



*Town of*  
**Holly Ridge**  
North  
Carolina

**STRATEGIC PLAN**  
**2025 - 2030**

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## *MISSION*

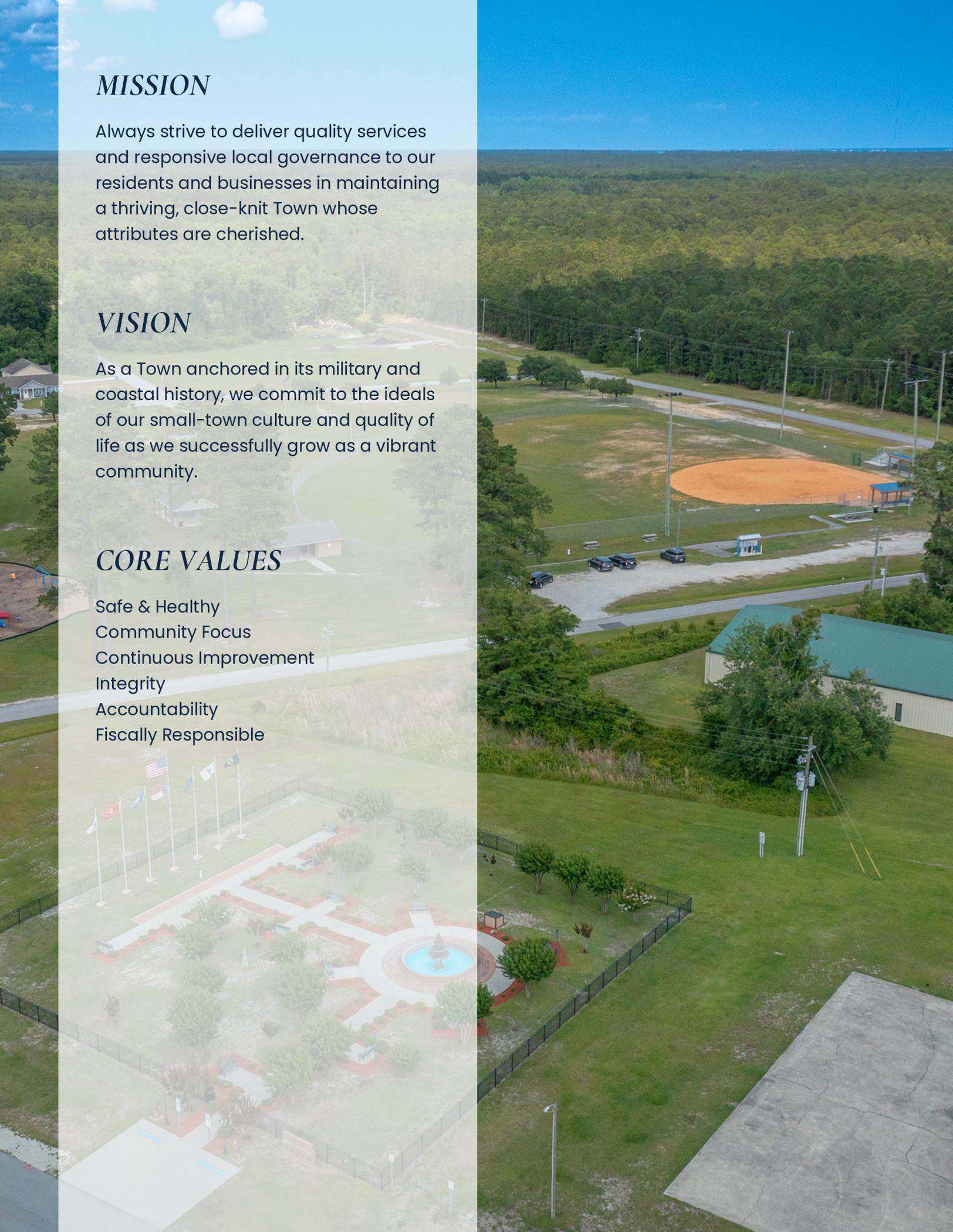
Always strive to deliver quality services and responsive local governance to our residents and businesses in maintaining a thriving, close-knit Town whose attributes are cherished.

## *VISION*

As a Town anchored in its military and coastal history, we commit to the ideals of our small-town culture and quality of life as we successfully grow as a vibrant community.

