

# Fiscal Year 2026 Draft Budget Workshop

October 1<sup>st</sup>, 2025



# Agenda

<b>8:30 AM</b>	<b>Welcome:</b>	<b>Mayor Kurt Wilson</b>
<b>8:45 AM</b>	<b>Agenda Review:</b>	<b>COO Don Stephens</b>
<b>9:00 AM</b>	<b>General Fund Presentation:</b>	<b>CFO Bill Godshall</b>
<b>9:30 AM</b>	<b>Fire Department Budget Request:</b>	<b>Chief Pabel Troche</b>
<b>10:15 AM</b>	<b>Police Department Budget Request:</b>	<b>Chief Jim Conroy</b>
<b>11:00 AM</b>	<b>Infrastructure Budget Requests:</b>	<b>SVP Sharon Izzo</b>
 <b>12:15 PM</b>	<b>LUNCH</b>	
 <b>1:00 PM</b>	<b>Community Services Budget Requests:</b>	<b>SVP Jeff Leatherman</b>
<b>2:15 PM</b>	<b>Planning, Performance, Innovation Budget Requests:</b>	<b>SVP Joe Pennino</b>
<b>3:30 PM</b>	<b>Finance, Administration Budget Requests:</b>	<b>CFO Bill Godshall</b>
<b>4:15 PM</b>	<b>Closing:</b>	<b>COO Don Stephens</b>

# Dept Business Plan Development – Key Leadership Questions

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- **What is your Vision for your area?**
  - **Alignment** with City's Vision? Mayor and Council's Vision?
- **What are your Top Priorities & Key Initiatives to drive towards the Vision?**
  - **Alignment** to our Strategic Imperatives?
- **How are you measuring Performance, Quality, Service Delivery, Efficiency?**
  - How is data informing your Priorities and Initiatives?
- **Do you have an appropriate Organization Structure for the mission?**
  - Functional Strengths and Weaknesses?
- **How are you Innovating in your area?**
- **How are you Engaging your Team?**

***Vision: To be the #1 Family Community in America***

***Mission: To provide our Residents with an Exceptional Quality of Life***

# Strategic Imperatives

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

# Mayor's Top Priorities for 2025

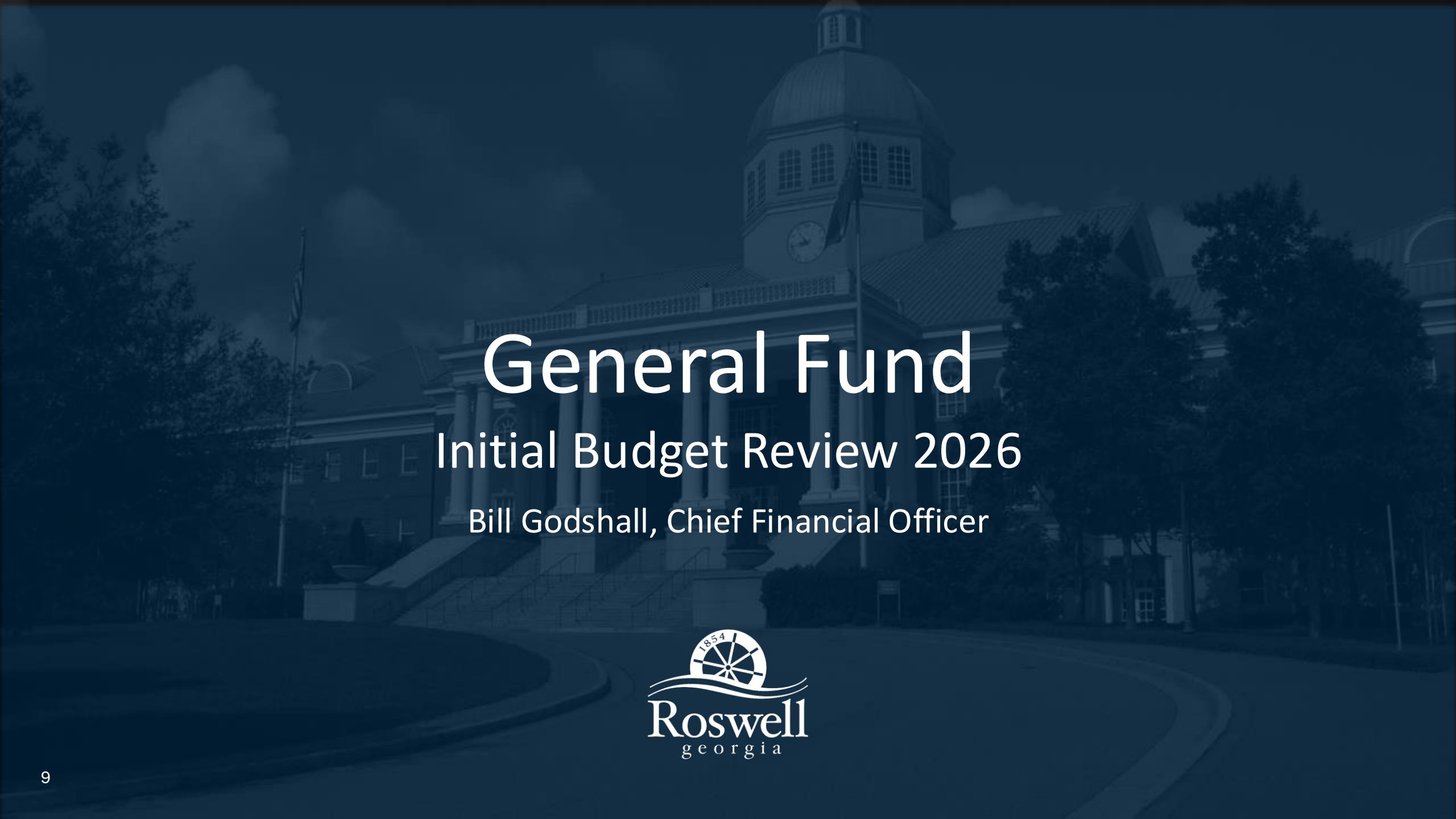
Continue Transforming How Local Government Works > Teamwork, Accountable, Responsive, Solution Oriented, Innovative, Stewarding with Integrity

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

# COO's Initial Priorities



	2025 Progress...	...2026 Priorities
Streamline Planning Process	<ul style="list-style-type: none"><li>✓ Establish Strategic Framework</li><li>✓ Decompress Decision Making</li><li>✓ Improve Organizational Alignment</li></ul>	<ul style="list-style-type: none"><li>○ Build 3-5 Yr Strategic Road Map</li><li>○ Improve Boards &amp; Commissions Alignment</li></ul>
Improve Project Management Discipline	<ul style="list-style-type: none"><li>✓ Formalize PM Structure &amp; Process</li><li>✓ Communications: Structure &amp; Process</li></ul>	<ul style="list-style-type: none"><li>○ Improve Precision</li><li>○ Communications: Build Trust</li></ul>
Enhance Service Delivery	<ul style="list-style-type: none"><li>✓ Initiate Monthly Business Reviews</li><li>✓ Formalize Performance Standards</li><li>✓ Establish Dept KPI's &amp; Financial Fcsts</li></ul>	<ul style="list-style-type: none"><li>○ Streamline Community Development</li><li>○ Enhance Key Corridor Areas</li><li>○ Facilities Investments – Op &amp; Cap Ex</li><li>○ Historic Assets Activation</li></ul>
Strengthen & Align Internal Support Services	<ul style="list-style-type: none"><li>✓ Establish PPI Team</li><li>✓ Overhaul Human Resources Dept</li><li>✓ Fleet Strategy – Phase I</li></ul>	<ul style="list-style-type: none"><li>○ Finance Dept Transformation</li><li>○ Fully Leverage Procurement</li><li>○ Strengthen Analytical &amp; Decision Support Systems</li><li>○ Fleet Strategy – Phase II</li></ul>



# General Fund

## Initial Budget Review 2026

Bill Godshall, Chief Financial Officer



# General Fund Process for Draft Requests

- Base Budget Requests Submitted from Departmental Leadership
- Capital Expenditure Requests
- Major Initiatives Captured
- Compiled into Budget Workshop
- Further Refinement and Alterations into Mayor's Presented Budget Forthcoming

\*Next steps and dates noted at the conclusion of this presentation

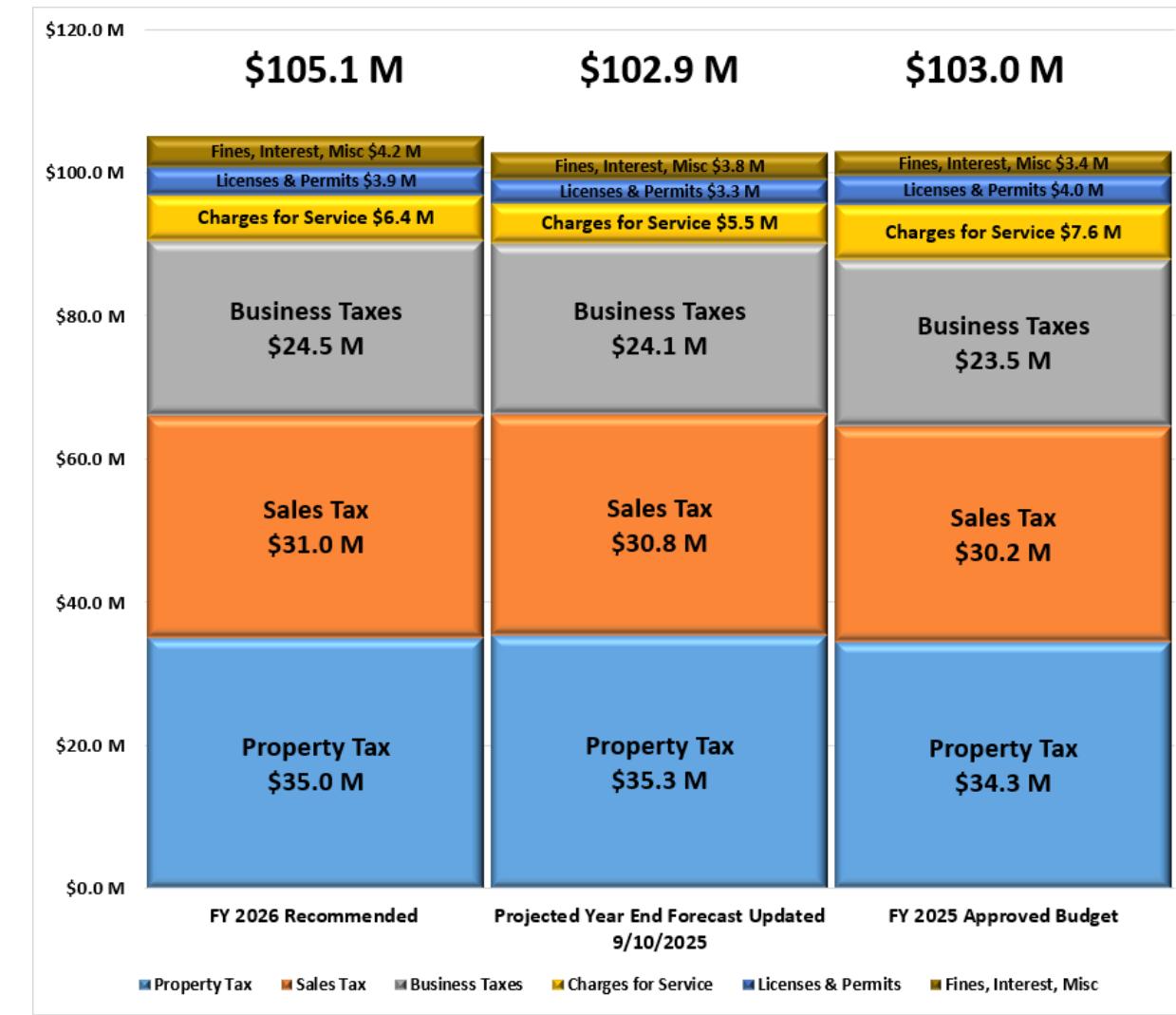
# General Fund Overview for 2026

Fund Balance	\$ 28,513,300	+
Reserve	<u>(\$ 25,737,139 )</u>	-
Net Balance	\$ 2,776,161	+
General Fund Revenue	\$ 105,117,713	+
Operating Expense	<u>(\$ 103,579,169 )</u>	-
Capital Available	<u><u>\$ 4,314,705</u></u>	=

\*Numbers subject to change.



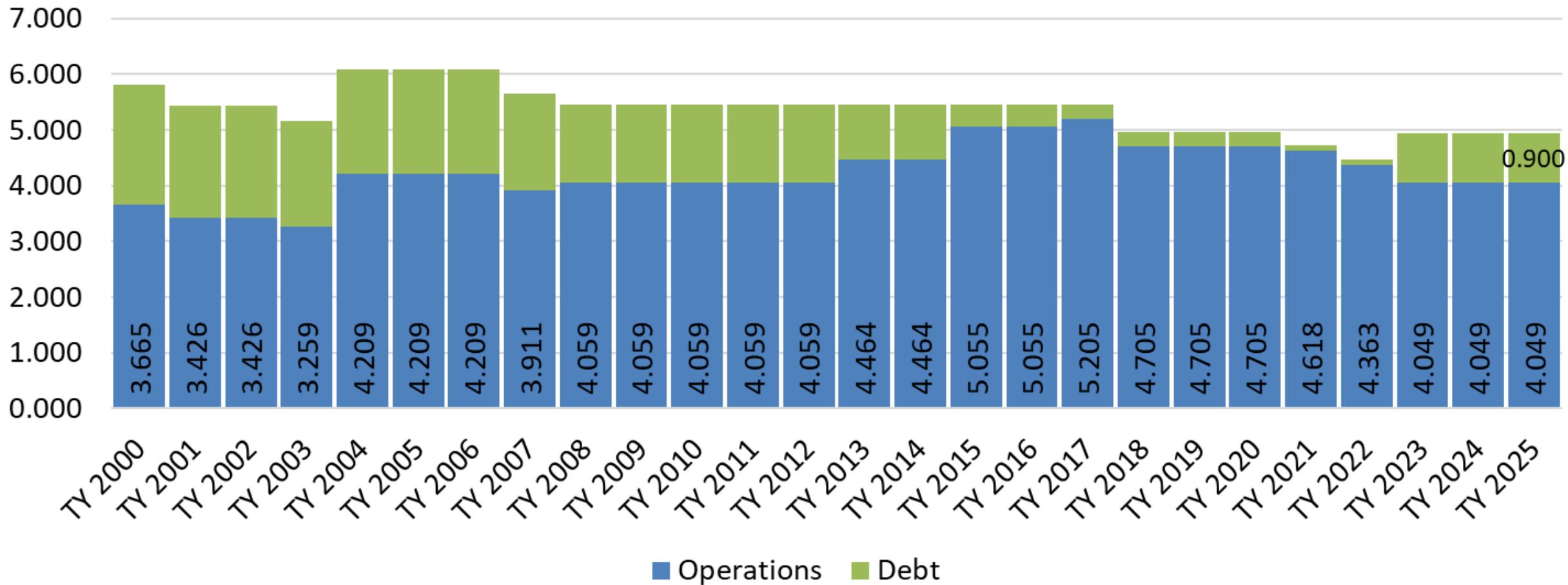
# General Fund Revenue Comparison



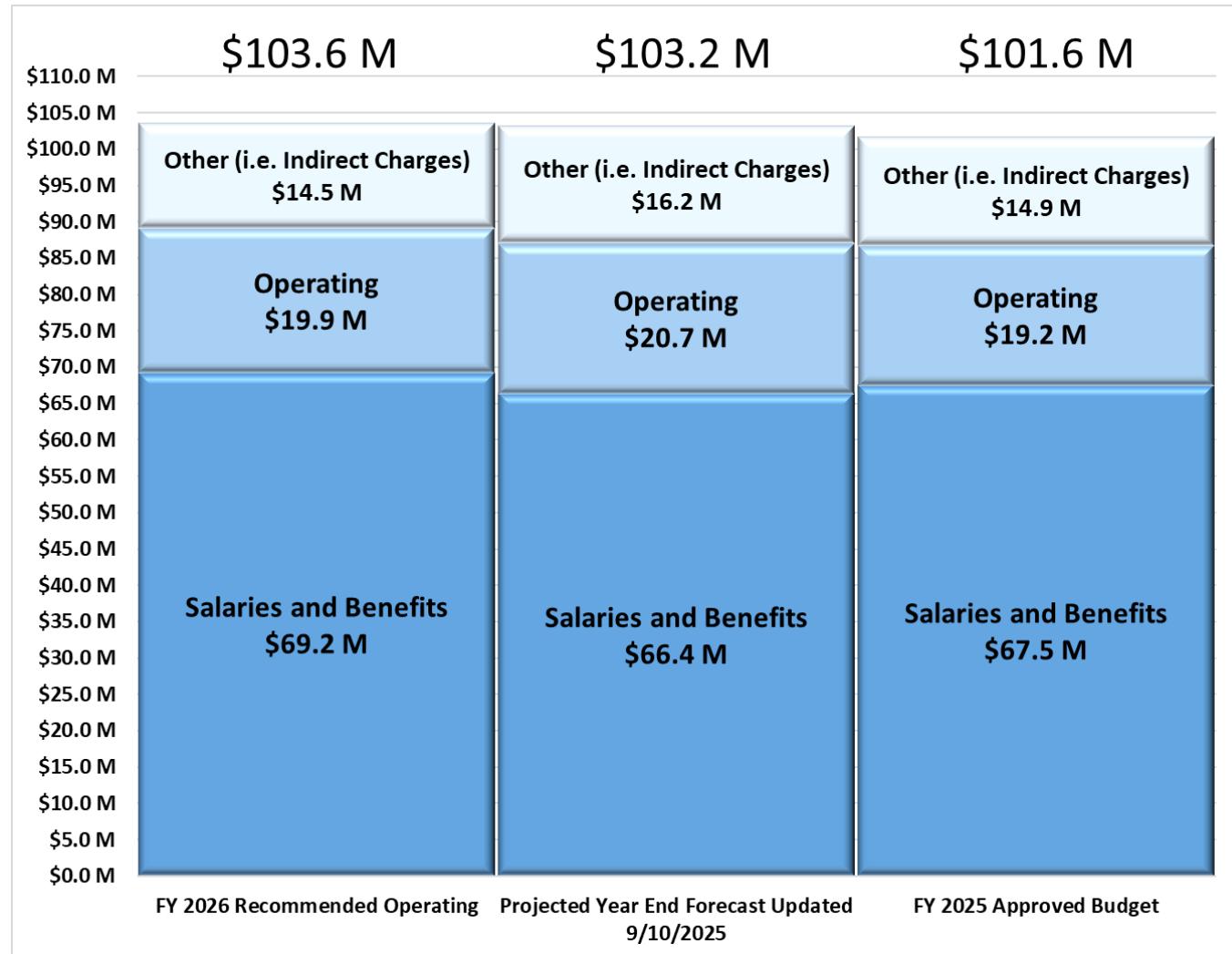
- Estimation for 2026 Subject to change
- Property Tax
  - Tentative millage
  - Vehicle Ad Valorem
- Sales Tax
- Business Taxes
  - Electric Franchise Fees
  - Insurance
- Charges for Service
  - Apartment Inspection fees
  - Parking charges
  - Review of internal charges of General Fund services by Water, Solid Waste and business groups.



## City of Roswell Millage History



# General Fund Operating Expense Comparison

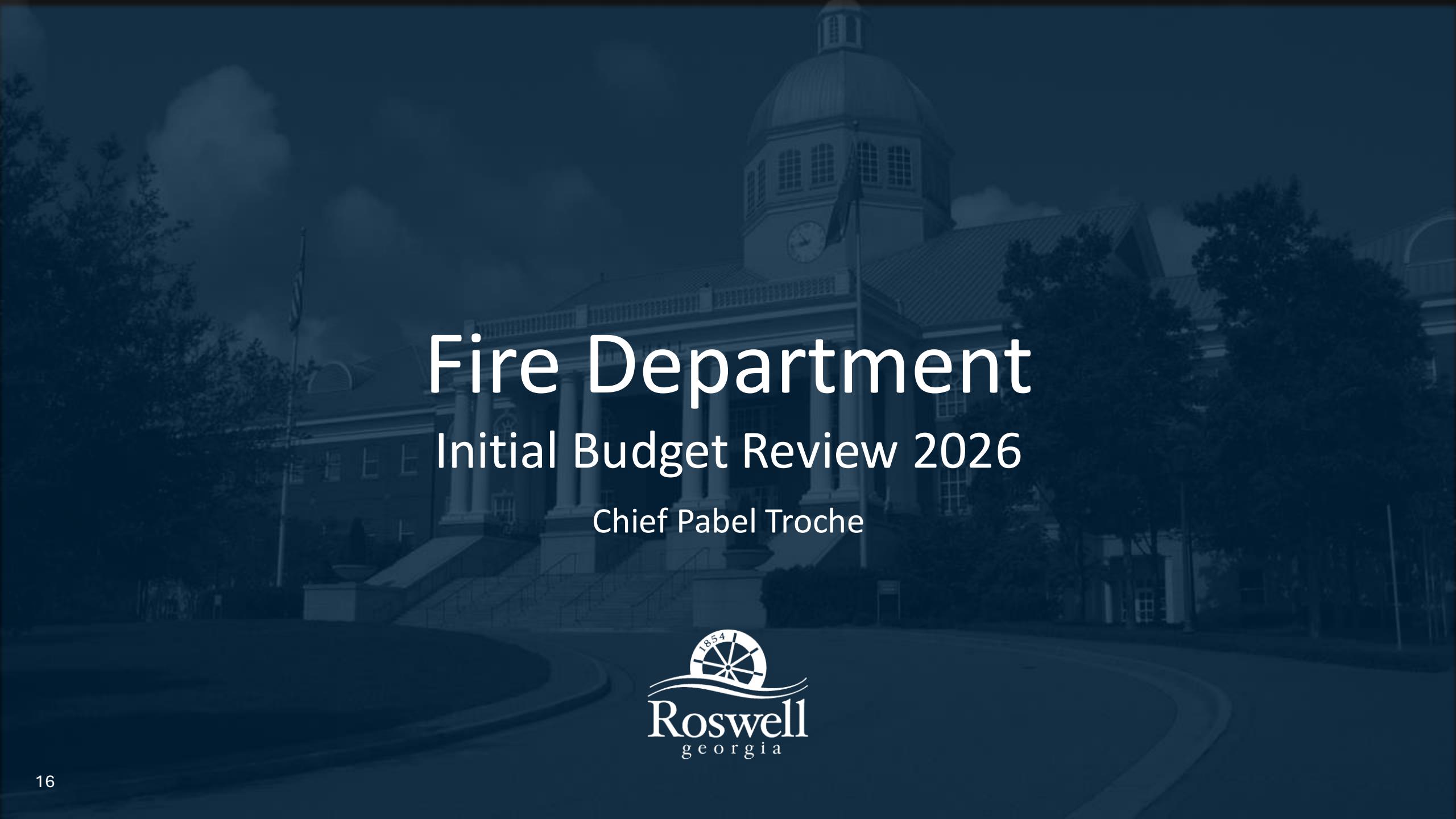


- Excludes Capital and any one-time expenses in 2025.
- Forecast includes any budget amendments with recognized source of revenue in revised budget.
- No Headcount Reduction
- Strategic addition of personnel, primarily Year 4 of Firefighters
- Police - Highest starting pay, Fully staffed, Well Funded, Well Trained, Well Equipped, and Well Led.

\*Numbers subject to change.

## 2026 Recommended Capital Outlay

Grand Total \$21,497,396		Funding Source:	General Fund	PFA	Impact Fees (Transp & Rec & PS)	TSPLOST 2	Hotel-Motel (Tourism Development)
		Totals: \$4,314,705 \$12,050,000 \$1,586,926 \$2,566,765 \$979,000					
Department	Project Total	Project Name					
Transportation	\$3,114,000	<b>2026 Citywide Resurfacing</b>	\$3,114,000				
Transportation	\$400,000	<b>Traffic Calming</b>	\$400,000				
Community Development	\$402,555	<b>Unified Development Code Update</b>	\$402,555				
Fire	\$148,150	<b>Full Time Transition- PPE Equipment, etc.</b>	\$148,150				
Dredging	\$250,000	<b>Dredging Assistance Program</b>	\$250,000				
Facilities	\$7,000,000	<b>City Hall Roof Replacement</b>		\$7,000,000			
Transportation	\$3,000,000	<b>Green Street Mobility Project</b>			\$433,235	\$2,566,765	
Police	\$1,508,691	<b>SharpShooters Range Revitalization &amp; Construction</b>		\$500,000	\$1,008,691		
Facilities	\$1,350,000	<b>Summit Building #100 -RTUs and PIUs</b>		\$1,350,000			
Parking	\$1,200,000	<b>Deck Construction Administrative Services and Contingency</b>		\$1,200,000			
Facilities	\$1,200,000	<b>City Hall VAVs/PIU/Duct Cleaning and Replacement</b>		\$1,200,000			
Rec & Parks	\$0	<b>Crabapple/Expansion of PAC</b>		\$625,000	-\$625,000		
Rec & Parks	\$770,000	<b>Spruill Property Debt Service</b>			\$770,000		
Rec & Parks	\$85,000	<b>Parks and Facilities CIP Repair and Replacement Projects</b>					\$85,000
Rec & Parks	\$400,000	<b>Cultural Arts Center Stage Rigging Replacement</b>					\$400,000
Rec & Parks	\$200,000	<b>Holly Hill to Mimosa Bridge Design</b>					\$200,000
Rec & Parks	\$159,000	<b>Doc's Cafe Design and Engineering</b>					\$159,000
Rec & Parks	\$135,000	<b>Cultural Arts Center Lobby and Brand Project</b>					\$135,000
Fleet	\$115,000	<b>Vehicle Lifts for Fleet Shop- Necessary for Fleet Maintenance</b>		\$115,000			
Facilities	\$60,000	<b>Roof Replacement at Barrington Hall / Main house</b>		\$60,000			



# Fire Department

## Initial Budget Review 2026

Chief Pabel Troche



# 2025 Accomplishments

## **Operational Readiness**

- Maintained optimal turnout/response times and ALS (Advanced Life Support) capability. (-38 seconds)
- AVL (Automatic Vehicle Location), and traffic preemption systems.
- Policy & Procedure Enhancement and Modernization.
- Emergency Operations Plan and Department Specific Plans.

## **Workforce Development**

- Inspection and Plan Review service delivery enhancements.
- Strengthened retention and succession planning to stabilize workforce continuity.

## **Community Risk Reduction**

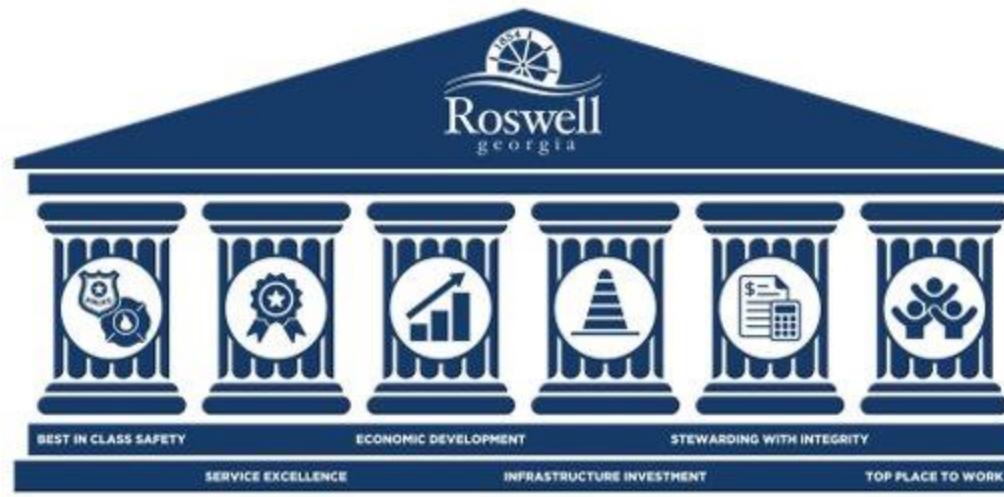
- Enhanced inspection protocol and accountability for sub-standard living and businesses.
- Inspection and Plan Review service delivery enhancements. Unreasonable Hospitality
- Initiated groundwork for fall call ordinance to reduce unnecessary emergency responses.

## **Innovation & Efficiency**

- Qwake Pioneer Program to strengthen safety and accountability.
- Laid the foundation for real-time response dashboards to ensure real-time response decision-making.
- Reduced pharmaceutical annual costs by approximately \$12,000 through a data-driven approach.

# Top Priorities

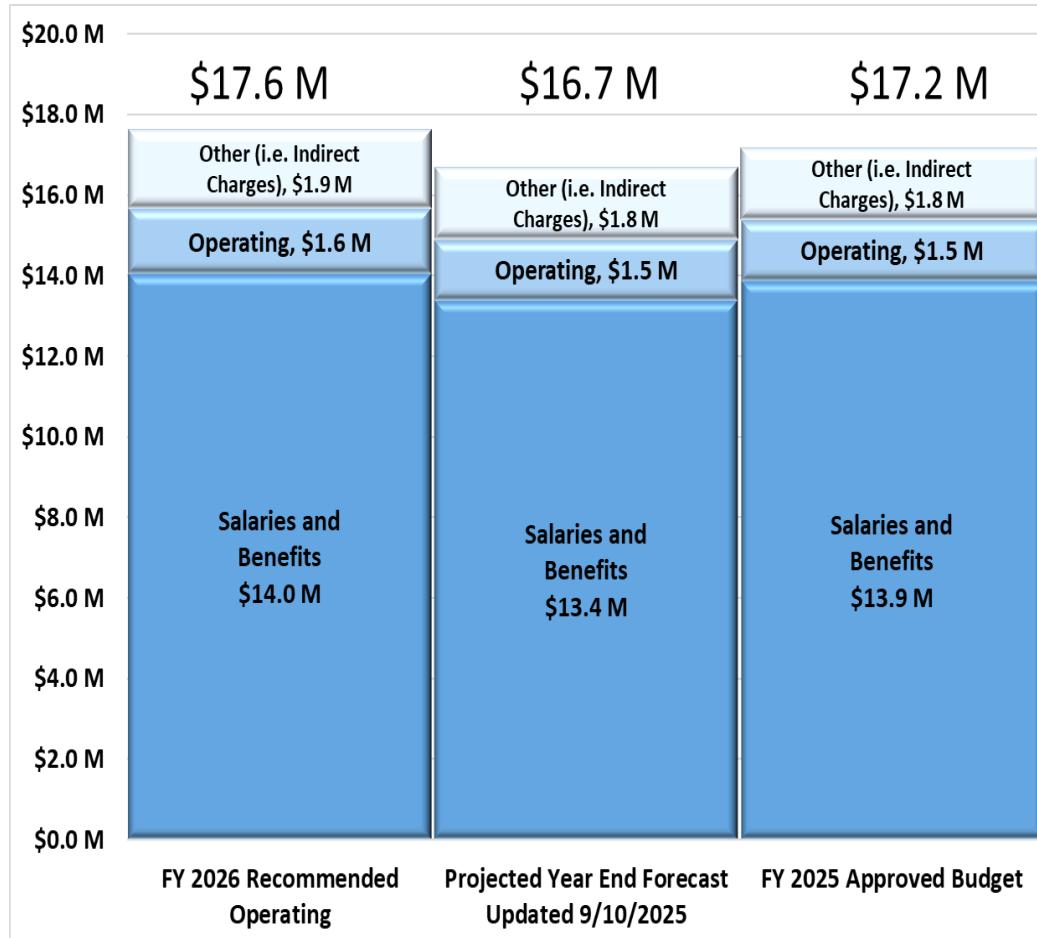
- 1. Top Place to Work:** onboard 30 firefighters and build succession depth.
- 2. Service Excellence:** sustain and improve response times, transition part-time to full-time staffing, and strengthen citywide emergency management.
- 3. Stewarding with Integrity:** maintain reliable stations and fleet, reduce apparatus accidents and repairs. Align operational deployment models with dynamic service delivery demand. Develop data-supported dynamic workforce management strategies.
- 4. Advance “Best Place to Work” Strategy:** enhance employee recruitment and retention programs.



# Top Initiatives

1. **30 Full-Time Firefighters:** fund and integrate new positions into operations (supports workforce development).
2. **Dynamic Work-Force Staffing Model:** review and develop staffing metrics to align with service demand (supports efficiency).
3. **Emergency Operations Center (Summit):** prepare for full activation in Q1 FY26 (supports readiness).
4. **Recruitment Partnerships:** expand beyond Georgia to maximize candidate pool (supports workforce continuity).
5. **Maintain optimal turnout and response times,** supporting investments in the part-time to full-time transition, station relocation, AVL, and traffic preemption systems.
6. **Standardize the equipment list for fire engines and ladder trucks** to achieve mid- and long-term cost savings without compromising efficiency.
7. **Fall Call Prevention Program:** Implement a fall-call requirement for businesses and deploy educational programs to reduce unnecessary responses and improve safety outcomes.
8. **Inspection Efficiency:** reevaluate inspector zone assignments to enhance coverage, balance workload, and improve service delivery citywide.
9. **Deploy the Qwake Program** to strengthen safety and operational performance.
10. **Implement personalized, real-time data dashboards** to support division-level decision-making and accountability.

# Operating Plan - Expenses



**The FY2026 Draft Budget:**   
**\$17,627,804.24**

**Variance (FY25 Approved → FY26):**  
 $\$17,167,243.00 \rightarrow \$17,627,804.24$   
( $\downarrow \$460,561.24 / 2.68\%$ )

**Variance (FY25 Projected → FY26):**  
 $\$16,679,017.80 \rightarrow \$17,627,804.24$   
( $\uparrow \$948,786.45 / 5.69\%$ )

## FY2026 BREAKDOWN

**Salaries** \$14.2 (79.8%)  
**Operations** \$1.6 (9.2%)  
**Indirect** \$1.9 (11.0%)

**CAPITAL INITIATIVE: Uniforms, Personal Protective Equipment (PPE), and associated New Firefighters Cost \$148,150.**

This is a reduced cost after accounting for in-stock uniforms and PPE that can be used.

