153	30.76%
Communications	2,218	15,000	14,104	94.03%
Dues and Fees	36	1,375	441	32.10%
Other Expenditures	14	1,000	411	41.12%
General Supplies and Materials	134	8,000	4,982	62.27%
Water and Sewer	60	2,000	455	22.73%
Natural Gas	142	2,500	1,911	76.45%
Electricity	1,128	13,500	4,453	32.98%
Gasoline and Diesel	306	3,500	1,245	35.58%
Small Equipment	-	2,000	1,039	51.95%
Software	-	500	-	0.00%
Other Supplies-Uniforms	-	100	-	0.00%
<i>Total Operations & Capital</i>	5,005	74,075	35,398	47.79%
<i>Communication & Eternal Affairs</i>				
Salaries & Wages	6,852	82,738	25,876	31.27%
EMPLOYEE BENEFITS - MEDICAL	1,721	23,195	6,882	29.67%
EMPLOYEE BENEFITS - DENTAL	56	1,133	226	19.93%
EMPLOYEE BENEFITS - ADD LIFE	12	147	61	41.67%
EMPLOYEE BENEFITS - DISABILITY	64	739	322	43.52%
FICA	409	5,129	1,541	30.05%
MEDICARE	96	1,200	361	30.04%
EMPLOYEE BENEFITS - RETIREMENT	559	6,784	2,236	32.97%
UNEMPLOYMENT	-	46	27	57.83%
WORKERS COMP INSURANCE	-	424	372	87.71%
<i>Total Salaries and Benefits</i>	9,769	121,535	37,903	31.19%
Communications	40	600	162	26.93%
Travel	-	700	-	0.00%
Dues and Fees	-	1,600	699	43.69%
Education and Training	-	1,500	-	0.00%
Other Expenditures	118	150	118	78.54%
Small Equipment	-	500	-	0.00%
Software	-	1,000	120	11.99%
<i>Total Operations</i>	158	6,050	1,098	18.15%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
TOTAL GENERAL GOVERNMENT	\$ 124,473	\$ 2,372,700	\$ 544,312	22.94%
<i>Municipal Court</i>				
Salaries & Wages	9,192	130,682	36,590	28.00%
Salaries & Wages - Overtime	-	500	-	0.00%
Employee Benefits-Medical	3,459	48,173	14,135	29.34%
Employee Benefits-Dental	93	1,104	373	33.78%
Employee Benefits-ADD Life	25	294	123	41.67%
Employee Benefits-Disability	83	958	417	43.52%
FICA	541	8,164	2,154	26.38%
Medicare	127	1,909	504	26.39%
Employee Benefits-Retirement	809	9,814	3,235	32.97%
Unemployment	-	137	53	38.83%
Workers' Compensation	-	403	353	87.71%
<i>Total Salaries and Benefits</i>	<i>14,329</i>	<i>202,138</i>	<i>57,937</i>	<i>28.66%</i>
Professional Services - Public Defender	309	4,800	2,115	44.05%
Professional Services - Solicitor/Judge	4,000	66,100	20,000	30.26%
Rental of Equipment	119	1,750	419	23.96%
Communications	38	500	152	30.41%
Advertising	-	50	-	0.00%
Printing & Binding	-	100	-	0.00%
Travel	-	4,000	-	0.00%
Dues and Fees	150	750	716	95.43%
Education and Training	-	1,500	500	33.33%
Other Expenditures	52	150	52	34.54%
General Supplies and Materials	167	1,200	599	49.90%
General Supplies and Materials Postage	90	750	378	50.34%
Food Supplies	135	2,400	731	30.46%
Small Equipment	-	500	133	26.56%
Software	2,091	24,000	4,162	17.34%
Intergovernmental - Inmate Housing	825	25,000	2,585	10.34%
Payment to Other Agencies	37,617	225,000	75,164	33.41%
<i>Total Operations</i>	<i>45,593</i>	<i>358,550</i>	<i>107,704</i>	<i>30.04%</i>
TOTAL JUDICIAL	\$ 59,922	\$ 560,688	\$ 165,641	29.54%
<i>Police Administration</i>				
Salaries & Wages	43,208	564,410	174,047	30.84%
Salaries & Wages-Overtime	-	4,250	19	0.45%
Employee Benefits-Medical	9,960	126,379	40,437	32.00%
Employee Benefits-Dental	396	4,612	1,583	34.33%
Employee Benefits-ADD Life	72	882	358	40.63%
Employee Benefits-Disability	359	4,159	1,793	43.11%
FICA	2,586	35,257	10,430	29.58%
Medicare	605	8,246	2,439	29.58%
Employee Benefits-Retirement	3,624	43,969	14,495	32.97%
Unemployment	6	342	196	57.20%
Workers' Compensation	-	19,947	17,495	87.71%
<i>Total Salaries and Benefits</i>	<i>60,815</i>	<i>812,453</i>	<i>263,294</i>	<i>32.41%</i>
Professional Services	-	1,000	-	0.00%
Repairs & Maintenance	-	5,375	-	0.00%
Repair & Maintenance-Vehicle	184	5,500	466	8.47%
Rental of Equipment	500	5,000	1,693	33.87%
Communications	215	3,000	858	28.61%
Advertising	-	5,000	333	6.65%
Printing and Binding	-	600	-	0.00%
Travel	-	5,000	1,504	30.08%
Dues and Fees	-	5,000	1,891	37.81%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Education and Training	-	5,000	2,155	43.10%
Other Expenditures	188	2,000	209	10.47%
General Supplies and Materials	12	2,000	818	40.88%
General Supplies - Postage	54	750	234	31.13%
Gasoline/Diesel	834	17,000	3,462	20.37%
Small Equipment	-	2,500	770	30.80%
Software	11	15,000	45	0.30%
Other Supplies - Uniforms	246	4,000	370	9.25%
Total Operations and Capital	2,244	83,725	14,807	17.69%
Criminal Investigation Division				
Salaries & Wages	25,992	324,312	108,601	33.49%
Salaries & Wages-Overtime	-	8,000	-	0.00%
Employee Benefits-Medical	7,814	102,763	31,701	30.85%
Employee Benefits-Dental	350	4,303	1,400	32.54%
Employee Benefits-ADD Life	61	662	306	46.26%
Employee Benefits-Disability	252	2,430	1,261	51.90%
FICA	1,552	20,603	6,494	31.52%
Medicare	363	4,819	1,519	31.52%
Employee Benefits-Retirement	2,246	27,249	8,983	32.97%
Unemployment	-	205	120	58.39%
Workers' Compensation	-	13,801	12,105	87.71%
Total Salaries and Benefits	38,630	509,147	172,490	33.88%
Professional Services	-	500	25	5.00%
Repair & Maintenance	-	3,000	-	0.00%
Repair & Maintenance-Vehicle	30	4,000	641	16.04%
Communications	217	3,500	868	24.80%
Printing and Binding	-	250	-	0.00%
Travel	-	2,000	-	0.00%
Dues and Fees	-	750	301	40.10%
Education and Training	37	2,500	496	19.85%
Other Expenditures	-	800	-	0.00%
General Supplies and Materials	-	1,000	72	7.20%
General Supplies and Materials-Postage	-	50	8	15.42%
Gasoline and Diesel	964	13,000	3,541	27.24%
Small Equipment	-	3,000	-	0.00%
Software	-	5,000	600	12.00%
Other Supplies - Uniforms	-	2,000	23	1.14%
Total Operations and Capital	1,248	41,350	6,574	15.90%
Vice				
Salaries & Wages	2,487	67,492	18,710	27.72%
Salaries & Wages-Overtime	-	2,000	340	17.01%
Employee Benefits-Medical	899	12,787	3,597	28.13%
Employee Benefits-Dental	85	338	169	50.05%
Employee Benefits-ADD Life	12	147	61	41.67%
Employee Benefits-Disability	46	523	228	43.52%
FICA	130	4,307	1,089	25.28%
Medicare	30	1,008	255	25.26%
Employee Benefits-Retirement	470	5,698	1,878	32.97%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Unemployment	-	46	27	57.83%
Workers' Compensation	-	3,115	2,732	87.71%
Total Salaries and Benefits	<u>4,159</u>	<u>97,461</u>	<u>29,086</u>	<u>29.84%</u>
Repairs & Maintenance Vehicles	6	2,500	102	4.08%
Repairs & Maintenance	-	600	-	0.00%
Dues and Fees	-	100	93	93.39%
Education & Training	-	500	-	0.00%
Gasoline	59	4,000	831	20.77%
Total Operations and Capital	<u>65</u>	<u>7,700</u>	<u>1,026</u>	<u>13.33%</u>
Patrol				
Salaries & Wages	134,705	1,810,314	537,042	29.67%
Salaries & Wages-Overtime	3,250	50,000	8,708	17.42%
Employee Benefits-Medical	40,076	661,776	158,176	23.90%
Employee Benefits-Dental	1,440	19,740	5,553	28.13%
Employee Benefits-ADD Life	306	3,969	1,409	35.49%
Employee Benefits-Disability	1,130	14,123	5,252	37.18%
FICA	8,177	115,341	32,316	28.02%
Medicare	1,912	26,975	7,558	28.02%
Employee Benefits-Retirement	12,572	152,544	50,289	32.97%
Unemployment	32	1,231	680	55.27%
Workers' Compensation	5	83,379	73,136	87.72%
Total Salaries and Benefits	<u>203,606</u>	<u>2,939,392</u>	<u>880,119</u>	<u>29.94%</u>
Professional Services	700	4,000	3,075	76.88%
Repair & Maintenance	-	24,100	200	0.83%
Repair & Maintenance-Vehicle	6,702	85,000	42,522	50.03%
Communications	1,865	25,000	7,395	29.58%
Printing and Binding	54	400	270	67.50%
Travel	229	6,000	2,253	37.55%
Dues and Fees	121	4,000	3,001	75.02%
Education & Training	2,511	10,000	2,636	26.36%
Other Expenditures	116	2,000	1,065	53.27%
General Supplies and Materials	-	4,000	3,603	90.08%
Gasoline and Diesel	8,060	120,000	33,116	27.60%
Small Equipment	-	22,000	1,895	8.61%
Software	-	21,000	2,230	10.62%
Other Supplies - Uniforms	3,566	51,000	11,968	23.47%
Capital Outlay - Vehicles	-	-	-	100%
Payment to Other Agencies	493	7,500	1,546	20.61%
Total Operations and Capital	<u>24,418</u>	<u>386,000</u>	<u>116,775</u>	<u>30.25%</u>
Police Training				
Salaries & Wages	3,715	46,792	15,319	32.74%
Employee Benefits-Medical	1	19,501	2	0.01%
Employee Benefits-Dental	-	567	-	0.00%
Employee Benefits-ADD Life	-	74	-	0.00%
Employee Benefits-Disability	-	388	-	0.00%
FICA	207	3,025	856	28.31%
Medicare	48	707	200	28.33%
Employee Benefits-Retirement	330	4,001	1,319	32.97%
Unemployment	-	23	13	57.83%
Workers' Compensation	-	1,093	959	87.71%
Total Salaries and Benefits	<u>4,301</u>	<u>76,171</u>	<u>18,669</u>	<u>24.51%</u>