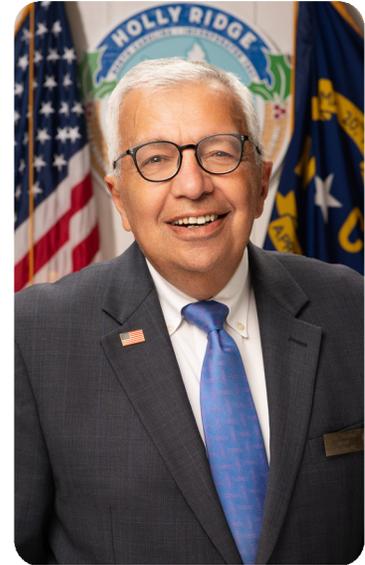
## *CORE VALUES*

Safe & Healthy  
Community Focus  
Continuous Improvement  
Integrity  
Accountability  
Fiscally Responsible



# MAYOR'S MESSAGE

I was honored to be appointed Mayor in October 2024, following my service on the Town Council. Over the past six months, it has been a privilege to serve as your mayor. In this role, I have focused on strengthening communication, representing Holly Ridge with integrity to external partners, and thoughtfully planning for the Town's future. I hold a graduate degree from the University of Michigan and bring over 35 years of executive-level business experience, working with City, State, and Federal clients globally. My wife, Dorothy, and I have lived in Holly Ridge since 2020 and have called North Carolina home for more than two decades.



As Mayor of Holly Ridge, I am committed to fostering a thriving, welcoming, and forward-thinking community that honors our rich history while embracing future opportunities. We are the fastest-growing municipality in the county.

Our vision is to grow sustainably and smartly by supporting local businesses, improving infrastructure, and enhancing the quality of life for all residents. We will support smart economic development, create family-friendly amenities, and strengthen community engagement to ensure that Holly Ridge remains a welcoming place where people want to live, work, and visit. We would welcome new businesses to support our community with shops, restaurants, healthcare, and other community needs. Together, we will build a brighter future while preserving the small-town charm that makes our home so unique.

Thank you,

A handwritten signature in black ink, appearing to read "Pete Parnian".

Pete Parnian, Mayor



# CREATING OUR PLAN

## TOWN COUNCIL AREAS OF RESPONSIBILITY

Effectively Oversee the Operations and Policies of the Municipality.

Effectively Guide the Municipality's Actions in Compliance with it's Vision and all Local, State, and Federal Laws and Regulations.

During the Month of February 2025, the Town Council Conducted Several Strategic Planning Workshops.

The Goal: to Chart a Course For a Successful Next 5 Years for the Citizens of Holly Ridge.

The Town Council Identified Five Focus Areas, each with Objectives and Initiatives.

## SERVICES

### ADMINISTRATION

The Town of Holly Ridge is a Council-Manager form of government which means that the Manager is responsible to the Town Council for the administration of all departments. The Town of Holly Ridge Administration Department includes the Town Manager, Town Clerk, Town Attorney, and Administrative Assistant.

### PARKS & RECREATION

Parks and Recreation Department is dedicated to improving and developing recreational spaces by addressing the needs of the community. Our mission is to provide accessible green areas and recreational opportunities, as well as to deliver high-quality, inclusive services for individuals of all ages.

### COMMUNITY DEVELOPMENT

Oversees all elements of land use including zoning, ordinances, permitted uses, code enforcement, permitting, and inspections to ensure organized growth and development of the Town as a whole in a sustainable manner. The Department strives to provide open communication and assistance for all elements related to land development.

### POLICE DEPARTMENT

The Police Department's mission is to provide professional, proactive, and ethical public safety services. We will partner with citizens to identify, prevent, and solve crime, thereby improving the quality of life in our community.

### PUBLIC WORKS

Public Works is responsible for maintaining and repairing the Town's infrastructure, including roads, sidewalks, storm drains and ditches, parks, and public facilities. You can often find the team performing manual labor tasks like cleaning, patching asphalt, mowing, and operating heavy machinery, while adhering to safety regulations and local codes.

### FINANCE

The Finance Department is responsible for managing the Town's budget to include revenues, expenditures, the general fund, and the Powell Bill Fund. The Director is responsible for ensuring that funds are appropriately allocated and spent in accordance with General Statutes and the adopted annual budget.