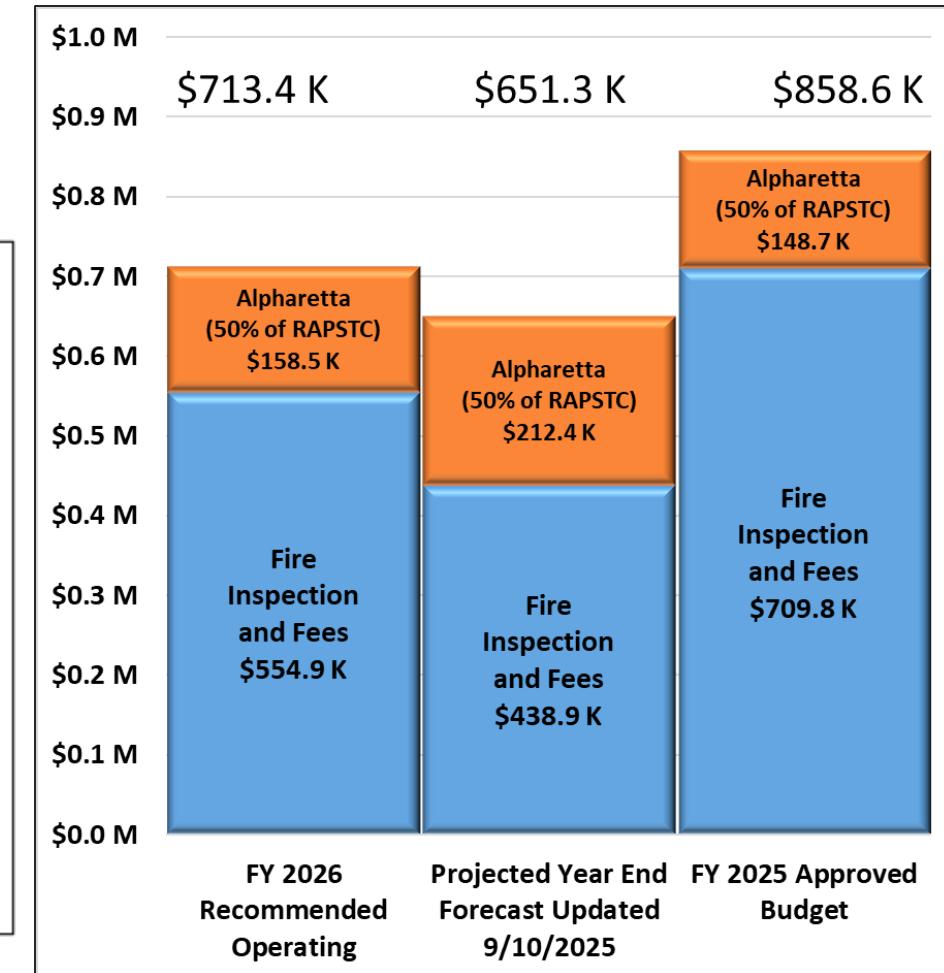
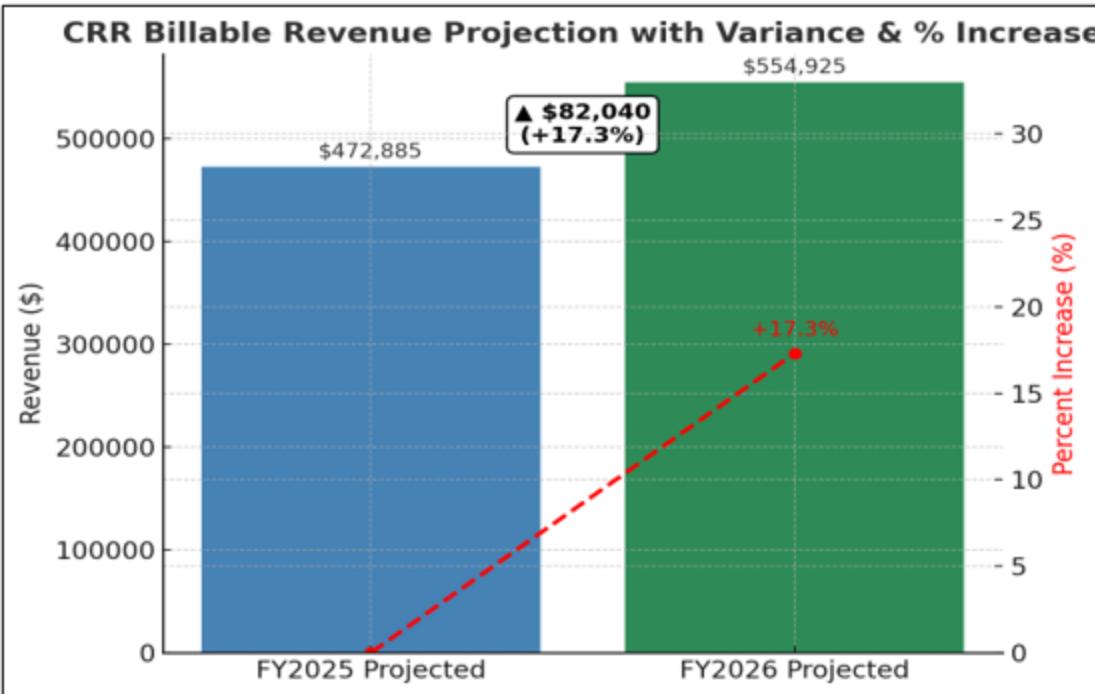
# Operating Plan – Revenues (Inspections and Plan Reviews)

## Community Risk Reduction (CRR) Fire Inspections

FY2025 Projected CRR Billable Revenue \$472,885

FY2026 Projected CRR Billable Revenue \$554,925

FY2025 – 2026 Variance: ▲ \$82,040 (+17.3%)



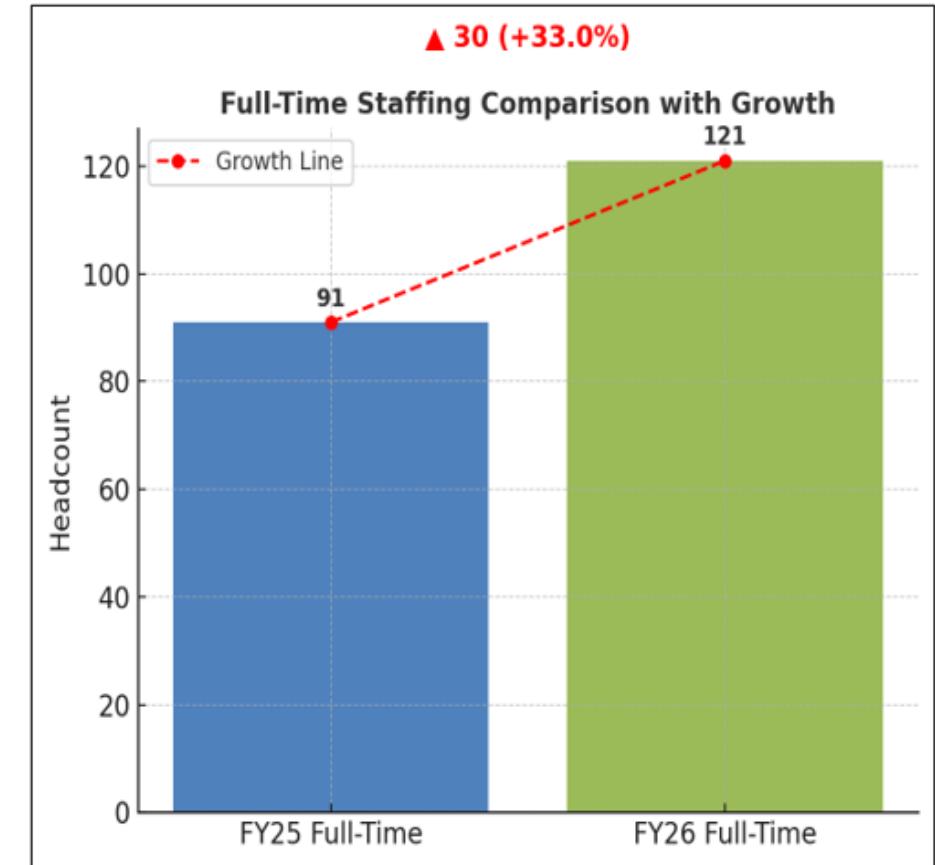
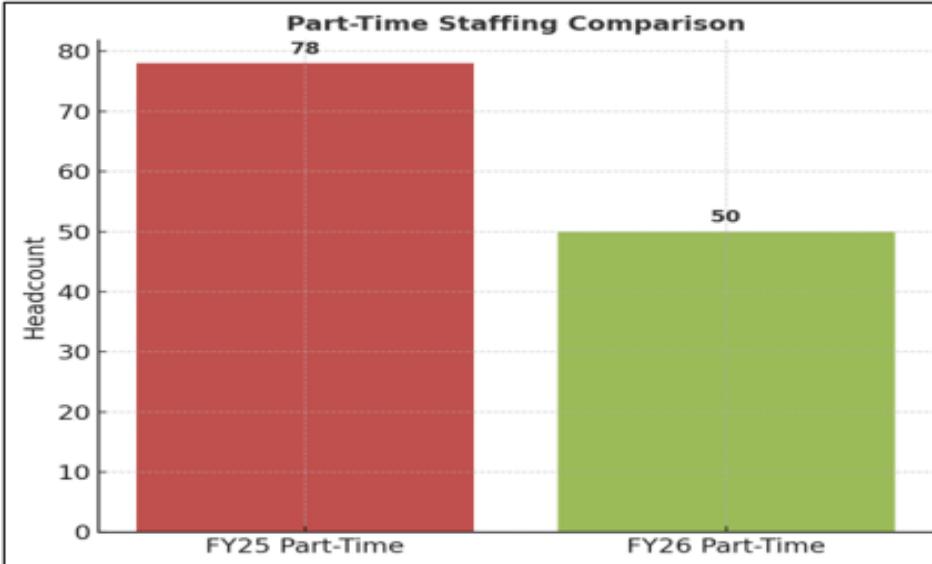
# Staffing

**FY2025 Total Approved Full-Time: 91**

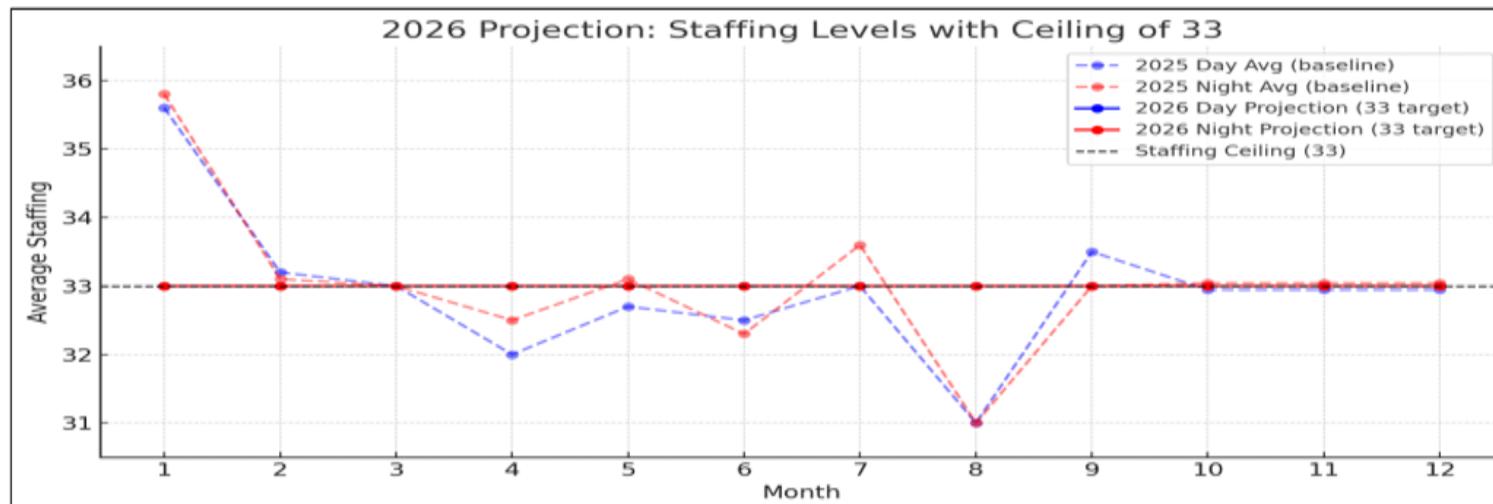
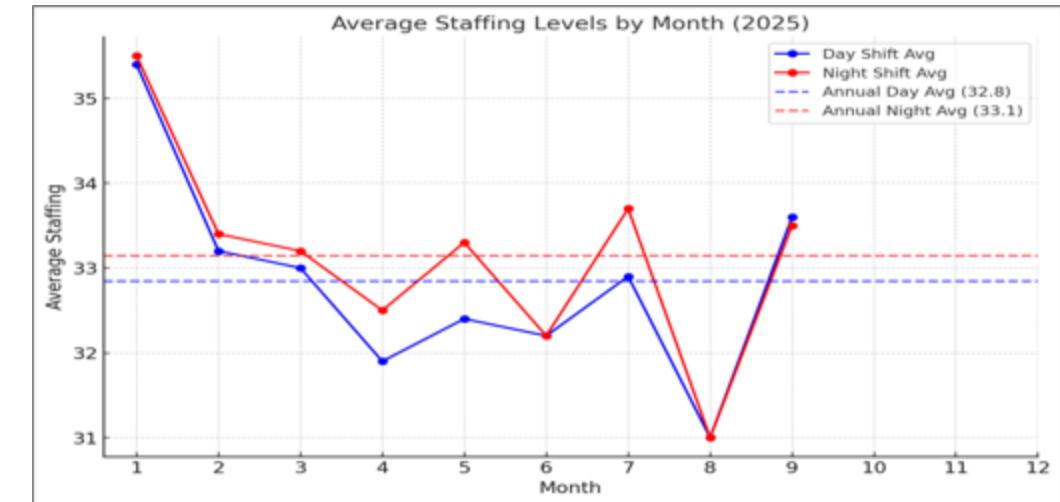
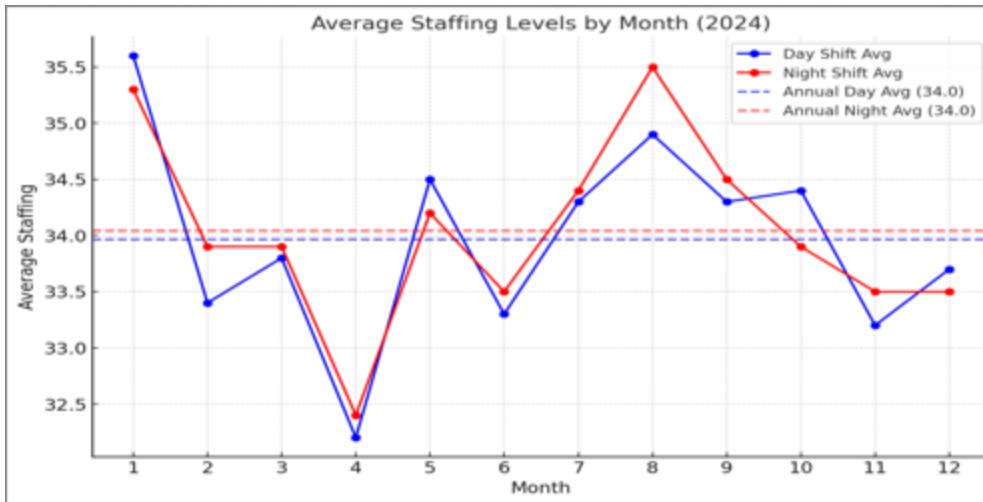
**FY2026 Total Recommended Full-Time: 121**

## Departmental Staffing Notes

**Functional Realignment:** Recommended reassignment of one member from operations to CRR as an inspector.



# FY2026 Staffing – Data Driven Deployment and Staffing Matrix



# Summary

**FY2025:** Strong fiscal oversight delivered significant cost savings without compromising service.

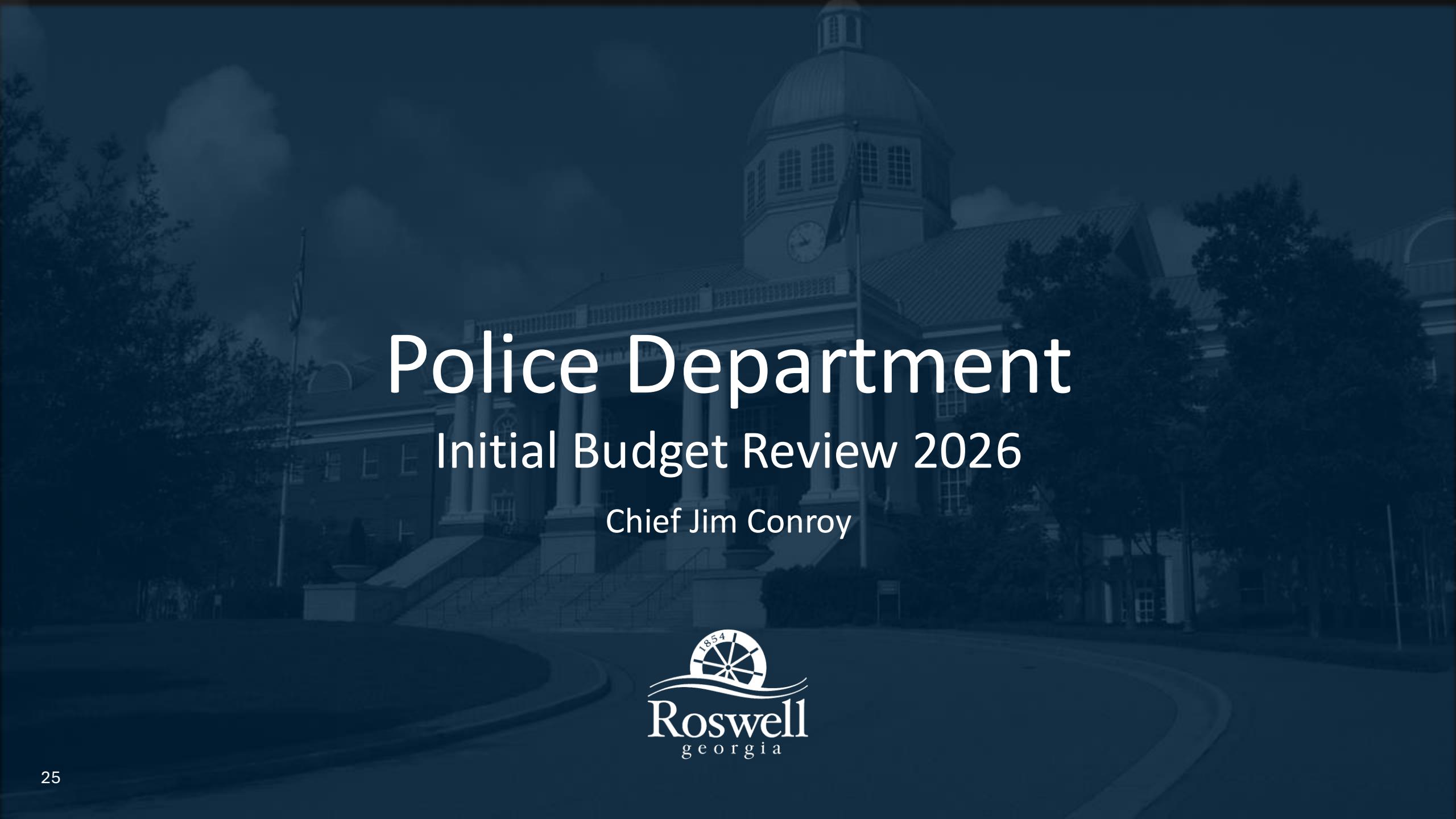
**FY2026:** Continued commitment to **innovation, efficiency, and fiscal responsibility.**

**Focus Areas:** Operational readiness, workforce development, infrastructure reliability, community risk reduction, and data-driven innovation.

## **Goals:**

1. Deliver exceptional service while ensuring sustainable, responsible growth.
2. Reinforce a culture of unreasonable hospitality in service delivery.

## [FIRE ORG CHART](#)



# Police Department

## Initial Budget Review 2026

Chief Jim Conroy

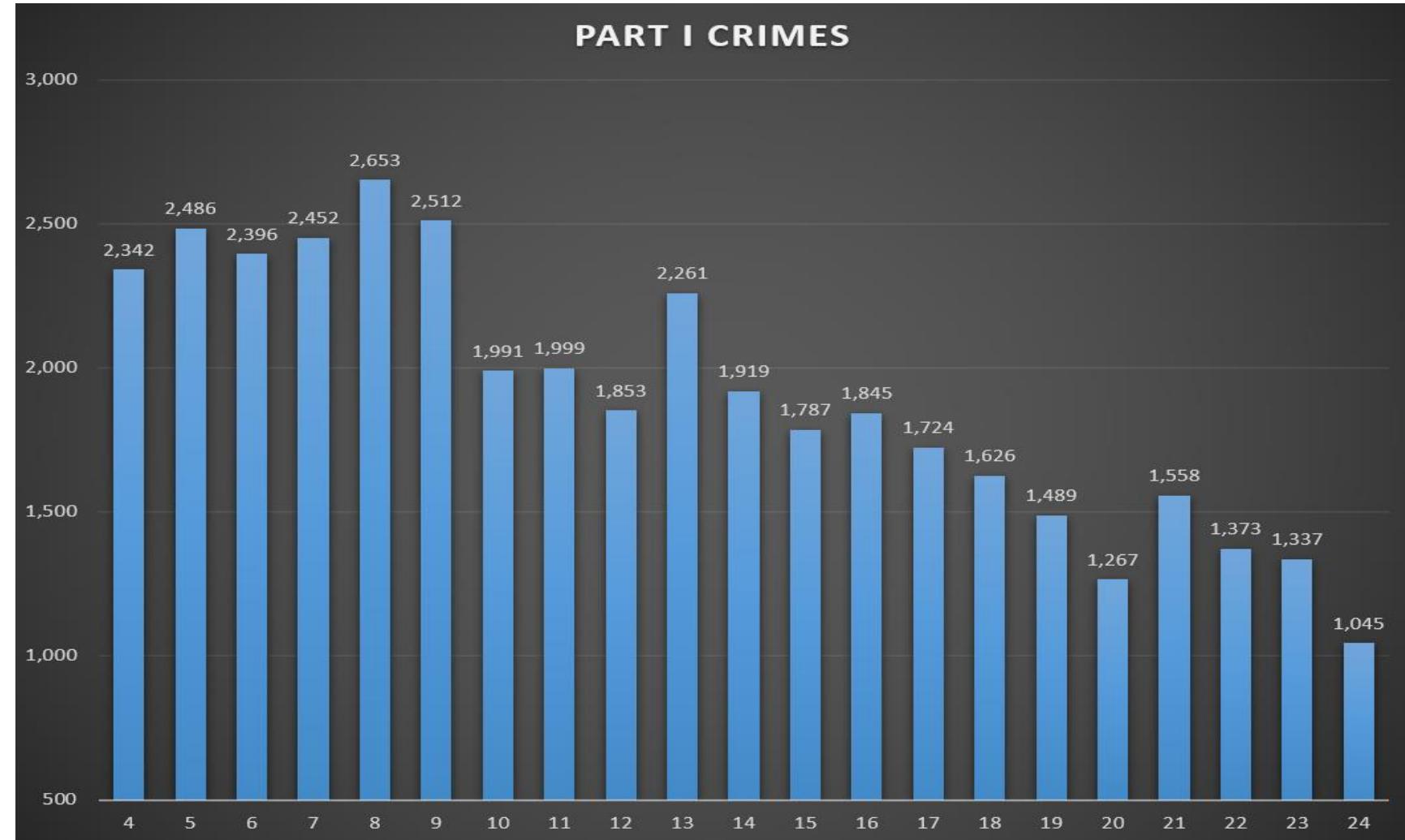


# Accomplishments

- 2024 was the lowest Part I Crime level in Roswell in the past 25 years, with 2025 trending the same
- Became a recognized Statewide leader in our efforts to fight Human Trafficking with 15 Human Trafficking arrests, 8 spas shutdown (4 illicit and 4 noncompliance) and 12 citations issued
- Crime Clearance Rate better than national average in all categories
- Moved into the Public Safety Headquarters at The Summit
- Completed the design phase of the new 911 Center
- Transitioned to Gracie Survival Tactics Jiu Jitsu for Law Enforcement
- Maintained Zero vacancies for police officers for the past four years
- Improved digital evidence processing time and capacity by 40%
- Hired 13 sworn personnel in 2025
- Increased enforcement in neighborhood and side streets

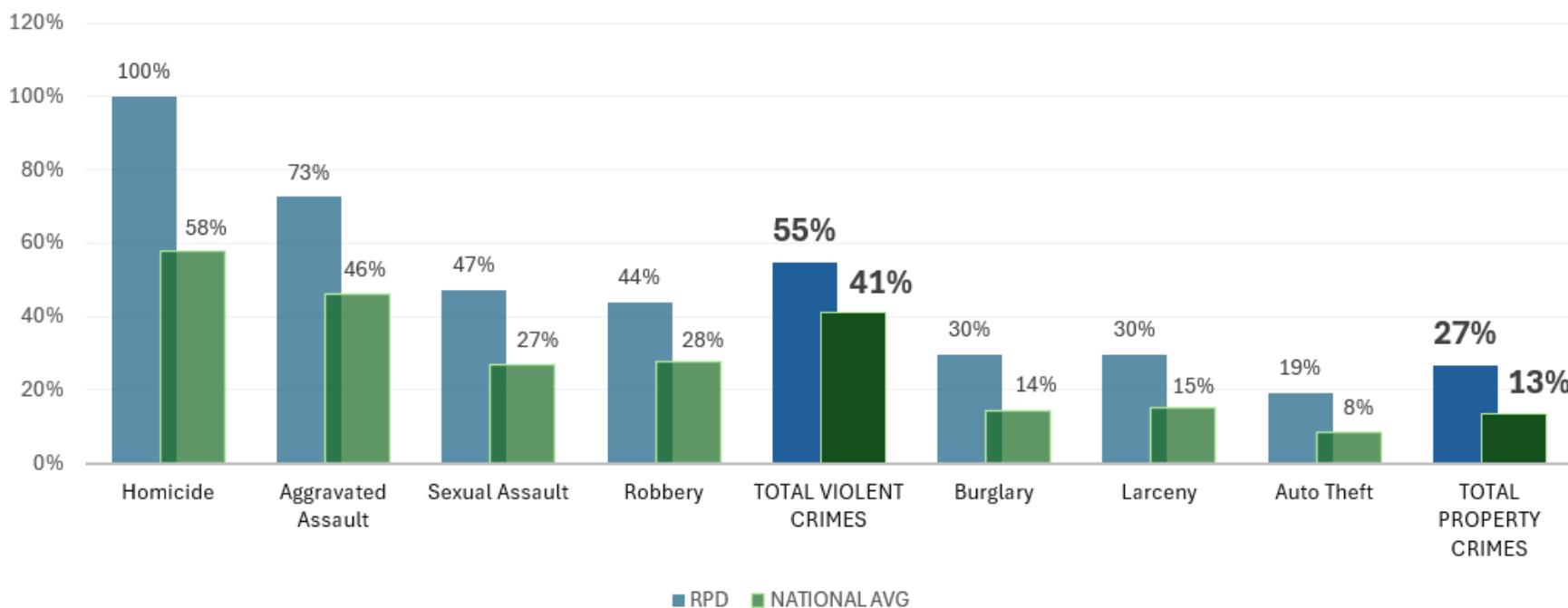
# Accomplishments

- Part I Crime Rate from 2004 to 2024



# Accomplishments

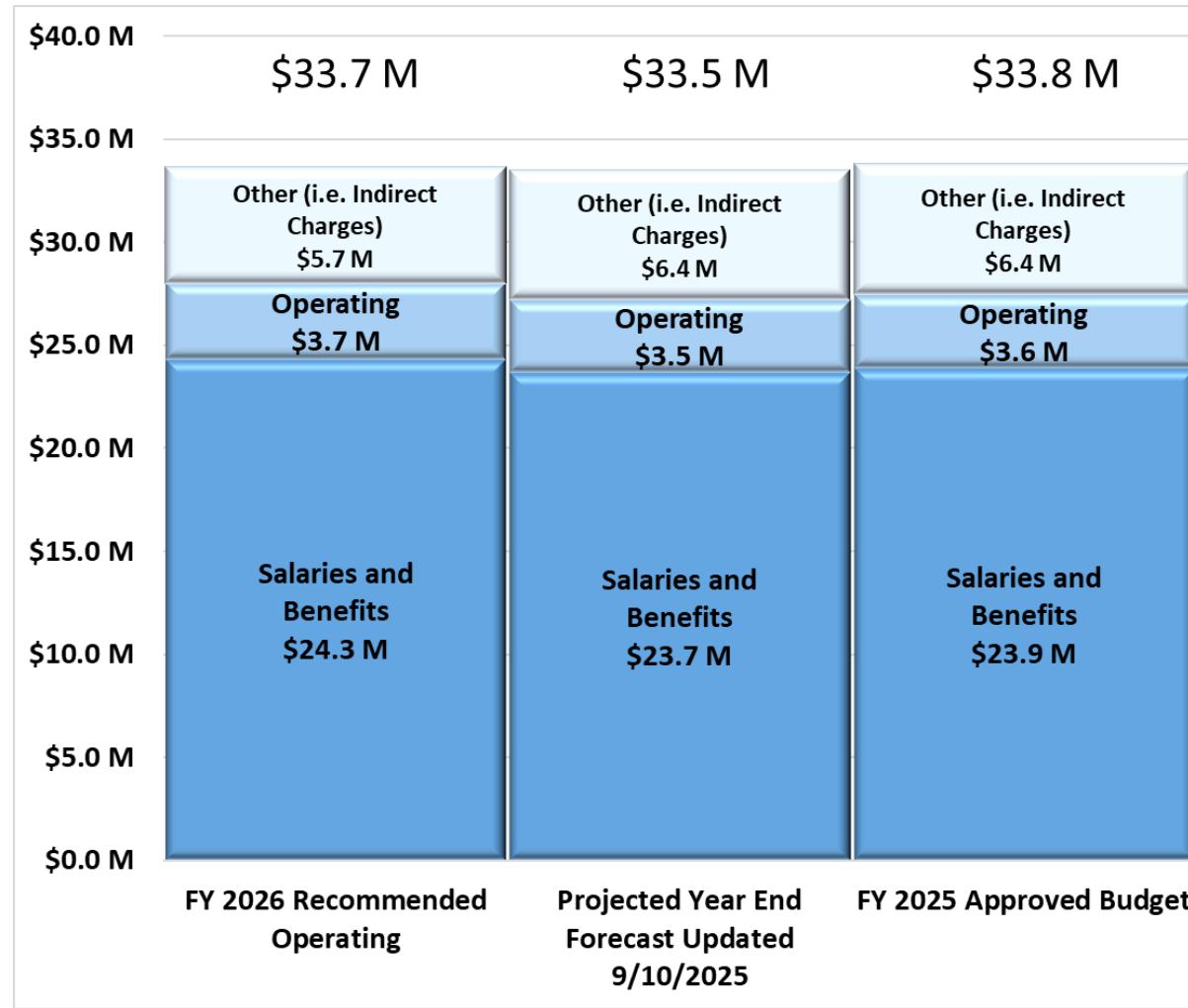
- Clearance Rate in 2024



# Top Priorities & Initiatives

- Eradicate Human Trafficking
- Slow Down in Roswell
- Best in Class Place to Work
- CAD – Computer Aided Dispatch
- ROCC – Roswell Crime Center
- Service Excellence
- Replace Police Radios

# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

$\$33,789,312.00 \rightarrow \$33,650,022.00$   
( $\downarrow -\$139,290.00 / -0.41\%$ )

## FY 2025 Forecast vs FY2026 Draft

$\$33,523,936.58 \rightarrow \$33,650,022.00$   
( $\uparrow \$126,085.42 / +0.38\%$ )

# Operating Plan - Expenses

## Variances of note

Org	Object	Fy 2025	Fy 2026	Difference	Notes
Department Wide	Salary			\$750,000	5% Compensation Study Increase (Sworn only)
10032101 - 523210 – Administrative Services	523210 - Communication Services	\$963,326	\$1,055,026	\$91,700	North Fulton Radio Agreement
Department Wide	TO IT	2,944,858	\$3,029,484	\$84,626	Transfers to IT
10032102 - 521203 – Support Services	521203 - Animal Control	\$254,840	\$262,485	\$7,645	Animal Control
Department Wide	Travel and Training	\$37,400	\$108,950	\$68,550	Advanced Police Training
10032103 - Police Off of Prof Standards	531105 - Supplies	\$150,000	\$200,400	\$50,400	Increased Usage of Firing Range
10032260 - Detention	521201 - Professional Services	\$305,000	\$350,000	\$45,000	Estimate amount
10032102 - Police Support Services	531720 - Uniforms	\$100,000	135,000	\$35,000	Police uniform items for department
Department Wide	TO Fleet	\$2,810,402	\$2,102,207	-\$708,195	Reduction in Fleet costs overall.

# Capital Initiatives

- Police Portable Radio Replacement \$2,096,994.13
  - Seeking Grant
- SharpShooters Range Revitalization \$1,500,000
  - Seeking through PFA and Impact Fees
- Roswell Real-Time Crime Center (RTCC) \$2,000,000
  - Seeking Grant
- Public Safety CAD Replacement \$3,000,000
  - Seeking Grant

# Staffing

**Total of 167 Sworn Officers in 2025 and planned for 2026.**

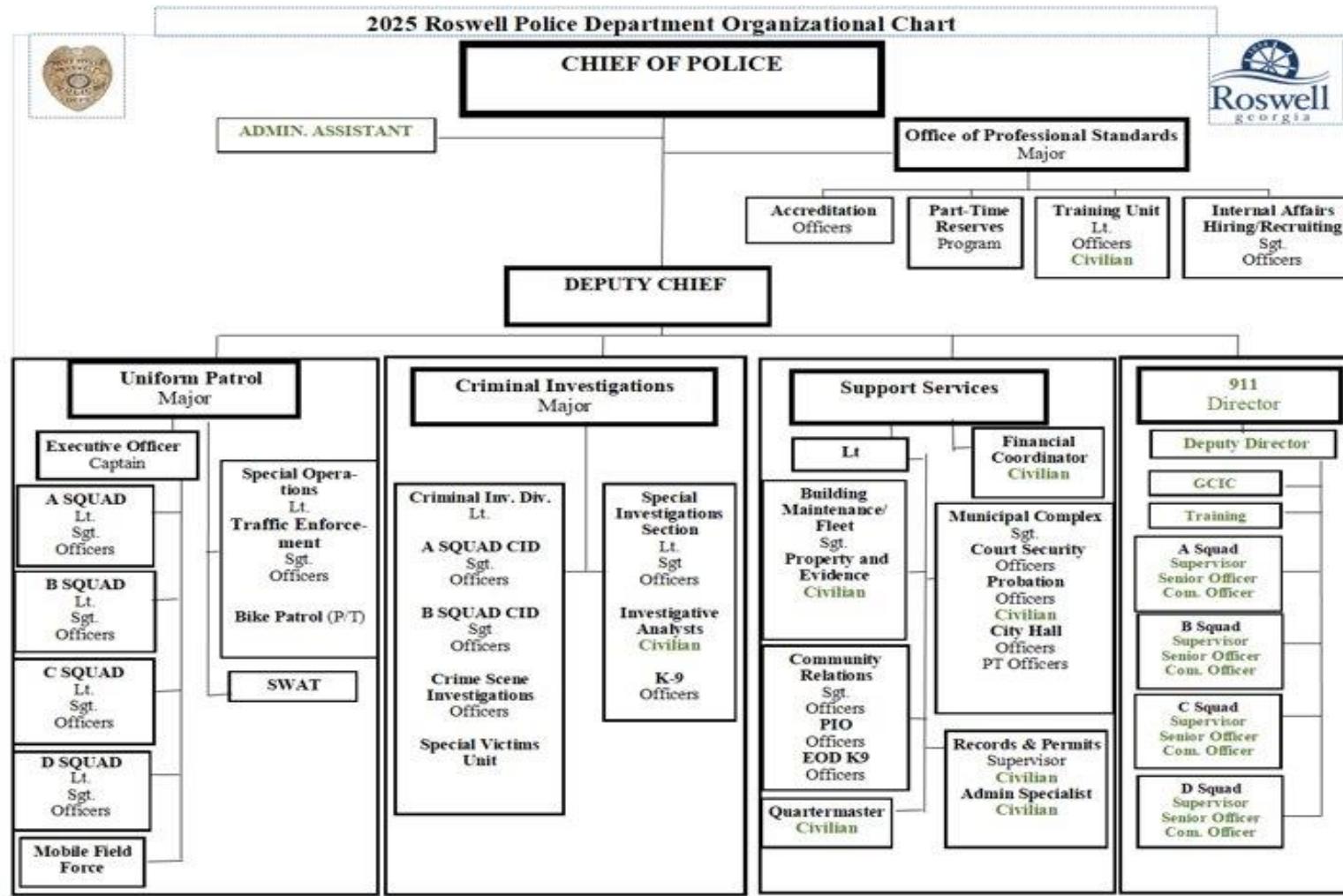
## FY25 Authorized

- 151 Sworn Hourly Officers
- 16 Sworn Salary Supervisors/Commanders
- 28 Hourly 911
- 2 Salary 911
- 1 Salary Civilian Manager
- 17 Civilian hourly
- 2 Salary Intelligence Analysts

## FY26 Draft

- 151 Sworn Hourly Officers
- 16 Sworn Salary Supervisors/Commanders
- 28 Hourly 911
- 2 Salary 911
- 1 Salary Civilian Manager
- 17 Civilian hourly
- 2 Salary Intelligence Analysts

# Organizational Overview



# Summary

**2026 draft budget remains fairly static. RPD will continue to be a Fully Staffed, Well Funded, Well Trained, Well Equipped and Well Led Police Department.**



# Infrastructure

## Initial Budget Review 2026

Senior Vice President Sharon Izzo- Transportation



# FY 2025 Achievements

- **Construction Projects Complete by end of 2025**
  - 2025 Citywide resurfacing
  - SR 140 Landscape Medians
  - SR 92 @ Woodstock Rd/King Rd
- **Current Construction Projects ongoing in 2026**
  - Big Creek Parkway Phase 1
  - Hardscrabble Multi-Use Trail
  - King Road Multi-Use Trail
- **Upcoming Construction Projects**
  - Woodstock Multi-Use Trail Phase 1 currently in procurement
  - Riverside Rd Corridor (Q4 2025)
- **Signal preemption on local roads**
- **Fiber installation for Public Safety facilities**
- **Slow Down In Roswell Initiative**
  - Development of Neighborhood Traffic Calming Matrix and Pilot Program
  - Purchase of concrete equipment and hiring members for concrete crew
- **Right of way and easement acquisition (Riverside Rd, Woodstock Rd MUT)**
- **Initiated inspector training for LDP's (Land Disturbance Permit)**