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Repair & Maintenance-Vehicle	-	2,000	332	16.60%
Repairs & Maintenance	-	600	-	0.00%
Communications	-	300	-	0.00%
Travel	-	2,500	-	0.00%
Dues and Fees	-	750	131	17.43%
Education and Training	1,500	3,000	1,500	50.00%
General Supplies and Materials	-	2,000	-	0.00%
Weapons Supplies & Ammunition	19,967	40,000	22,147	55.37%
Gasoline and Diesel	-	1,000	-	0.00%
Small Equipment	-	8,000	-	0.00%
Software	-	2,750	2,292	83.33%
Other Supplies - Uniforms	-	600	115	19.20%
Intergovernmental	-	2,500	-	0.00%
Total Operations and Capital	<u>21,467</u>	<u>66,000</u>	<u>26,517</u>	<u>40.18%</u>
Police Stations and Buildings				
Professional Services	-	250	-	0.00%
Disposal-Garbage/Recycle	91	1,200	339	28.22%
Pest Control	45	1,000	180	18.00%
Repairs and Maintenance	-	19,409	1,837	9.47%
Rental of Land & Building	-	45,000	-	0.00%
Communications	1,980	25,000	13,021	52.08%
Dues & fees	37	375	146	38.93%
Other Expenditures	14	-	14	100%
General Supplies and Materials	-	3,000	1,278	42.60%
Water/Sewer	-	5,000	1,172	23.45%
Electricity	900	12,000	3,529	29.41%
Small Equipment	-	2,500	-	0.00%
Software	-	500	-	0.00%
Total Operations	<u>3,066</u>	<u>115,234</u>	<u>21,515</u>	<u>18.67%</u>
Probation				
Salaries & Wages	7,909	99,640	31,761	31.88%
Salaries & Wages - Overtime	-	250	-	0.00%
Employee Benefits-Medical	2,152	30,034	8,906	29.65%
Employee Benefits-Dental	76	904	303	33.48%
Employee Benefits-ADD Life	18	221	92	41.56%
Employee Benefits-Disability	70	798	349	43.68%
FICA	476	6,193	1,914	30.90%
Medicare	111	1,448	448	30.91%
Employee Benefits-Retirement	675	8,191	2,700	32.97%
Unemployment	-	68	40	58.63%
Workers' Compensation	-	3,457	3,032	87.71%
Total Salaries and Benefits	<u>11,488</u>	<u>151,204</u>	<u>49,543</u>	<u>32.77%</u>
Communications	40	500	162	32.32%
Dues and Fees	-	250	44	17.44%
Education and Training	-	250	-	0.00%
General Supplies and Materials	-	100	18	18.38%
Small Equipment	-	200	-	0.00%
Software	250	3,000	1,000	33.33%
Other Supplies - Uniforms	15	1,000	23	2.26%
Total Operations and Capital	<u>305</u>	<u>5,300</u>	<u>1,246</u>	<u>23.51%</u>
Fire Services				
Intergovernmental-Fire Services	<u>3,868,971</u>	<u>3,868,967</u>	<u>3,868,971</u>	<u>0.00%</u>
Total Fire Services	<u>3,868,971</u>	<u>3,868,967</u>	<u>3,868,971</u>	<u>0.00%</u>
TOTAL PUBLIC SAFETY	<u>\$ 4,244,783</u>	<u>\$ 9,160,104</u>	<u>\$ 5,470,632</u>	<u>59.72%</u>