# MANAGER'S MESSAGE

Having grown up in this community, I have witnessed firsthand the remarkable growth and development of the Town of Holly Ridge over the years—especially within the last five years. When I first began working for the Town, our population was approximately 700 residents. Now, nearly 19 years later, Holly Ridge has expanded to a thriving community of approximately 5,000 residents. With growth of this magnitude comes inevitable challenges, requiring thoughtful leadership and strategic planning to guide our town's continued success.

I hold a Bachelor's Degree in Business Administration and am both a Nationally Certified Municipal Clerk and a North Carolina Certified Municipal Clerk. Additionally, I am a graduate of the UNC School of Government's Fellows Leadership Program. Over the years, I have served in many capacities within the Town, beginning as a Front Desk Clerk before advancing to roles such as Assistant Town Clerk, Town Clerk, Interim Finance Officer, and various other positions. Currently, I am in my fifth year as Town Manager, a role that I find both rewarding and dynamic—each day presents new opportunities and challenges that contribute to the ongoing evolution of our community.



The Town's leadership team is committed to transitioning from a reactive approach to a more proactive and strategic framework. A well-defined strategic plan enables us to anticipate challenges, set clear priorities, and create the type of community we envision for the future.

I am proud to present the Town of Holly Ridge's Strategic Plan—a comprehensive roadmap designed to guide our community's growth, development, and sustainability in the years ahead. This plan is the result of a collaborative effort, incorporating the perspectives of residents, businesses, and town leadership to shape a vision for a prosperous and resilient future. As our town continues to expand and evolve, it is essential that we remain intentional in preserving the character and values that make Holly Ridge such a special place to live and work. Our strategic plan highlights key priorities that will ensure thoughtful development while maintaining the essence of our community.

This plan is not just a document; it is a living framework that will adapt as Holly Ridge continues to grow. With the engagement and support of our residents, business owners, and public officials, we will work together to bring this vision to life. I encourage you to stay involved, share your insights, and be an active part of shaping Holly Ridge's future. Thank you for your continued support and dedication to our town. Together, we will ensure that Holly Ridge remains a wonderful place to call home for generations to come.

Thank you for your continued support and dedication to Holly Ridge.

With gratitude,

A handwritten signature in black ink that reads 'Heather Reynolds'. The signature is written in a cursive, flowing style.

Heather Reynolds, Town Manager

# RICH HISTORY

Holly Ridge, North Carolina, began as a modest rural community in Onslow County, largely centered around agriculture. The town remained relatively small and isolated until the 1940s, when global events brought dramatic changes to the region.

The most significant turning point in Holly Ridge’s history came during World War II with the establishment of Camp Davis in 1940. Built as a U.S. Army anti-aircraft artillery training base, Camp Davis transformed Holly Ridge from a quiet outpost into a bustling military hub. Covering over 45,000 acres and featuring more than 1,000 buildings, the base was one of the largest of its kind in the country at the time. At its peak, Camp Davis housed over 100,000 troops and military personnel, including the Women’s Army Corps (WACs), making Holly Ridge one of the few locations where women trained and served in such numbers during the war.

The influx of troops and the rapid construction of military facilities led to a temporary population boom and the incorporation of Holly Ridge as a town in 1941. The town developed essential infrastructure—roads, utilities, and housing—largely to support the military presence. Businesses flourished to serve the needs of the soldiers and their families.

After the war, Camp Davis was decommissioned and eventually dismantled. The departure of the military left Holly Ridge facing a sharp population decline and economic slowdown. However, some of the land and facilities from Camp Davis were repurposed for civilian use, and remnants of the base can still be found today. Notably, the Missile Test Area at nearby Topsail Island, once connected to Camp Davis, played a role in early guided missile testing, including work that contributed to the postwar U.S. space program.

In the post-war decades, Holly Ridge remained a quiet “bedroom community” until experiencing renewed growth in the late 2000’s. Our military roots, coastal proximity, and access to major highways have made it an attractive location for both residents and businesses.



No. 503

POST HEADQUARTERS—CAMP DAVIS, HOLLY RIDGE, N. C.