# Top Priorities & Initiatives

- **Slow Down In Roswell**
  - Neighborhood Traffic Calming Pilot Program – 11 neighborhoods - \$400,000
  - Local Road Traffic Calming Matrix – develop traffic calming matrix for local roads
  - Neighborhood Sidewalk Matrix - develop sidewalk matrix for neighborhoods/local roads
- **TSPLOST 3** – prepare for TSPLOST 3 referendum November 2026
- **Service Excellence** - Key Corridor Maintenance Plan
- **Project Execution**

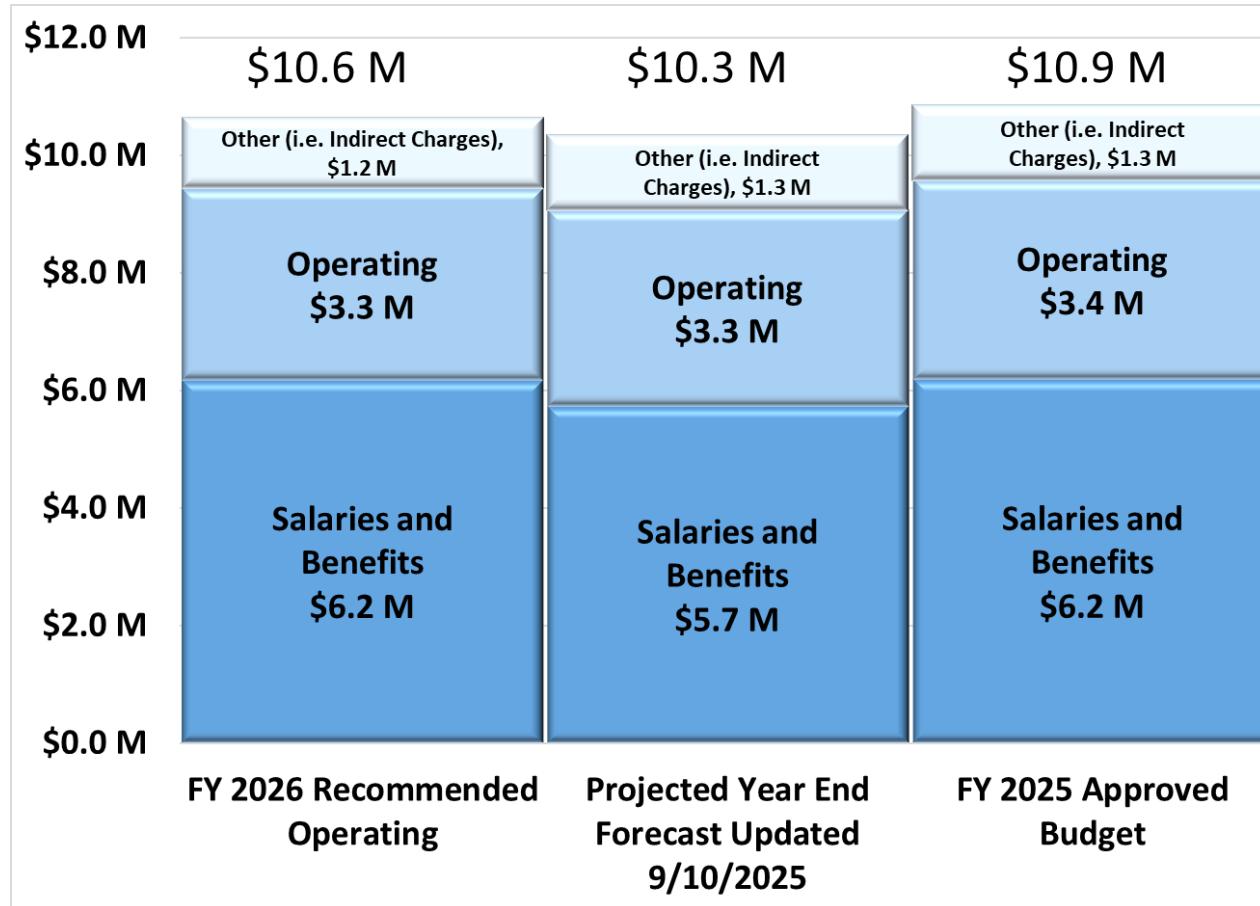
## Design/Right of Way

- Big Creek Parkway Phase 2
- Woodstock MUT Phase 2
- Old Alabama Rd MUT Phase 1
- Old Alabama Rd MUT Phase 3
- Pine Grove Road Corridor Phase 2
- Green St Activation Plan Phase 2
- Norcross St Bridge Replacement
- Jones Rd MUT
- Big Creek Trail (Reconnecting Communities Grant)
- Gateway – Let Q2-Q4 2027

## Construction

- Big Creek Parkway Phase 1
- SR 9 at Riverside Rd/Azalea Rd
- Woodstock Rd MUT Phase 1
- Riverside Rd Corridor Improvements
- Pine Grove Road Corridor Phase 1A
- Etris Rd MUT (Multi-Use Trail)
- Old Alabama Rd MUT Phase 2
- Pine Grove Road Corridor Phase 1B
- Green St Activation Plan Phase 1
- Cox Road Intersection Improvements

# Operating Plan



## FY 2025 Approved vs FY2026 Draft

\$10,850,278.00 → \$10,635,983.00  
(↓ -\$214,295.00 / -1.98%)

## FY 2025 Forecast vs FY2026 Draft

\$10,344,755.85 → \$10,635,983.00  
(↑ \$291,227.15 / +2.82%)

- A number of vacancies throughout the year has resulted in a significant amount of vacancy savings



# Capital Initiatives

- **Citywide Resurfacing - \$4,000,000** include milling, patching, paving, or rejuvenation. Project cost includes \$900K from State LMIG (Local Maintenance & Improvement Grant) Funding.
- **Green Street Activation - \$3,000,000** This project will look to improve the mobility and pedestrian connectivity within the City's Historic District along Green St and Plum Tree St. This request is for right-of-way and construction funds for the Green St mobility project.
- **Traffic Calming - \$400,000** this program (Slow Down in Roswell) is needed to manage and reduce excessive vehicle speeds throughout our community, and to provide safe and adequate pedestrian crossing options for our residents. The funding for Traffic Calming would be used towards the construction of raised crosswalks, speed tables, curb extensions, and other traffic calming elements. The construction would be completed using Maintenance crews within the Transportation Department where possible.

# Organizational Overview – Transportation

## **FY25 Authorized – 63**

- 3 Administration
- 4 Planning
- 5 Engineering
- 18 Traffic Operations
- 33 Construction & Maintenance

## **FY26 Draft – 64 full-time**

- Addition of 1 full-time staff member (Traffic Analyst 1) for Slow Down In Roswell support



# Infrastructure

## Initial Budget Review 2026

Senior Vice President Sharon Izzo- Environmental/Public Works – Fleet Services



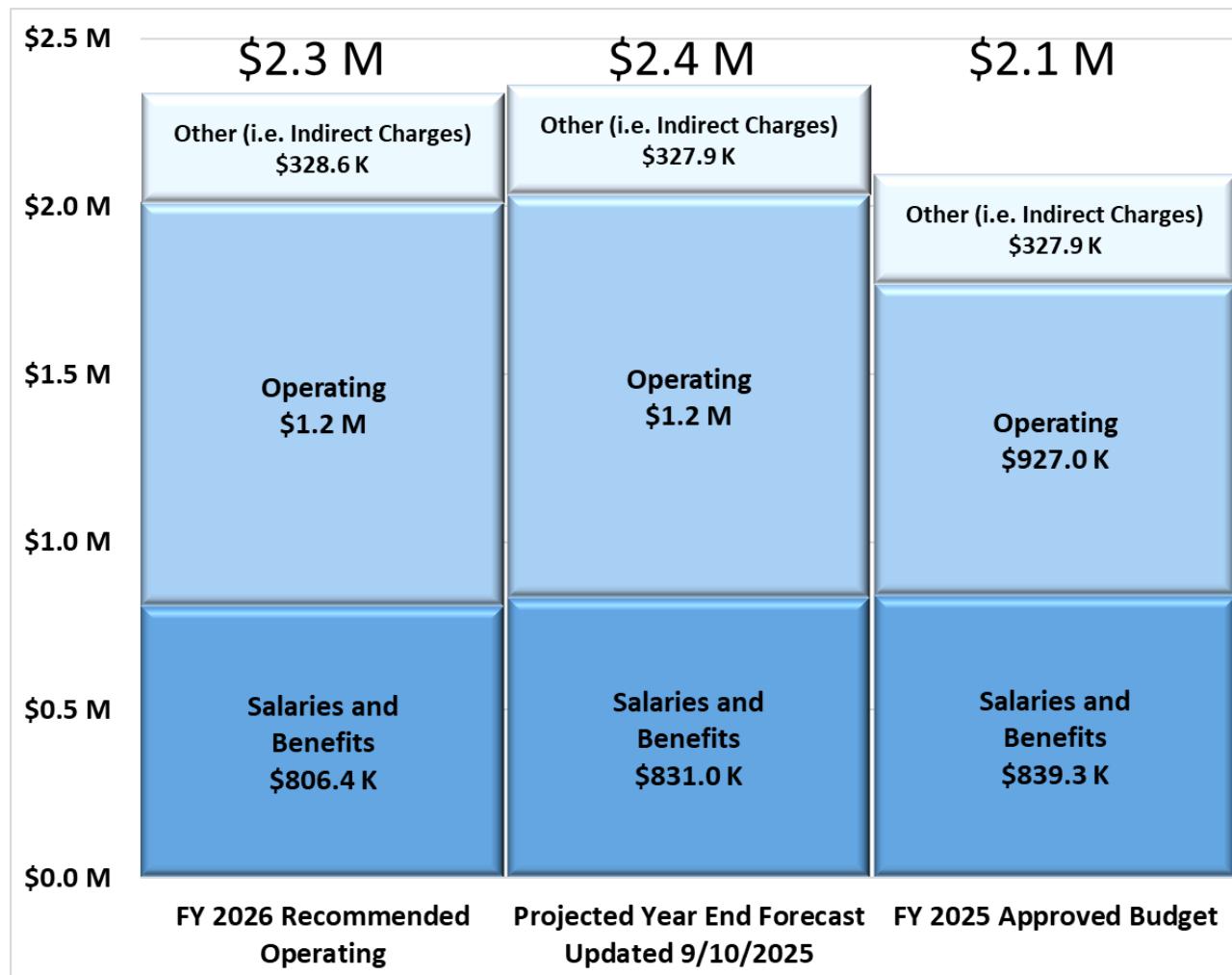
# FY 2025 Achievements

- Paused new vehicle purchases
- Implemented “New and Replacement Vehicle Guidelines”
- Conducted 1st full fleet assessment based on guidelines
- Developed draft of 1st 5-year Fleet Master Plan
- Surplus 40 vehicles
- Payoff certain leases resulted in reduced cost of ownership from \$2.6M → \$1.76M.
- Completed Fleet Maintenance Safety Plan
- Updated/Added/Replaced all SOPs

# Top Priorities & Initiatives

- **2026 Lease Buydown**
  - Opportunities to buydown leases will be explored in 2026 to reduce the operational impact of continuing lease payments.
- **Parts strategy**
  - Evaluate options for savings on parts
- **Fleet inventory**
  - Reduce fleet from 520 to 500 and maintain total fleet count of 500
- **Develop Multi-Year Acquisition Strategy**
  - Evaluate vehicle acquisition over next 5 years

# Operating Plan



## FY 2025 Approved vs FY2026 Draft

\$2,094,175.00 → \$2,337,688.00  
(↑ \$243,513.00 / +11.63%)

## FY 2025 Forecast vs FY2026 Draft

\$2,360,821.68 → \$2,337,688.00  
(↓ -\$23,133.68 / -0.98%)

- FY25 Budget assumed \$400k reduction predicated on surplus of 40 vehicles. Too aggressive an assumption.
- Vehicles purchased in FY24 arrived in FY25 which increased vehicles to surplus and R&M.



# Capital Initiatives

- **Vehicle Replacement** - The current vehicle inventory was assessed in 2025. As a part of that assessment, there were 35 vehicles (\$3,793,000) identified that would be eligible for replacement in 2026. Recommending 14 vehicles that are rated poor to fair for a total of \$1,485,000. (Lease to own – payments begin 2027)
- **Vehicle Lifts for Fleet Shop** - \$115,000 Purchase and install vehicle lifts in the Fleet shop. These lifts provide more flexibility for the mechanics to address vehicle issues that take longer to fix. The four-post lift is urgently needed to replace a non-functioning in-ground lift. The current lift is out of service and covered with steel plates, significantly reducing shop productivity. At present, the fleet shop has only two operational lifts for light-duty vehicles. There is no capability to safely lift medium-duty vehicles by the frame, which prevents us from performing essential brake and suspension work. These repairs must currently be done on the ground using jacks and jack stands, which is inefficient and not a best practice. Adding a new lift will improve overall shop efficiency, expand service capabilities, and enhance safety.

# Organizational Overview – Fleet Services

## **FY25 Authorized – 7.5**

- 1 Division Manager
- 1 Supervisor
- 5 Mechanics
- Shared Coordinator with Fleet Division

## **FY26 Draft – 7.5 full-time (No change)**



# Infrastructure

## Initial Budget Review 2026

Senior Vice President Sharon Izzo- Environmental/Public Works – Facilities



# FY 2025 Achievements

- Hired Facilities Services Supervisor
- Developed 1st 5-year Facilities Maintenance Master Plan
- Completed City Hall Chiller/Air Handler Unit Project
- Completed City Hall Remodel Project
- Residential and Business Services Area
- Revised Work Order process to streamline projects/tasks and improve technician efficiency
- Took on more complex projects with inhouse staff, reducing contracted work
- Developed and implemented a process within City for requesting Facility Condition Assessment (Capital) funds for projects.
- Conducted Custodial Analysis to determine optimized workload for inhouse staff
- Developed Maintenance and Custodial Evaluation Form and a monthly process for obtaining feedback from City customers
- Updated/Added/Replaced all Standard Operating Procedures (SOPs)



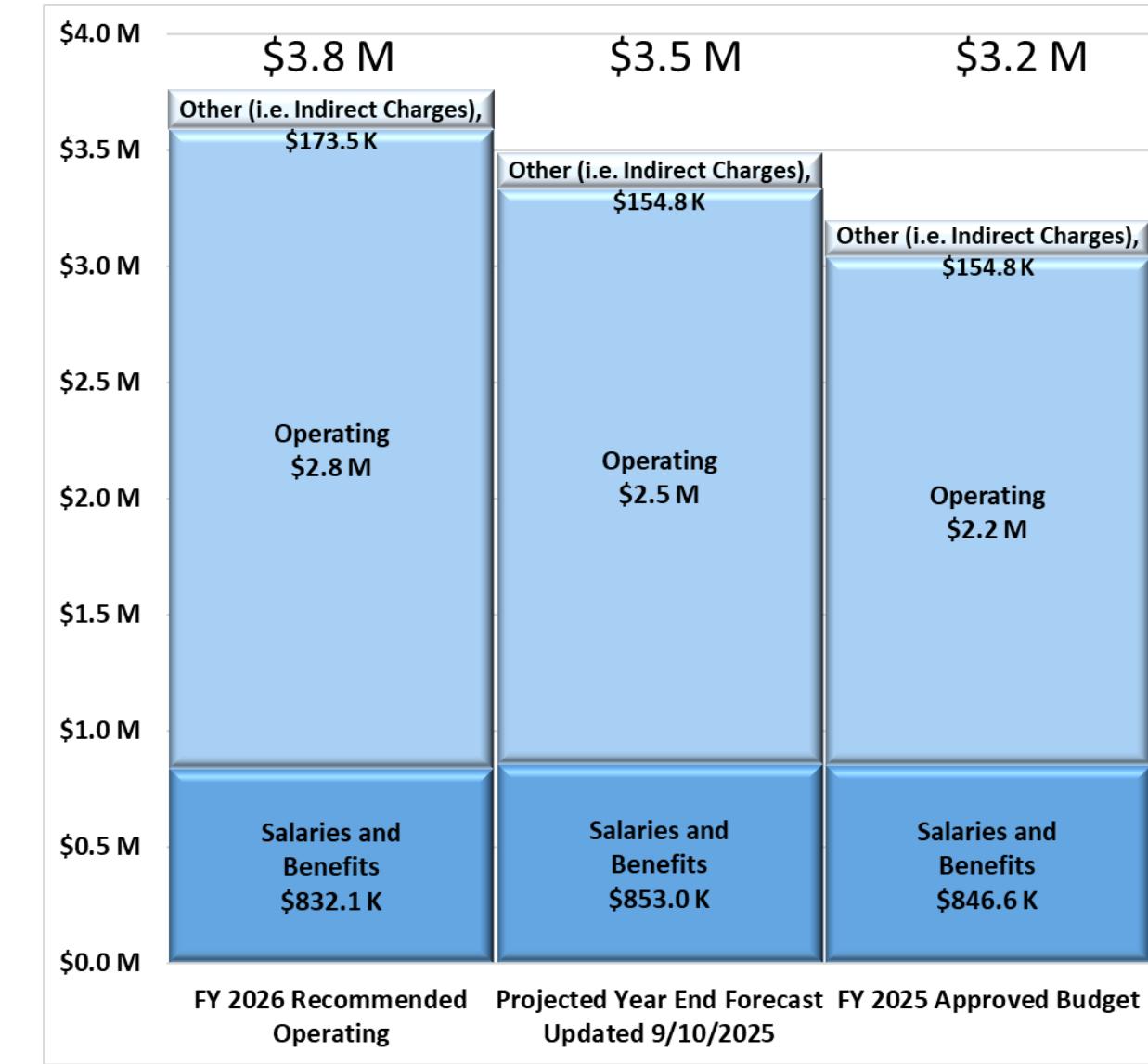
# Top Priorities & Initiatives

- Facilities that reflect the City of Roswell Brand
- Provide technicians with specialized training (eg Heating, Ventilation, and Air Conditioning (HVAC), electrical, etc.)
- Evaluate energy rates throughout the city
  - Conduct energy audit
  - Implement processes and procedures based on outcomes from energy audit
- Evaluate work order management software to improve efficiency
- Evaluate and improve process for purchasing supplies for city (e.g. paper towels, soap, etc.)
- Update 2025 Facility Condition Assessment report with improved pricing
- Develop multi-year facilities capital budget
- Update succession planning
- Update/Add/Replace all Division Standard Operating Procedures (SOPs)

# Top Priorities & Initiatives

- **CLEAN,SAFE, RELIABLE, RESPONSIVE – *Facilities operation that reflects the City of Roswell Brand***
- **Custodial** – increase custodial contract to supplement in house staff
  - 5 days per week – City Hall – City Staff Custodian #1
  - 3 days per week – 911/Range, Wellness Center, Recycling Center – City Staff Custodian #2
  - 5 days per week – RAPSTC, Summit, Hembree - Contract Service
  - 3 days per week – Dobbs, Water Plant – Contract Service
- **Service Contracts**
  - Pest/Termite; Elevators; Fire extinguishers; Alarm services; Security cameras; Generators; Fire systems; Bay Door maintenance
  - **Disposal of hazardous shooting range materials \$125,000 (*not included in 2025*)**
- **Summit**
  - **Management Fee** (\$8500\*12 months=\$102,000)
  - **Building Engineer** (\$7530\*12months = \$90,360) (*not included in 2025*)
- **Utilities - \$1.23M / \$1.19M 2025 FORECAST - 3.4% increase**

# Operating Plan



## FY 2025 Approved vs FY2026 Draft

\$3,194,657.00 → \$3,761,488.60  
(↑ \$566,831.60 / +17.74%)

## FY 2025 Forecast vs FY2026 Draft

\$3,488,298.10 → \$3,761,488.60  
(↑ \$273,190.50 / +7.83%)

\$125K Increase – Shooting Range  
\$100K Increase – Electricity  
Added \$200K in Roofing Repairs (non City Hall)  
Added \$50K for Custodial  
Increased R&M

# Capital Initiatives

- **City Hall Roof Replacement - \$7,000,000** City Hall is the central hub for daily administrative operations and public services. Ongoing leaks with the aging roof have proven to be a costly maintenance burden. Replacing the roof as a capital project allows for a long-term, permanent solution rather than reactive repairs that offer limited benefit.
- **City Hall Variable Air Volume (VAV's) / Powered Induction Units (PIU's)/ Duct Cleaning & Replacement - \$1,200,000** This project proposes the replacement of aged VAV terminal units serving the HVAC system at City Hall, which has been in operation for over 30 years. The existing VAV boxes are beyond their useful life and no longer operate efficiently, resulting in poor temperature distribution, frequent maintenance issues, inconsistent temperature control, and rising energy consumption.
- **Summit Building #100 RTUs and PIUs - \$1,350,000** The proposal to replace three aging rooftop HVAC units (RTU's) and their associated powered induction units (PIU's) serving the Public Safety Facility (Summit #100) . The existing systems have exceeded their expected service life, resulting in reduced efficiency, increased maintenance costs, and an inability to maintain consistent indoor air quality and temperature control required for mission-critical operations.

# Organizational Overview

## **FY25 Authorized – 10**

- 1 Division Manager
- 1 Supervisor
- 1 Coordinator
- 4 Technicians
- 3 Custodians

## **FY26 Draft – 9 full-time (No change)**

- 1 Custodian position (unfunded)

# Infrastructure

## Initial Budget Review 2026

Senior Vice President Sharon Izzo- Environmental/Public Works – Solid Waste



# FY 2025 Achievements

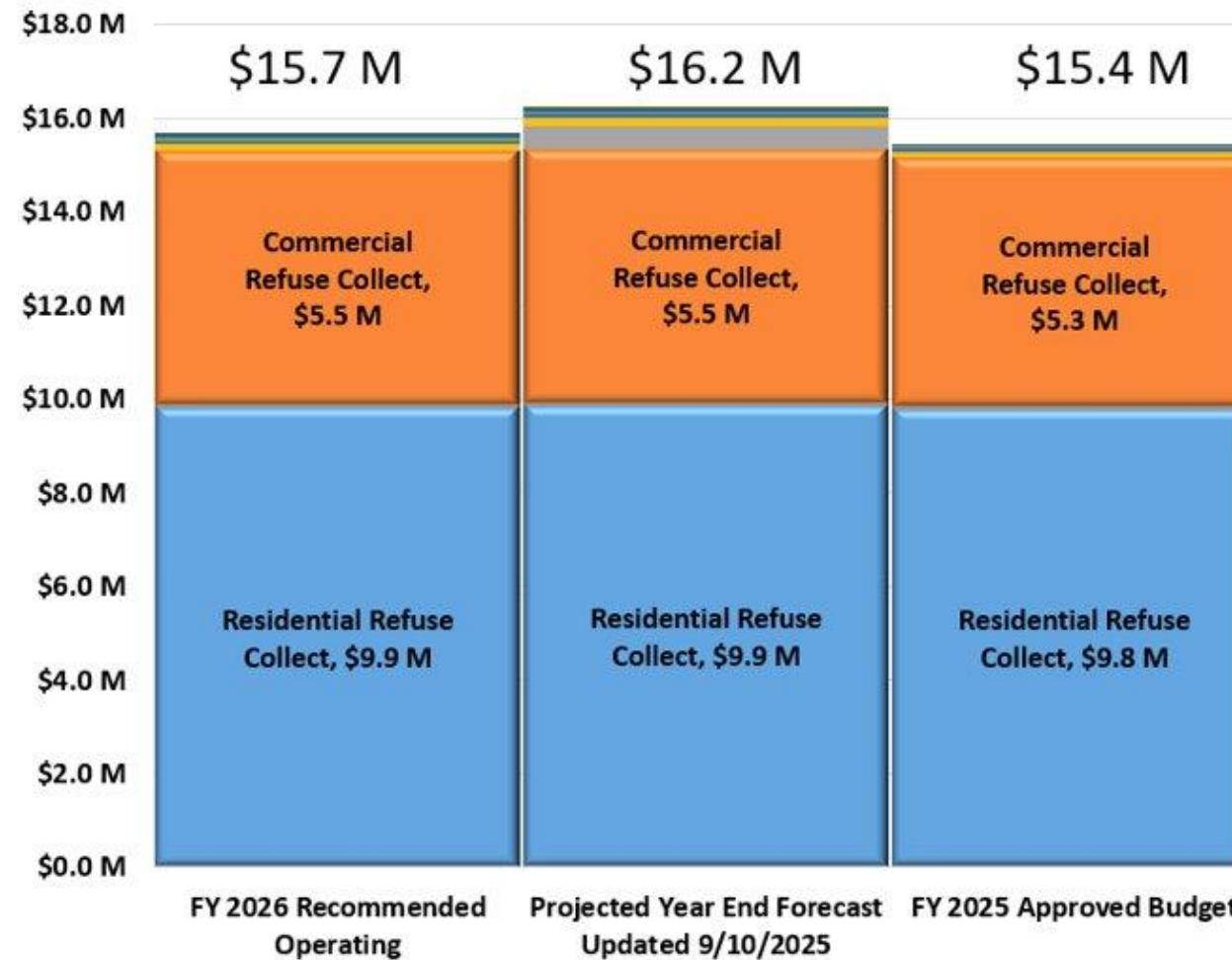
- Implemented new Residential Curbside Recycling and Yard Waste Contract - WastePro
- Implemented new Transfer Station Operations Contract – Seegreen Services
- Opened Transfer Station to Non-Residents
- Opened Transfer Station with drop off for Construction Debris – Residents Only
- Added additional hauler for drop-off at Transfer Station
- Began running Automatic Side Loader (ASL) routes
- Will complete Solid Waste Business Plan Update by EOY
- Updated/Added/Replaced all SOPs

# Top Priorities & Initiatives

- **Develop financial projection tool**
  - Assess all Solid Waste rates
  - 5-year projection
  - Evaluate staffing needs
  - Evaluate Fleet needs
- **Expand Transfer Station Operations**
  - Complete Transfer Station scale house
  - Add additional outside hauler for drop-off
  - Generate \$120,000 in revenue from Transfer Station
  - Evaluate need for 2nd attendant
- **Evaluate Recycling Center strategy with North Fulton cities**
- **Update succession planning**
- **Update/Add/Replace all Division SOPs**



# Operating Plan - Revenues



## FY 2025 Approved vs FY2026 Draft

\$15,408,800.00 → \$15,654,500.00  
(↑ \$245,700.00 / +1.59%)

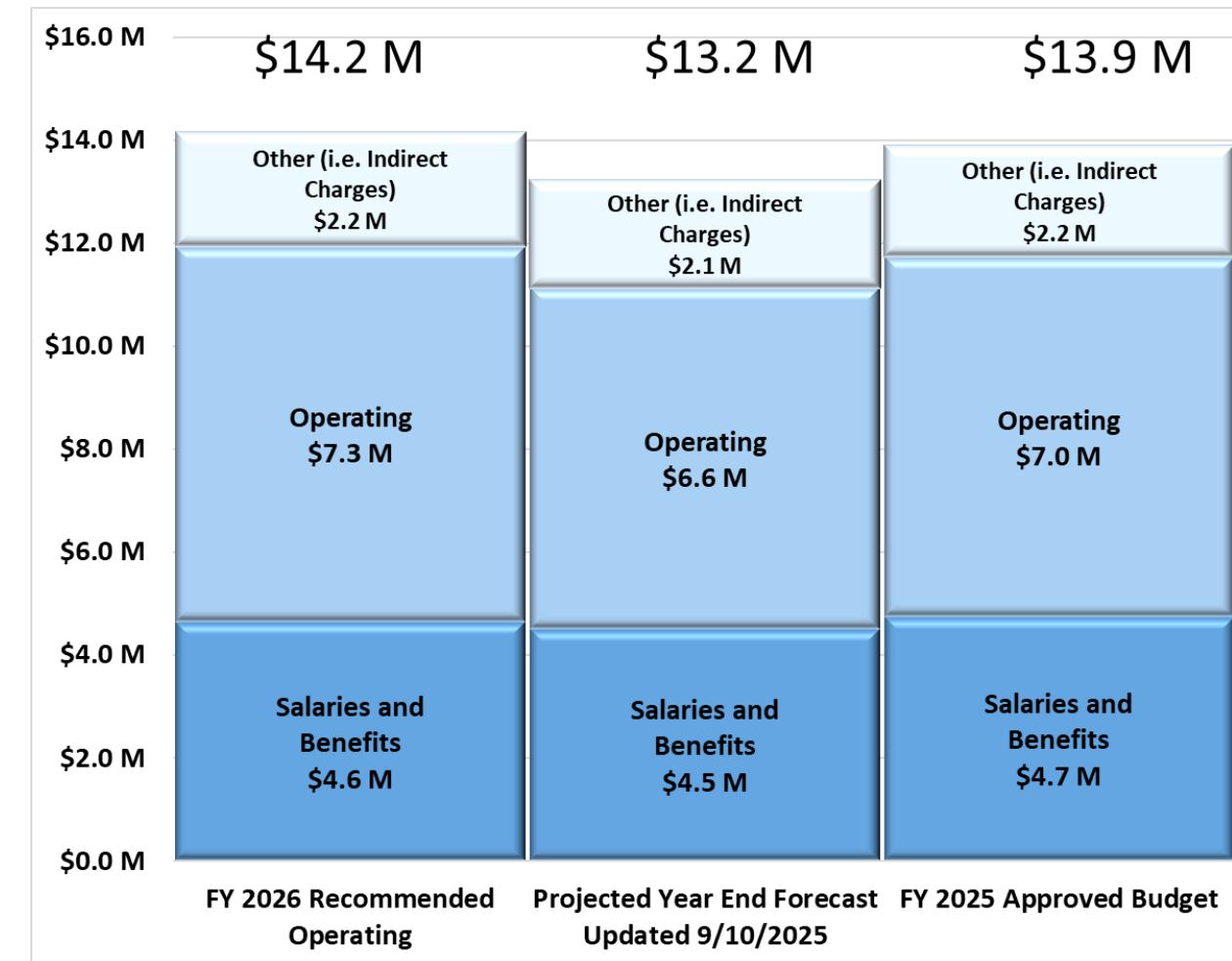
## FY 2025 Forecast vs FY2026 Draft

\$16,219,376.03 → \$15,654,500.00  
(↓ -\$564,876.03 / -3.48%)

- Forecast in FY 25 includes one-time revenues related to capital



# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$13,905,596.00 → \$14,159,557.40  
(↑ \$253,961.40 / +1.83%)

## FY 2025 Forecast vs FY2026 Draft

\$13,239,662.40 → \$14,159,557.40  
(↑ \$919,895.00 / +6.95%)

- No capital included on this chart



# Capital Initiatives

- **Front Loader (Commercial) - \$380,000**
- **Automated Side Loader (ASL) (Residential) - \$450,000**
- **Dumpster Delivery Vehicle (Commercial) - \$145,000**
- **Transfer Station Repaving - \$50,000**
- **Semi Trailer (Recycling) - \$6,500**
- **Total of \$1,031,500**

# Organizational Overview – Solid Waste

## **FY25 Authorized – 50.5**

- 1 Division Manager
- 4 Supervisors (Residential, Commercial, Customer Service, Recycling Center)
- Residential – 24
- Commercial – 9
- Customer Service – 6
- Recycling Center – 6
- Share Coordinator with Fleet Division

## **FY26 Recommended – 50.5 full-time (No change)**



# Infrastructure

## Initial Budget Review 2026

Senior Vice President Sharon Izzo- Environmental/Public Works – Water Utility



# FY 2025 Achievements

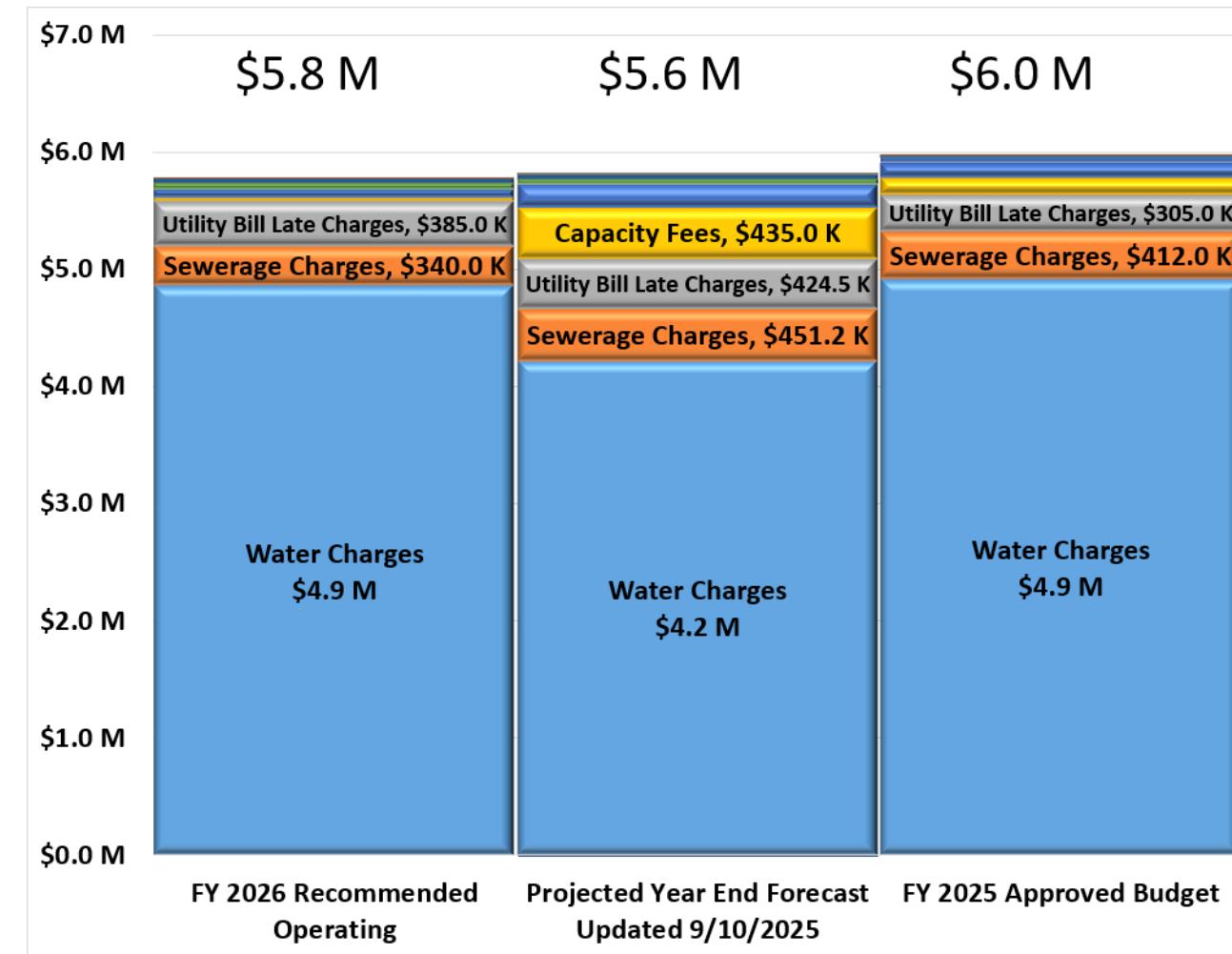
- Awarded Plant of the Year
  - 4th straight year and 5th time in 6 years.
- Received FEMA Hazard Mitigation Grant for Emergency Generator at WTP (Water Treatment Plant)
- Completed Large Water Line Replacement Projects using the Water Utility CIP Matrix
  - Bulloch Ave Water Line
  - Lake Drive
  - Rocky Creek Lane
  - Maxwell Road
- Successfully performed 1st inhouse water line replacement (Grimes Place)
  - Currently working on 2nd.
- Cross trained staff within Division
- Identified 88 unknown service connections (Part of Lead and Copper Rule)
- Replaced 16 galvanized steel services
- Performed leak detection on  $\frac{1}{2}$  of total system
- Completed Asset Management Plan (needed for WTP Operations Renewal)
- Decommissioned Community Circle Water Tank
- Updated/Added/Replaced all SOPs



# Top Priorities & Initiatives

- **Develop financial projection tool**
  - Assess all water utility rates
  - 5-year projection
  - Evaluate staffing needs
  - Evaluate capitals needs
- **Complete 6 Water Line replacement projects based on CIP Matrix**
  - Complete 3 in house
- **Complete Frank Lewis Drive Water Line Extension Project**
- **Complete design of new water tank**
- **Update Water Utility Master Plan (work will be done inhouse)**
- **Update succession planning**
- **Update/Add/Replace all Division SOPs**