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Highways and Streets				
Professional Services-Engineering	-	500	-	0.00%
Disposal-Garbage/Recycling	383	750	719	95.84%
Pest Control	-	750	-	0.00%
Repairs & Maintenance	5,609	78,000	65,366	83.80%
Repairs & Maintenance-Vehicles	415	5,000	433	8.67%
Rental of Equipment	2,912	2,000	15,169	758.46%
Dues and Fees	-	500	-	0.00%
Contract Labor	38,931	360,000	155,724	43.26%
Other Expenditures	-	500	-	0.00%
General Supplies and Materials	34	500	4,483	896.50%
Water and Sewer	-	600	-	0.00%
Electricity	61	1,500	200	13.34%
Gasoline/Diesel	179	5,000	360	7.21%
Small Equipment	168	3,000	3,131	104.36%
Total Operations	48,693	458,600	245,585	53.55%
Street Lights				
Repairs & Maintenance	-	20,000	2,617	13.08%
Electricity-Street Lights	8,277	130,000	36,032	27.72%
Total Street Lights	8,277	150,000	38,649	25.77%
Traffic Lights				
Repairs & Maintenance	-	15,000	4,610	30.73%
Electricity-Traffic Lights	70	3,000	679	22.63%
Total Traffic Lights	70	18,000	5,289	29.38%
TOTAL PUBLIC WORKS	\$ 57,040	\$ 626,600	\$ 289,522	46.21%
Tree Commission				
Repairs & Maintenance	-	31,500	-	0.00%
Travel	-	750	-	0.00%
Dues and Fees	-	500	44	8.82%
Education and Training	-	1,000	-	0.00%
General Supplies & Materials	-	750	52	6.89%
Books and Periodicals	-	500	-	0.00%
Total Operations	-	35,000	96	0.27%
Culture and Recreation				
Intergovernmental-Sequoyah Regional	-	4,000	4,000	100.00%
TOTAL CULTURE AND RECREATION	\$ -	\$ 39,000	\$ 4,096	10.50%
Building Inspections				
Salaries & Wages	16,349	235,622	68,822	29.21%
Employee Benefits-Medical	2,757	46,983	11,025	23.47%
Employee Benefits-Dental	150	1,683	598	35.56%
Employee Benefits-ADD Life	37	515	184	35.69%
Employee Benefits-Disability	149	1,893	744	39.29%
FICA	996	14,608	4,195	28.72%
Medicare	233	3,417	981	28.71%
Employee Benefits-Retirement	1,592	19,321	6,370	32.97%
Unemployment	0	182	106	58.46%
Workers' Compensation	-	3,288	2,884	87.71%
Total Salaries and Benefits	22,262	327,512	95,909	29.28%