# LOOKING TO THE FUTURE



We are committed to making our town a better place for everyone. That means investing in stronger infrastructure, improving public services, supporting local businesses, and creating new opportunities for our families and future generations. Growth does not mean losing our identity; it means strengthening it by ensuring our community remains a great place to live, work, and visit. This vision is not one that can be built by any single person, it will take all of us, working together, to achieve it. I encourage you to stay engaged, share your ideas, and continue the spirit of unity that has always defined our town.

**The future is bright, and our Town will continue to thrive with your support.  
Let's build it together!**

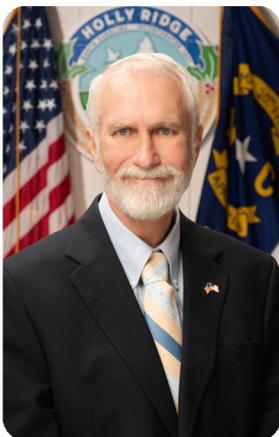


# TOWN COUNCIL



**JOSHUA PATTI** MAYOR PRO-TEM

Holly Ridge is growing, and I am committed to prioritizing parks, emergency services, and infrastructure while preserving our small town coastal charm. As a father of eight, husband, career educator, and community advocate, I am motivated to facilitate meaningful change through sensible growth that will benefit all citizens of Holly Ridge. By blending innovation with tradition, we will keep Holly Ridge vibrant, thriving, and well-prepared for the future.



**GREGORY HINES** COUNCIL MEMBER

As a lifelong resident of Holly Ridge who is 4<sup>th</sup> generation and by growing up in Holly Ridge, I know what it was like to have limited job & recreation opportunities. I have served the Town as Mayor & Council Member for many years. Over the years I have seen the Town grow & be able to provide greater opportunities for jobs, housing, & recreation. After serving as a Volunteer Firefighter for 40 years, retiring as a Federal Firefighter with over 24 years, and having been a former Deputy Sheriff for Onslow County, I understand the importance of public safety. I am a firm believer in being conservative in spending taxpayer's money. To me, Holly Ridge was a great place to grow up and great place to make my lifelong home but I truly believe the best is yet to come!



**PHIL MISCIAGNO** COUNCIL MEMBER

As a 24-year Navy Veteran that has made Holly Ridge home for almost four years and a Real Estate Broker for the last eight years. I love working with the town staff, local business owners, and future developers to make Holly Ridge a bright spot for future development. With the fast pace of the Hwy 17 corridor growth, Holly Ridge is the future of Eastern, NC. We need to attract small business leaders and developers to our market. With the increase of our tax base we have the ability to support emergency services to meet all the needs of our citizens. I am truly excited to see what Holly Ridge will look like in five years with our efforts.





**WALTER ZABICKI** COUNCIL MEMBER

I was born and raised in Phoenixville, Pa. I graduated from Commonwealth University of Pennsylvania, Bloomsburg. I Retired from The United States Marine Corps after 20 years. I Worked 12 years in the Private Sector. Then I Retired from the Onslow County Sheriff's Office after 10 years. I Currently work as a Substitute Teacher with the Onslow County Schools. I am Life Member of the Veterans of Foreign Wars & Military Officers Association of America and a Current member of the Knights of Columbus.



**PAMALA HALL** COUNCIL MEMBER

Holly Ridge is an amazing place to call home. With our positive growth, so many more of us will be able to say, we work here as well. If you are a citizen or becoming one, please support the Town Management Staff, the Town Council and Town Committees to be a part of the future of Holly Ridge. We look forward to getting to know you.

# HOLLY RIDGE

*"The Crossroads of History,  
Industry, and Coastal Living"*

# MANAGEMENT TEAM



**CHUCK STRICKLAND**  
FINANCE DIRECTOR



**MIKE MCFANN**  
PUBLIC WORKS DIRECTOR



**NATHAN RHUE**  
COMMUNITY DEVELOPMENT DIRECTOR



**RACHAEL GREENE**  
PARKS & RECREATION DIRECTOR



**CORRIE LEE**  
TOWN ATTORNEY



# COMMUNICATIONS



**AMBER WARD**  
PUBLIC INFORMATION OFFICER  
910-329-7081, Ext 228  
pio@hollyridgenc.org



**MARGARET STILTNER-RICHMOND**  
TOWN CLERK  
910-329-7081, Ext 218  
townclerk@hollyridgenc.org

## LET'S STAY CONNECTED. HERE'S HOW:



*YOUR TOWN. YOUR VOICE. YOUR CONNECTION*

### Newsletter sign up

Get our monthly newsletter mailed directly to your home. Call Town Hall to register today or sign up using our QR Code.