# Operating Plan – Revenues



## FY 2025 Approved vs FY2026 Draft

\$5,977,300.00 → \$5,781,800.00  
(↓ -\$195,500.00 / -3.27%)

## FY 2025 Forecast vs FY2026 Draft

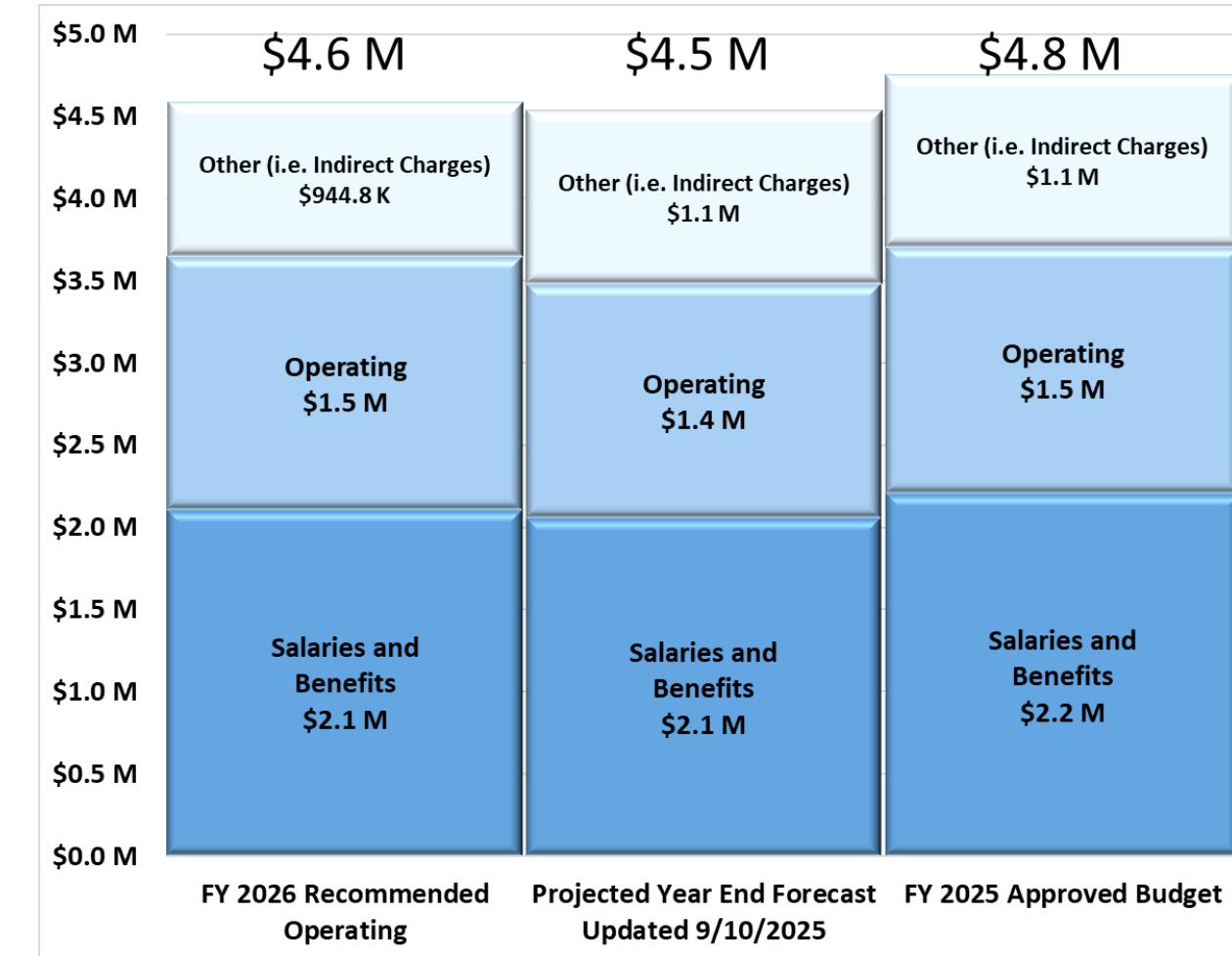
\$5,572,839.55 → \$5,781,800.00  
(↑ \$208,960.45 / +3.75%)

### Bullet Points to explain assumptions

- Less water produced/sold in FY25 due to excessive rain
- Large Capacity/Meter Fees collected



# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$4,755,147.00 → \$4,587,709.00  
(↓ -\$167,438.00 / -3.52%)

## FY 2025 Forecast vs FY2026 Draft

\$4,534,010.36 → \$4,587,709.00  
(↑ \$53,698.64 / +1.18%)

- No capital included on this chart



# Capital Initiatives

- **Water Line Replacement** - \$562,754 (Based on available funds)
- **Woodstock Road Water Line Replacement (Construction)** - \$370,200
- **Frank Lewis Drive Water Line Extension (Construction)** - \$500,000 (Trying to offset with Grant)
- **Replacement of Water Tank (Concept/Siting)** - \$250,000
- **Automatic Altitude Valve or Electric Valve at Woodstock Water Tank (Construction)** - \$35,000
- **M&H iHydrant (Year 6 of 7 Year Agreement)** - \$48,333
- **Lead & Copper Service Line Replacement** - \$100,000 (Trying to offset with Grant)
- **Event Detection System (Purchase/Install)** - \$51,500 (Based on available funds)
- **Total of \$1,917,787**

# Organizational Overview – Water Utility

## **FY25 Authorized – 19**

- 1 Division Manager
- 2 Supervisors (Water Distribution, Water Treatment Plant)
- Water Distribution – 10
- Water Treatment Plant – 6

## **FY26 Draft – 19 full-time (No change)**





# Infrastructure

## Initial Budget Review 2026

Senior Vice President Sharon Izzo- Environmental/Public Works – Stormwater Utility



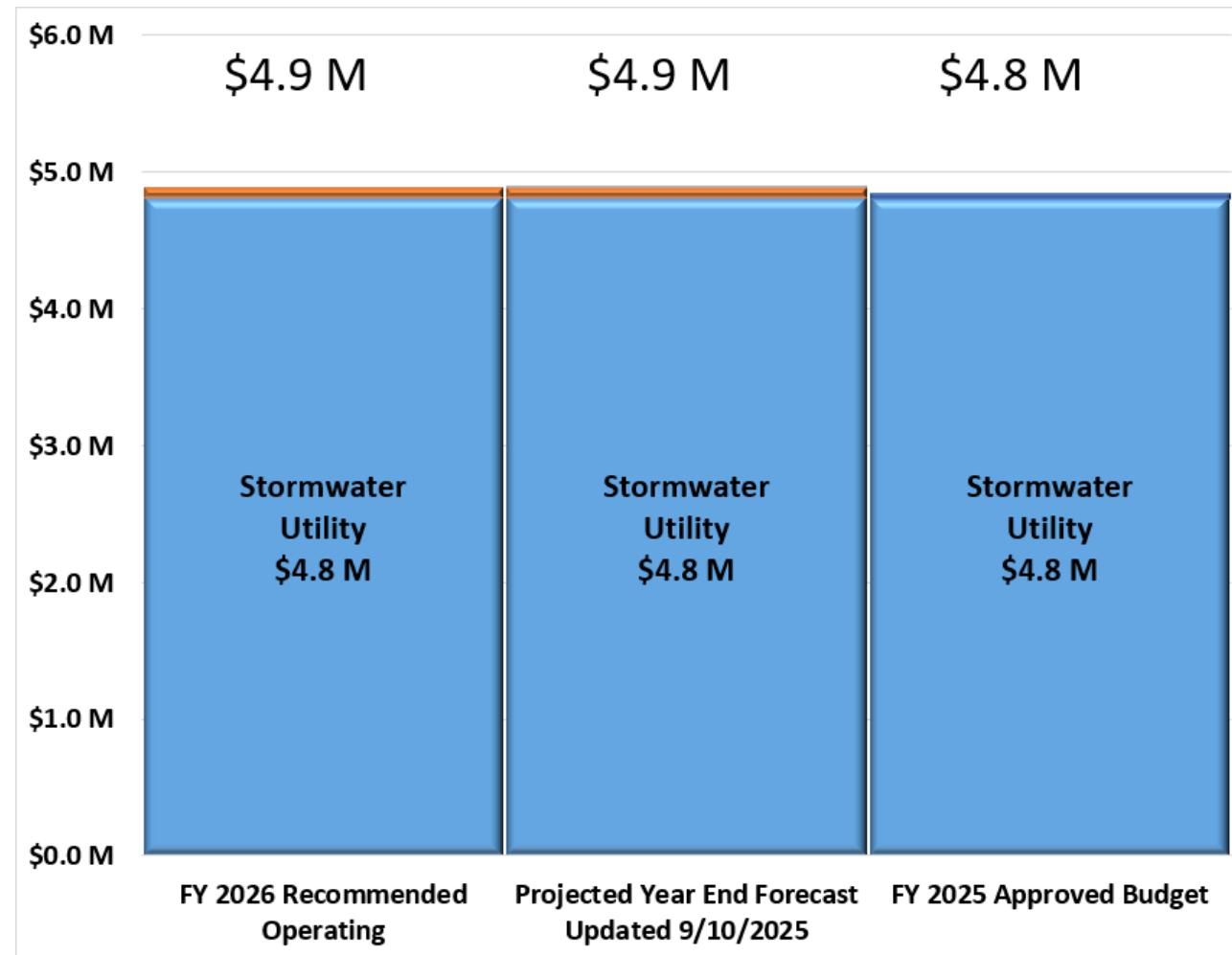
# FY 2025 Achievements

- Completed Stormwater Lining/Replacement Projects using the Stormwater Utility CIP Matrix
  - Briarstone (Lining, 2400lf, multiple pipes)
  - 235 Spring Creek
  - Bowen @ Hedgegate
  - 12110 Brookfield Club Dr (Emergency)
  - Ramsdale Drive
  - Northmeadow (in construction)
  - Stormwater Lining Package (18 pipes, 9 roads)
- Received additional funding from GAEPD (Georgia Environmental Protection Division) for City Hall 319(h) grant (no addition funding from City)
- Successfully performed 1st inhouse installation of green infrastructure (City Hall bioslopes)
- Completed design of Roswell Area Park Regional Stormwater Detention Pond
- Completed design of Founders Park Regional Stormwater Detention Pond
- Will complete construction of Founders Park Regional Stormwater Detention Pond by EOY
- Oversaw 16 commercial stormwater ponds coming into compliance
- Improved Stormwater Plans review process
- Updated/Added/Replaced all SOPs

# Top Priorities & Initiatives

- **Develop financial projection tool**
  - Assess Stormwater rates
  - 5-year projection
- **Complete all requirements for 2nd year of MS4 permit**
- **Complete 25 Stormwater replacement/lining projects based on CIP Matrix**
  - Combination of contracted work and inhouse projects
- **Bring 15 commercial stormwater ponds into compliance**
- **Establish Regional Stormwater Facility at Roswell Area Park Pond**
- **Fill all open vacancies**
- **Update succession planning**
- **Update/Add/Replace all Division SOPs**

# Operating Plan – Revenues



## FY 2025 Approved vs FY2026 Draft

$\$4,846,700.00 \rightarrow \$4,885,700.00$   
( $\uparrow \$39,000.00 / +0.80\%$ )

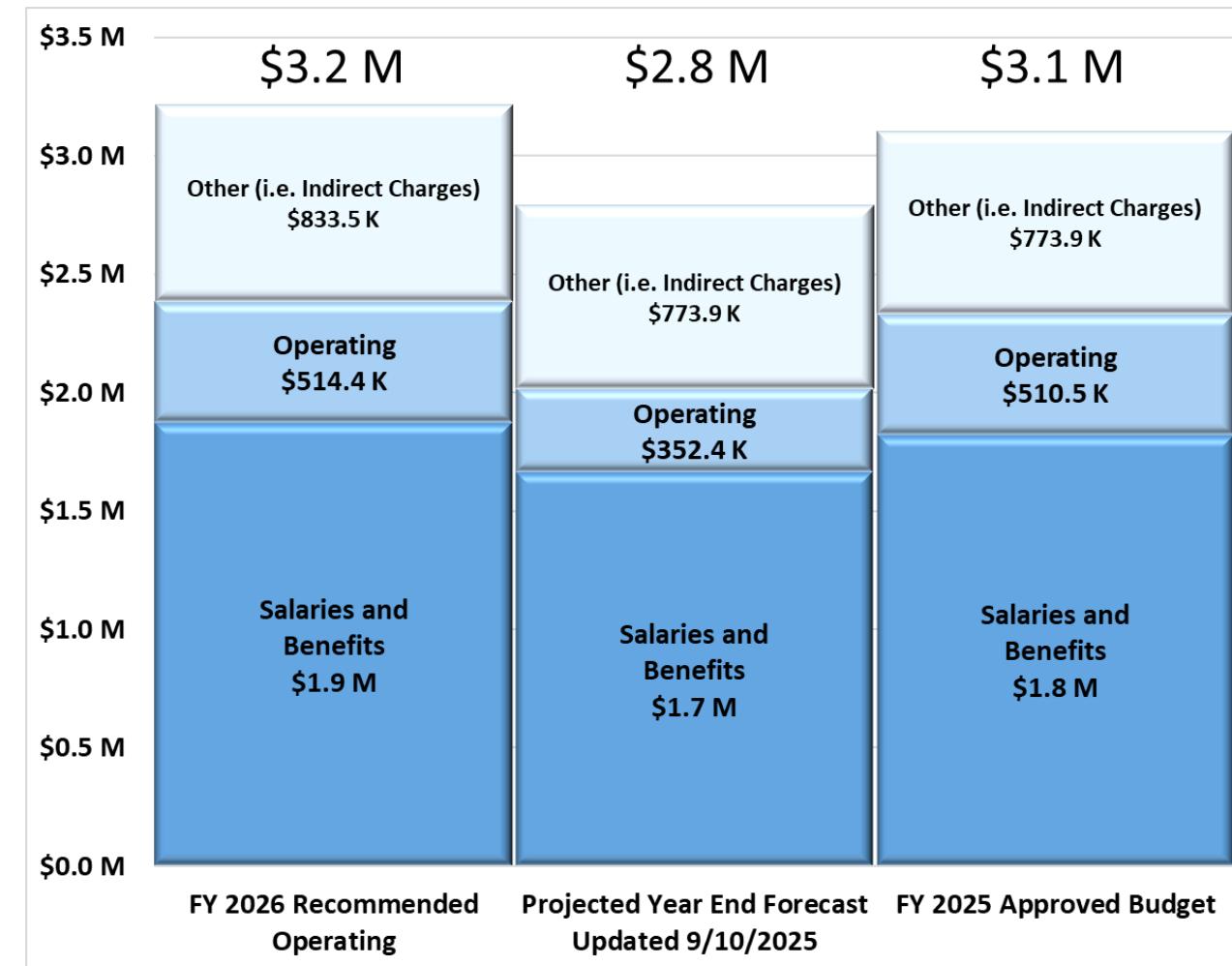
## FY 2025 Forecast vs FY2026 Draft

$\$4,880,706.12 \rightarrow \$4,885,700.00$   
( $\uparrow \$4,993.88 / +0.10\%$ )

- No rate increase in FY 25



# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$3,103,778.00 → \$3,216,687.00  
(↑ \$112,909.00 / +3.64%)

## FY 2025 Forecast vs FY2026 Draft

\$2,789,451.28 → \$3,216,687.00  
(↑ \$427,235.72 / +15.32%)

- No capital included on this chart
- Indirect Expenses of General Fund Services is higher in FY 26
- Staffing of Crews had vacancies in FY 25
- FY 25 Operating Forecast reduction is based on lack of crews as well.



# Capital Initiatives

**Stormwater FY26 CIP List - \$1,470,000**

**FY26 Equipment Purchase - \$30,000**

*(Whacker Packer, Vibratory Compactor, Concrete Mixer for Bobcat, and Trailer for mini excavator.)*

**Total of \$1,500,000**

## **Dredging Assistance Policy – General Fund Impact**

- Cannot be funded out of Stormwater Utility as that is not how the Utility was setup. Cannot use public funds to improve private infrastructure.
- \$250,000 Draft FY26

# Organizational Overview – Stormwater Utility

## **FY25 Authorized – 17**

- 1 Division Manager
- 1 Stormwater Construction Specialist
- 2 Stormwater Construction Inspectors
- 1 Stormwater Enforcement Inspector
- 1 MS4 Permit Specialist
- 1 MS4 Inspector
- 1 Plans Reviewer
- 1 Stormwater Maintenance Supervisor
- Stormwater Maintenance – 8

## **FY26 Draft – 17 full-time (No change)**



# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman - Economic Development



# FY 2025 Achievements

- Hill Street Mixed-Use Project – Entered into a Land Exchange Agreement providing a transactions framework.
- Released RFPs (Request for Proposal) and selected Parking Deck Construction Manager and townhome Builder for the Hill Street project.
- Established and launched the Roswell Development Finance Program with adopted ordinance and guidelines.
- Completed PBS Aerospace approvals as first preferred developer service program participant.
- Drafted Tax Allocation District (TAD) Policies and Procedures for future adoption by Mayor and Council.
- Developed a Project Tracking System (Funnel Approach) to evaluate all development projects.
- Initiated 3-year business plans for strategic nodes to be used in the Comprehensive Plan.
- Established quarterly reporting framework to improve transparency and accountability in economic development operations.

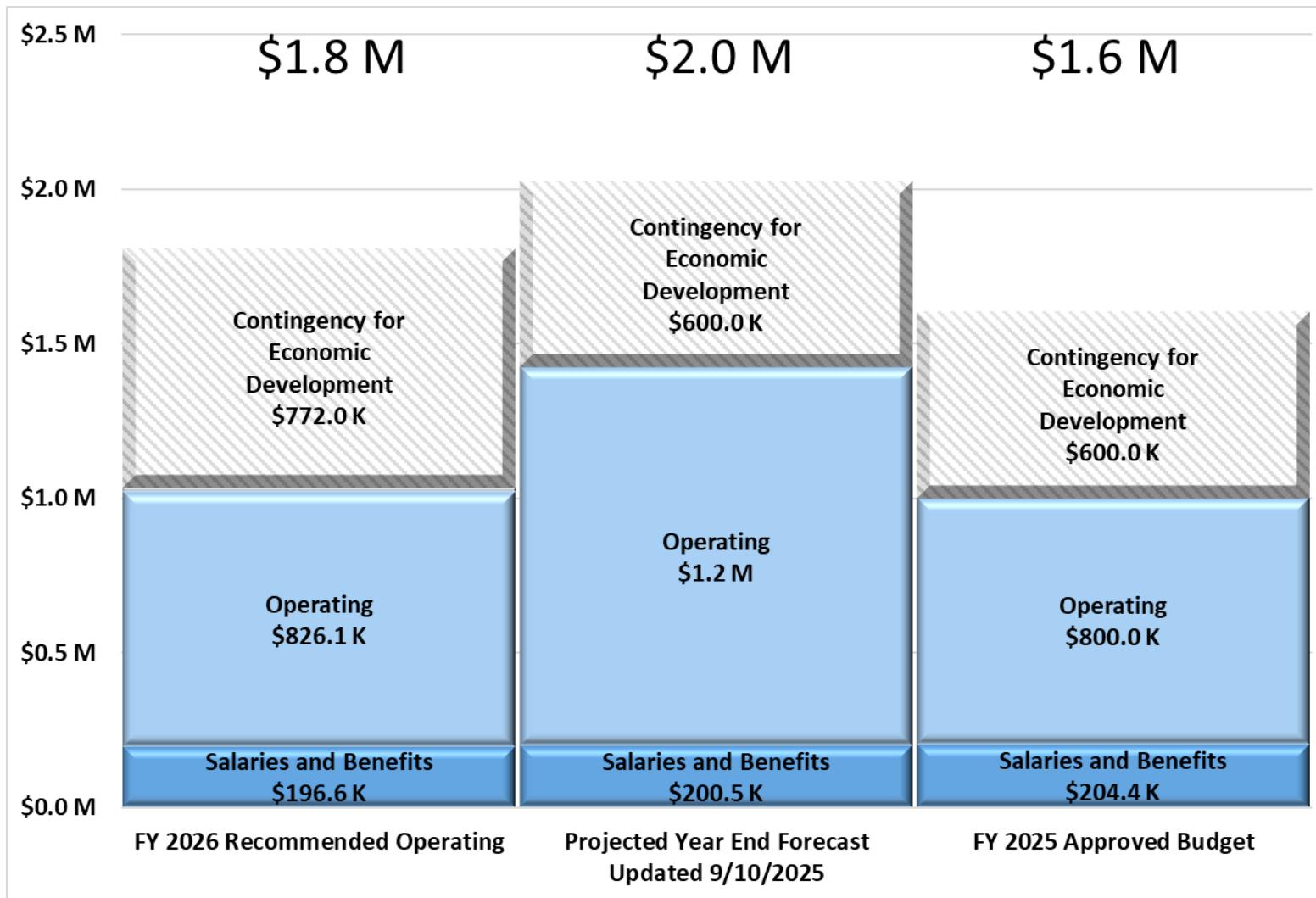
# Top Priorities

- **Building Trust with Business Community, Investors and Regional Partners** – developing a team aligned with the goals of the City Council; and advancing the City's Comprehensive Plan and economic strategy.
- **Coordinate with Community Development to update the Unified Development Code (UDC) in alignment with the 2045 Comprehensive Plan** - to ensure that regulations actively support quality growth and reinforce Roswell's competitive position in the region
- **Coordinate with TSPLOST III and TAD Investment Priorities**- Leverage the 2045 Comprehensive Growth Plan in inform key infrastructure investments through both TSPLOST III and TAD.
- **Aligning policy, forecasting, and investment tools** - This initiative will ensure that Roswell attracts businesses and developments that enhance community values and deliver long-term economic impact.

# Key Initiatives

- **Streamline the development process-** to provide predictability and clarity for investors and businesses.
- **Ensure high-quality growth in the City-** Implement design and development standards while enabling market-driven growth.
- **Develop forecasting models-** Project and monitor growth in the commercial tax base.
- **Provide data-driven insight-** Support City leadership to guide long-term land use, infrastructure, and financial planning.
- **Commercial Redevelopment & Revitalization-** Advance strategies to maximize investment and taxable value within the City's Tax Allocation District and TSPLOST III to increase commercial tax revenues throughout the City.
- **Strengthen partnerships-** Expand partnerships with developers, businesses, and community stakeholders to ensure the Economic Development plan delivers measurable benefits to Roswell's economy and residents.

# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$1,004,366.00 → \$1,036,439.00  
(↑ \$32,073.00 / +3.19%)

## FY 2025 Forecast vs FY2026 Draft

\$2,024,968.63 → \$1,036,439.00  
(↓ -\$988,529.63 / -48.82%)

### Notes:

- Departmental salaries include one FTE
- Roswell Development Finance Program revenue is not included in revenue forecast.

# Operating Plan

## Key 2026 Projects

- Stadium Oriented Development (USL)
- West Gateway Hotel and Mixed Use
- PBS Aerospace Headquarters
- City Center Mixed Use Development
- Tech Village/Mansell Overlook

# Staffing

## Total

- **FY 25 & 26 Full-Time: 1 Position**

## Department Comments:

- Administrative and technical support for Roswell Development Authority and Downtown Development Authority
- Administrative support for Roswell Development Finance Program (limited revenue opportunities)
- Policy monitoring and management of the Tax Allocation District
- Project tracking and project funnel as knock-on projects pick up momentum
- Preferred Developer management during the permit process for Hill Street

# Summary

- The Economic Development Department is focused on building trust with the business community, investors, and regional partners, developing a team aligned with the goals of the City Council, and advancing the City's Comprehensive Plan and economic strategy.
- This commitment drives our work to expand Roswell's commercial tax base, strengthen financial sustainability, and foster a thriving business environment.
- The department will coordinate with Community Development to update the Unified Development Code (UDC) in alignment with the 2045 Comprehensive Plan to ensure that regulations actively support quality growth and reinforce Roswell's competitive position in the region.
- By aligning policy, forecasting, and investment tools, the initiative will ensure that Roswell attracts businesses and developments that enhance community values and deliver long-term economic impact.

# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman – Community Development



# FY 2025 Achievements

- Digital Transformation of the Enterprise Permit & Licensing System
  - Successful build of program with complete overhaul over 100 work-flows across 8 departments
  - Involved labor diversion of 2 FTEs across entire department hours of effort
  - On track for October launch as planned
- Launched innovative Comprehensive Growth Plan linking economic, financial and infrastructure planning
- Successful rebuild of the Building, Planning and Engineering departments (complete staffing)
- Recognition by PBS for excellent service under new 'Preferred Developer' program
- Building Department moved from frequently delay permitting to 100% monthly meeting **or exceeding** published turn around time(level-of-service)
- Led unity-building efforts across all Plan Reviewer and Inspection departments through monthly coordination and training meetings (7 divisions/departments)
- Short Term Vacation Rental legislation and implementation coordination across 4 divisions

# Top Priorities & Initiatives

**Department 2026 priorities further the strategic imperatives of Transformational Economic Development Plan and Service Excellence:**

## Priorities

- **Improve and Protect the Quality of Life in Roswell** – Improve the built environment to drive both property values and market investment.
- **Overhaul the Unified Development Code**- Solve challenges to the usability, effectiveness, and predictability of zoning and development regulations and procedures.
- **Improve support and compliance for Apartment Safety and Livability Inspections**- Transform the apartment inspection cycle from every 3 years to every year by streamlining the services and inspection team to eliminate redundancy.

# Top Priorities & Initiatives

Department 2026 priorities further the strategic imperatives of Transformational Economic Development Plan and Service Excellence:

## Key Initiatives

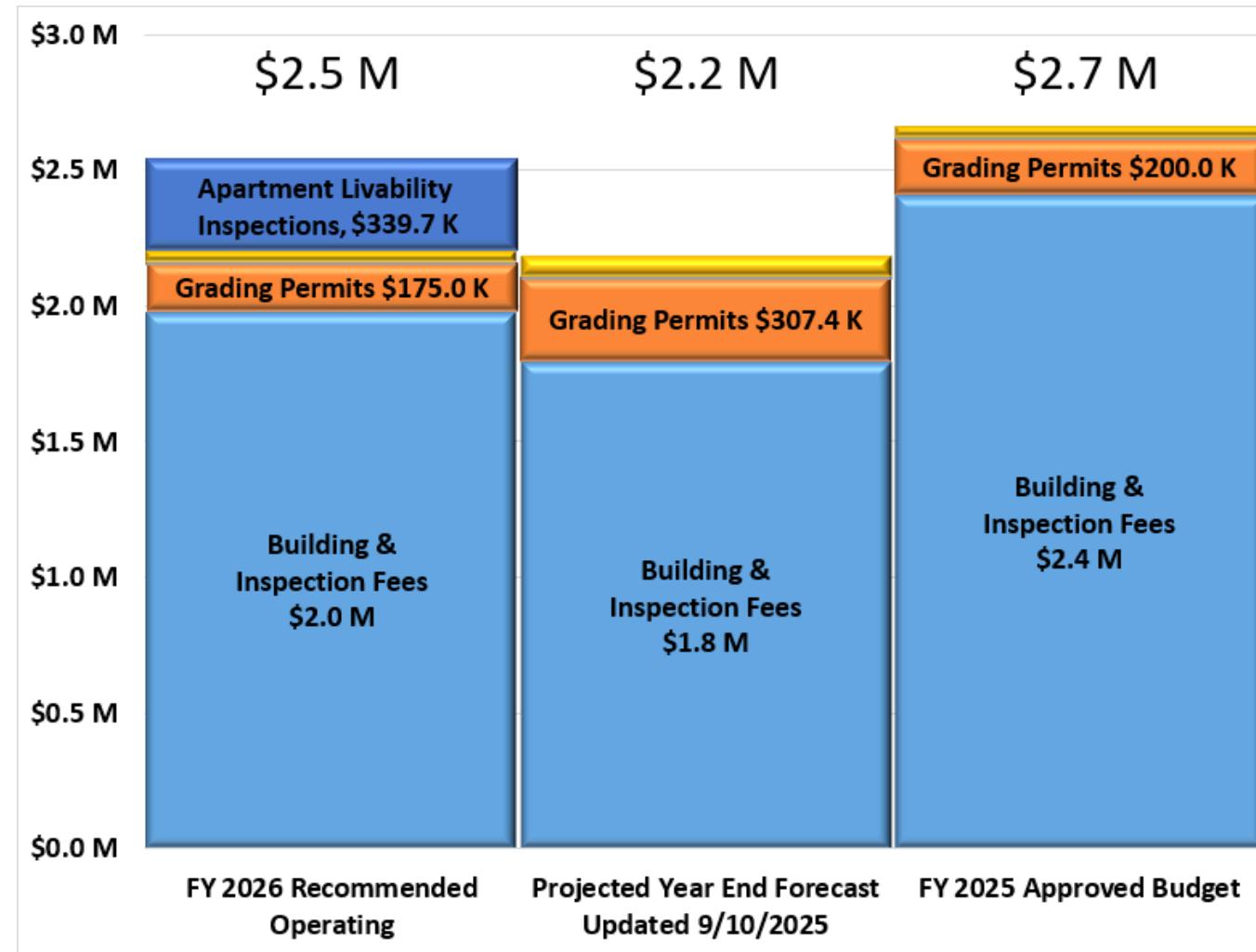
### Carry forward from FY25 Mayor Top Priorities

- **Complete the Comprehensive Growth Plan**-Complete, adopt and launch the Comprehensive Growth Plan and updated CIE
- **Revise and Align all codes with UDC update**- Prepare text amendments for building, property maintenance codes and conflicts in city code of ordinance

### New Priorities for FY26

- **Achieve Code Compliance in Commercial Corridors** - Create systems to monitor and track nonconforming uses, proactive compliance, and design and maintenance standards
- **Apartment Safety & Livability Inspections**- Increase apartment safety & livability inspections from every 3 years to annually in a self-funded fee-based program.
- **Streamline all permitting processes**- Continuous improvement of systems and workflows with the launch of the Enterprise Permit & Licensing (EPL) system. Develop monthly reporting and quality control systems that will monitor efficiency and results of the plan review and permit process across all departments
- **Improve Effectiveness of Boards and Commissions**-Training to improve technical knowledge for volunteer boards and commission members (legal, technical, roles and responsibilities)

# Operating Plan - Revenues



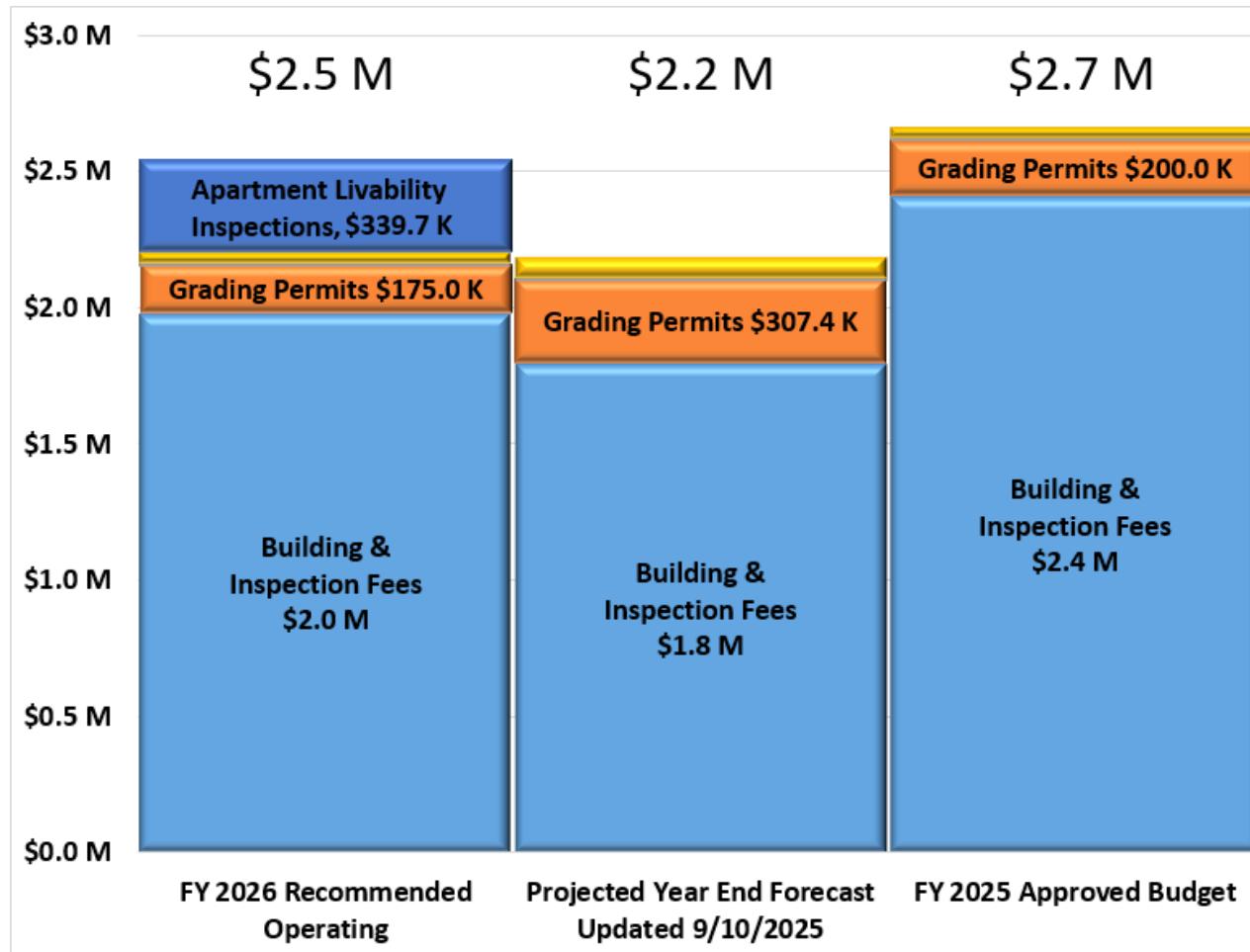
**FY 2025 Approved vs  
FY2026 Draft**

$\$2,662,500.00 \rightarrow \$2,546,612.00$   
( $\downarrow -\$115,888.00 / -4.35\%$ )

**FY 2025 Forecast vs  
FY2026 Draft**

$\$2,193,173.14 \rightarrow \$2,546,612.00$   
( $\uparrow \$353,438.86 / +16.12\%$ )

# Operating Plan - Revenues



## FY 25 Estimate

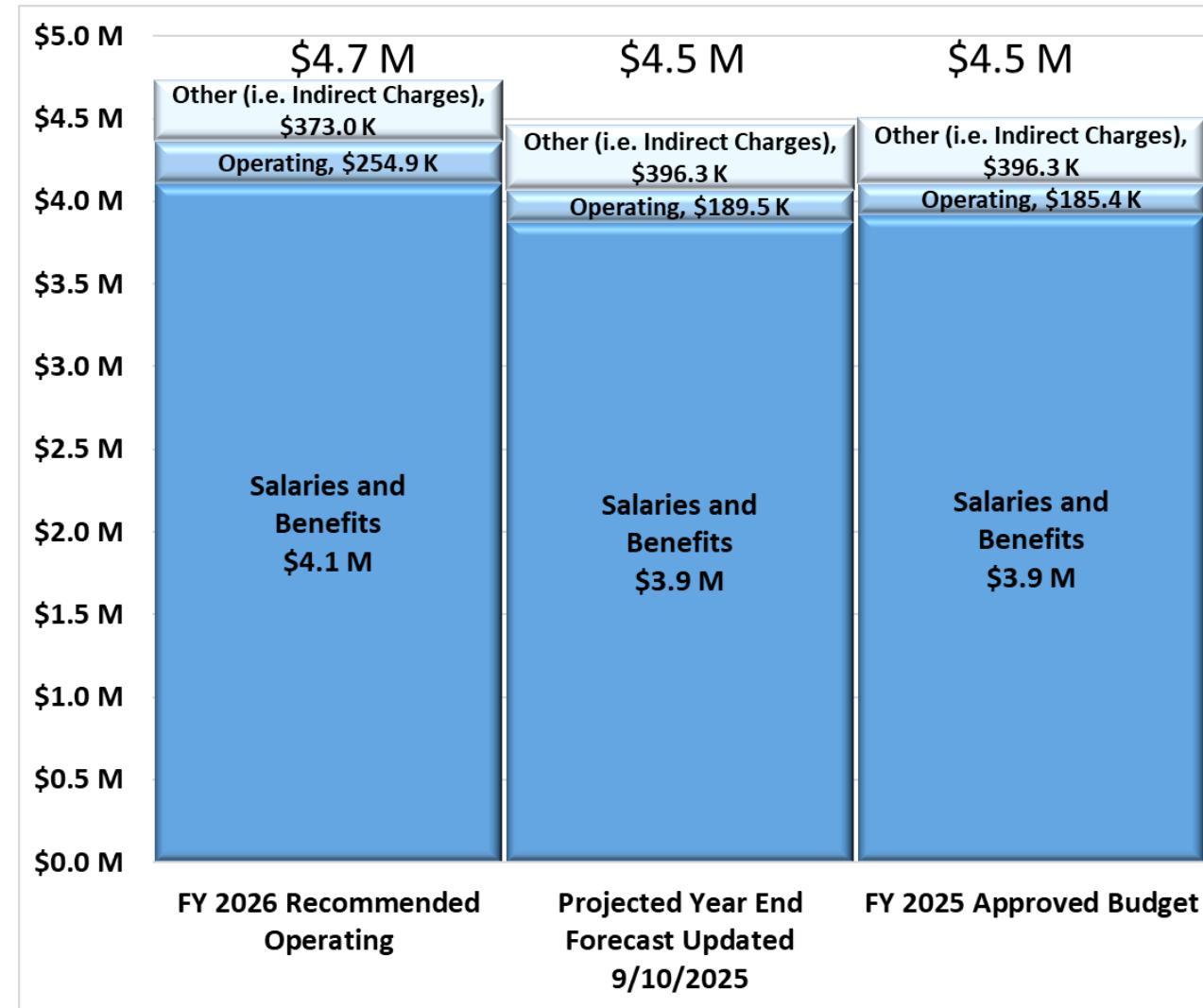
Shortfall: Assumed historic trend base + (1) increase in fee rates (2) at least one major project which was not realized; permit volumes to-date *lower* than historic trend

**FY 26 Estimate:** Assumes historic trend **without** outliers.

Anticipated major project (not included in FY 26 Budget)

- Hill Street Permitting Revenue (w/out TH): \$458k
- Chambray + Founders Hall: \$190k

# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

$\$4,505,187.00 \rightarrow \$4,735,711.36$   
( $\uparrow \$230,524.36 / +5.12\%$ )

## FY 2025 Forecast vs FY2026 Draft

$\$4,463,595.01 \rightarrow \$4,735,711.36$   
( $\uparrow \$272,116.35 / +6.10\%$ )

# Operating Plan - Expenses

## Cost Decreases

- (\$83,000) from IT, Fleet and Risk

## Cost Increases

- \$21,000 **Contract Services**- Home abatement and landscape abatement, anticipate 2 home demos
- \$15,000 **Education and Training**-Required Building ICC cert, Code Enforcement GACE and added \$7,000 for boards and commissions and planning staff training.
- \$9,000 **Travel**-Required Code Enforcement training, Floodplain Certifications for state requirement and travel for boards and commission to attend daytime training for role and responsibility training.