**General Fund Expenditures
As of April 30, 2024**

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Professional Services-Legal	-	1,000	285	28.50%
Repairs & Maintenance - Vehicles	161	2,000	608	30.42%
Communications	157	2,000	627	31.36%
Advertising -Promotions	-	500	-	0.00%
Printing & Binding	-	200	175	87.50%
Travel	-	1,000	-	0.00%
Dues and Fees	15	1,200	339	28.27%
Education and Training	-	2,000	-	0.00%
Other Expenditures	104	250	129	51.44%
General Supplies and Materials	-	200	-	0.00%
General Supplies - Postage	-	50	47	93.48%
Gasoline/Diesel	142	4,000	689	17.22%
Books and Periodicals-Code Books	-	50	-	0.00%
Small Equipment	-	1,000	567	56.70%
Software	1,600	21,500	5,203	24.20%
Other Supplies - Uniforms	-	250	-	0.00%
Total Operations	2,179	37,200	8,669	23.30%
Urban Redevelopment and Housing				
Intergovernmental	-	-	-	0.00%
Total Operations	-	-	-	100%
Planning and Zoning				
Salaries & Wages	10,142	137,422	40,404	29.40%
Employee Benefits-Medical	2,246	25,321	8,982	35.47%
Employee Benefits-Dental	38	217	151	69.73%
Employee Benefits-ADD Life	25	221	136	61.43%
Employee Benefits-Disability	116	1,104	621	56.25%
FICA	571	8,520	2,278	26.74%
Medicare	132	1,993	527	26.46%
Employee Benefits-Retirement	924	11,268	3,697	32.81%
Unemployment	(4)	68	50	74.24%
Workers' Compensation	(284)	6,309	4,398	69.70%
Total Salaries and Benefits	13,907	192,443	61,244	31.82%
Professional Services-Engineering	5,908	80,000	22,229	27.79%
Professional Services-Legal	-	7,000	2,603	37.18%
Technical Services - Planning	-	-	-	100%
Communications	45	600	182	30.27%
Advertising	331	2,500	496	19.85%
Printing & Binding	-	28,000	1,801	6.43%
Travel	-	750	-	0.00%
Dues and Fees	-	2,000	1,776	88.79%
Education and Training	-	1,000	-	0.00%
Planning & Zoning Meeting Fees	196	3,000	931	31.03%
Other Expenditures	52	250	322	128.72%
General Supplies and Materials	-	1,500	5	0.34%
General Supplies - Postage	15	1,000	167	16.74%
Gasoline & Diesel	-	50	-	0.00%
Small Equipment	-	2,500	133	5.31%
Software	450	11,800	5,250	44.49%
Total Operations	6,997	141,950	35,894	25.29%
Economic Development				
Salaries & Wages	761	9,193	2,875	31.27%
FICA	45	570	171	30.05%
Medicare	11	133	40	30.12%
Employee Benefits - Retirement	62	754	249	32.97%
Workers Comp Insurance	-	47	41	87.70%
Total Salaries & Benefits	879	10,697	3,376	31.56%
Rental of land & building	-	-	1,474	0.00%
Other Expenditures	-	-	52	



