

Quarterly Management Review 1Q 2025 Results

City of Roswell

Committees of Council

Tuesday, April 29th, 2025

Overview



Executive Summary

Goals & Objectives from
Leadership Planning
Conference

1st Quarter Results



Operations Dashboard

Performance Standards

- Safe, Clean, Reliable,
Responsive, and Efficient

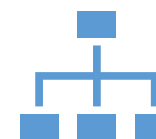
KPI Status by Department



Financial Scorecard

FY25-Q1 Budget vs Actual

Cash and Fund Balances



Mayor' Top Priorities

Council Member Liaisons

PM Process

Executive Summary

January's Leadership Planning Conference

- Revised Operations Road Map & Strategic Imperatives
- Established '25 Goals & Objectives
- Committed to Quarterly Management Reviews to Mayor & Council

Encouraging 1Q Results

- **Goals:** Significant Progress with Key Projects; Continued Focus on Support Systems and Process Development
- **Operations Dashboard:** Service Delivery Performance Standards Identified; KPI Dashboard Complete in 2Q
- **Financial Results:** 1Q Revenue & Expenses Better than Budget; Continued Positive Cash Flow

COO's Initial Priorities > Steady Progress

- Streamline Planning Process > Decompress Decision Making
- Improve Project Management Discipline
- Revamp Service Delivery Performance Standards and Management Process
- Strengthen & Align Internal Support Services

Business Plan Components

- Vision & Mission
 - Values & Leadership Behaviors
 - Brand Strategy & Value Proposition
 - Communications & Marketing Strategy
 - Economic Development & CIP Strategy
 - Strategic Imperatives
 - Goals & Objectives → ***Multi-Year Development w/ Budget Process***
 - Organization Structure
 - Financial Plan → ***Multi-Year Forecast***
 - 2025 Mayor's Top Priorities
 - Scorecard → ***Finalize 2Q***
- } ***Initiate Refresh 2Q***

Strategic Imperatives

**Economic
Development**

Transformational, Purposeful, Intentional

**Infrastructure
Investment**

Investing in It, Developing It, Maintaining It

**Best in Class
Safety**

For Residents, Businesses, Visitors, and Our Employees

**Service
Excellence**

Safe, Clean, Reliable, Responsive

**Stewarding
with Integrity**

Effective Stewardship of City Resources

**Top Place to
Work**

Valuing Our People and Supporting Their Growth

Strategic Imperatives → '25 Goals & Objectives

| Economic Development | Infrastructure Investment | Best in Class Safety | Service Excellence | Stewarding with Integrity | Top Place to Work |
|--|---|---|--|--|--|
| <ul style="list-style-type: none"> Transformational Development Projects Revitalize Brand & UDC Standards Evaluate Parking Services Model Fully Align Community Partnerships Enhance Project and Process Management Standards Establish Development Scorecard Refine ED Forecasting Model Generate New Revenue Streams | <ul style="list-style-type: none"> Exceptional Execution of Infrastructure Projects Execute Next Phase Park Projects Initiate Green St Parking Project Execute Next Phase Road Projects Activate Concrete Crews Develop Historic District Storm Water Solution GDOT GA400 Project Collaboration Next Level Project Mgmt Precision | <ul style="list-style-type: none"> Initiate "Slow Down In Roswell" Eradicate Human Trafficking Maintain Top Tier Comp & Full Staffing Initiate Next Phase Fire Dept PT>FT Transition Execute Summit & 911 Transitions Implement Fire Station Study Findings Implement Traffic Pre-emption Technology Implement CAD – Computer Aided Dispatch | <ul style="list-style-type: none"> Establish Std Operating KPI's Initiate Monthly Management Reviews Streamline Planning & Decision Process Differentiated Experience Resident & Business Services Elevate Comms & Special Events Effectively Transition Key Service Contracts Evaluate Staff Optimization Mgmt Solutions | <ul style="list-style-type: none"> Improve Financial Reporting Enhance Financial Forecasting Develop 3yr Operating Road Map Initiate Comprehensive Plan Fully Leverage Procurement Create Shared Services Team Optimize Fleet Management Align & Optimize Grant Strategy Implement Quarterly Mgmt Reviews | <ul style="list-style-type: none"> Implement Merit Pay Increases Formalize Org Chart Enhance HR Perf Mgmt System Refresh Corp Values Identify Leadership Behaviors Re-Evaluate HR Functions, Processes, & Tools Identify Targeted Recruiting Plans Develop Total Comp Strategy Improve Internal Communication Process |