# Capital Initiatives

**UDC Overhaul and Rewrite: \$402,000**

# Staffing

## Full-time staff

**FY25: 34**

**FY 26: 37**

## Functional Realignment –

- 3 new FTEs to report to Code Enforcement Manager for the Apartment Livability Inspection Program.
- Engineering and Building report directly to Deputy Director to ensure cross-department accountability for plan review process.

# Summary

In 2026 the Community Development Department will be focused on building trust with the community and stakeholders, developing a high-performing team aligned with the goals of the City Council, and supporting and protecting the quality of life in Roswell.

This commitment drives our work to create a safe, attractive, and economically strong city. The Department seeks to strengthen Roswell's built environment as the cornerstone of economic vitality, property value growth, and market attraction.

By elevating design standards, addressing non-conforming uses, and reinforcing and improving regulatory enforcement, the Department will ensure the City continues to attract quality investment and provide thriving neighborhoods.

The Department is investing in its team to provide vision-aligned technical input to development and growth policies, which in turn serve as a framework for our administrative and regulatory systems. Staff will execute directives to marry land use management with economic development goals, resulting in a high quality of life for our residents and visitors.

# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman – Resident & Business Services



# Accomplishments in 2025

- **Five9** – Contact Center software Implementation
- **Solid Waste** transitioned into Five9/onboarded into Resident & Business Services
- **Transportation** onboarded into Resident & Business Services 2/11/25
- **Main Switch board** number transitioned into Five9 for Resident & Business Services to handle volume – 2/18/25
- **Recreation and Parks** transitioned into Five9/onboarded into Resident & Business Services – 4/21/25
- **Financial Services-FSD** team transitioned into Five9 – 6/11/25.
- **Water** transitioned into Five9/onboarded into Resident & Business Services – 8/18/25
- **Exceptional and sufficient data** from Five9 supports the purchase decision and provides the City with valuable insights into the needs of City

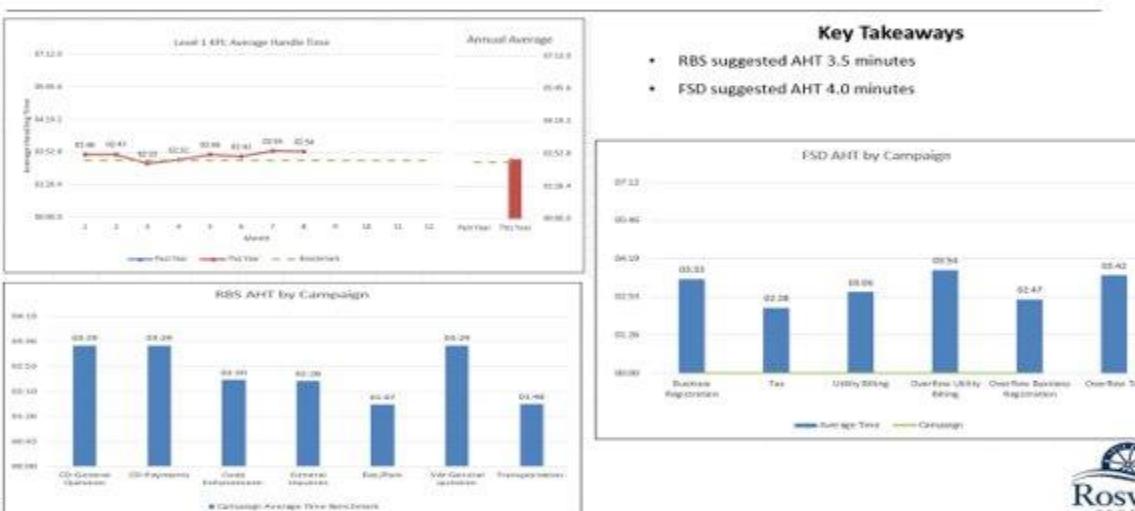
## All in preparation for

- **City Hall renovations and remodel**- for Resident and Business Services –forecasted date of completion 10/27/2025. On-time and on budget
- **311 call line activation November/December 2025 coordinated negotiations with IT team and cell phone carriers.**
- **Enterprise Permitting & Licensing:** Digital transformation launches 10/13/2025
- <https://cityofroswellga-energovweb.tylerhost.net/apps/selfservice#/home>

## Operations Scorecard- Calls Handled (Responsive, Reliable)



## Operations Scorecard- Avg. Call Handling Time (Reliable, Responsive)



# Top Priorities & Initiatives

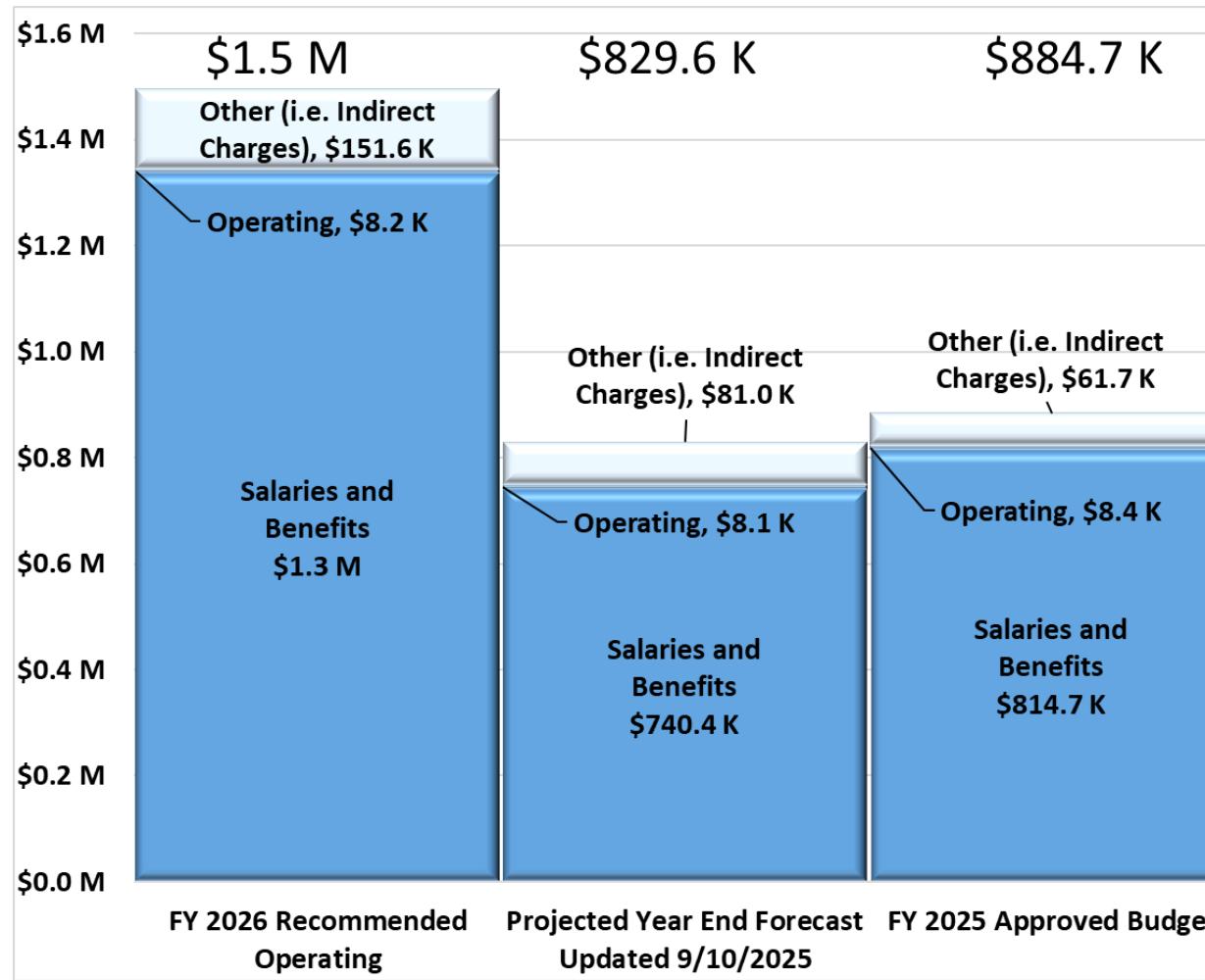
## Top Priorities (Aligned with Department & City Goals)

- **Establish Differentiated Experiences for Residents and Businesses**- One-stop shop for all customer service interactions.
- **Enhance Financial Services for internal Effectiveness & Efficiency**- Combine the City's customer service team with business registration.
- **Transformational Economic Development**- Integrating customer service data to support Economic Development priorities.

## Key Initiatives

- **Build confidence and trust**- Through a one-stop customer service and digital transformation that streamlines plan submittals, licensing, payments, and all non-emergency actions with the City of Roswell, ensuring efficiency, transparency, and accessibility for residents and businesses.
- **Reduce inefficiency**- by combining the City's customer service team with financial services, the department will serve as a one-stop shop for all City services, making interactions easier, more transparent, and more efficient for the community.
- **Become a key business partner**- with all departments, delivering valuable insights to customer service data, trends and analysis.
- **Support economic development**- initiatives through data analysis and consistent service delivery, including supporting the preferred developer program.

# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$884,749.00 → \$1,495,972.00  
(↑ \$611,223.00 / +69.08%)

## FY 2025 Forecast vs FY2026 Draft

\$829,598.27 → \$1,495,972.00  
(↑ \$666,373.73 / +80.32%)

# Operating Plan - Expenses

## Major Variances

- Salary savings is due to vacancies early in the Fiscal Year, and the reclassifications of open positions in April 2025
- Transferred a position from Recreation and Parks to Resident and Business Services in FY26 causing an increase to salaries.
- 6 Positions transferred from Financial Services to Resident and Business Services in FY26 causing an increase to salaries.

## Key Messages

- Roswell is a model city for Resident and Business Services. We have combined all non-emergency services into a single point of contact for our customers, eliminating confusing systems, disconnected policies and gaps in service delivery.
- By implementing technology and training a high performing team we have consolidated an average of 6,000 calls per month into a single point of contact and centralized all in-person customer service operations within City Hall.
- Will be transferring in 6 staff members from Financial Services and 1 staff member from Recreation and Parks as part of the realignment.

# Staffing

- **FY25 Full-time: 8**
- **FY 26 Full-time: 15 including transition from Financial Services and Rec and Park to Resident and Business Services**

## Additional Staffing commentary

- Combining Financial Services into Resident and Business Services in October 2025. Headcount will increase based on the positions that are transferring to RBS.

# Additional Details for FY26

## Workplan for 2026 includes

- Evaluation of phone application and optimizing use and data collection across the City (internal and external KPIs).
- Data collection to inform expansion of services before 8am and after 5pm depending on call volume and customer feedback.
- Support data and evaluation back to all departments this team services including service level agreements and data evaluation.



# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman – Parking Services



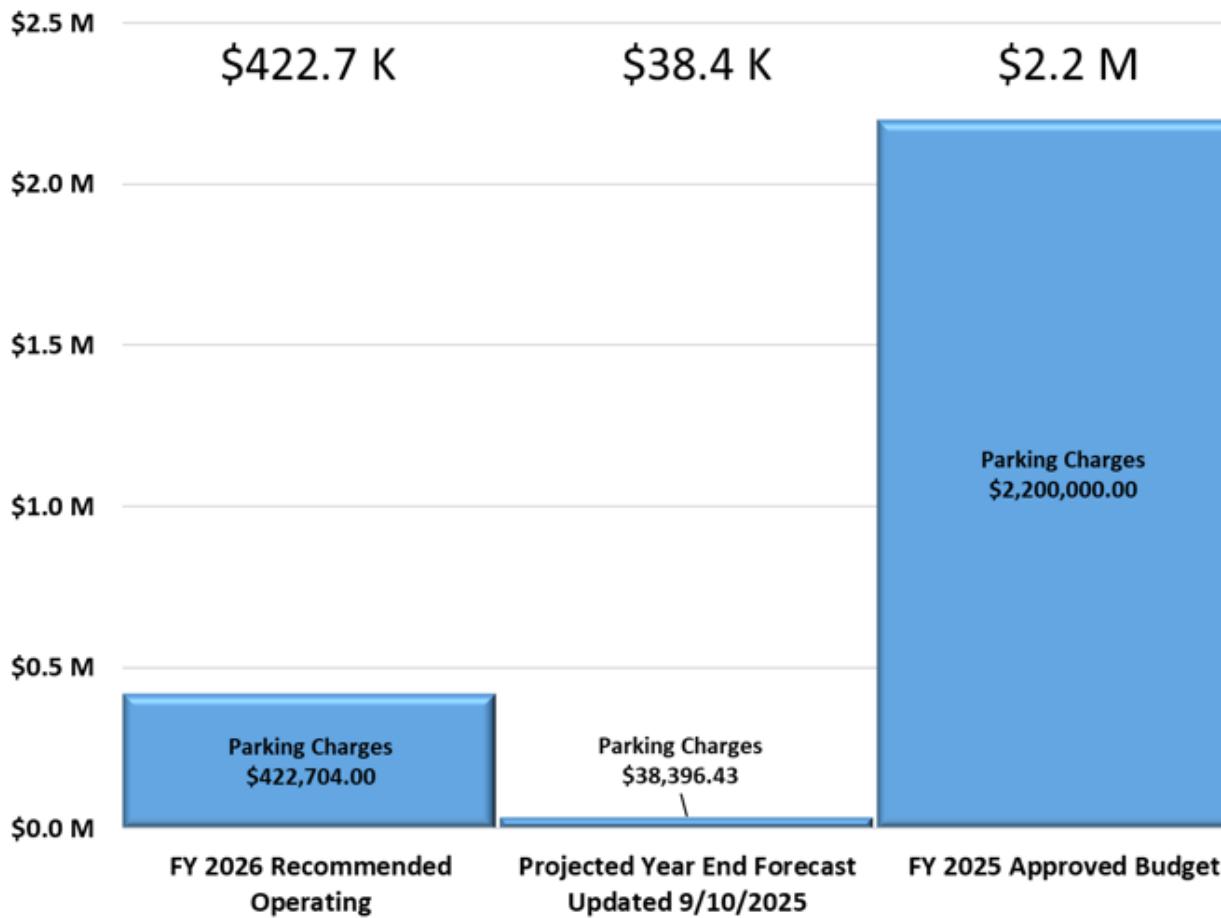
# Top Priorities & Initiatives

- **Top Priority Generate New Revenue Streams:** 2026 will mark the implementation of a new revenue stream that will support economic development in the City. By using a pay-for-parking model, the City will provide parking services that support businesses and business development and transfer the financial responsibility from the taxpayers to the users.

## Key Initiatives

- **Parking start-up** – Continued operation in January for Canton Street, Elizabeth Way and East Alley with Green Street deck becoming operational by May 2026.
- **Integrated Growth**-Establish standard operating procedures and technology specifications to expand parking services throughout the City.
- **Integrated Growth**-Align parking policy with the City's broader economic development strategy, ensuring that parking supports downtown businesses and strengthens Roswell's market competitiveness.

# Operating Plan - Revenues



**FY 2025 Approved vs  
FY2026 Draft**

$\$2,200,000.00 \rightarrow \$422,704.00$   
( $\downarrow -\$1,777,296.00 / -80.79\%$ )

**FY 2025 Forecast vs  
FY2026 Draft**

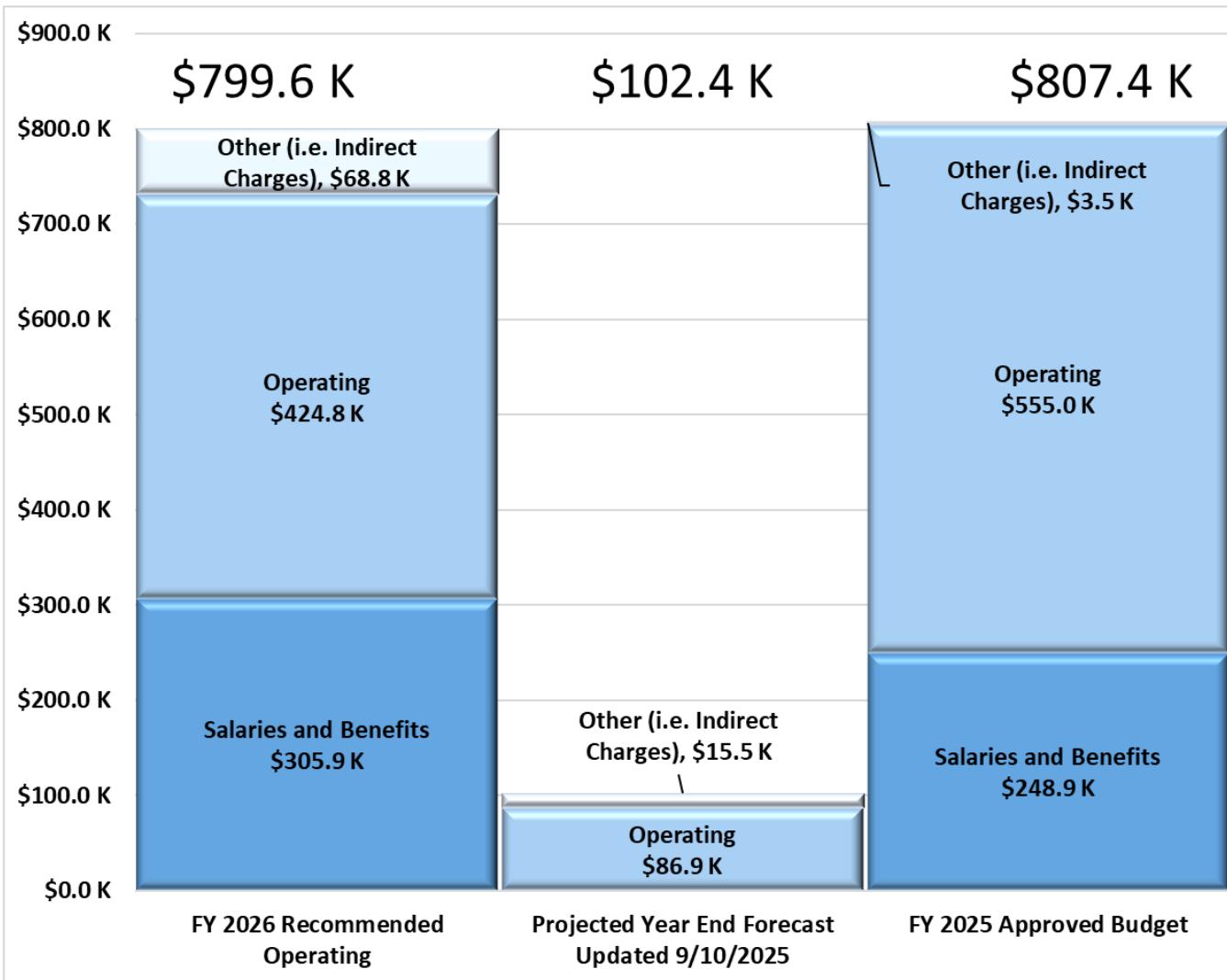
$\$38,396.43 \rightarrow \$422,704.00$   
( $\uparrow \$384,307.57 / +1000.89\%$ )

# Operating Plan - Revenues

## Revenue Assumptions

- Assumes a conservative occupancy rate between 20-30%
- Assumes a conservative resident to non-resident ratio of 50%-50%
- Assumes that the free parking for residents will drive demand to the deck.

# Operating Plan - Expenses



**FY 2025 Approved vs  
FY2026 Draft**

$\$807,385.00 \rightarrow \$799,553.64$   
( $\downarrow -\$7,831.36 / -0.97\%$ )

**FY 2025 Forecast vs  
FY2026 Draft**

$\$102,375.85 \rightarrow \$799,553.64$   
( $\uparrow \$697,177.79 / +681.00\%$ )

# Operating Plan - Expenses

## Investments or Pressures

- Green Street deck online in May 2026
- Assumes additional grounds and landscaping maintenance provided by recreation and parks including maintenance of all parking lots.
- Takes pressure off RDOT for Green Street and Wells Fargo Lot for maintenance.

# Operating Plan – Expenses Continued

## Key Messages

- In FY26 we will be developing the after-hours support model in coordination with E-911. With the calls for support collected, we will recommend a charge for service to the parking fund for E-911 to provide after-hours support in FY27. This will provide a future revenue source for E-911 instead of using a 3rd party after hours call center.

# Staffing

## Total

- Full Time: 3 positions in Parking Division
  - Charge for service from Recreation and Parks to Parking fund for landscape services
- Part-time \$78,000 for enforcement and event support, (10 hours per day, 7 days a week)

# Summary

The Downtown Parking Division is focused on supporting our downtown businesses and visitors by delivering a reliable, accessible, and customer-friendly parking system that supports the vitality of Roswell's downtown. Parking operations are managed not only to meet daily community needs but also to function as a strategic tool that enhances mobility, supports economic development, and ensures financial sustainability for the City.

# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman – Recreation & Parks





# Recreation & Parks - FY 2025 Achievements

- Launched a KPI dashboard in Hiperweb to improve tracking of Parks Division performance.
- Initiated program scheduling at the Crabapple Center.
- Achieved record summer camp registration revenue.
- Completed replacement of all artificial turf fields.
- Broke ground on the Mimosa Hall Special Event Venue.
- Completed East Roswell Park improvements.
- Will be breaking ground on the Riverside Park Redevelopment project.
- Broke ground on the Roswell Area Park pond project.
- Will be breaking ground on Liberty Square Park.
- Will be breaking ground on the Grimes Bridge Park soccer fields.
- Will complete the Doc's Café Deconstruction & Preservation project.

# Recreation & Parks - Top Priorities & Initiatives

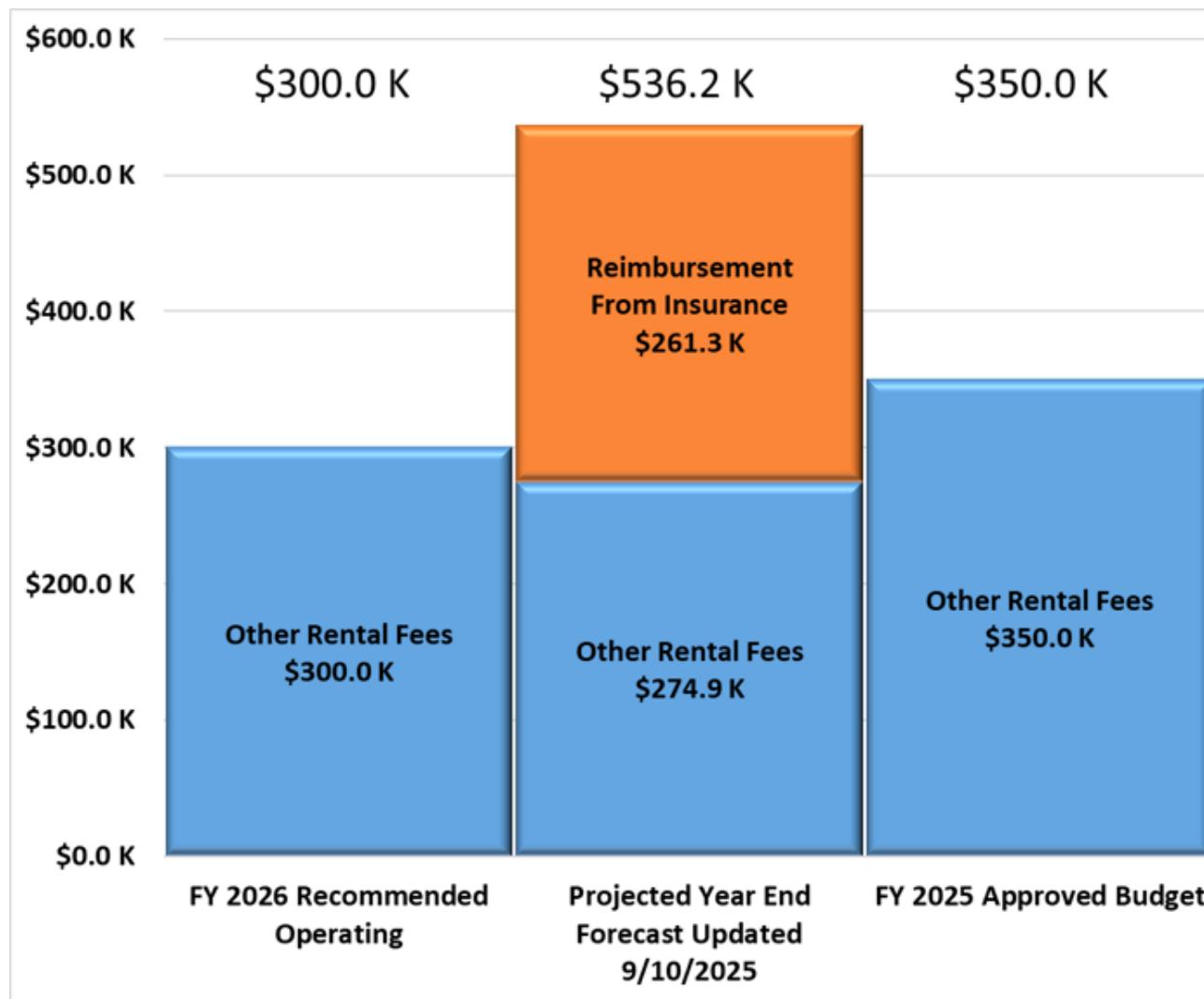
## Top Priorities

- **Program Continuity & Community Access**-Maintain resident access to recreation by maintaining high-quality parks and facilities and expanding capacity in high-demand programs—like gymnastics and performing arts—through facility improvements.
- **Project and CIP Initiatives**- Advance the bond program by executing projects, funding priority facility maintenance.
- **City Priority Landscape Corridor and Maintenance Strategy**-Support the high-priority corridors landscaping and beautification program.
- **Park and Facilities Maintenance**-Develop multiple strategies to stabilize cost pressures for recreation facility maintenance.

## Key Initiatives

- **Park and Facility Maintenance** - Maintain park assets and recreational facilities to support high-quality service delivery and resident satisfaction.
  - Stabilize cost pressures through increased efficiency and data driven priorities and results.
  - Stabilize cost pressures through new maintenance techniques and facility improvements.
- **Program Growth** - Increase capacity in high-demand programs (e.g., gymnastics and performing arts) by expanding and improving accessible facilities.
- **Priority Corridor Landscape and Maintenance** - Authorize creation of a dedicated downtown parking landscape and maintenance team for the Green Street Parking Deck, Green Street landscape improvements, East Alley, West Alley gravel lot, and Green Street gravel lot and Canton Street.

# Recreation & Parks - Operating Plan – Revenues (General Fund)



**FY 2025 Approved vs  
FY2026 Draft**

\$350,000.00 → \$300,000.00  
(↓ -\$50,000.00 / -14.29%)

**FY 2025 Forecast vs  
FY2026 Draft**

\$536,198.11 → \$300,000.00  
(↓ -\$236,198.11 / -44.05%)

# Recreation & Parks - Operating Plan – Revenues

**FY26 Draft Revenue:** \$300,000

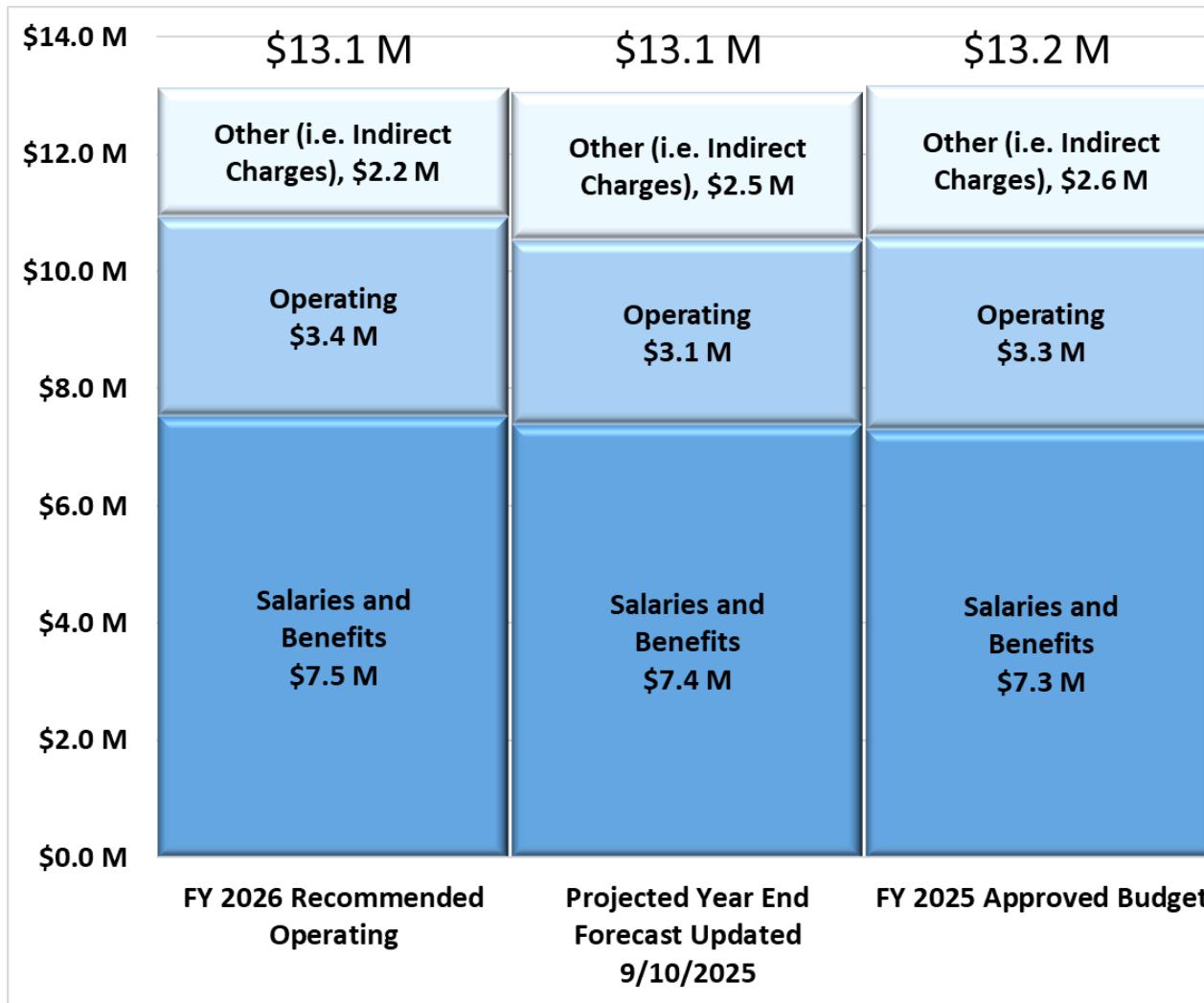
**FY25 Forecast:** \$278,844

**Variance:** +7.6%

## **FY26 assumptions:**

- Riverside Park pavilions will be offline during construction, decreasing revenue by \$19,000.
- Revenue growth assumes a strategic staffing shift—a dedicated team member will organize facility rentals throughout the City.
- System evaluation- Revise our registration and scheduling process to enable automated facility rentals for customers without staff support or program conflicts.

# Recreation & Parks - Operating Plan – Expenses (General Fund)



# Recreation & Parks - Operating Plan – Expenses

## Budget Reductions

- (\$48,000) Reduced supplies budget due to cost management forecasting
- (\$25,000) reduced machinery/equipment operating
- (\$118,000) reduction in FT transition to Resident and Business Services
- (\$100,000) reduction in general fund support to Adaptive, Aquatic and Adult Recreation Programs

## Budget Increases

- \$29,000 Increase to Repairs and Maintenance: Crabapple Center, Ace Sand (Phase I), Public Safety, and Spruill Park.
- \$192,000 in Electrical cost increases due to realignment of facilities and revised forecasting.
- \$24,000 in Natural Gas increases due to new facilities and realignment of costs.
- Higher costs reflect utilities, staffing, and maintenance as new facilities come online: Crabapple Center; Ace Sand Phase I; Public Safety; Spruill Park.

## Part-Time Support

- \$52,000 Front Desk Coverage for 7 community centers/gyms, including additional hours at Crabapple as use expands. Changes FT coverage from 50% to 20% operating time.
- \$42,000 increase to Parks Maintenance/Facilities based on hours for service study during growing season maintenance (March-October).
- \$14,000 increase to Parks Maintenance/Facilities based on hours for service study during summer maintenance (June, July & August).

# Recreation & Parks - Capital Initiatives

**Spruill Park Loan Payment (Impact Fees): \$770,000**

# Recreation & Parks - Staffing

**FY25 Authorized – 72**

**FY26 Draft – 72 full-time**

Transfer of 1 full-time staff member (Admin Specialist) to Resident/Business Services

- Addition of 1 full-time staff member (Crew Leader) for parking deck maintenance support

# Summary

The Department is focused on providing community access to exceptional recreation and parks while investing in the future of our parks in our City. By maintaining high-quality parks, expanding capacity in high-demand programs like gymnastics and performing arts, and advancing bond-funded projects, we will ensure residents enjoy meaningful opportunities to connect, grow, and thrive.

At the same time, we are elevating the City's appearance and functionality through dedicated beautification and maintenance strategies, enhancing public spaces, and preparing for the future development and expansion of parks in our City. Together, these efforts strengthen Roswell's quality of life, foster community pride, and deliver lasting value for residents.