General Fund Expenditures
As of April 30, 2024

	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
General Supplies & Materials	669	-	2,506	0.00%
Total Operations	<u>669</u>	<u>-</u>	<u>4,032</u>	<u>100.00%</u>
Intergovernmental				
Intergovernmental - COED	-	13,000	-	0.00%
Total Intergovernmental	<u>-</u>	<u>13,000</u>	<u>-</u>	<u>0.00%</u>
TOTAL HOUSING AND DEVELOPMENT	<u>\$ 46,893</u>	<u>\$ 722,802</u>	<u>\$ 209,124</u>	<u>28.93%</u>
Capital Lease				
Capital lease - Interest	7,660	78,152	18,761	24.01%
Capital lease Principal	29,236	347,079	63,849	18.40%
TOTAL CAPITAL LEASE	<u>\$ 36,896</u>	<u>\$ 425,231</u>	<u>\$ 82,610</u>	<u>19.43%</u>
Other Financing Uses				
Transfer to Other Funds	-	67,875	-	0.00%
TOTAL OTHER FINANCING USES	<u>\$ -</u>	<u>\$ 67,875</u>	<u>\$ -</u>	<u>0.00%</u>
TOTAL GENERAL FUND EXPENDITURES	<u>\$ 4,570,007</u>	<u>\$ 13,975,000</u>	<u>\$ 6,765,937</u>	<u>48.41%</u>



**American Rescue Plan (ARP) Act of 2021
As of April 30, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Interest Revenue	7,020	-	29,104	100%
Miscellaneous Revenue	-	2,000,000	-	0.00%
TOTAL REVENUES	\$ 7,020	\$ 2,000,000	\$ 29,104	1.46%
EXPENDITURES:				
Repairs & Maintenance	-	-	8,178	100%
Capital Outlay - Infrastructure	29,962	2,000,000	151,485	7.57%
TOTAL EXPENDITURES	\$ 29,962	\$ 2,000,000	\$ 159,664	7.98%



**Operating Grant Fund
As of April 30, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Atlanta Regional Commission Grant	18,496	75,000	40,872	54.50%
TOTAL REVENUES	\$ 18,496	\$ 75,000	\$ 40,872	54.50%
EXPENDITURES:				
Payments to Other Agencies-FOCUS	9,452	75,000	34,617	46.16%
TOTAL EXPENDITURES	\$ 9,452	\$ 75,000	\$ 34,617	46.16%



Parks&RecreationFund
As of April 30, 2024

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Alcoholic Bev Excise Tax Beer & Wine	20,651	300,000	75,968	25.32%
Alcoholic Bev Excise Tax Distilled Spirit	9,242	125,000	28,731	22.99%
Local Option Mixed Drink Tax	6,356	80,000	23,440	29.30%
Penalties and Interest	56	250	355	141.81%
Miscellaneous Revenue	-	344,750	-	0.00%
Rents and Royalties	4,051	25,000	19,481	77.92%
TOTAL REVENUES	\$ 40,356	\$ 875,000	\$ 147,975	16.91%
EXPENDITURES:				
Disposal-GarbageDepot	-	500	-	0.00%
Pest Control - Depot	45	750	180	24.00%
Repairs & Maintenance - Depot	1,497	5,000	3,769	75.37%
Communications	138	1,750	554	31.64%
General Supplies - Depot	-	1,000	102	10.20%
Water/Sewer - Depot	-	250	32	12.74%
Natural Gas - Depot	209	2,000	809	40.46%
Electricity - Depot	92	5,000	432	8.64%
Small Equipment - Depot	-	500	-	0.00%
Disposal - Garbage Parks	146	1,750	438	25.02%
Lawn Care	-	8,000	1,344	16.80%
Pest Control - Parks	1,318	750	1,453	193.73%
Repairs & Maintenance - Parks	4,348	26,328	19,041	72.32%
Rental - Equipment & Land	-	1,000	-	0.00%
Communications	40	500	162	32.32%
Dues and Fees	-	500	434	86.80%
Contract Labor	-	167,600	9,225	5.50%
General Supplies and Materials - Parks	761	2,000	967	48.34%
Water/Sewer - Parks	376	6,500	2,459	37.82%
Electricity - Parks	3,407	4,500	5,058	112.41%
Small Equipment - Parks	-	500	470	94.00%
Capital Outlay - Site Improvements	14,602	70,000	14,602	20.86%
Capital Outlay - Site Impro Barrett Pa	44,179		291,833	100%
Capital Outlay - Site Impro Karen Barn	41,653		96,044	100%
Capital Outlay - Buildings	295		74,393	100%
Capital Outlay - Mach & Equip	14,580		38,612	100%
Transfers to Other Funds	-	568,322	-	0.00%
TOTAL EXPENDITURES	\$ 127,687	\$ 875,000	\$ 562,410	64.28%



Tax Allocation District Fund
As of April 30, 2024

	2024		YTD	% of Annual
REVENUES:	Transactions	2024 Budget	Transactions	Budget
Intergovernmental Cherokee County Govt	204	87,544	16,682	19.06%
Intergovernmental Cherokee County School E	104	290,693	51,418	17.69%
Transfers from General Fund	-	67,875	-	0.00%
TOTAL REVENUES	\$ 309	\$ 446,112	\$ 68,100	15.27%
EXPENDITURES:				
Transfer to Debt Service Fund	-	446,112	330,593	74.11%
TOTAL EXPENDITURES	\$ -	\$ 446,112	\$ 330,593	74.11%