### Website

- Find meeting agendas & Minutes
- Town Ordinances & Permits
- Events
- Town News & Alerts

# POLICE ADMINISTRATION



**MIKE SORG, JR**  
CHIEF OF POLICE



**TJ WADDELL**  
POLICE MAJOR



**MARIO PROCOPIO**  
POLICE CAPTAIN



**RAZMUS**  
POLICE K-9



# VOLUNTEER FIRE DEPARTMENTS

## HOLLY RIDGE



The Holly Ridge Volunteer Fire Department was established in 1959 and has proudly served the community for over six decades. Since its founding, the department has been dedicated to providing essential services, including fire suppression, rescue operations, and emergency medical services.

With a strong tradition of volunteerism and community support, the department continues to uphold its mission of protecting lives and property with professionalism, courage, and compassion. The men and women of the Holly Ridge Volunteer Fire Department remain committed to answering the call—day or night—for the safety and well-being of the residents they serve.

## TURKEY CREEK



Turkey Creek Fire and Rescue, Inc. was established in 1974 and offers the services of fire protection, rescue, first responder and water rescue. A volunteer department that is subsidized with some paid staff Monday – Friday 6 am to 6 pm. Currently providing fire protection to the Summerhouse Subdivision, Town property located off Dolph Everett Road, Town Property off Penny Lane and any other Town annexed area outside the 5 miles of the Holly Ridge Fire and Rescue and within 5 miles of Turkey Creek Fire and Rescue Station. This service is provided and contracted with the town to insure the lowest fire protection insurance premiums possible to the residents of these locations as well as provide property and life safety.







# STRATEGIC PLAN

## 2025 – 2030

FOCUS AREA 1:  
**SAFE, VIBRANT AND HEALTHY COMMUNITY**

FOCUS AREA 2:  
**ORGANIZATIONAL EXCELLENCE**

FOCUS AREA 3:  
**ECONOMIC DEVELOPMENT**

FOCUS AREA 4:  
**ECONOMIC HEALTH**

FOCUS AREA 5:  
**REVITALIZED TOWN INFRASTRUCTURE**

## FOCUS AREA 1:

# SAFE, VIBRANT, AND HEALTHY COMMUNITY



Promote an environment where our residents feel safe and enjoy access to community opportunities and amenities.

### OBJECTIVE 1

Support an active lifestyle for our residents by providing vital Parks & Recreational opportunities.

### OBJECTIVE 2

Provide highly responsive public services and facilities that respond effectively to emergencies, and foster a sense of safety within the community.

### OBJECTIVE 3

Be prepared for emergency situations through maintenance of plans that are up-to-date and well publicized.

**OBJECTIVE 1:** Support an active lifestyle for our residents by providing vital Parks & Recreational opportunities.

### *INITIATIVE 1.1.1*

Complete and approve Master Municipal Park Plan for desired projects and identify or seek funding options, including governmental and private grants, sponsorship, and volunteer efforts completed according to phases defined beginning fiscal year 2025/2026.

**OBJECTIVE 2:** Provide highly responsive public services and facilities that respond effectively to emergencies, and foster a sense of safety within the community

### *INITIATIVE 1.2.1*

Town Council to approve documented Community Policing Style initiatives including completed and future plans which emphasize citizen interaction and participation in problem solving.

## *INITIATIVE 1.2.2*

Develop a Concept Plan and course of action for a new Municipal Complex with potential to incorporate Fire, Police and EMS



## *INITIATIVE 1.2.3*

Develop a Feasibility study relating to potential migration to Municipal Fire Department



**OBJECTIVE 3:** Be prepared for emergency situations through maintenance of plans that are up-to-date and well publicized.

### ***INITIATIVE 1.3.1***

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Update existing formal Emergency Management Plan for the Town that covers both natural and other disasters that the Town is vulnerable to.



## FOCUS AREA 2:

# ORGANIZATIONAL EXCELLENCE



Maintain a government organization that is responsive to our citizens and provides a high quality level of service consistent with expectations and external guidelines.

### OBJECTIVE 1

Provide effective and efficient “Town Hall” services to customers in facilities that are adequate for current and anticipated staffing levels and include quality technology.