Economic Development – 1Q Results

| Complete / On Track | Key Focuses |
|--|---|
| <ul style="list-style-type: none">IGA for DDA & RDAHill St – Due Diligence<ul style="list-style-type: none">DDA SOWConcept DesignLEA OutlinePBS Aerospace AnnouncementCRH Shared Service Center AnnouncementUpdate Parking PoliciesQuarterly Economic Development ReportRefine Financial Modeling for ProjectsInitiate 2045 Comprehensive Growth Plan | <ul style="list-style-type: none">Complete Hill St Traffic StudyUSL Entertainment District – Next PhaseEconomic Development Score CardEnhance ED Project/Process MgmtEvaluate Parking TechnologyInitiate Brand StrategyAlign & Elevate Communications |

Infrastructure Investment – 1Q Results

| <i>Complete / On Track</i> | | <i>Key Focuses</i> |
|---|--|---|
| <ul style="list-style-type: none">• CIP Project Management – 14 active projects• Improve Project Management Tools & Process• Green Street<ul style="list-style-type: none">• Parking Deck Design Build Contract Award• Design of Mobility Phase I & II• Parks<ul style="list-style-type: none">• Roswell Area Park MS1 Turf Replacement – Complete• East Roswell Dog Park – Groundbreaking, in Construction• Riverside Park, Ace Sand Phase II, RAP Pond - Final Design• Grimes Bridge fields – Design Underway• Founders Park Regional Stormwater Detention – Design Complete• Transportation – 28 active projects<ul style="list-style-type: none">• Woodstock Rd/King Rd & 92 – Complete• Big Creek Parkway Phase I – Moved to Construction• Hardscrabble Rd & King Rd Multi-Use Trails – Moved to Construction• Facilities<ul style="list-style-type: none">• Resident & Business Services Remodel Construction - Contract Award• 5-year Facilities Maintenance Master Plan – Draft Under Review• Utilities – Water & Stormwater Infrastructure<ul style="list-style-type: none">• Lake Drive – Moved to Construction• Bulloch Ave - Final design• Brookfield Club Dr Emergency Repair - Complete• Bowen at Hedgegate – Moved to Construction | | <ul style="list-style-type: none">• Begin construction of Big Creek Parkway Phase I – Holcomb Bridge Rd / Warsaw Rd• Riverside Park/Ace Sand Phase II ITB• Funding for Green St Mobility Phase I – GTIB request submitted June notification |

Best In Class Safety – 1Q Results

| Complete / On Track | Key Focuses |
|---|---|
| <ul style="list-style-type: none">• Initiate Summit Remodel for Transition – Phase I April 30• Slow Down in Roswell<ul style="list-style-type: none">• Revise Traffic Calming Policy• Determine Proper Utilization and Placement of Traffic Calming Elements• Purchase Equipment• Departmental Alignment• Fire<ul style="list-style-type: none">• Fire Station 27 Design Underway• Community Risk Reduction KPI Establishment• Emergency Operations Plan & EOC Org Chart Development• SAFER Grant Application• Police<ul style="list-style-type: none">• Continue Human Trafficking Investigations• Implemented FY 2025 Top Tier Pay• Moved Park Police to Traffic Enforcement Unit• Trained 2 of 4 Additional Drug Recognition Experts• Certified 2 Additional Defensive Tactics GST Instructors• Optimize the New PSHQ Layout for Workplace Efficiency• Provide Specialized Trauma Support | <ul style="list-style-type: none">• Award Contract for 911 / Sharpshooters Remodel• MCC Review of Revised Traffic Calming Policy |