**Hotel/Motel Tax Fund
As of April 30, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Hotel/Motel Taxes	319	6,000	1,731	28.85%
TOTAL REVENUES	\$ 319	\$ 6,000	\$ 1,731	28.85%
EXPENDITURES:				
Advertising/Promotions	-	5,000	-	0.00%
Payment to Other Agencies	-	1,000	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 6,000	\$ -	0.00%



**Urban Redevelopment Agency
As of April 30, 2024**

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Interest	50,426	-	225,829	100%
Proceeds from General Long-term Deb	-	15,000,000	-	0.00%
TOTAL REVENUES	\$ 50,426	\$ 15,000,000	\$ 225,829	1.51%
EXPENDITURES:				
Transfer to Town Center Fund	386,550	15,000,000	3,324,902	22.17%
TOTAL EXPENDITURES	\$ 386,550	\$ 15,000,000	\$ 3,324,902	22.17%



SPLOST V Fund
As of April 30, 2024

REVENUES:	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
SPLOST V Revenue	222,279	1,500,000	720,212	48.01%
Grant Revenue-LMIG	-	185,000	188,833	102.07%
Proceeds from GTIB Loan	98,431	6,000,000	131,479	2.19%
TOTAL REVENUES	\$ 320,710	\$ 7,685,000	\$ 1,040,525	13.54%
EXPENDITURES:				
Capital Outlay-Buildings	-	-	9,897	100%
Capital Outlay - Equipment	11,324	-	11,324	100%
Capital Outlay-Sites	-	1,000,000	-	0.00%
Capital Outlay-LMIG	143	185,000	466	0.25%
Capital Outlay-Industrial Connector	1,135	-	13,471	100%
Capital Outlay-HS Pkwy Phase II	296,026	2,000,000	328,476	16.42%
Capital Outlay-HS Pkwy Phase III	188,469	3,000,000	1,652,695	55.09%
Capital Outlay - HS Pkwy Sidewalk	-	250,000	-	0.00%
Capital Outlay - Hickory Sidewalk	-	1,000,000	-	0.00%
Capital Outlay - Fox Creek/Turner Village	221,240	250,000	239,243	95.70%
TOTAL EXPENDITURES	\$ 718,337	\$ 7,685,000	\$ 2,255,571	29.35%



SPLOST VI Fund
As of April 30, 2024

	2024		YTD	% of Annual
REVENUES:	Transactions	2024 Budget	Transactions	Budget
SPLOST VI Revenue	-	2,600,000	-	0.00%
TOTAL REVENUES	\$ -	\$ 2,600,000	\$ -	0.00%
EXPENDITURES:				
Capital Outlay-HS Pkwy Phase III	-	2,600,000	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 2,600,000	\$ -	0.00%



Town Center Fund
As of April 30, 2024

Revenues	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Transfer from Other Funds	386,550	15,300,000	3,324,902	21.73%
TOTAL REVENUES	\$ 386,550	\$ 15,300,000	\$ 3,324,902	21.73%

Expenditures				
Professional Services	-	300,000	-	0.00%
Capital Outlay - Site Improvements	399,810	5,000,000	1,319,338	26.39%
Capital Outlay - Buildings City Hall	-	-	29,653	100%
Capital Outlay - Buildings Parking Deck	-	10,000,000	2,198,191	21.98%
Capital Outlay - Buildings Amphitheater	1,400	-	1,400	100%
TOTAL EXPENDITURES	\$401,210	\$15,300,000	\$3,548,582	23.19%



Debt Service Fund
As of April 30, 2024

Revenues	2024 Transactions	2024 Budget	YTD Transactions	% of Annual Budget
Miscellaneous Revenue	-	585,566	-	0.00%
Transfer from Other Funds	-	3,264,434	330,593	10.13%
TOTAL REVENUES	\$ -	\$ 3,850,000	\$ 330,593	8.59%
Expenditures				
Contingency	-	19,440	-	0.00%
Debt Service - Bond Principal HSPRA 2016	-	336,978	167,486	49.70%
Debt Service - Bond Interest HSPRA 2016	-	21,757	11,882	54.61%
Debt Service - Bond Principal HSPRA 2023	-	128,000	-	0.00%
Debt Service - Bond Interest HSPRA 2023	-	81,586	-	0.00%
Debt Service - Bond Principal URA 2019	-	555,556	277,778	50.00%
Debt Service - Bond Principal URA 2020	-	230,770	-	0.00%
Debt Service - Bond Principal URA 2021	-	519,702	259,851	50.00%
Debt Service - Bond Principal URA 2023	-	790,000	-	0.00%
Debt Service - Bond Interest URA 2019	-	100,702	52,815	52.45%
Debt Service - Bond Interest URA 2020	-	62,026	-	0.00%
Debt Service - Bond Interest URA 2021	-	152,231	76,306	50.12%
Debt Service - Bond Interest URA 2023	-	851,250	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 3,850,000	\$ 846,117	21.98%