### OBJECTIVE 2

Increase citizen support and engagement in Town Council meetings and activities.

### OBJECTIVE 3

Enhance current communication methods to provide regular information on services and activities in the community.

**OBJECTIVE 1:** Provide effective and efficient “Town Hall” services to customers in facilities that are adequate for current and anticipated staffing levels and include quality technology.

### ***INITIATIVE 2.1.1***

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Evaluate and pursue improvements to current Town Hall facilities to improve customer experiences, deal with overcrowding, ensure secure workspace for Town employees, and provide quality internet and phone service.



### ***INITIATIVE 2.1.2***

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Analyze the projected growth for the Town to identify staffing requirements.

**OBJECTIVE 2:** Increase citizen support and engagement in Town Council meetings and activities.

***INITIATIVE 2.2.1***

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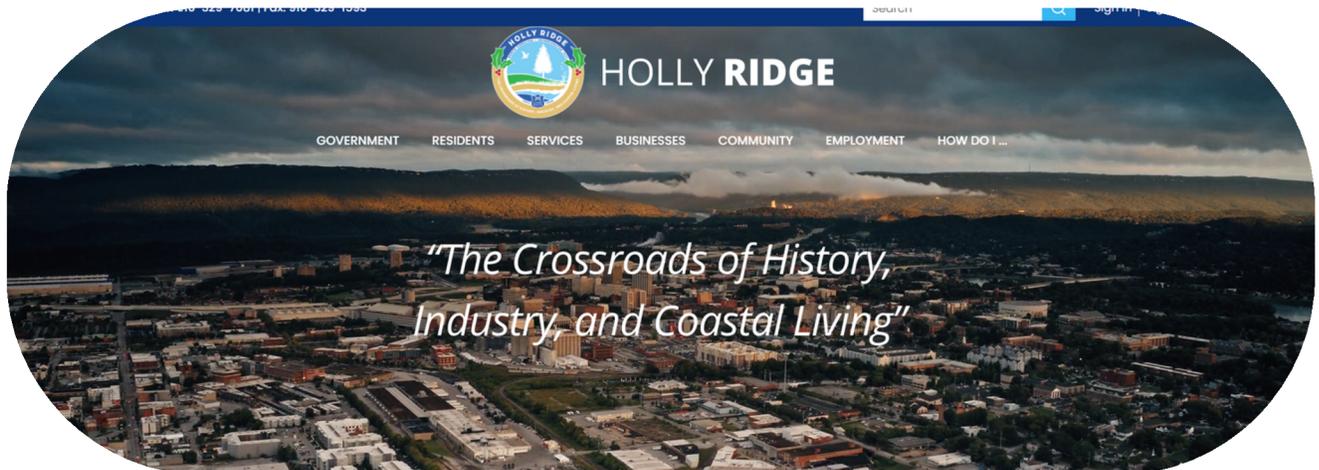
Live Stream Town Council Meetings, hold Bi-Annual Town Halls & Business Leaders Luncheons, move Meetings to Community Center to accommodate increase in attendance.

**OBJECTIVE 3:** Enhance current communication methods to provide regular information on services and activities in the community.

***INITIATIVE 2.3.1***

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Update and refresh the Town’s website to include current news highlights and a regularly updated calendar of events.



## FOCUS AREA 3:

# ECONOMIC DEVELOPMENT



Maintain a government organization that is responsive to our citizens and provides a high quality level of service consistent with expectations and external guidelines.

### OBJECTIVE 1

Provide a vibrant downtown that is attractive and welcoming, promoting a feeling that you have arrived at a special destination.

### OBJECTIVE 2

Enhance town governance efforts in planning for and guiding the town in attractive economic development opportunities.

### OBJECTIVE 3

Identify and prioritize needed infrastructure improvements that support economic development goals.

### OBJECTIVE 4

Improve Economic Development through Community Outreach.



**OBJECTIVE 1:** Provide a vibrant downtown that is attractive and welcoming, promoting a feeling that you have arrived at a special destination.

### ***INITIATIVE 3.1.1***

Pursue the NC Main Street qualifications and identify concept options in building local capacity for downtown revitalization, small business development, and rehabilitation efforts.



**OBJECTIVE 2:** Enhance Town governance efforts in planning for and guiding the town in attractive economic development opportunities.