Service Excellence – 1Q Results

| Complete / On Track | Key Focuses |
|--|--|
| <ul style="list-style-type: none">• Dept Monthly Business Reviews (MBR's) Initiated• Performance Standards & KPI's in Development• Streamline Planning Process --> Legislative Calendar• Resident & Business Services<ul style="list-style-type: none">• Design & Funding Approved• RDOT and Parks & Rec Onboarding Complete• Online Permitting System (EPL): Customized Reports and Data Conversion Prep• Implement new Residential Curbside Recycling and Yard Waste Contract<ul style="list-style-type: none">• Transition on schedule; monthly coordination meetings with Waste Pro; trucks ordered; hiring campaign started• Implement new Transfer Station Operations Contract<ul style="list-style-type: none">• SeeGreen services ready to begin 7/1/25• Established Planning, Performance, & Innovation Function | <ul style="list-style-type: none">• Depth of Dept MBR Process• Finalize Performance Standards & Key Process Measurement• Ensure Performance Standard Alignment throughout Organization |

Stewarding with Integrity – 1Q Results

| Complete / On Track | | Key Focuses | |
|--|--|--|--|
| <ul style="list-style-type: none">Finalize FY24 Results & Audit FindingsImprove Financial ReportingDevelop Quarterly ReportingInitiate Impact Fee StudyEstablish Monthly Bond UpdatesEvaluate Grant StrategyInitiate Quarterly Management Reviews (QMRs) | | <ul style="list-style-type: none">Enhance Financial ForecastingImprove Project ReportingEvaluate Procurement and Payment ProcessesInitiate Next Phase - Fleet StrategyActivate Grant StrategyDevelop Budget Planning Calendar | |

Top Place to Work – 1Q Results

| Complete / On Track | Key Focuses |
|---|---|
| <ul style="list-style-type: none">• Implemented Merit Pay Increases• Formalized City Organizational Chart• Transitioning Payroll Function• Defined Benefit Plan Fully Transitioned to TransAmerica | <ul style="list-style-type: none">• Stabilize & Build HR Team• Fully Leverage New Employee Performance Management Tools• Develop Targeted Recruiting Plans• Revision of Personnel Manual |

Operations Dashboard > Safe, Clean, Reliable, Responsive

Safe - Performance Standards & KPI's

| Police | Fire | Rec & Parks | Community Development | Business & Resident Services | Transportation | EPW |
|-------------------------|---------------------------------|--|-----------------------|------------------------------|-----------------|-----------------------------------|
| On-Job Injuries | On-Job Injuries | On-Job Injuries | On-Job Injuries | | On-Job Injuries | On-Job Injuries |
| Accidents | Accidents | Accidents | Accidents | | Accidents | Accidents |
| Training Hours | Training Hours | Park - Safety Inspection Avg Score | | | Safety Audits | Water Quality Complaints |
| Persons Crimes - NIBRS | Incidents | Facility – Safety Inspection Avg Score | | | | Lightweight Vehicle PM Compliance |
| Property Crimes - NIBRS | CRR Inspection & Investigations | | | | | Heavyweight Vehicle PM Compliance |

Attachment: Q1 2025 QBR (Quarterly Management Review)

Clean - Performance Standards & KPI's

| Police | Fire | Rec & Parks | Community Development | Business & Resident Services | Transportation | EPW |
|-------------------------------|-------------------------------|--|--|------------------------------|--|--|
| Staff Appearance Compliance | Staff Appearance Compliance | Staff Appearance Compliance | Staff Appearance Compliance | Staff Appearance Compliance | Staff Appearance Compliance | Staff Appearance Compliance |
| Vehicle Appearance Compliance | Vehicle Appearance Compliance | Vehicle Appearance Compliance | Vehicle Appearance Compliance | | Vehicle Appearance Compliance | Vehicle Appearance Compliance |
| Facilities Clean Inspection | Facilities Clean Inspection | Parks Preventative Maintenance Compliance Inspections | Reactive Code Compliance Cases Resolved per Month | | Roadside Cleaning Quality Assurance Checks | Work Orders Completed within Reported Month |
| | | Facilities Preventative Maintenance Compliance Inspections | Proactive Code Compliance Cases Resolved per Month | | | Solid Waste Routes Completed on Schedule per Month |

Attachment: Q1 2025 QBR (Quarterly Management Review)