# Recreation & Parks Enterprise Fund

# Rec. & Parks - Operating Plan – Revenues (Recreation Participation Fund)



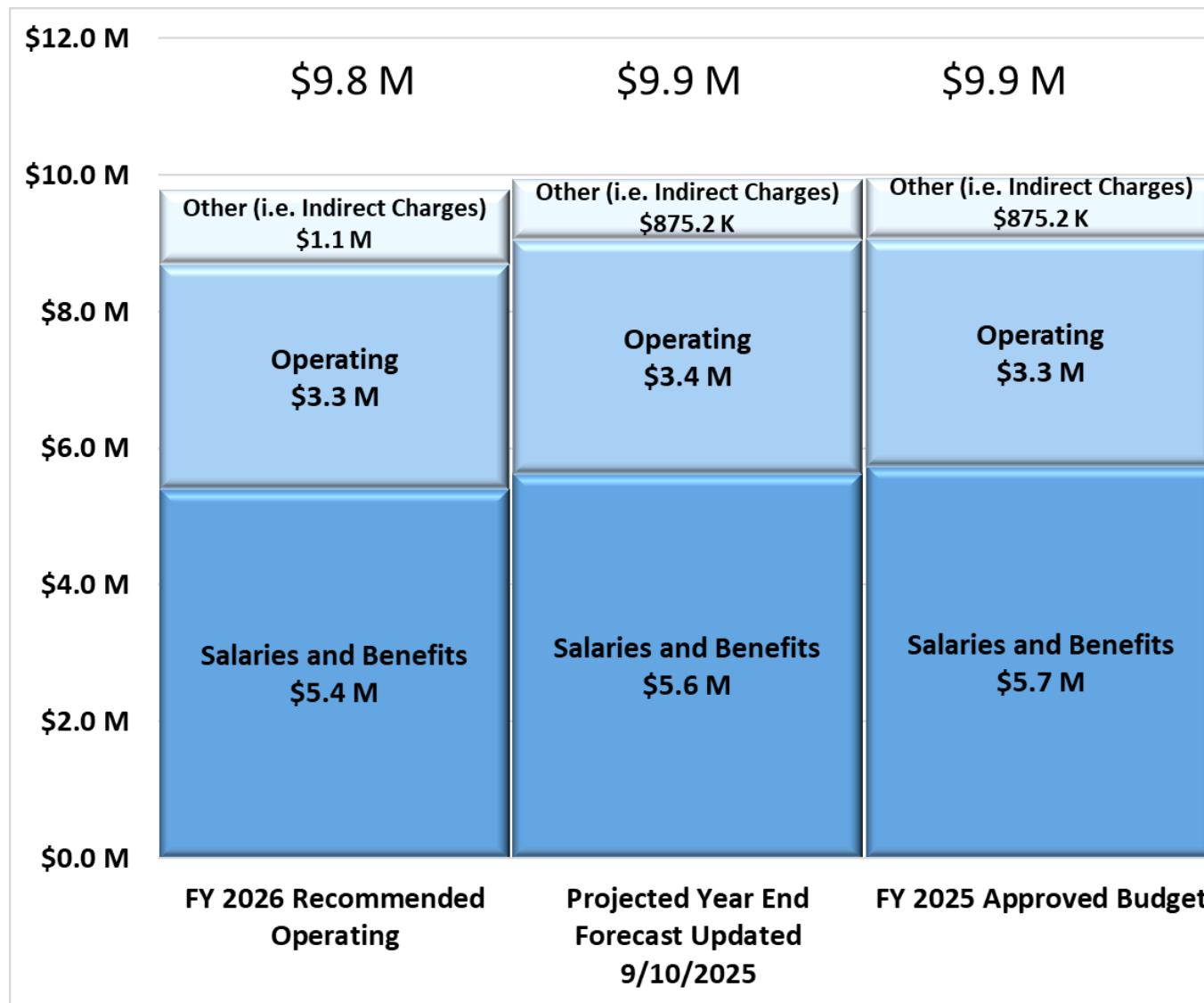
**FY 2025 Approved vs  
FY2026 Draft**

\$9,940,884.00 → \$9,882,265.48  
(↓ -\$58,618.52 / -0.59%)

**FY 2025 Forecast vs  
FY2026 Draft**

\$9,556,222.11 → \$9,882,265.48  
(↑ \$326,043.37 / +3.41%)

# Rec. & Parks - Operating Plan – Expenses (Recreation Participation Fund)



## FY 2025 Approved vs FY2026 Draft

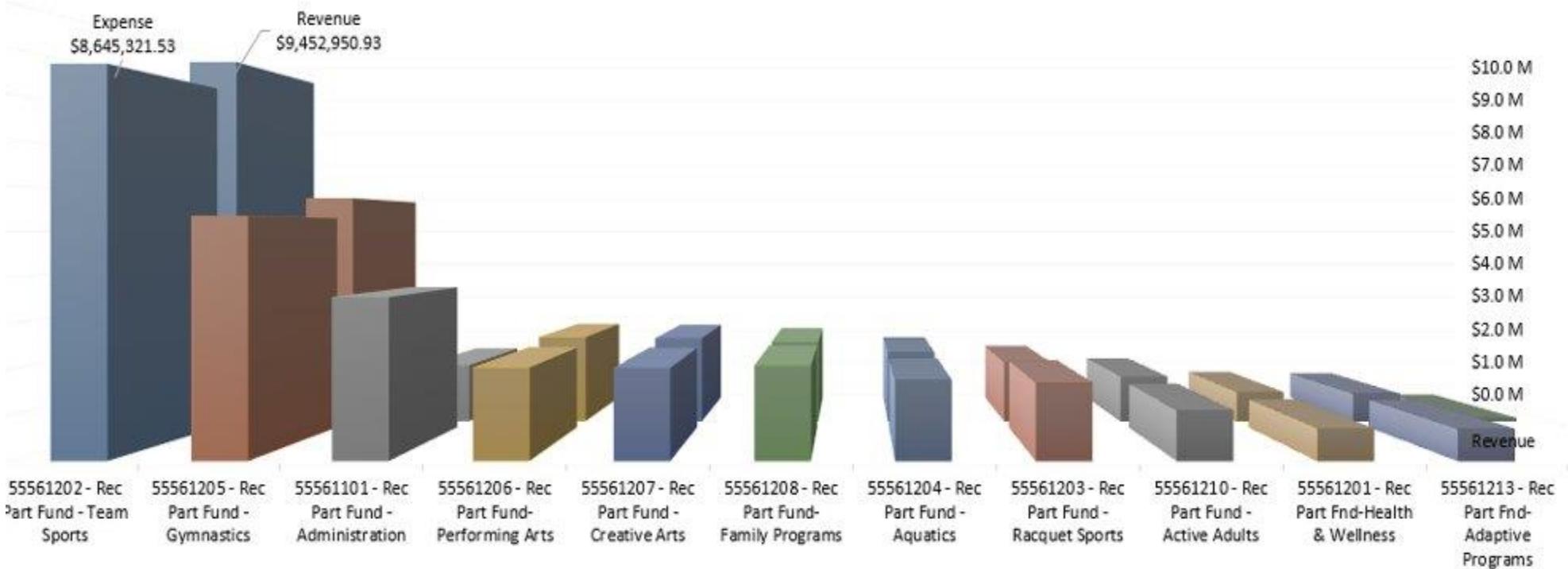
\$9,942,750.00 → \$9,770,820.00  
(↓ -\$171,930.00 / -1.73%)

## FY 2025 Forecast vs FY2026 Draft

\$9,928,431.52 → \$9,770,820.00  
(↓ -\$157,611.52 / -1.59%)

# Rec. & Parks - Operating Plan – (Recreation Participation Fund)

Quick glance of Programs: Revenue is in the background and Expenses in the foreground.

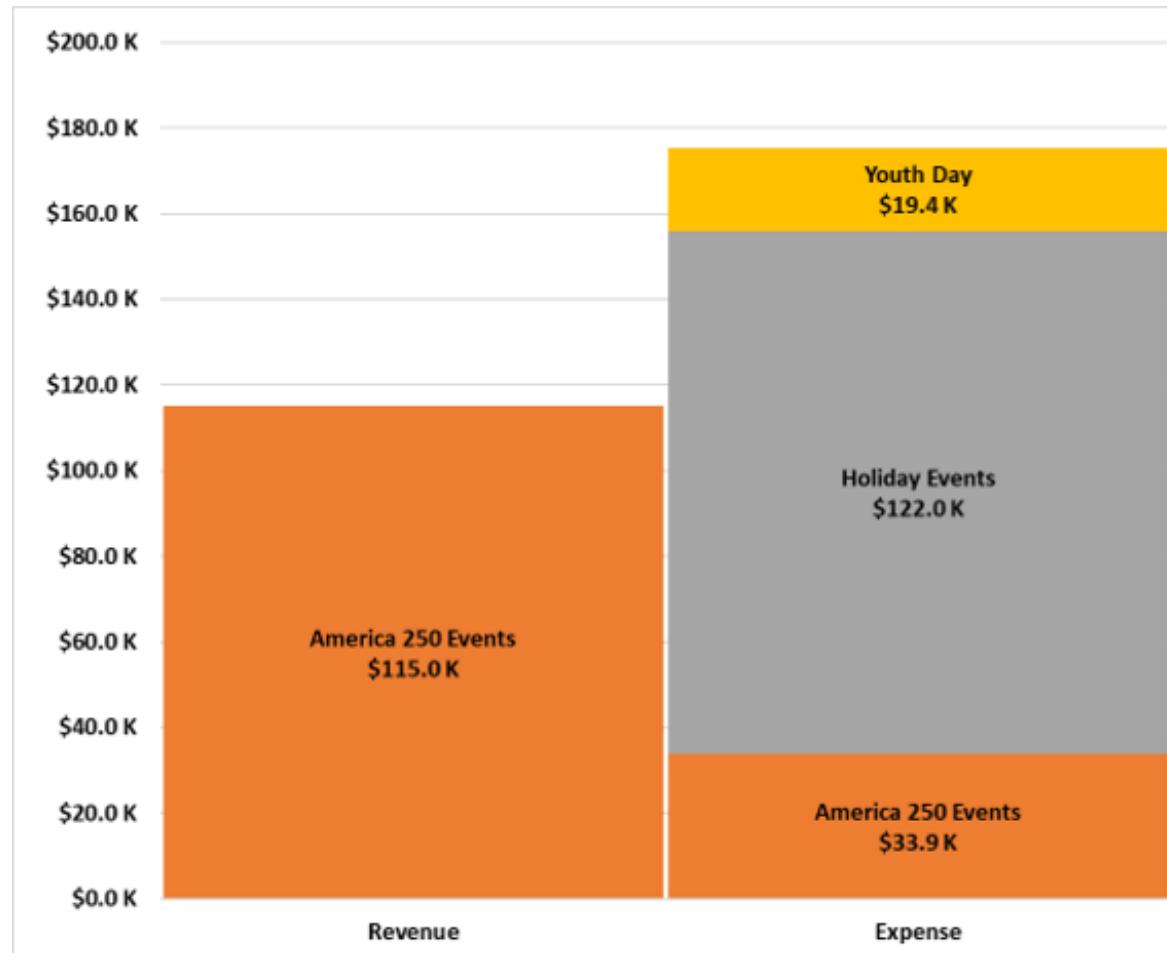




# Recreation & Parks Special Events Fund

# Recreation & Parks - Operating Plan

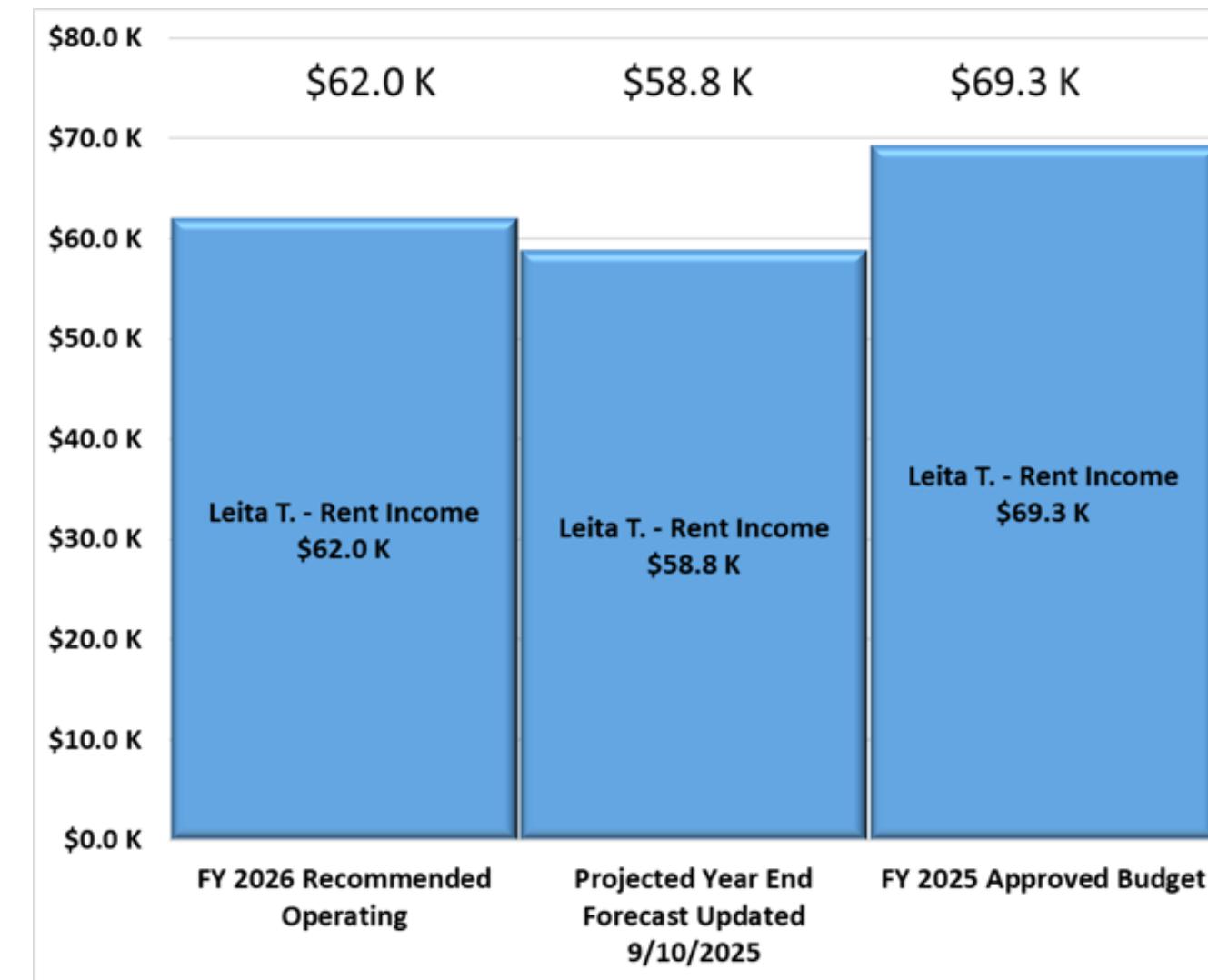
## Revenues & Expenses (Special Events Fund)





# Recreation & Parks Leita Thompson Fund

## Recreation & Parks - Operating Plan – Revenues (Leita Thompson Fund)



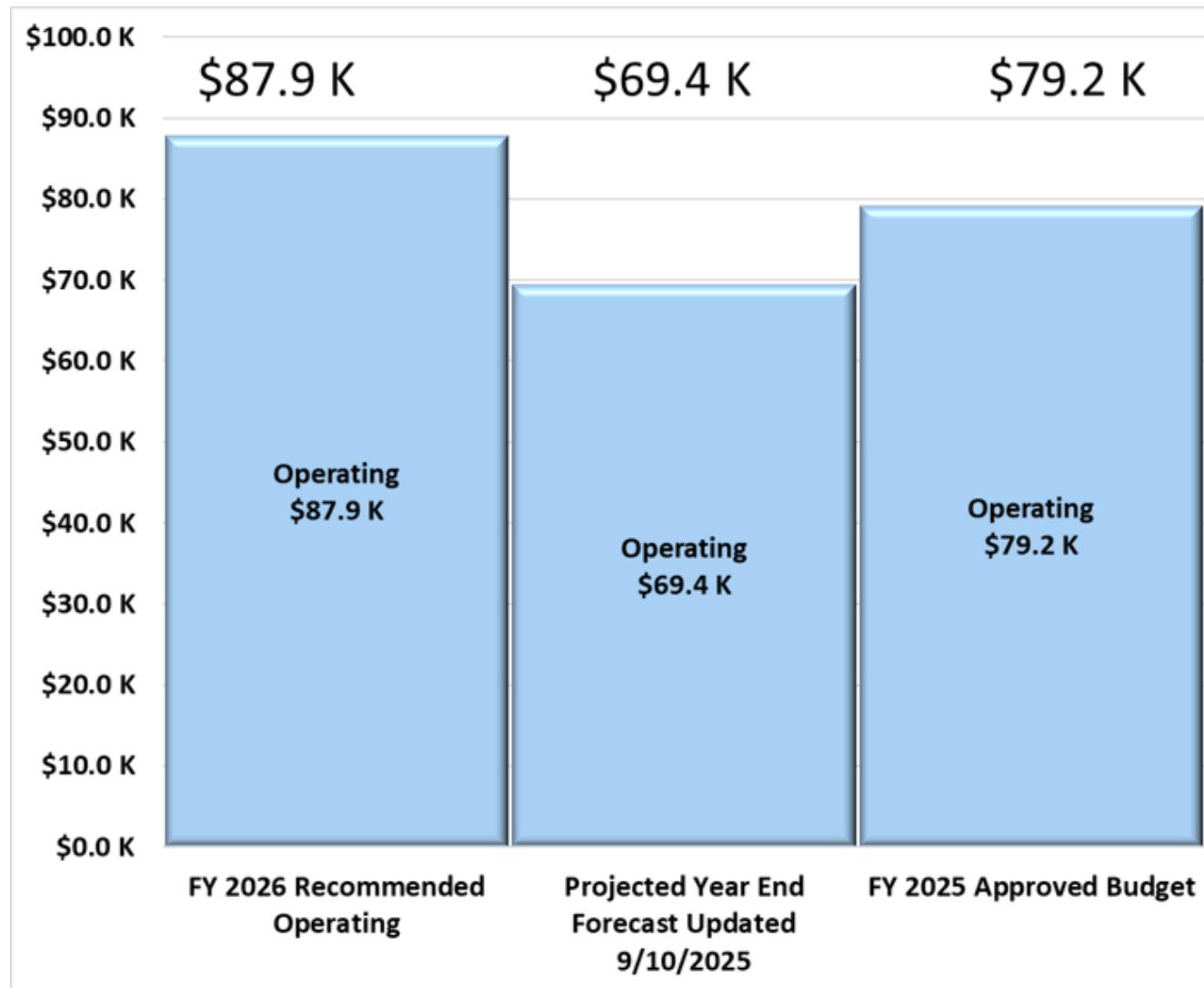
### FY 2025 Approved vs FY2026 Draft

$\$69,252.00 \rightarrow \$62,000.00$   
( $\downarrow -\$7,252.00 / -10.47\%$ )

### FY 2025 Forecast vs FY2026 Draft

$\$58,805.83 \rightarrow \$62,000.00$   
( $\uparrow \$3,194.17 / +5.43\%$ )

## Recreation & Parks - Operating Plan – Expenses (Leita Thompson Fund)



# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman – Cultural Arts Center



# Cultural Arts Center - Top Priorities & Initiatives

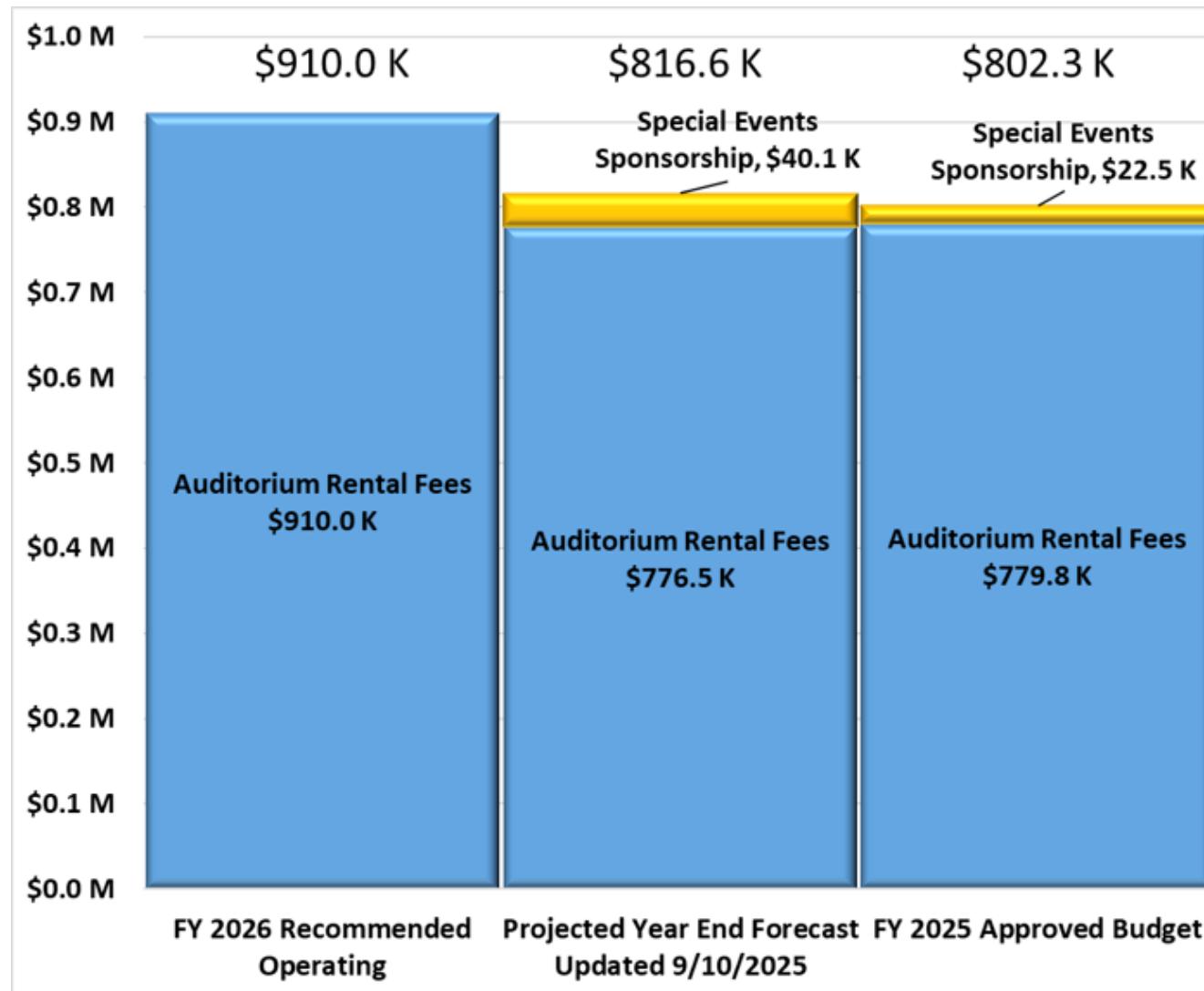
## Top Priorities

- **Cultural Arts Center Program Development**-Deliver a unified, comprehensive program experience.
- **Cultural Arts Branding & Economic Integration**-Elevate the Roswell Cultural Arts Center's brand to reflect its regional stature, expand partnerships and audiences, and align cultural and historic programming with the City's economic development strategy to drive tourism and fiscal sustainability.

## Key Initiatives

- **Completing the rebranding assessment**- This rebrand will position the Roswell Cultural Arts Center to better reflect its scope, scale, and regional competitiveness of the facility and the programming.
- **Create a Positive Economic Development Impact**: Through revenue generation for programming and rentals, which will drive repeat visitation, increase hotel motel tax, and grow secondary spending, the Cultural Arts Center will create net positive economic impact in our community.

# Cultural - Operating Plan – Revenues



**FY 2025 Approved vs  
FY2026 Draft**

$\$802,300.00 \rightarrow \$910,000.00$   
( $\uparrow \$107,700.00 / +13.42\%$ )

**FY 2025 Forecast vs  
FY2026 Draft**

$\$816,550.93 \rightarrow \$910,000.00$   
( $\uparrow \$93,449.07 / +11.44\%$ )

# Cultural - Operating Plan – Revenues

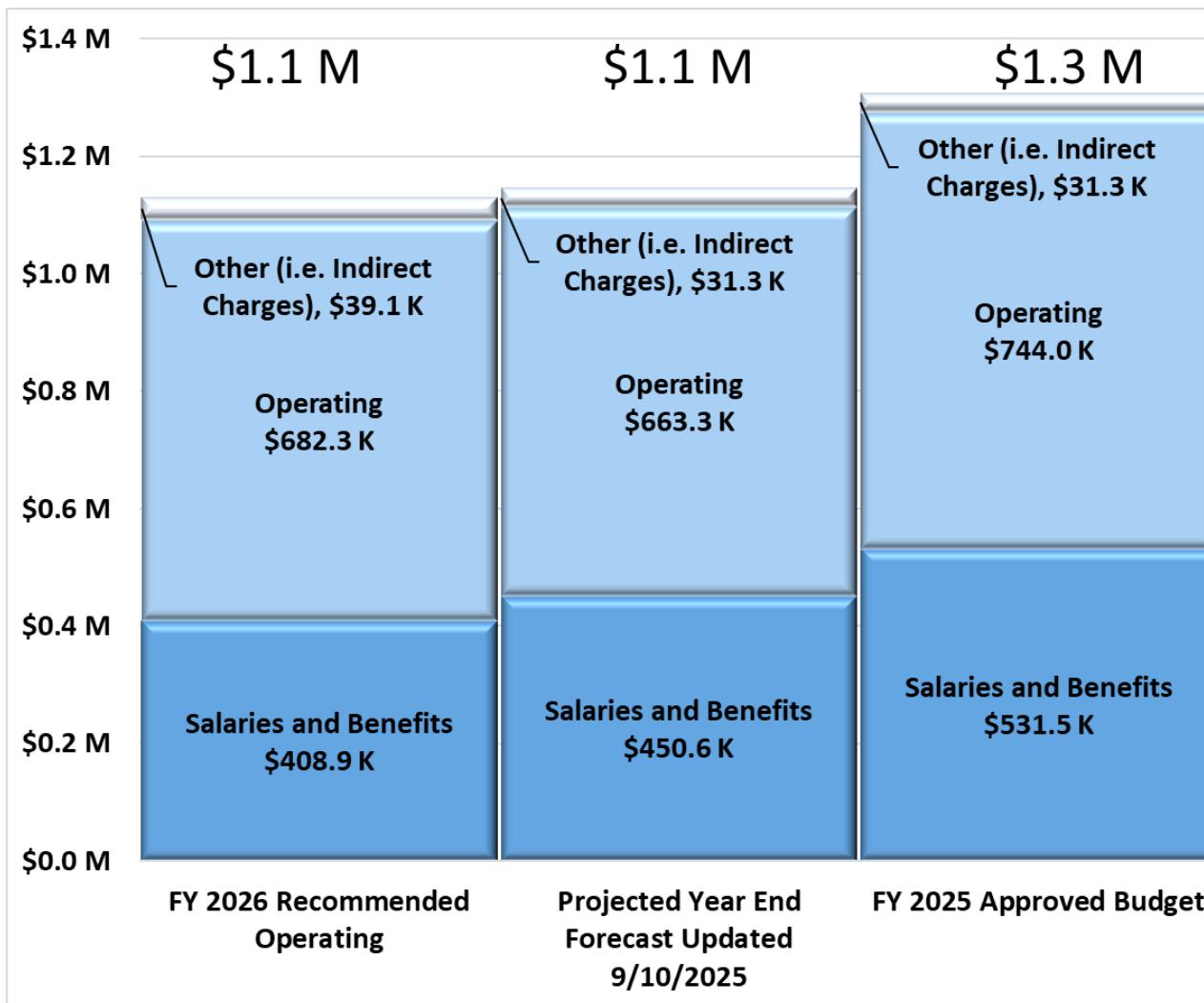
**FY26 Draft:** \$910,000

**FY25 Forecast:** \$845,131 (Approximately \$42,000 over the FY25 revenue)

**Variance:** +7.7%

- **FY26 Draft Assumes:**
  - **Revenue growth:** Bringing production services **in-house** has allowed us to capture more rental-fee revenue.
  - **Momentum:** We're continuing to capitalize on gains from **100% oversight of Cultural Arts Center scheduling.**
  - Recommends using Hotel Motel funding to support facility capital investments in lieu of the General Fund.
  - **Long-term forecast** revenue goal is to leverage a combination of revenue and hotel motel funding to be 100% self-sustaining.

# Cultural - Operating Plan – Expenses



## FY 2025 Approved vs FY2026 Draft

\$1,306,813.00 → \$1,130,188.00  
(↓ -\$176,625.00 / -13.52%)

## FY 2025 Forecast vs FY2026 Draft

\$1,145,221.76 → \$1,130,188.00  
(↓ -\$15,033.76 / -1.31%)

# Cultural - Operating Plan – Expenses

## Cost Reductions

- (\$53,000) through Lower contracted artist fees due to the new partnership fee-sharing production model and production contract reduction from FY25 budgeted amount. Forecast pickup of \$100K in FY25.

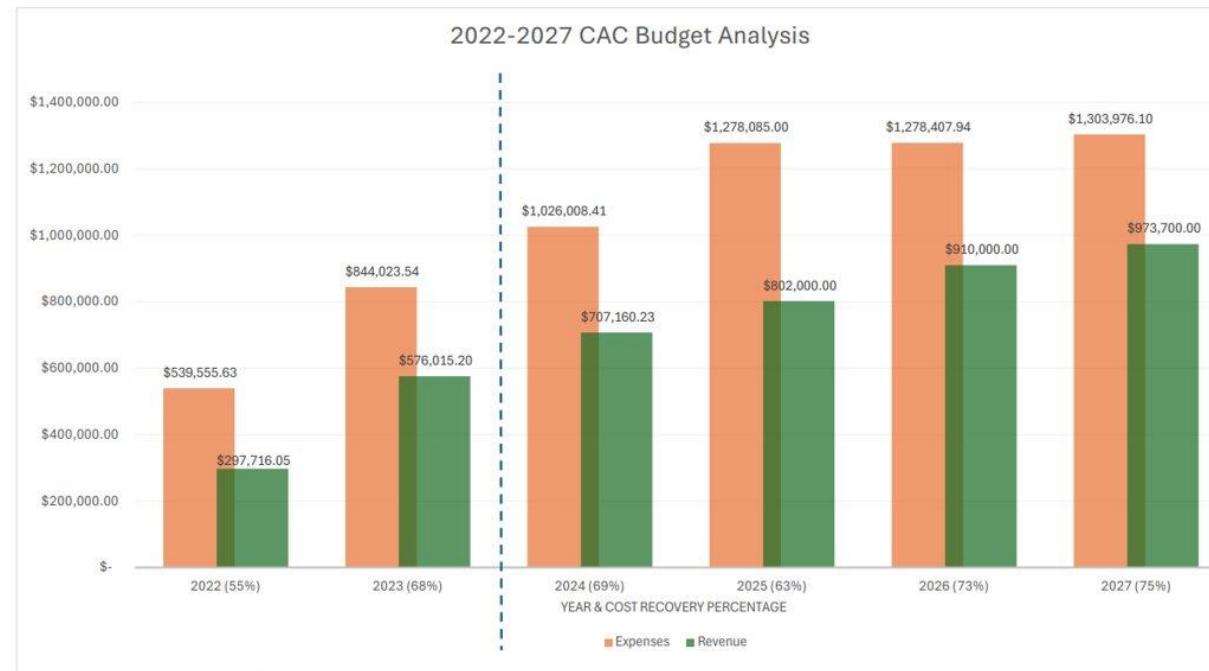
## Cost Increases

- \$20,000 PT support for multi-day shows and production services. Setup and breakdown transitions . Offset by cost decreases in production services contract.
- \$32,000 for equipment rental. Offset by decrease in production services contract
- \$30,000 for supplies increase for rentals and operations. Includes stage supplies (paint, tape, batteries) , office supplies and event supplies. Also includes required supplies based on artist's contract for green room.
- \$7,000 for custodial services on quick turn-a-round shows and show transitions

# Cultural - Operating Plan – Expenses

## Key Message:

- Long-term forecast revenue goal is to leverage a combination of revenue and hotel motel funding to be 100% self-sustaining.
- Position the CAC to be a valuable economic development engine for the City of Roswell.



# Cultural- Capital Initiatives

**Cultural Arts Center Stage Rigging Replacement (Hotel Motel): \$400,000**

**Cultural Arts Center Brand and Lobby Improvements (Hotel Motel): \$135,000**

# Cultural- Staffing

**FY25 Authorized – 3**

**FY26 Draft - 3**

# Summary

In 2026, we are poised to transform our Cultural Arts Center into a powerful representation of community pride and economic vitality. By uniting culture and economic development, Roswell will drive repeat visitation, grow tax revenues, expand local spending, and ensure a net positive fiscal impact. This vision positions the Cultural Arts Center not only as a place for entertainment, but as a catalyst for growth and sustainability.



# Community Services

## Initial Budget Review 2026

Senior Vice President Jeff Leatherman – Historic Assets



# FY 2025 Historic Asset Achievements

- Renovated and furnished 1,600 sq ft of event space on Mimosa Hall's second floor.
- Implemented Tripleseat CRM to streamline client communications, contracts, and logistics.
- Launched a quarterly venue roundtable with Visit Roswell to share updates, strengthen vendor relations, and grow referrals.
- Formalized an internal process for City meetings and hosted VIP events, including the Mayor's Luncheon, Congressman McCormick, and the Swiss Consulate.
- Produced updated rental collateral—brochures, floorplans, and videos—to enhance client communication and drive sales.
- Created a streamlined onboarding program for part-time staff (museum operations and interpretation); Phase 1 complete with training videos planned—projected to reduce full-time onboarding time by ~75% and enable citywide training access.

# Historic - Top Priorities & Initiatives

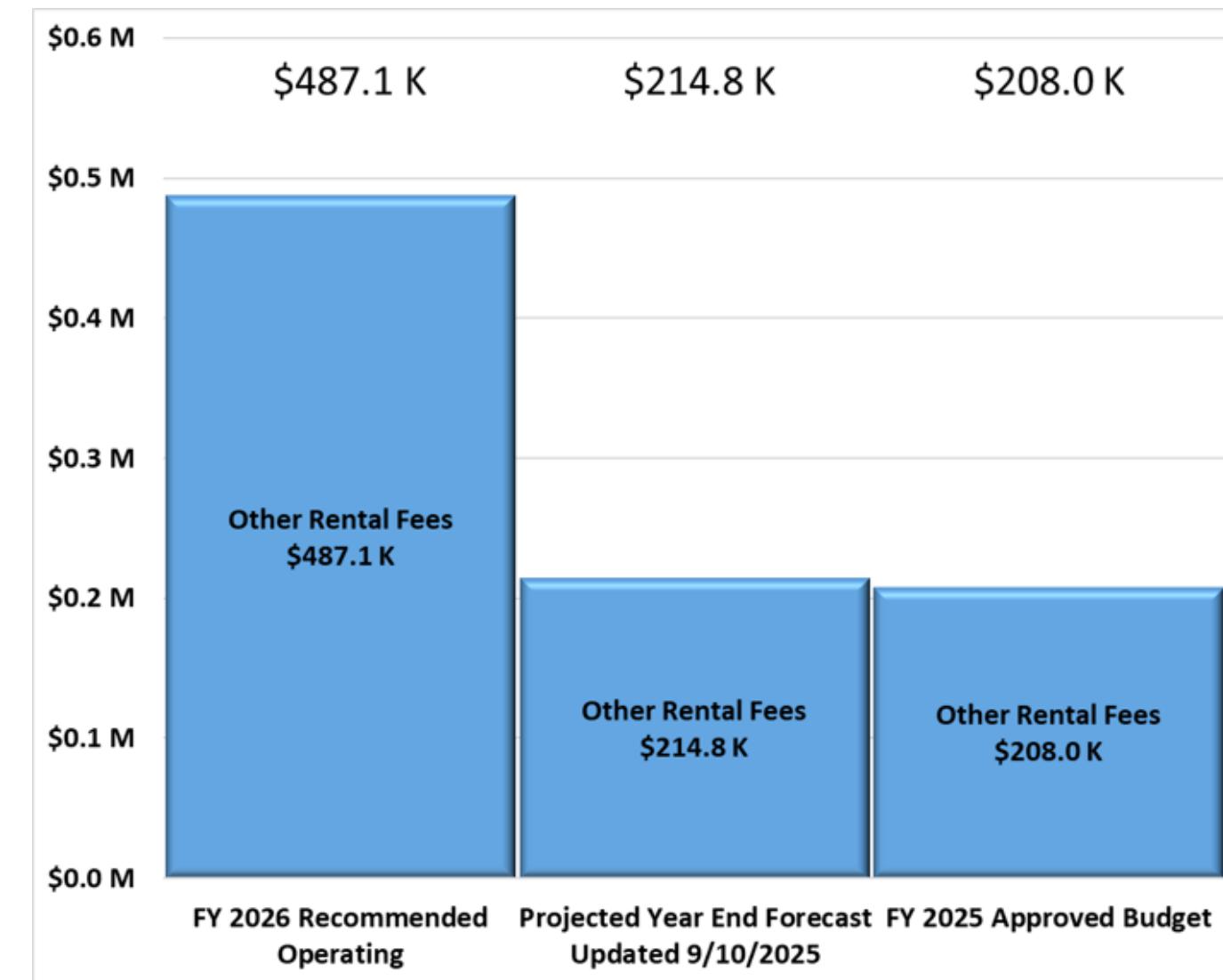
## Top Priorities

- **Specialized Rental Venues**-Ensure operational readiness to support the successful launch of Mimosa Hall as the City's newest rental venue.
- **Historic & Cultural Driving Economic Growth**-Deliver a unified, inclusive heritage tourism program that presents Roswell's historic sites with Roswell's unique story.
- **Create a new Historic Assets Department**- Create a department focused on managing, developing and interpreting the Roswell Historic Assets and Roswell's unique story.