Stormwater Utility Fund
As of April 30, 2024

REVENUES:	2024	2023 Budget	YTD	% of Annual
	Transactions		Transactions	Budget
Stormwater Utility Fees	12,232	610,000	31,619	5.18%
TOTAL REVENUES	\$ 12,232	\$ 610,000	\$ 31,619	5.18%
EXPENSES:				
Salaries & Wages	5,076	60,916	20,304	33.33%
Employee Benefits - Medical Insurance	3,023	36,277	12,092	33.33%
Employee Benefits - Dental Insurance	94	1,133	376	33.19%
Employee Benefits - Disability	12	485	48	9.90%
Employee Benefits - ADD Life	40	147	160	108.84%
FICA	315	3,778	1,260	33.35%
Medicare	75	883	300	33.98%
Employee Benefits - Retirement	416	4,995	1,664	33.31%
Unemployment	4	46	16	34.78%
Workers Comp Insurance	284	3,410	1,136	33.31%
Professional Services - Legal	-	1,000	-	0.00%
Professional Services - Engineer	-	100,000	-	0.00%
Repairs & Maintenance	370	216,630	1,998	0.92%
Repairs & Maintenance - Vehicles	117	2,500	207	8.26%
Rental of Equipment	-	1,000	-	0.00%
Pest Control	125	500	196	39.25%
Communications	78	1,000	314	31.36%
Dues and Fees	145	5,000	183	3.66%
Training	-	1,500	-	0.00%
Other Expenditures	62	250	151	60.60%
General Supplies & Materials	-	500	-	0.00%
General Supplies - Postage	31	500	31	6.29%
Water/Sewer	-	1,000	(986)	-98.56%
Gasoline & Diesel	210	5,000	412	8.23%
Small Equipment	-	3,200	-	0.00%
Other Supplies-Uniforms	-	250	-	0.00%
Depreciation	-	150,000	-	0.00%
Contingency	-	6,100	-	0.00%
Capital Lease Interest	-	2,000	-	0.00%
TOTAL EXPENSES	\$ 10,478	\$ 610,000	\$ 39,862	6.53%



**Holly Springs Tree Commission
Budget to Actual Comparison Report
As of April 30, 2024**

	2024		YTD	
Revenues	Transactions	2024 Budget	Transactions	% Variance
Development Fees/Recompense	-	34,980	-	0.00%
Donations from Private Source	-	20	-	0.00%
TOTAL REVENUES	\$ -	\$ 35,000.00	\$ -	0.00%
Expenditures				
Landscaping/Tree Planting & Care	-	31,500	-	0.00%
Travel	-	750	-	0.00%
Dues and Fees	-	500	44.10	8.82%
Education and Training	-	1,000	-	0.00%
Tree Seedlings	-	750	51.68	6.89%
Books and Periodicals	-	500	-	0.00%
TOTAL EXPENDITURES	\$ -	\$ 35,000.00	\$ 95.78	0.27%

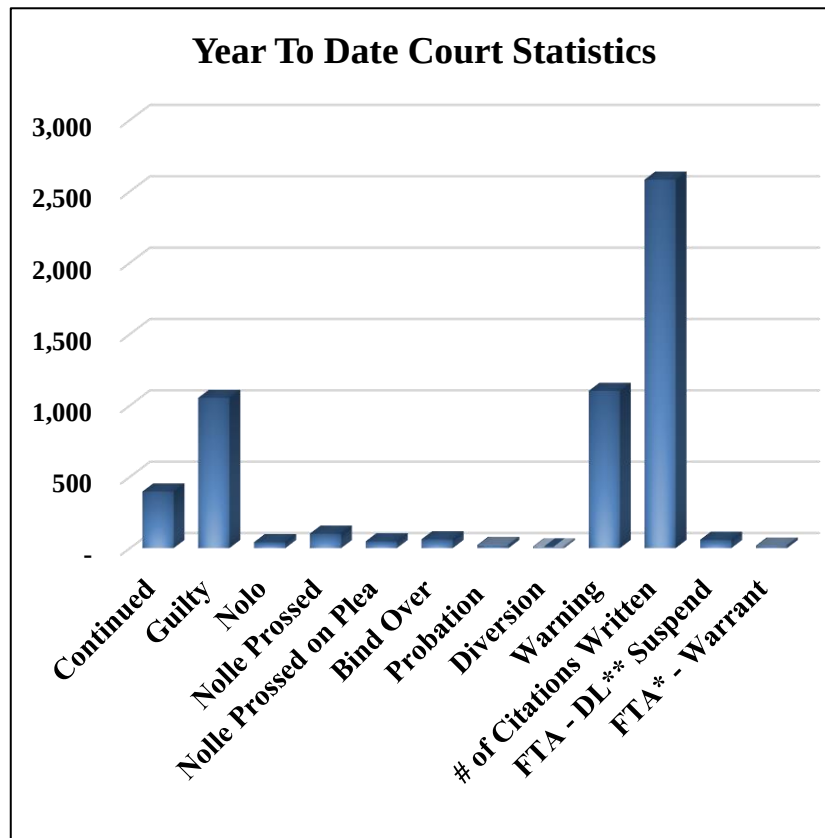


City of Holly Springs Court Statistics 2024 Year to Date

	Jan	Feb	Mar	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Continued	84	86	137	89									396
Guilty	184	205	408	255									1,052
Nolo	11	9	15	6									41
Nolle Prossed	33	26	29	13									101
Nolle Prossed on Plea	6	16	8	17									47
Bind Over	9	14	15	23									61
Probation	4	13	4	1									22
Diversion	0	3	5	4									12
Warning	327	230	277	267									1,101
# of Citations Written	627	641	661	652									2,581
FTA - DL** Suspend	22	10	4	22									58
FTA* - Warrant	4	4	8	1									17
	1,311	1,257	1,571	1,350	-	-	-	-	-	-	-	-	5,489