Reliable – Performance Standards & KPI's

| Police | Fire | Rec & Parks | Community Development | Business & Resident Services | Transportation | EPW |
|--|---|---|--|-----------------------------------|--|--|
| 911 Call Pickup Time – 90th Percentile & Average | Turnout Time – 90th Percentile | Work Orders Completed within Service Level | Land Development Permits – Processing Time | Call Abandonment Rate | Traffic Signal Uptime per Month | Downtime % for Lightweight Vehicle |
| | Response Time – 90th Percentile | Scheduled Maintenance Tasks Completed on Time | Building Permits – Processing Time | Work Order Request to Close Ratio | Right of Way Permit Turnaround Time Avg | Downtime % for Heavyweight Vehicles |
| | Plan Review Turnaround Time – 90th Percentile | | Planning/Zoning Permits – Processing Time | | Transportation Land Development Permit Turnaround Time Avg | Contractor SLA Recycling & Yard Waste Pickup |
| | | | | | | # of Missed Residential Trash Pick Ups per Month |
| | | | | | | Emergency/After Hours Service Call Avg Response Time |

Attachment: Q1 2025 QBR (Quarterly Management Review)

Responsive – Performance Standards & KPI's

| Police | Fire | Rec & Parks | Community Development | Business & Resident Services | Transportation | EPW |
|-----------------------------------|------------------------------|---|-----------------------|--|---|------------------------------|
| Complaints - Sustained Violations | Complaints- Sustained Issues | Occupancy/Use Rate of Recreation Facilities | | Call Answering Service Level Compliance Rate | % Service Tickets Resolved within Benchmark | Facilities Satisfaction Rate |
| | | Occupancy/Use Rate of Special Venues | | Satisfaction Rate | | |
| | | Subsidized Program Enrollment & Retention Rate | | CSR Rating | | |
| | | Average Percentage of Programs at Maximum Capacity per Type | | | | |

Attachment: Q1 2025 QBR (Quarterly Management Review)