### ***INITIATIVE 3.2.1***

Update internal processes that will maintain the integrity of the Holly Ridge Land Use Plan.

### *INITIATIVE 3.2.2*

Transition to a Unified Development Ordinance (UDO) process that establishes standards and specifics for attracting business and management growth



### *INITIATIVE 3.2.3*

Approve documentation of Roles and Responsibilities of the Town Council and Town Staff to improve efficiency of work.



**OBJECTIVE 3:** Identify and prioritize needed infrastructure improvements that support economic development goals.

### ***INITIATIVE 3.3.1***

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Complete development of the entrance to the Industrial Park on Drag Strip Road



### ***INITIATIVE 3.3.2***

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Develop a plan to incentivize annexation.



## OBJECTIVE 4: Improve Economic Development Through Community Outreach

### INITIATIVE 3.4.1

Improve Marketing and Branding for the Town through the Marketing and Branding Committee in collaboration with Town Staff.



### INITIATIVE 3.4.2

Improve the Political connections of the Town through collaboration with volunteers and Town Staff working with County, State and Federal entities.

## FOCUS AREA 4: ECONOMIC HEALTH



Promote a healthy, sustainable economy that allows for responsible growth reflecting community values.

### OBJECTIVE 1

Anticipate new population growth and plan for its impacts on town services and facility needs.

### OBJECTIVE 2

Develop and monitor public and private partnership opportunities to provide programs and available facilities for the community's use.

### OBJECTIVE 3

Update the town's budget development process in preparing for increased service levels with moderate costs to citizens.

### OBJECTIVE 4

Promote strong communication in utility discussions/plans that will ensure that the town has adequate future capacity.

**OBJECTIVE 1:** Anticipate new population growth and plan for its impacts on town services and facility needs.

### ***INITIATIVE 4.1.1***

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Communicate and publicize the Town's 5-year Strategic Plan and build support and community assistance efforts in pursuing Plan actions of the town.



### ***INITIATIVE 4.1.2***

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Work with both the business community and community leaders in visioning the needs and opportunities associated with new growth levels for the town.

**OBJECTIVE 2:** Develop and monitor public and private partnership opportunities to provide programs and available facilities for the community's use.

### **INITIATIVE 4.2.1**

Work with both the business community and community leaders in visioning the needs and opportunities associated with new growth levels for the town.

**OBJECTIVE 3:** Update the town's budget development process in preparing for increased service levels with moderate costs to citizens.

### **INITIATIVE 4.3.1**

Initiate a capital improvement plan to begin budget year 2026/2027

**OBJECTIVE 4:** Promote strong communication in utility discussions and plans that will ensure that the town has adequate future capacity.

### ***INITIATIVE 4.4.1***

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ONWASA Performance Agreement requiring properties requesting sewer service to be annexed into the Town's Corporate Limits to receive an allocation.



## FOCUS AREA 5:

# REVITALIZED TOWN INFRASTRUCTURE



Promote a healthy, sustainable economy that allows for responsible growth reflecting community values.

### OBJECTIVE 1

Identify funding options for town revitalization efforts from private and public sources.

### OBJECTIVE 2

Improve conditions on existing town streets and pedestrian areas.

**OBJECTIVE 1:** Identify funding options for Town revitalization efforts from private and public sources.

### ***INITIATIVE 5.1.1***

Develop a comprehensive grants management program that explores federal, state and private grant funding and identifies grant opportunities and accurately accounts for all activities.

**OBJECTIVE 2:** Improve conditions on existing town streets and pedestrian areas.

### ***INITIATIVE 5.2.1***

Develop multi-year budget projections and create a street specific capital improvement plan that addresses both operational and capital improvement needs.

**Town Hall Hours:**            **Monday - Friday**  
   **8:00 AM - 4:00 PM**

**Mayor's Hours:**            **Tuesday & Thursday**  
   **1:00 PM - 4:00 PM**

**Facebook Messenger:**   **facebook.com/hollyridgenc**

## **TOWN OF HOLLY RIDGE**

*The crossroads of history, industry, and coastal living!*



**LOCAL GOVERNMENT**



**hollyridgenc.org**



**212 N Dyson Street**  
**PO Box 145**  
**Holly Ridge, NC 28445**



**facebook.com/hollyridgenc**