## Key Initiatives

- **Sharing Roswell's Unique Story**-Overhaul programming and interpretation model to extend beyond house museums, presenting Roswell's full range of sites as an integrated heritage tourism destination, driving repeat visitation to our community.
- **Integrate cultural and historic assets**- Support Roswell's economic development strategy, ensuring that historic assets contribute directly to Roswell's fiscal sustainability through unique programming and repeat visitation.
- **Create a Positive Economic Development Impact**: Through revenue generation through rental facilities and driving repeat visitation, increasing hotel motel tax, and growing secondary spending, the Historic Assets will create net positive economic impact in our community.

# Historic - Operating Plan – Revenues



## FY 2025 Approved vs FY2026 Draft

\$208,000.00 → \$487,080.00  
(↑ \$279,080.00 / +134.17%)

## FY 2025 Forecast vs FY2026 Draft

\$214,804.26 → \$487,080.00  
(↑ \$272,275.74 / +126.76%)

### Key Messages:

- Long-term forecast revenue goal is to leverage a combination of revenue and hotel motel funding to be 100% self-sustaining.



# Historic - Operating Plan – Revenues

**FY26 Draft: \$ 487K**

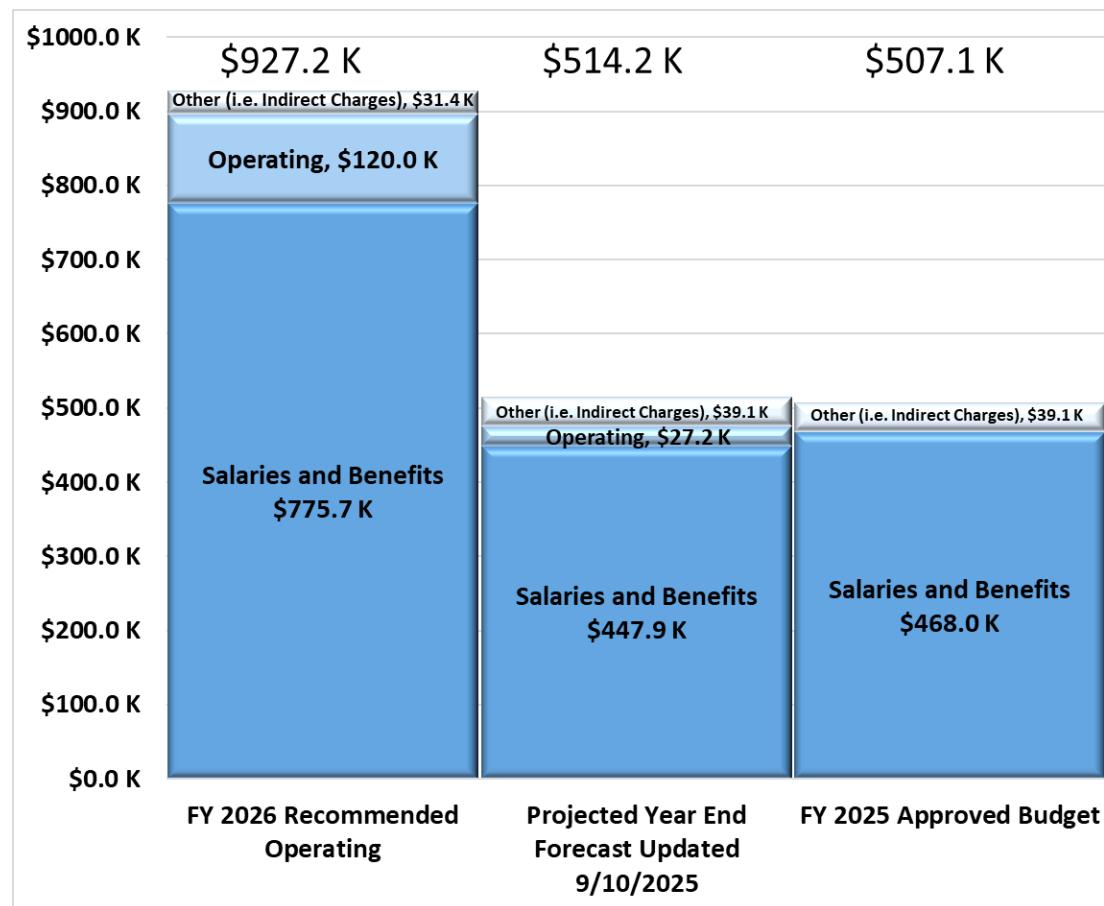
**FY25 Forecast: \$ 214.8K**

**Variance: +119.4%**

## **FY26 Draft Assumes:**

- Mimosa Hall (Special Event facility) pre-sale opening in June & July with full operations in August. A minimum of 25 rentals are budgeted for FY26.
- Position division to strengthen special-event venue sales and bookings.
- Event volume growth projected at Roswell River Landing and Old Mill Machine Shop.
- Long-term forecast revenue goal is to leverage a combination of revenue and hotel motel funding to be 100% self-sustaining.

# Historic - Operating Plan – Expenses



## FY 2025 Approved vs FY2026 Draft

\$507,077.00 → \$927,168.00  
(↑ \$420,091.00 / +82.85%)

## FY 2025 Forecast vs FY2026 Draft

\$514,179.50 → \$927,168.00  
(↑ \$412,988.50 / +80.32%)

### Key Messages:

- Position the Historic Assets to be a valuable economic development engine for the City of Roswell.
- Compliment the Christkindl Market and other holiday events.

# Historic - Operating Plan – Expenses

## Cost Increases

- \$29,000 Custodial- fund necessary custodial services to turn over facility for rentals.
- \$20,000 for Advertising for Mimosa
- \$140,000 for Director Position

## PT Support

FY25 FC: \$42,000 FY26 Draft: \$110,000

- Q1/Q2 \$34,000 traditional operations-for historic homes open Fri–Sun closed in January to focus on overhauling Roswell's story telling schedule with traditional model during programming overhaul.
- Q2-Q4 \$24,000 Launch of Roswell's Story- with America 250 and Roots, increase administrative and program support for Sharing Roswell's Story.

## Rentals (Mimosa, River Landing, Old Mill) and Holiday Support

- \$30,000 increase Administrative support for venue rentals to support morning and daytime sales while FT staff is working events and hosting rentals.
- \$30,000 increase in contract labor for event hosting at River Landing, Old Mill and Mimosa
- \$10,000 Kristkindle Market increase operating hours support

# Historic - Capital Initiatives

**Holly Hill to Mimosa Pedestrian Bridge (Design): \$200,000**

**Doc's Café Design and Engineering: \$159,000**

# Historic Staffing

**FY25 Authorized – 4 full-time**

**FY26 Draft – 5 full-time**

## Additional Notes

**Create a new Historic Assets Department-** Create a department focused on managing, developing and interpreting the Roswell Historic Assets and Roswell's unique story.

# Summary

In 2026, we are poised to transform our historic assets into powerful engines of community pride and economic vitality. By launching Mimosa Hall as our newest premier rental venue, we strengthen our capacity to host events while generating revenue that sustains the City's future.

At the same time, Roswell will reimagine heritage tourism—moving beyond traditional house museums to present a vibrant, citywide story. This inclusive approach celebrates the untold and diverse stories of our community, weaving together our historic sites, cultural offerings, and local identity into one compelling experience.

By uniting history, culture, and economic development, Roswell will drive repeat visitation, grow hotel/motel tax revenues, expand local spending, and ensure a net positive fiscal impact. This vision positions historic and cultural resources not only as treasured community assets, but as catalysts for growth and sustainability—ensuring Roswell's story is told, celebrated, and shared for generations.

# Thematic Mapping of Interpretation

The Roswell Interpretive Story	Color Key			Planning & Prep			Execution			Current Programming							
	FY25 Q4			FY26 Q1			FY26 Q2			FY26 Q3			FY26 Q4				
	Oct	Nov	Dec	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec		
Currently Scheduled Programming	Farm Day	Market		A250, Closure	A250, Roots	A250			A250	A250	A250	A250	A250	A250, Market	Market		
Strategy Design & Planning, Roadmap Development	Planning & Design																
Strategy Finalization & Execution Prep							Finalization & Preparation										
Activation 1: America250: The Spirit of Possibility										A250: Spirit of Possibility			A250: Spirit of Possibility				
Activation 2: Family, Tradition, Celebration													Family, Tradition, Celebration				
Activation 3: Black Heritage and Legacy																	
Activation 4: Entrepreneurial Pathways																	
Activation 5: Holiday Celebrations (Founder's Park)																	
Activation 6: The River that Built a City																	

The Roswell Interpretive Story	Color Key			Planning & Prep			Execution			Current Programming					
	FY27 Q1			FY27 Q2			FY27 Q3			FY27 Q4			FY28 Q1		
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March
Currently Scheduled Programming	Closure												Market		
Strategy Design & Planning, Roadmap Development													Closure		
Strategy Finalization & Execution Prep															
Activation 1: America250: The Spirit of Possibility															
Activation 2: Family, Tradition, Celebration															
Activation 3: Black Heritage and Legacy	Black Heritage & Legacy			Black Heritage & Legacy											
Activation 4: Entrepreneurial Pathways							Entrepreneurial Pathways			Entrepreneurial Pathways					
Activation 5: Holiday Celebrations (Founder's Park)										Holiday Celebrations			Holiday Celebrations		
Activation 6: The River that Built a City													River that Built a City		

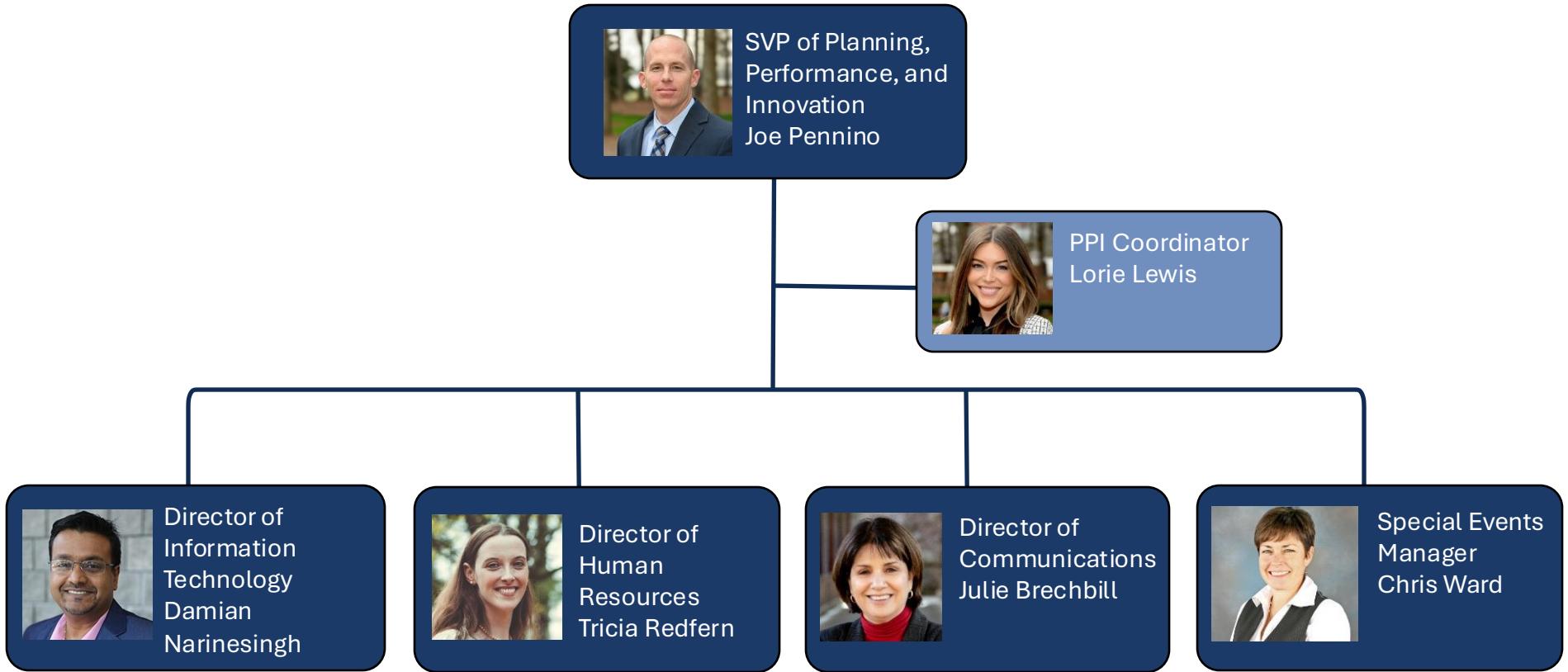
# Planning, Performance, and Innovation (PPI)

## Initial Budget Review 2026

Senior Vice President Joe Pennino



# Organization Chart PPI



# Human Resources

## Tricia Redfern

Director of Human Resources



# FY 2025 Achievements



## Turning Point & Team Rebuild

- Addressed 60% turnover with in-house recruitment for new HR Director
- Restructured HR team to improve effectiveness and stability

## Performance Management

- Achieved full citywide adoption of the **Align360** employee evaluation program
- Added leadership competencies to the evaluation process

## Talent Acquisition

- Coordinated job fair resulting in 3 hires (incl. 2 CDL drivers)
- Fully staffed HR Department; onboarded key leadership roles
- Streamlined requisition process with IT, reducing time-to-post and time-to-hire

## Benefits & Employee Support

- Transitioned to a new benefits provider, containing costs, halving short-term disability wait
- Delivered a smooth open enrollment experience

## Workforce Data & Position Control

- Assumed ownership of position control from Finance and a unified citywide vacancy list
- Moved payroll to finance and streamlined payroll liaison profiles in ADP, improving efficiency

**Impact:** Transformed a challenging year into a strong foundation for growth, positioning HR as a trusted partner to operations and advancing Roswell as a great place to work.

# 2026 Top Priorities & Initiatives

## Strategic Focus

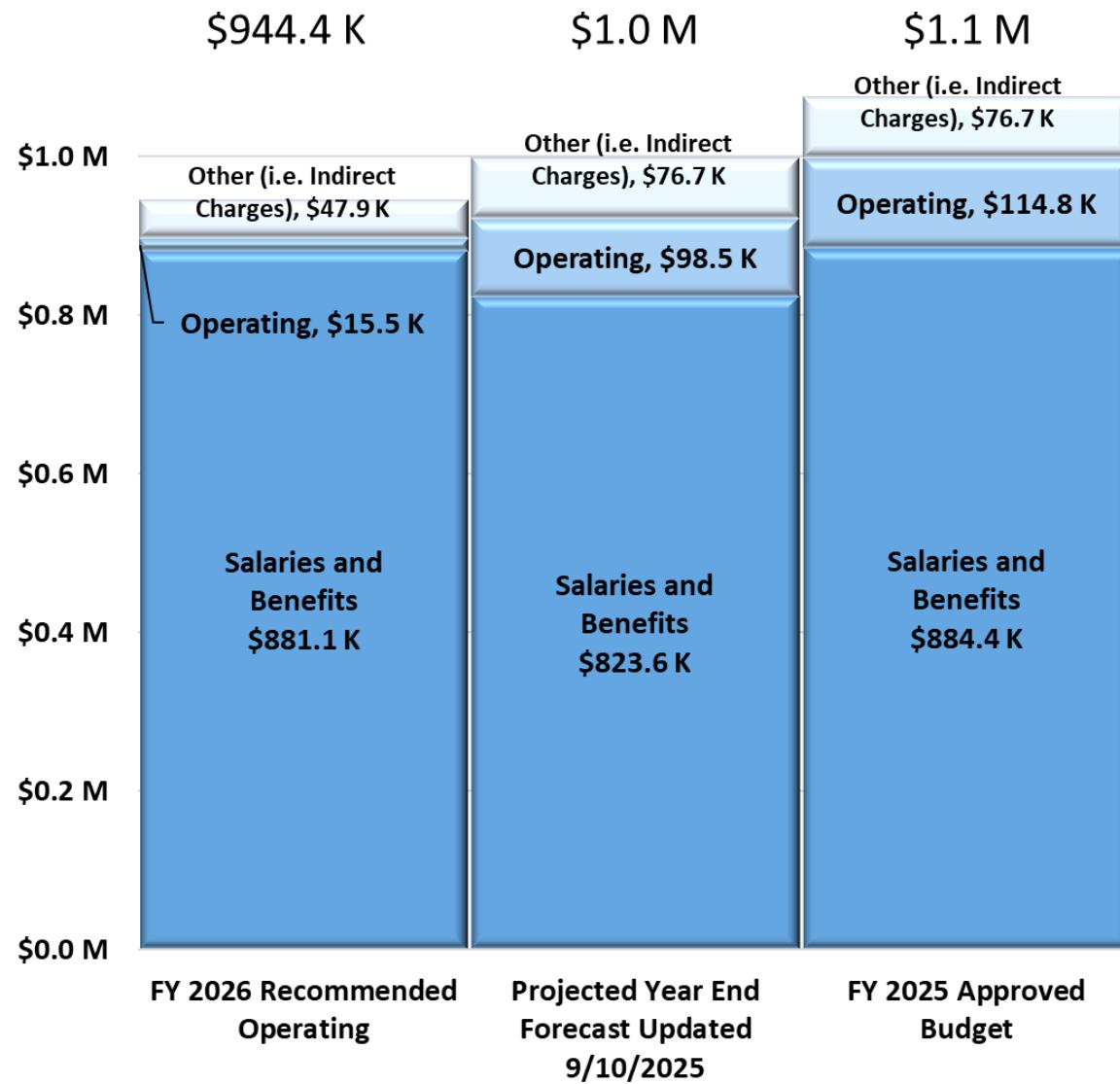
- Strengthen **Performance Management** Systems – improve accountability, enable data-driven decision-making
- Advance **“Best Place to Work” Strategy** – foster employee engagement and retention
- Standardize HR Functions – implement SOPs, update policies, and ensure consistent processes citywide

## Key Initiatives

- Roll out revised Human Resources **Policy & Procedures Manual** citywide
- Complete **HRIS Implementation** and optimize recruiting, onboarding, and performance tracking
- Evaluate **HR Liaison / Shared Services Model** to strengthen departmental support
- Launch Employee Engagement & Recognition Program (Nectar platform)
- Implement **Leadership Development Program** to support performance management and workforce growth
- Maintain accurate **citywide org charts** and position control for workforce planning

**Impact:** Embeds 2025 improvements, ensures HR remains a strategic partner to operations, and supports excellent service delivery across the City.

# Operating Plan - Expenses



## FY 2025 Approved vs. FY 2026 Draft

- \$1.1M → \$944K (▼ \$131K / -12.2%)

## FY 2025 Forecast vs. FY 2026 Draft

- \$999K → \$944K (▼ \$54K / -5.4%)

## Positive – Savings

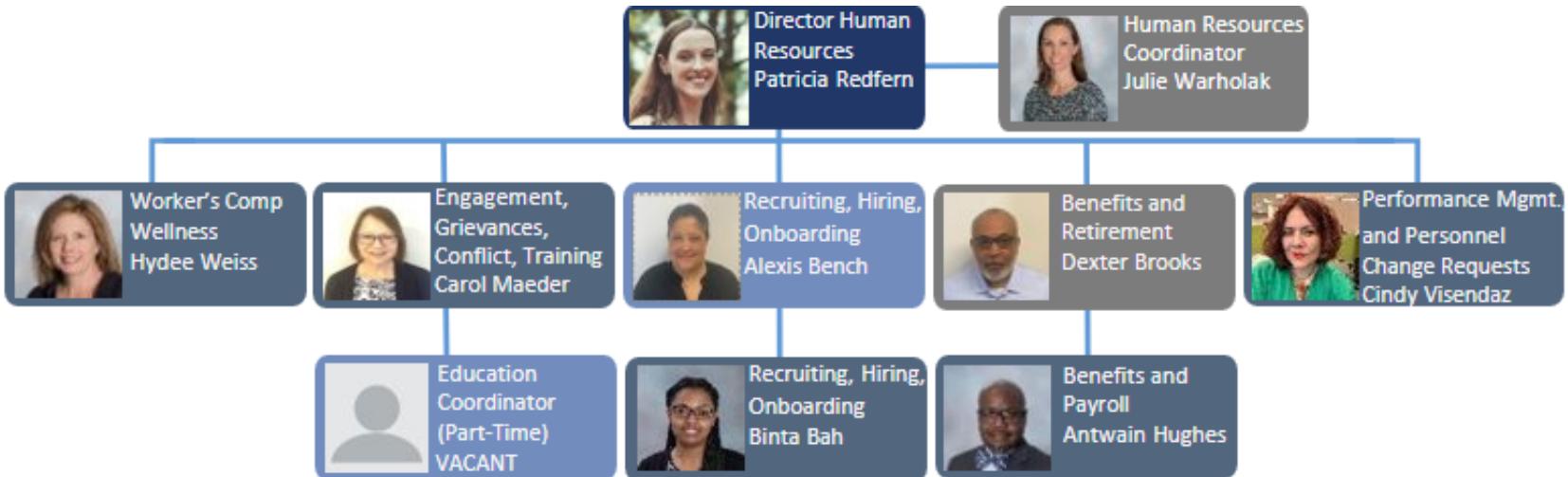
- **Operating Expenses** ↓ 72% – Eliminated hospitality/events, advertising, dues, and travel.
- **Technical Services** ↓ 85% – Realigned to Group Benefits Fund in 2026
- **IT Charges** ↓ 37% – Achieved software licensing and system consolidation savings.

## Negative – Investments / Pressures

- **Salaries & Benefits** ↑ 8% – Full Staffing



# Organizational Overview



- The Human Resources Department has experienced a 60% turnover rate in the past year (6 of 10 positions).
- The new HR Director has restructured the department for effectiveness.
- The FY26 plan is to use part-time salaries from the previous Education Coordinator (Maggie Menkus) to unfreeze the **HR Specialist Position to assist with recruitment, hiring, onboarding, and orientation.**

# Communications Julie Brechbill

Director of Communications



# FY 2025 Achievements

## Digital Platforms & Outreach

- Launched [roswellconnections.com](http://roswellconnections.com) (City newsroom) and [roswellresults.com](http://roswellresults.com) (accomplishments site)
- Integrated Roswell Results highlights into Council meetings
- Initiated Chats with the Mayor series and City podcast
- Grew digital presence by 30,731 new social media followers across platforms

## Web & Intranet Development

- New City website launching December 10, 2025
- SharePoint intranet launching December 31, 2025
- CIP, Transportation, and Community Development dashboards launching in November 2025

## Executive & Internal Communications

- Established weekly strategic communications meetings
- Held regular communications meetings with the Mayor
- Wrote all major Mayor's Office speeches and issued weekly Council talking points
- Began implementing a comprehensive internal communications strategy

**Impact:** Strengthened alignment, visibility, and connection with residents and employees



# Top Priorities & Initiatives

## Top Priorities (Aligned with City Goals)

- **Ensure Communication Alignment** – strengthen consistency across departments and initiatives
- **Enhance Communication Processes** – streamline workflows to boost efficiency and productivity
- **Build Public Trust** – deliver timely, transparent, relevant information to the community

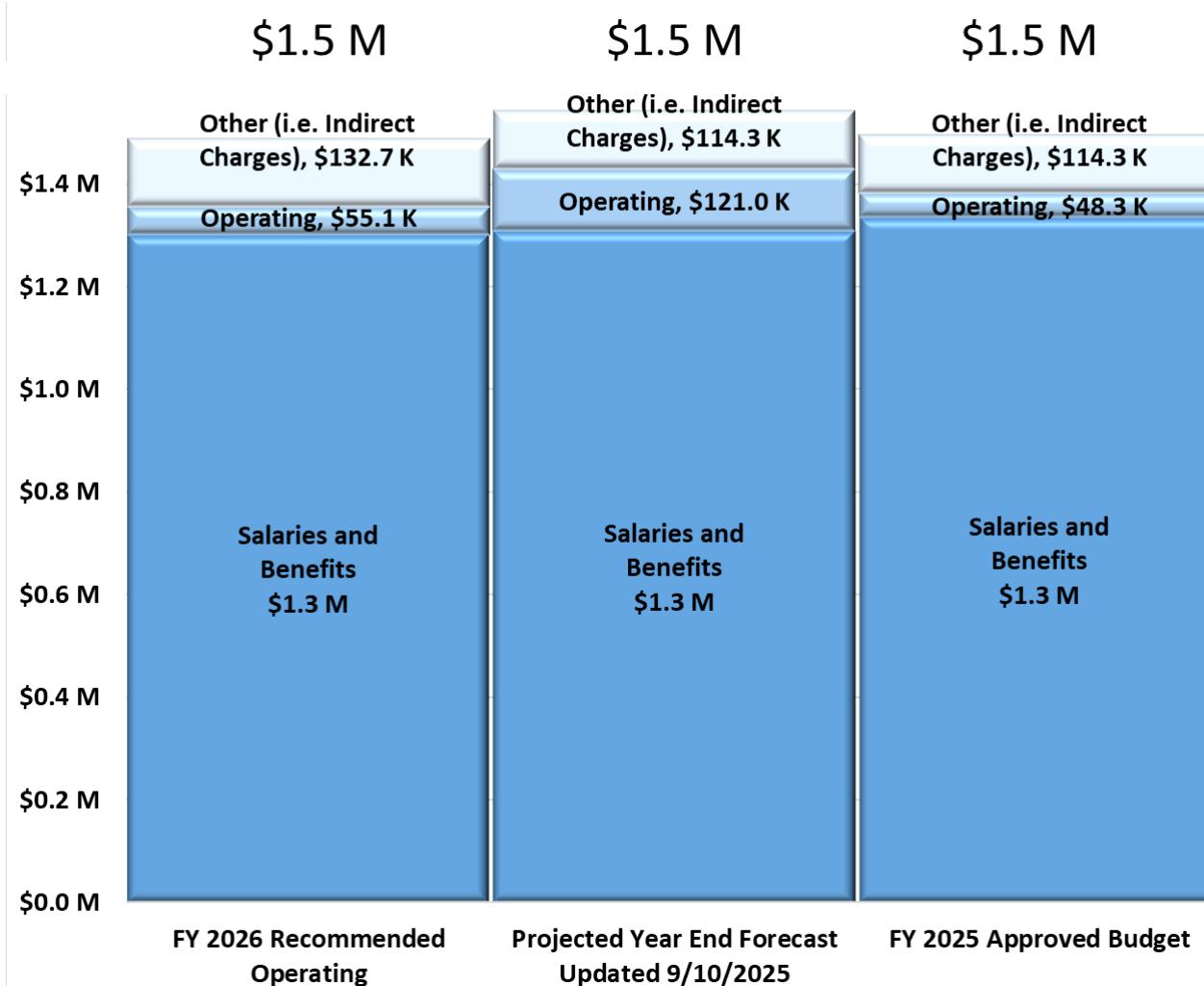
## Key Initiatives

- Roll out **FY26 Communication Strategy** aligned with Mayor & Council priorities
- **Implement Communications Audit** recommendations to improve messaging and outreach
- Launch new **SharePoint Intranet** to strengthen internal communication and access
- Improve **internal messaging** with content calendars and regular staff engagement meetings
- **Optimize digital marketing and placement** to maximize reach and impact
- Apply new **brand standards** consistently across all platforms
- Integrate **employee engagement support** with HR (Nectar recognition platform)
- Maintain focus on **executive-level communications**, equipping leadership with strategic messaging

**Impact:** Positions Communications as a core driver of alignment, efficiency, and citywide engagement.



# Operating Plan – Expenses



## FY 2025 Approved → FY 2026 Draft

- \$1.50M → \$1.49M (▼ \$8.8K / -0.6%)

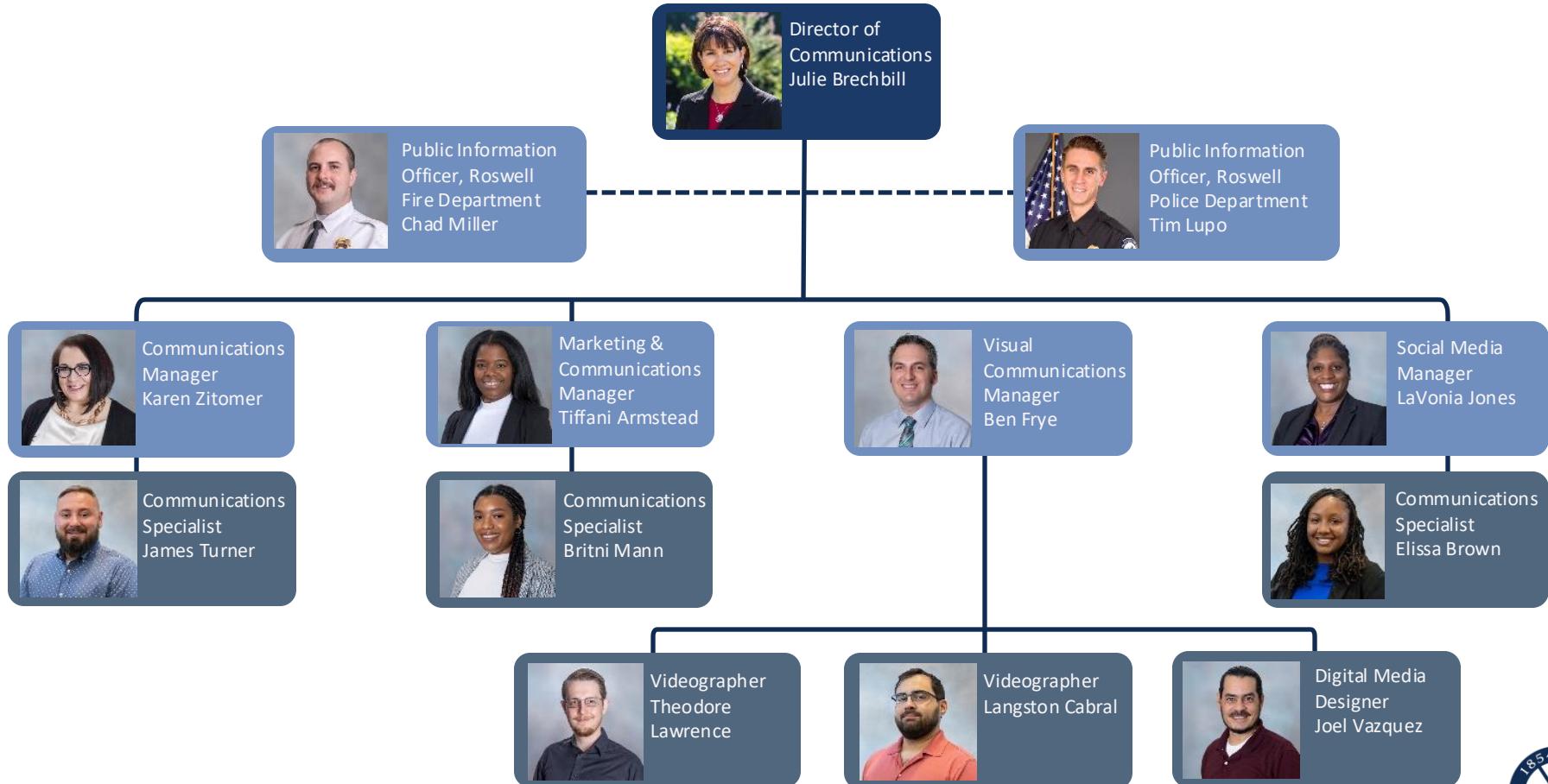
## FY 2025 Forecast → FY 2026 Draft

- \$1.54M → \$1.49M (▼ \$54.4K / -3.5%)

## Positive — Savings

- **Operating** ↓ 54% — reductions in hospitality/events, advertising, dues, travel, etc.
- **Overall budget** ↓ 3.5% vs. FY25 forecast — \$54.4K below projected year-end.
- **Salaries & Benefits** ↓ 0.5%

# Organizational Overview



- Realignment completed in FY 2025, no changes in staffing suggested for FY 2026.

# Special Events

## Chris Ward

Special Events Manager





# FY 2025 Achievements

## Program Transition & Professionalization

- Moved Special Events to Planning, Performance & Innovation
- Established a single team to set a **citywide standard** for all events
- Implemented event evaluation matrix and embedded KPI tracking

## Key Achievements

- Delivered a full slate of high-impact events under compressed timelines
- Successfully executed July 4 fireworks replacement show on time and on budget
- Earned **Best of North Fulton – Community Event** award for **Alive in Roswell**
- Strengthened post-event surveys and integrated Council/leadership input into planning cycles

## Music on the Hill – Community Impact Survey (47 Respondents)

- Attendance: Almost 70% were repeat guests
- Event Satisfaction: 92% rated the event as Good/Excellent
- Top Drivers: 94% music & performances, 55% community atmosphere
- Economic Impact: 40% visited a local business, 20% plan to in the future
- Community Value: 86% felt the event strengthened Roswell's sense of community

## Process Improvements

- Instituted weekly "Upcoming Events" meetings with departments & Press Secretary
- Weekly Mayor briefings for alignment

**Impact:** Special Events now operate as a unified, citywide program — delivering consistent, high-quality events that strengthen community connection and support local businesses.<sup>165</sup>

# Top Priorities & Initiatives

## Top Priorities (Aligned with City Goals)

- **Implement Event Evaluation Matrix** – ensure events align with city goals
- **Develop & Apply Comparable KPIs** – measure outcomes, impact, and performance consistently
- **Pursue Additional Revenue Opportunities** – strengthen event financial sustainability

## Key Initiatives

- Refine and expand **KPI tracking and reporting** methods for measurable results
- Formalize **post-event feedback loops** (surveys, leadership, and Council input) to guide planning
- Continue weekly **Upcoming Events coordination** meetings and Mayor briefings for alignment
- Transition to a **structured sponsorship model** – benchmark peer cities, define inventory, develop packages

**Impact:** Creates a unified “one playbook” and citywide scorecard for events — raising quality, improving decision-making, and strengthening cost recovery.