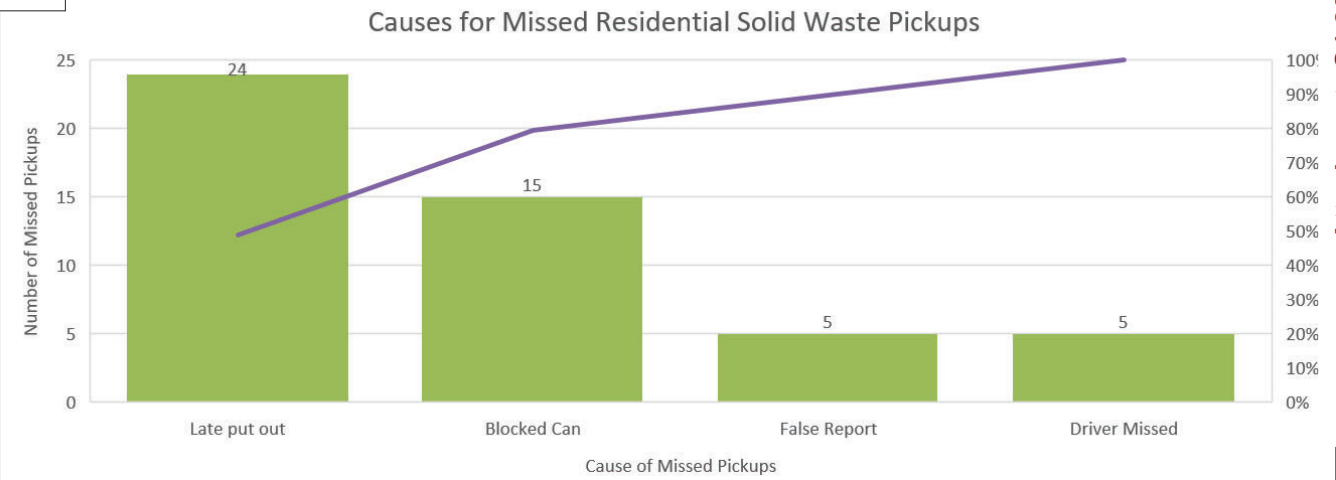
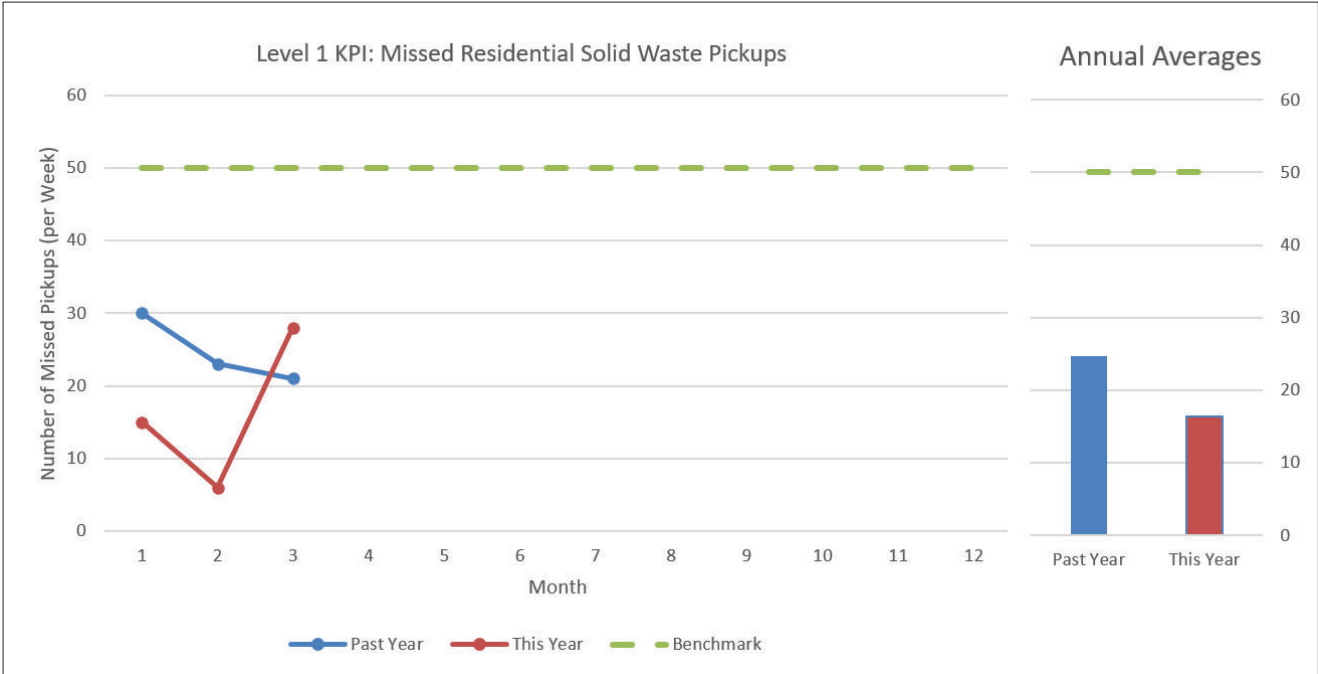
Support Services – Performance Standards & KPI's