* Failure to Appear

** Driver's License

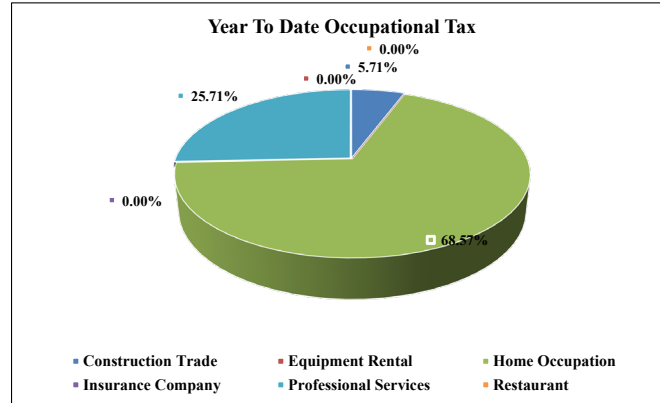




**City of Holly Springs
Occupational Tax Summary
2024 Year to Date**

Construction Trade
Equipment Rental
Home Occupation
Insurance Company
Professional Services
Restaurant

Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	Total	
2	-	-	-	-	-	-	-	-	-	-	-	2	5.71%
-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
8	5	5	6	-	-	-	-	-	-	-	-	24	68.57%
-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
3	3	1	2	-	-	-	-	-	-	-	-	9	25.71%
-	-	-	-	-	-	-	-	-	-	-	-	-	0.00%
13	8	6	8	-	-	-	-	-	-	-	-	35	100.00%

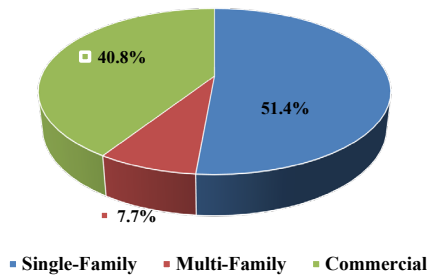




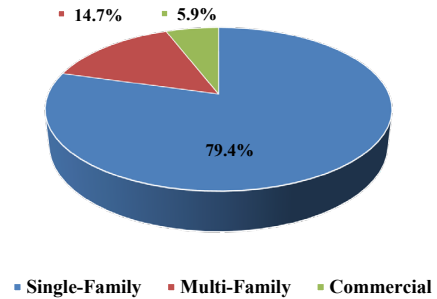
City of Holly Springs
Building Permits and Certificates of Occupancy
2024 Year to Date

	Jan	Feb	March	April	May	June	July	Aug	Sep	Oct	Nov	Dec	YTD
Single-Family													
Houses	1	7	4	9									21
Accessory Structures	1	2	2	3									8
Additions		1	3										4
Basement Buildouts		1		1									2
Mechanical	1	1	2	5									9
Plumbing	2	1	2	1									6
Electrical	1	2	3	3									9
Miscellaneous	9	3		2									14
Residential Fence	3		4	1									8
Certificates of Completion	2	3	5	2									12
Certificates of Occupancy	13	16	9	4									42
Multi-Family													
Townhomes	11												11
Apartments													0
Misc-Multi Family													0
Certificates of Occupancy	10												10
Commercial													
New Structures			2										2
Addition-C													0
Tenant Build Outs	1	1		1									3
Accessory Structures			1										1
Mechanical				1									1
Plumbing				1									1
Electrical	1		2	3									6
Misc-C	3	2	6	8									19
Signs	3	2	3	10									18
Utilities	2	2	1	2									7
Commercial Fence	1												1
Certificates of Completion		1	1										2
Certificates of Occupancy		1		1									2

Year To Date Permits Issued



Year To Date Certificates of Occupancy Issued





**City of Holly Springs
Monthly Operation Report
Executive Summary**

Description	Apr-24
Pot Hole Repair	6
Tree Service Work	2
ROW Mowing	41
Dead Animal Pick Up	3
Street Sweeping	0
Road Salting	0
Sign Maintenance	4
Litter Pickup	3
Stormwater maintenance	5
Traffic Signals	1
Equipment Maintenance	2
Misc. Work Orders	9
PARKS	
J.B. Owens	16
Barrett Park	16
J.C. Mullins	27
Monthly Totals	135



City of Holly Springs Stormwater Statistics 2024 Year to Date

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	YTD
Stormwater Inspection Days	2	2	4	0									8
Number of Stormwater Complaints	2	2	4	0									8
Miles of Road Swept	0	0	0	0									0