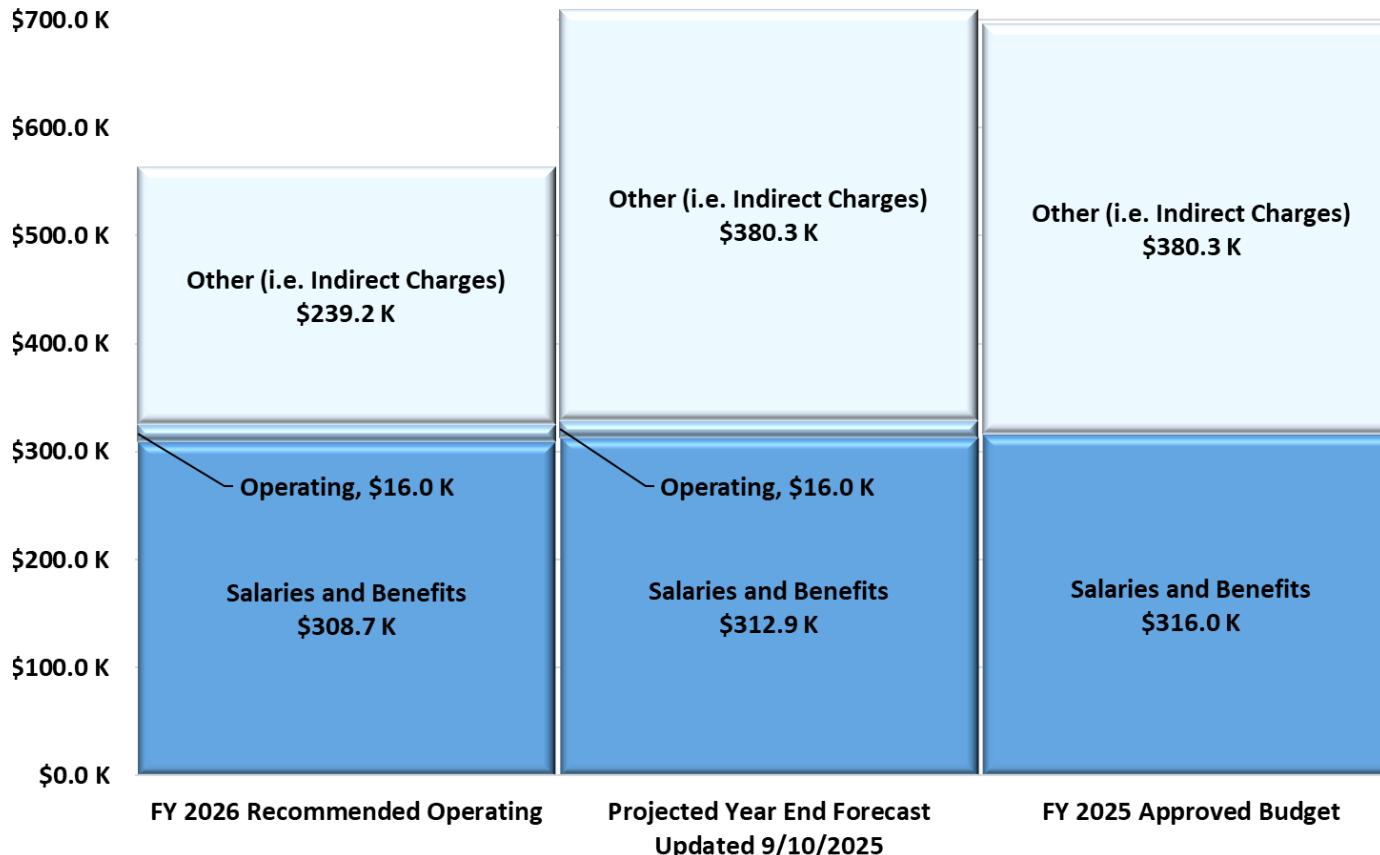


# Operating Plan – Expenses (General Fund)

\$563.8 K

\$709.2 K

\$696.3 K



## FY25 Approved → FY26 Draft

- \$696K → \$564K (▼ \$133K / -19%)

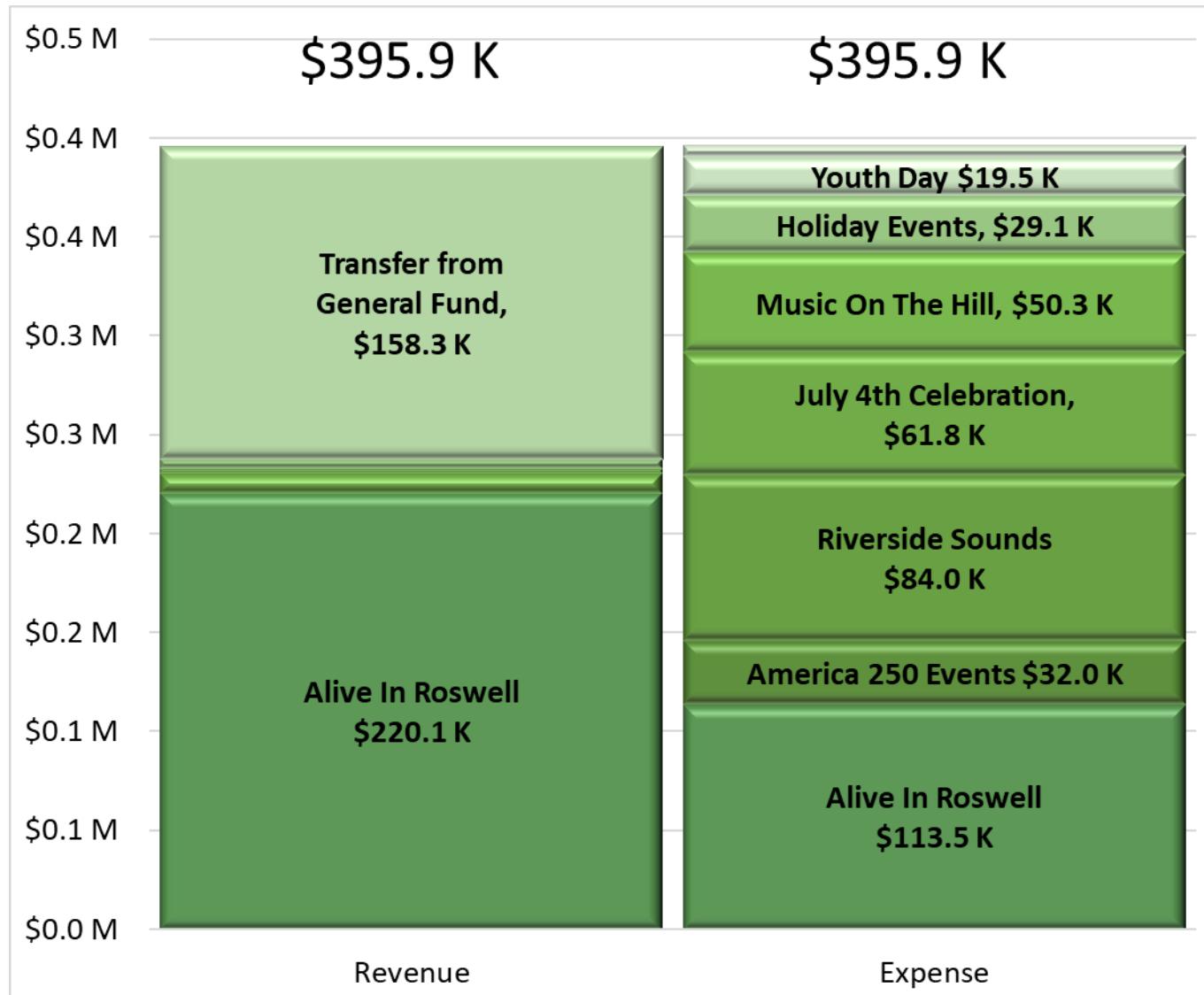
## FY25 Forecast → FY26 Draft

- \$709K → \$564K (▼ \$145K / -20.5%)

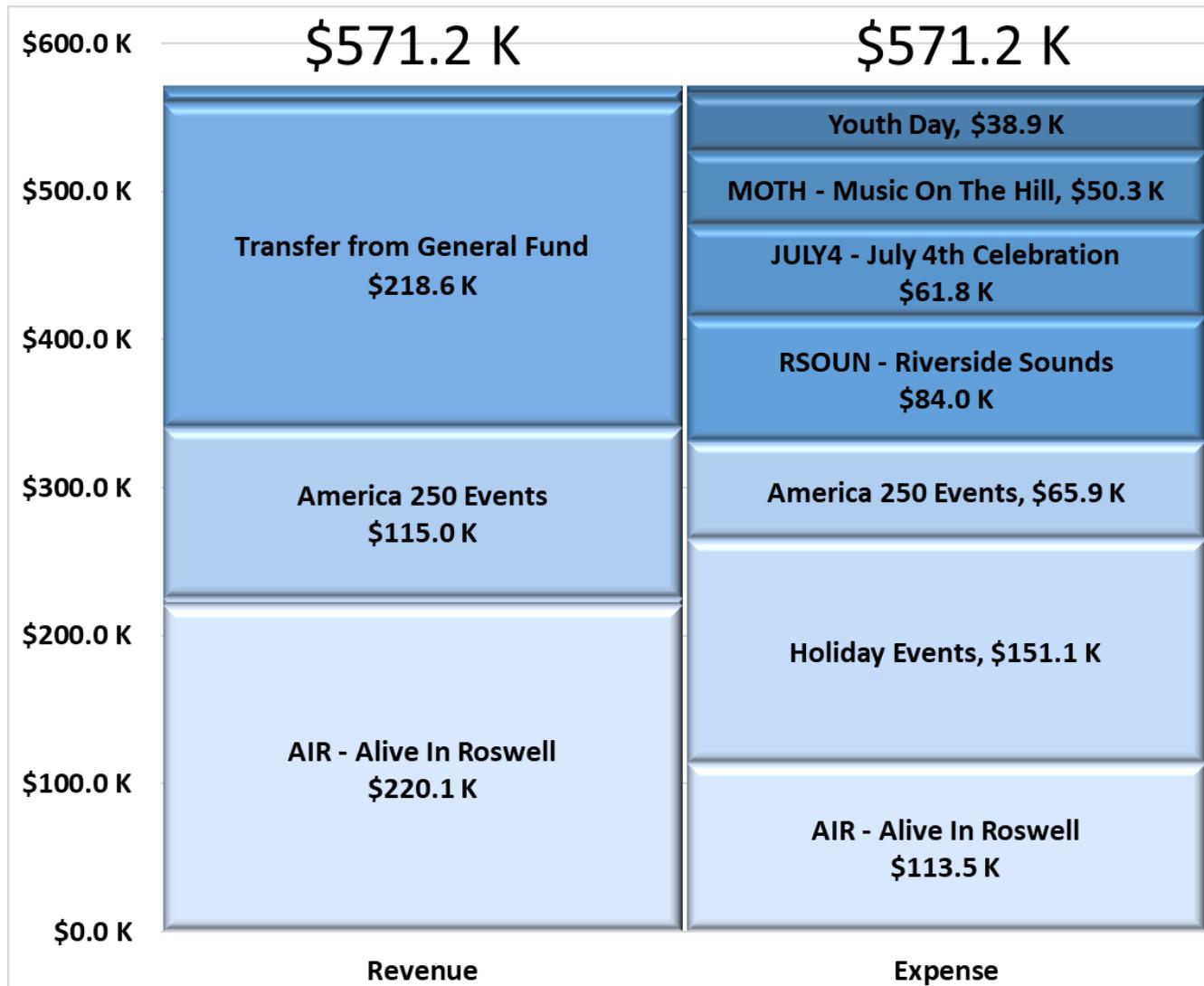
## Positive – Savings

- **Operating** ↓ 37% — reductions in hospitality, advertising, and general event costs.
- America 250 and similar items moved to Parks' budget.
- Increase in revenue projections.

# Operating Plan – Revenues & Expenses (Special Events Fund)



## For Context - Total of all Special Events



# Organizational Overview



- No changes in staffing suggested for FY 2026.

# Information Technology Damian Narinesingh

Director of Information Technology



# FY 2025 Achievements

## Budget & Cost Management

- Maintained a flat-to-down budget, with FY26 draft at **0.6% below** FY25 forecast
- Offset **+17.8% software cost increases** with reductions in professional services, communications, and equipment purchases

## Technology Investments

- Modernized permitting with **Enterprise Permitting & Licensing (EPL)**
- Completed full technology build-out at **Summit**
- Implemented **Five9 Contact Center** for Resident & Business Services
- Equipped **Code Enforcement** team with tablets for full field functionality

## Public Safety & Security Upgrades

- Migrated Police Department to **Cellebrite Cloud** for digital evidence
- Expanded 911 capabilities with **Carbyne** and **Axon** digital evidence management
- Strengthened cybersecurity resilience with **CrowdStrike**
- Deploying new **citywide phone system** to improve reliability, quality, & user experience

**Impact:** These initiatives modernized core operations, improved service delivery, strengthened public safety, and enhanced customer experience across departments.

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# Top Priorities & Initiatives

## Top Priorities

- **Establish IT Governance Committee** – oversee policy, data, investment, and project prioritization
- **Partner with Finance** – clarify enterprise IT vs. departmental expenditures
- **Improve Cost Clarity & Accountability** – track, control, and report technology spend citywide

## Key Initiatives

- **Launch Software Asset Management (SAM)** – track licenses and control costs
- **Drive Process Improvement & Technology Adoption** – streamline workflows across departments
- **Develop Enterprise Innovation Strategy** – guide citywide modernization efforts
- **Implement Enterprise Data Lake** – power dashboards and advanced analytics for decision-making

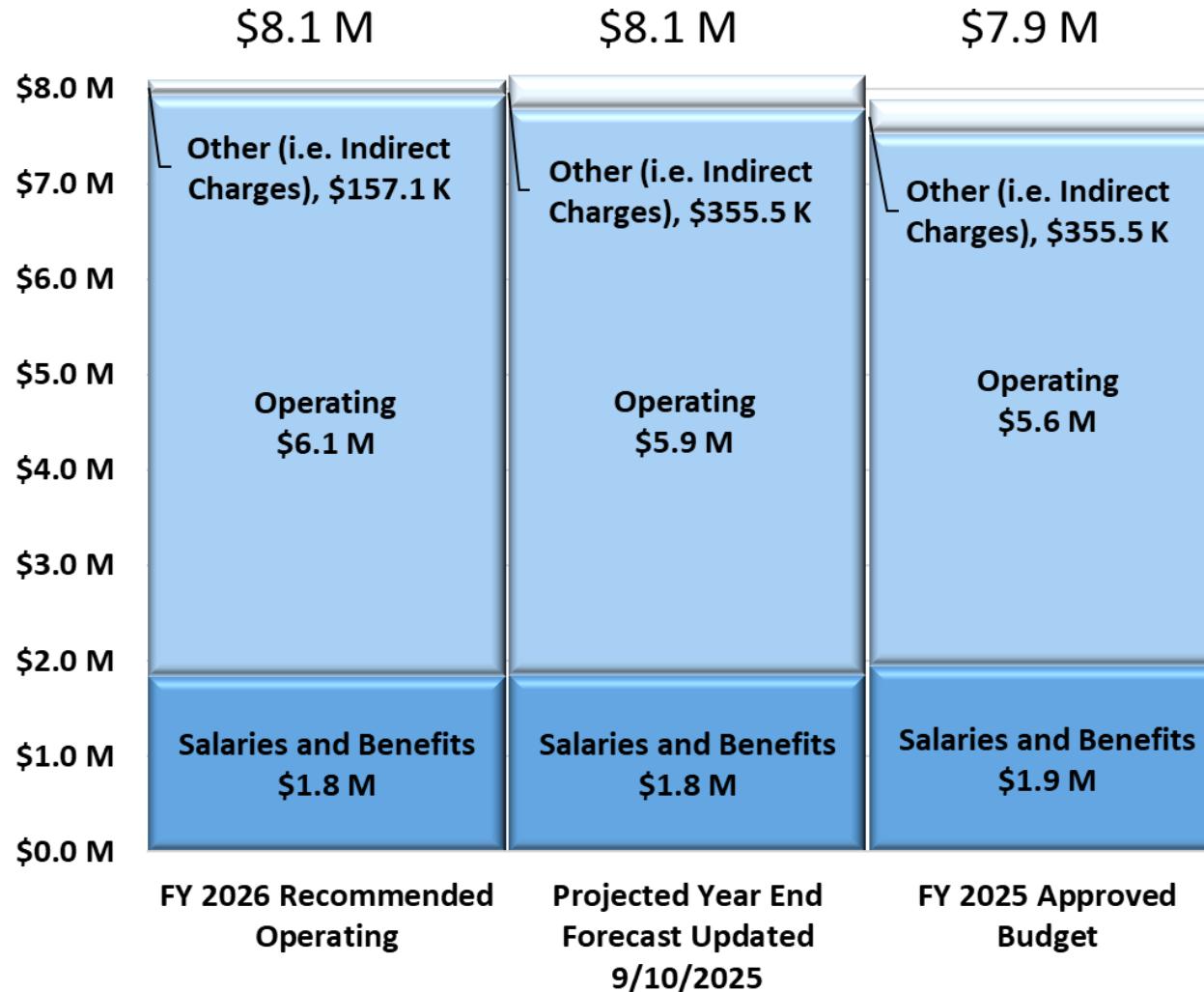
## Staffing Alignment (No Budget Impact)

- Chief Data Officer → **Enterprise Data Manager** to construct a data lake

**Impact:** Strengthens Roswell's IT function as a true enterprise partner — enabling better governance, cost control, modernization, and data-driven decision-making at scale.



# Operating Plan – Expenses (IT Fund)



## ⚠️ FY25 Approved → FY26 Draft

- \$7.88M → \$8.08M (↑ \$203K / +2.57%)

## ✓ FY25 Forecast → FY26 Draft

- \$8.13M → \$8.08M (↓ -\$50K / -0.61%)

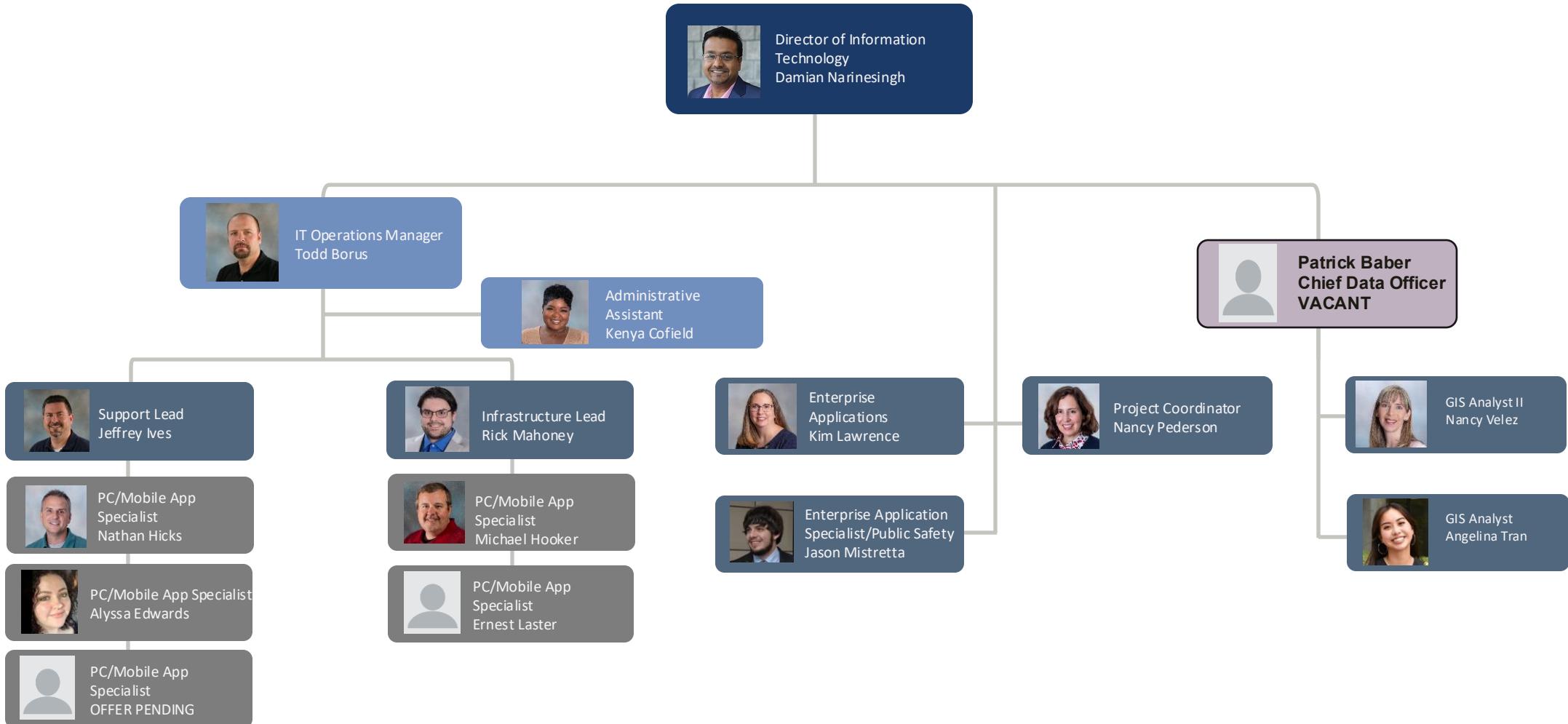
## ✓ Savings (Operating)

- Professional Services -69%
- Communications -12%
- Tech Repairs -22%
- Computer Equipment -94%

## ⚠️ Investments / Pressures

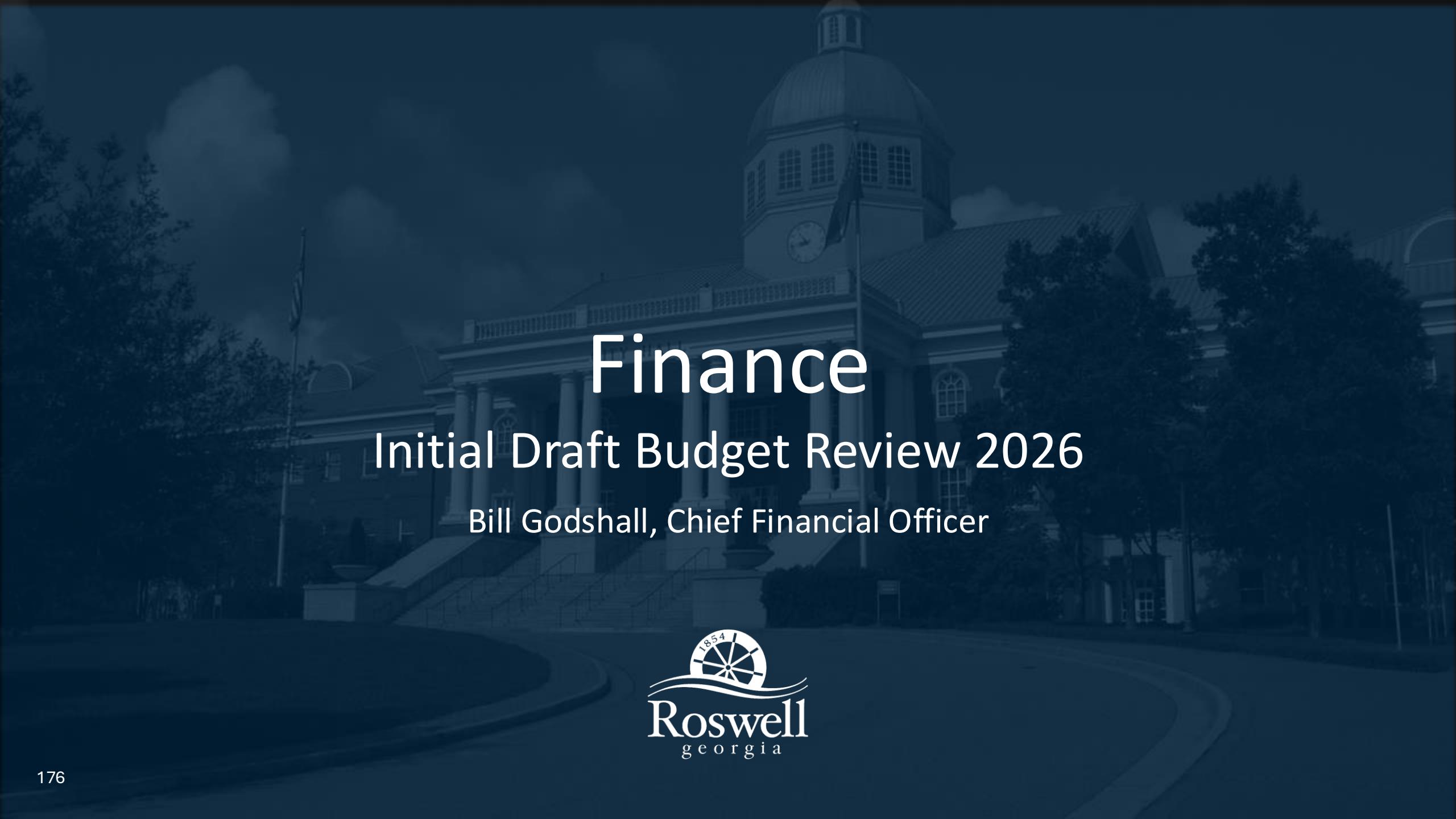
- Software Licenses +18% (EPL \$365K, call-handling, security, evidence)
- Technical Services +111% (security platform, network, backups)
- Repairs & maintenance +128% (court recording support; public-safety dispatch and mobile systems; data-center and phone-system upkeep)

# Organizational Overview



**Staff Changes & Reclassifications to Support Data Lake Initiative with No Major Budget Increase**

- Reclassify Chief Data Officer to → IT Data Analyst



# Finance

## Initial Draft Budget Review 2026

Bill Godshall, Chief Financial Officer



# Top Priorities & Initiatives

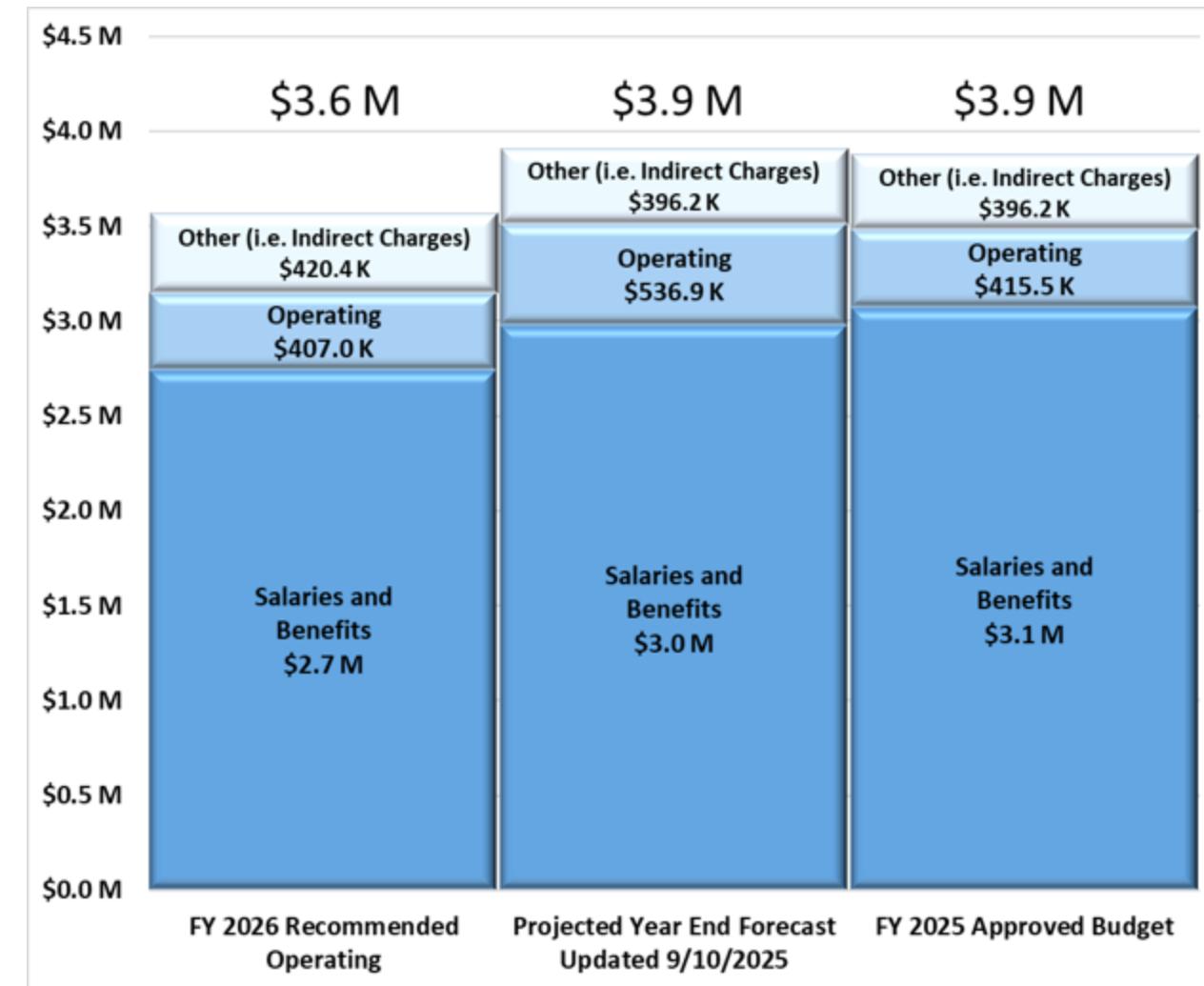
## Top Priorities

- **Alignment of Staff and Systems** – ensure that the staff skills and systems utilized are aligned overall.
- **Advance “Stewarding with Integrity” Strategy** – maximize value on taxpayer resources placed under the city’s care.
- **A Focus on Innovation** – reexamine staff structure, reporting tools, and the potential of automation in regularly occurring processes, such as invoice processing and payments.

## Key Initiatives

- **Creation of the Business and Performance Analysis Division** – staffing level of three with various assignments.
- **Automation Implementation** – complete system rollout utilizing AI where appropriate and achievable.
- **Creation of Executive Dashboards** – rollout of initial phase of executive dashboards for decision makers (level of automation is dependent on IT-funded initiatives).
- **Continue Enhancement of Monthly Business Review Financials** – assign Business and Performance Analysis Division to continue working toward refinement of KPIs as they relate to performance of other departments (dashboards play a large part in this).

# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$3,877,079.00 → \$3,568,419.96  
(↓ -\$308,659.04 / -7.96%)

## FY 2025 Forecast vs FY2026 Draft

\$3,907,821.62 → \$3,568,419.96  
(↓ -\$339,401.66 / -8.69%)

### Major Changes:

- **Realign Finance Services to Resident and Business Services**
  - Little net change to city enterprise, but reduction in Finance headcount overall
  - Change of \$463,711
- **Implementation of Business and Performance Analysis Division**



# Organizational Overview

## Full Time Employees Count in Finance

Positions as of Jan 1, 2025:	31
Business and Resident Services:	<u>(6)</u>
<b>Net:</b>	<b>25</b>
Implementation of Business Analyst:	<u>+3</u>
<b>Recommendation of FY 26:</b>	<b>28</b>

## Departmental Changes

- **Leadership Changes**
  - Adam Novotney appointed Director of Finance 9/15.
- **Functional Realignment**
  - Reassignment of some publicly-facing staff positions to Resident and Business Services.
  - Creation of the Business and Performance Analysis Division to serve the city enterprise in a variety of ways including in-depth performance analyses and process improvement projects.
  - While work is done on restructuring, vacant positions are being reexamined.

# Summary

**We are actively transforming Finance to align to the needs of the city while reducing the budgetary impacts overall.**

**The three full-time staff members within the Business and Performance Analysis Division will have all started by year-end 2025. Functional assignments based on Senior Vice President areas in addition to enterprise-wide performance improvement projects.**

## **The Core Tenets of the Finance Department:**

- Serve the Public Trust with Utmost Integrity
- Protect the Financial Well-being of the City
- Continuously Innovate to Deliver Maximum Value

# Administration

Legal, City Clerk, City Administrator, SVPs, & Governing Body

Bill Godshall, Chief Financial Officer



# Top Priorities & Initiatives

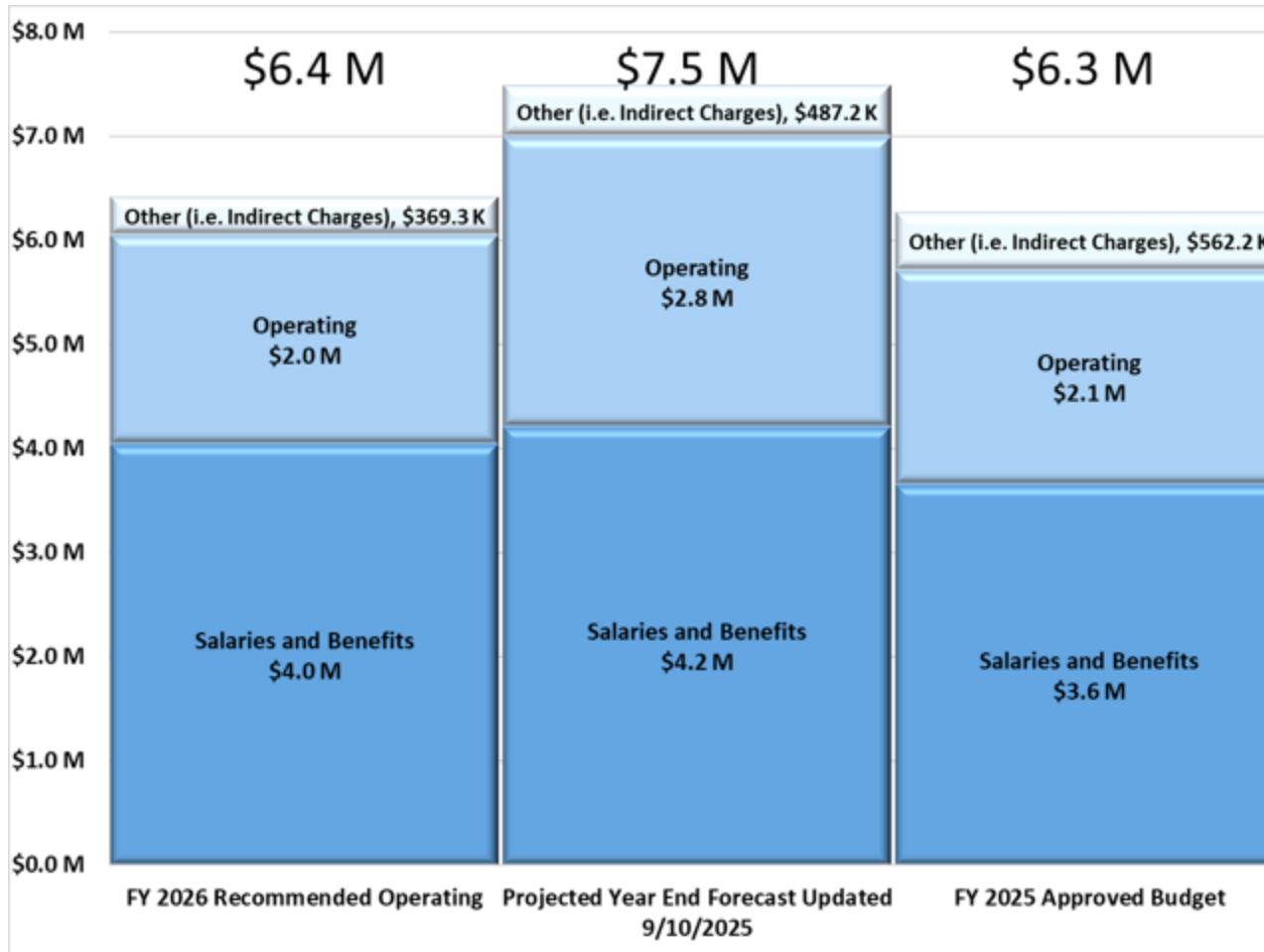
## Top Priorities

- **Alignment of Staff and Systems** – move of Mr. Shih out of the Administration area and into Business and Performance Analysis Division within the Finance Department. Additionally, the position once occupied by Mr. Temes was also repositioned and filled.
- Legal Services to support Economic Development/City

## Key Initiatives

- **Realign financial resources to be less than 2025 Forecast.**
- **Maintain Administration Contingency funding.**

# Operating Plan - Expenses



## FY 2025 Approved vs FY2026 Draft

\$6,270,925.00 → \$6,376,731.00  
(↑ \$105,806.00 / 1.69%)

## FY 2025 Forecast vs FY2026 Draft

\$7,477,350.14 → \$6,376,731.00  
(↓ -\$1,100,619.14 / -+14.72%)

### Major Changes:

- Includes Contingency Carryforward in projection.
- Full implementation of SVPs
- Election in Forecast
  - (Next allocation of election in FY 27)



# Summary

**We are essentially decreasing Administration by the amount of the two positions that moved to Finance. While there is little net change to the enterprise, the Admin budget line decreasing is an important component of note.**

# Fiscal Year 2026 Budget Workshop

October 1<sup>st</sup>, 2025



# Fiscal Year 2026 Budget Next Steps

- **Tuesday, October 14<sup>th</sup> 2025: First Presentation of the Budget**
- **Monday, October 20<sup>th</sup> 2025: First Reading of the Budget at Mayor & Council**
- **Monday, October 27<sup>th</sup> 2025: Second Reading and Passage at Mayor & Council**

# Fiscal Year 2026 Budget Workshop

October 1<sup>st</sup>, 2025