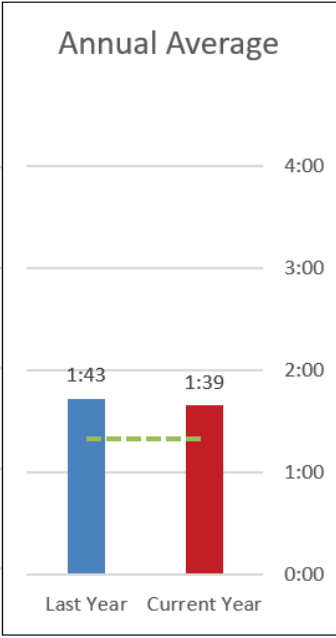
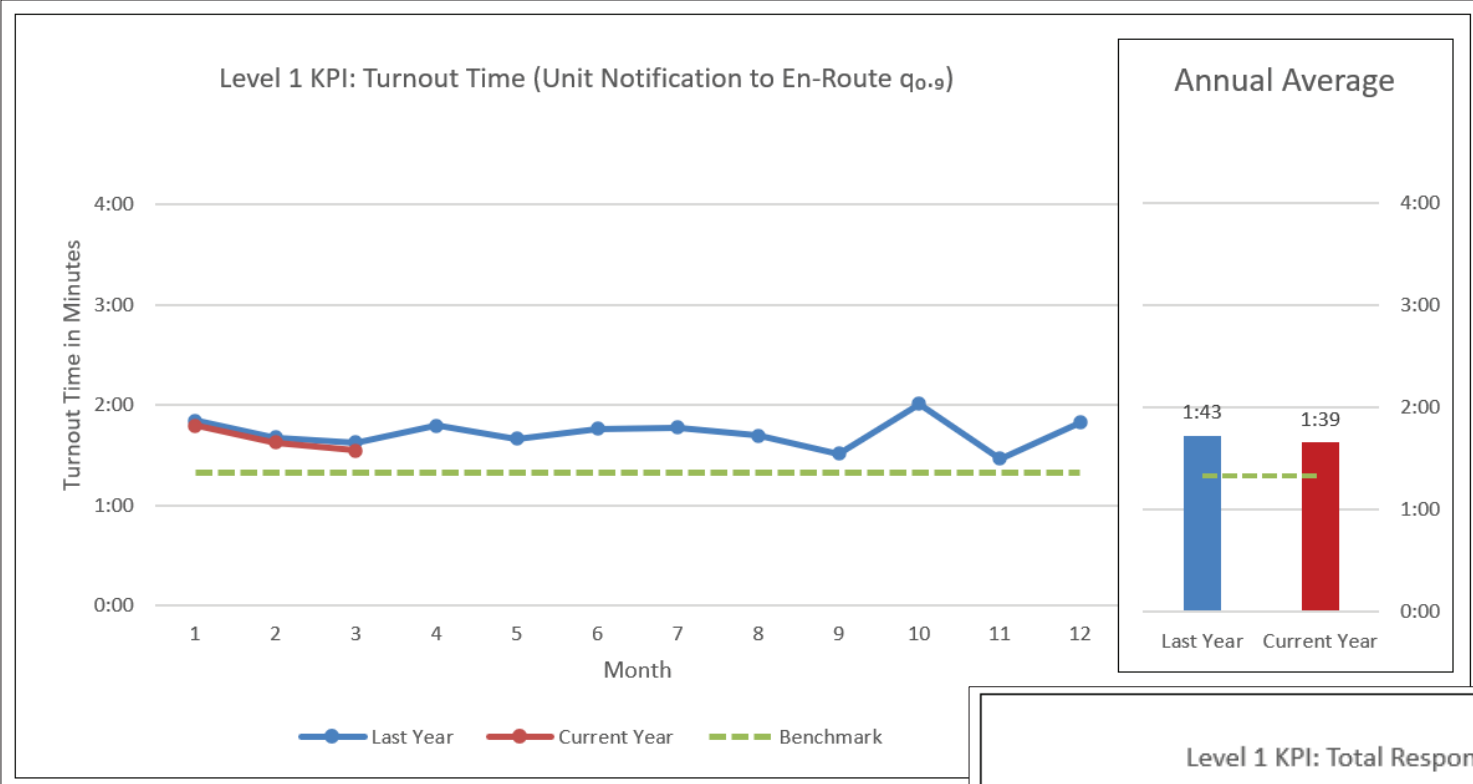
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| | Finance | IT | HR |
|-----------|--|---|---|
| Safe | | <ul style="list-style-type: none"> • % Systems with Up-to-Date Security Patches/OS Updates • Major Security Threat Resolution Rate | <ul style="list-style-type: none"> • % Employees Completing Mandatory Safety & Harassment Training • Wellness Center Utilization Rate • Core Health Benefits Utilization Rate • Employee Relations Cases • Active FMLA Leave Cases |
| Reliable | <ul style="list-style-type: none"> • % Utilities Bills Past Due • # of Days to Close each Month • Time to Process Purchase Orders • Vacancy Savings Reporting • P&L Reporting Available • % Payroll Errors | <ul style="list-style-type: none"> • % Server Uptime • % Network Uptime | <ul style="list-style-type: none"> • Turnover/Attrition Rate • Vacancy Count • Recruiting - Average Time to Fill |
| Friendly | <ul style="list-style-type: none"> • % Compliance to SLA for Financial Requests from Public • % Compliance/# Days to SLA for Financial Requests from Departments | <ul style="list-style-type: none"> • Satisfaction Rate - BossDesk | <ul style="list-style-type: none"> • % Compliance to Service Level for HR BossDesk Ticket Requests • Benefits Claims Denial Rate • Benefits Satisfaction Rate • HR Newsletter Open & Click Rate |
| Efficient | | <ul style="list-style-type: none"> • % Help Desk Tickets Resolved within SLA • % Enterprise Tickets Resolved within SLA • % Application Tickets Resolved within SLA • % Enterprise/Citywide IT Projects On Schedule | |

EPW - Reliable

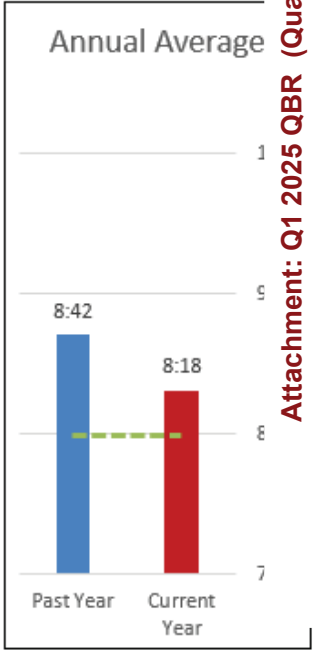
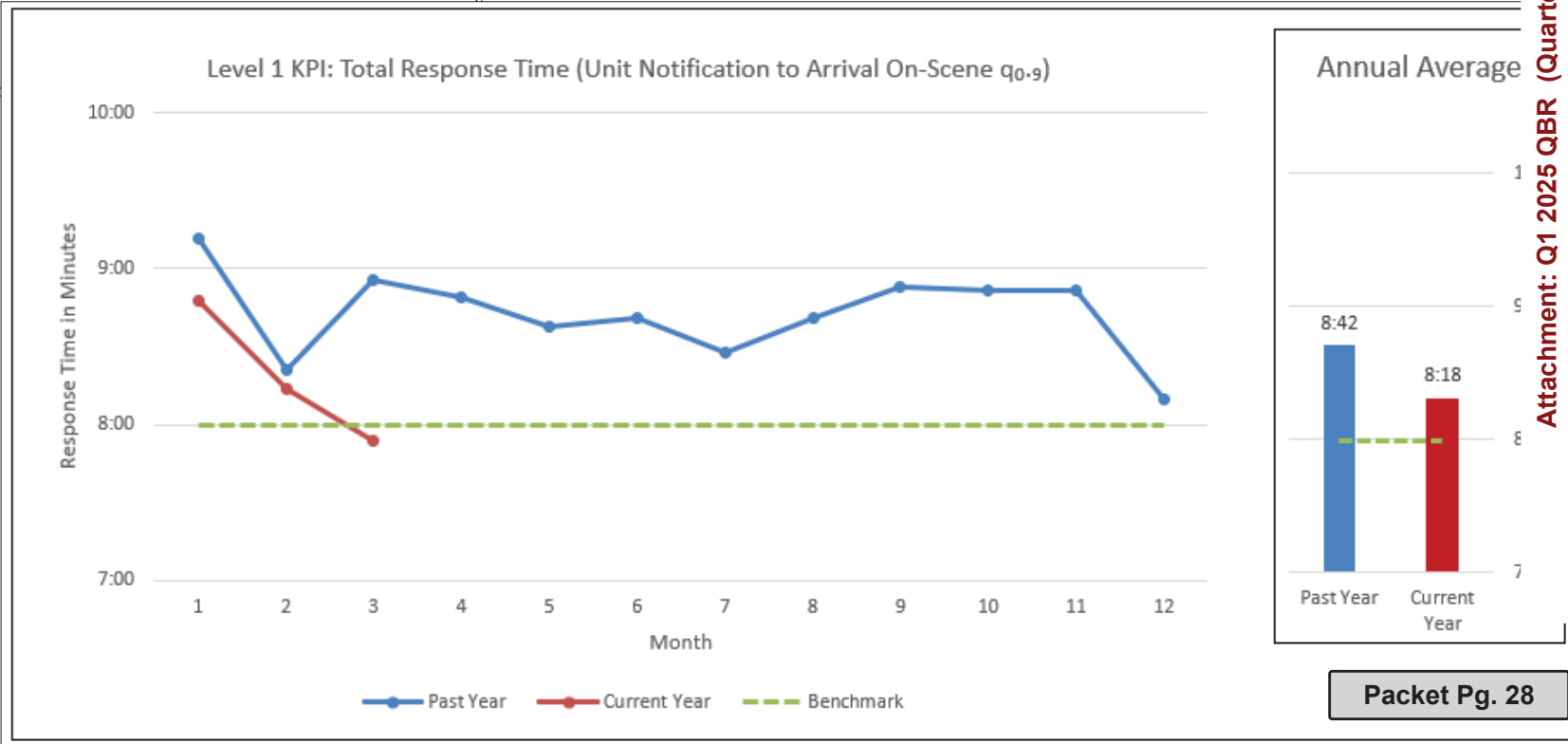
KPI: Missed Residential Solid Waste Pickups





Fire - Reliable

KPIs: 90th Percentile Turnout Time & 90th Percentile Response Time



Attachment: Q1 2025 QBR (Quarterly Management Review)

Financial Results - 1Q

Budget Highlights – General Fund

Three Months ended March 31, 2025

| | Budget | Actual | Variance |
|-----------------------|----------------|----------------|-----------------|
| Property taxes | \$1.2 million | \$1.4 million | \$0.2 million |
| Sales and use taxes | \$7.0 million | \$7.5 million | \$0.5 million |
| Business taxes | \$10.0 million | \$10.1 million | \$0.1 million |
| Other revenue | \$3.6 million | \$3.3 million | (\$0.3 million) |
| Total revenues | \$21.8 million | \$22.3 million | \$0.5 million |
| Salaries and benefits | \$14.2 million | \$13.8 million | \$0.4 million |
| Operating | \$3.4 million | \$3.2 million | \$0.2 million |
| Transfers and other | \$4.2 million | \$4.1 million | \$0.1 million |
| Total expenditures | \$21.8 million | \$21.1 million | \$0.7 million |
| Excess over budget | \$0.0 million | \$1.2 million | \$1.2 million |

Results are unaudited

Cash Balances

March 31, 2025




| | March 31, 2025 | December 31, 2024 | June 30, 2024 |
|----------------------------|----------------------|----------------------|----------------------|
| Cash and investments: | | | |
| Unrestricted | \$88 million | \$82 million | \$72 million |
| Restricted | <u>\$203 million</u> | <u>\$211 million</u> | <u>\$197 million</u> |
| Total cash and investments | <u>\$291 million</u> | <u>\$293 million</u> | <u>\$270 million</u> |

Results for March 31, 2025 and December 31, 2024 are unaudited.

Mayor's Top Priorities

Mayor’s Top Priorities for 2025

Continue Transforming How Local Government Works > Teamwork, Accountable, Responsive, Solution Oriented, Innovative, Stewarding with Integrity

| STRATEGIC PRIORITY | | SENIOR LEADER | COUNCIL LIAISON |
|---|---|--------------------|-----------------|
|  | Slow Down in Roswell | Sharon Izzo | David Johnson |
|  | Eradicate Human Trafficking | Chief James Conroy | Lee Hills |
|  | Revitalize Brand & UDC Standards | Jeff Leatherman | Lee Hills |
|  | Transformational Economic Development | Jeff Leatherman | Allen Sells |
|  | Exceptional Execution Infrastructure Projects: Parks | Sharon Izzo | Will Morthland |
|  | Exceptional Execution Infrastructure Projects: All Other CIP | Sharon Izzo | Sarah Beeson |
|  | Generate New Revenue Streams | Bill Godshall | Allen Sells |
|  | Transition Strategic Plan to 3-Year Business Plan > Starting Point for Comprehensive Plan | Joe Pennino | Christine Hall |
|  | Establish Differentiated Experience for Resident & Business ServicesExperience | Jeff Leatherman | Lee Hills |
|  | Elevate Communications & Special Events | Joe Pennino | Sarah Beeson |
|  | Enhance Financial Shared Services for Internal Effectiveness & Efficiency | Bill Godshall | Will Morthland |