

# Quarterly Management Review 2Q 2025 Results

City of Roswell

Committees of Council

Tuesday, July 29<sup>th</sup>, 2025



# Executive Summary

---

## Steady Progress Across Strategic Goals & Objectives

- Support Services > Key Leadership Positions Filled in Finance and Human Resources
- Communications... Good Progress > Remains a High Priority

## Service Excellence > Safe, Clean, Reliable, Responsive

- Baseline Service Delivery Standards and Operations Dashboard in Place
- Evaluating Processes, Benchmarks, & Goals > Driving Action
- Targeted Recruiting a Key Focus

## Consistent Financial Results through 2Q

- YTD Results Better than Plan
- Departmental Forecasting Process Refined

## Mayor's Top Priorities > Tonight's Updates

- ***Transformational Economic Development*** > Quarterly Report
- ***Exceptional Execution Infrastructure Projects*** > Mid-Year Update

## Goals & Objectives

# Vision & Mission

---

## *Vision*

***To Be the #1 Family Community in America***

## *Mission*

***To Provide Our Community with an Exceptional Quality of Life***

# Strategic Imperatives

---

**Economic  
Development**

***Transformational, Purposeful, Intentional***

**Infrastructure  
Investment**

***Investing in It, Developing It, Maintaining It***

**Best in Class  
Safety**

***For Residents, Businesses, Visitors, and Our Employees***

**Service  
Excellence**

***Safe, Clean, Reliable, Responsive***

**Stewarding  
with Integrity**

***Effective Stewardship of City Resources***

**Top Place to  
Work**

***Valuing Our People and Supporting Their Growth***

# Economic Development – 2Q Results

<i>Complete / On Track</i>	<i>Key Focuses</i>
<ul style="list-style-type: none"><li>• Hill St Development<ul style="list-style-type: none"><li>• DDA awarded RFPs for Parking Deck and Townhomes</li><li>• Development Agreement and other documents on track for 10/15/2025</li></ul></li><li>• Quarterly Economic Development Report</li><li>• Roswell Development Finance Program</li><li>• Continued Refining Financial Modeling for Projects</li></ul>	<ul style="list-style-type: none"><li>• Complete Hill Street Closing Documents</li><li>• USL Entertainment District – Next Phase</li><li>• Economic Development Score Card</li><li>• Enhance EconDev Project/Process Mgmt</li><li>• Next Phase of Parking Technology</li><li>• Initiate Brand Strategy</li><li>• Initiate 2045 Comprehensive Growth Plan</li></ul>

# Infrastructure Investment – 2Q Results

<i>Complete / On Track</i>	<i>Key Focuses</i>
<ul style="list-style-type: none"> <li>• <b>Continue Improving Project Management Process &amp; Communication</b></li> <li>• <b>Downtown Parking Deck</b> <ul style="list-style-type: none"> <li>• Finalizing Design, Prepping for Mobilization</li> <li>• Design of Mobility Phase I &amp; II</li> </ul> </li> <li>• <b>Parks</b> <ul style="list-style-type: none"> <li>• East Roswell Dog Park – Under Construction</li> <li>• Riverside Park, Ace Sand Phase II, RAP Pond - Final Design Complete</li> <li>• Grimes Bridge fields – Design Underway</li> <li>• Founders Park – Under Construction</li> <li>• Liberty Square Park – In Design</li> </ul> </li> <li>• <b>Transportation</b> <ul style="list-style-type: none"> <li>• Woodstock Rd/King Rd &amp; 92 – Complete</li> <li>• Big Creek Parkway Phase I – Moved to Construction</li> <li>• Hardscrabble Rd &amp; King Rd Multi-Use Trails – Moved to Construction</li> </ul> </li> <li>• <b>Facilities</b> <ul style="list-style-type: none"> <li>• Resident &amp; Business Services Remodel - Construction</li> <li>• 5-year Facilities Maintenance Master Plan – Under Review</li> </ul> </li> <li>• <b>Utilities – Water &amp; Stormwater Infrastructure</b> <ul style="list-style-type: none"> <li>• Bulloch Ave - Final Design Complete</li> <li>• Bowen at Hedgegate, Ramsdale Stormwater Projects – Complete</li> <li>• Spring Creek, Northmeadow Stormwater Projects – Moving to Construction</li> <li>• Stormwater Lining Package – In Bid Phase</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Begin construction of Big Creek Parkway Phase I – Holcomb Bridge Rd / Warsaw Rd</li> <li>• Parking Deck Mobilization – July 2025</li> <li>• East Roswell Dog Park – Construction completed Fall 2025</li> <li>• Roswell Area Park Pond – Put out to Bid, Construction to start Fall 2025</li> <li>• Riverside Park RFP – Put out to Bid, Construction to start Fall 2025</li> <li>• Grimes Bridge Park – Put out to Bid, Construction to start Fall 2025</li> <li>• Liberty Square Park - Put out to Bid, Construction to start Fall 2025</li> <li>• Bulloch Ave Waterline – Put out to Bid, Construction to start Summer 2025</li> <li>• Complete Spring Creek Stormwater Project</li> <li>• Complete Northmeadow Stormwater Project</li> <li>• Begin Stormwater Lining Package</li> <li>• Funding for Green St Mobility</li> <li>• Resurfacing – Put out to bid, Construction to start Summer 2025</li> <li>• Woodstock MUT Phase 1 – Construction to start Fall 2025</li> </ul>

# Best In Class Safety – 2Q Results

## Complete / On Track

- **Continue Summit Public Safety HQ Transition**
  - Floors #2 & #3 substantially complete
  - Uniform Patrol, Detectives transitioned
  - Award Contract for Police Multi-Use Facility (Evidence, Motor Barn, Cross-Fit)
- **Slow Down in Roswell**
  - Revising Traffic Calming Policy - In process
  - Purchased Concrete Equipment
  - Submitted for SS4A grant (Mimosa, Wavetree, Roxburgh)
  - RPD Targeted Enforcement Focus
- **Fire**
  - Asset Management Plan
  - Fire Apparatus Operator Promotions
  - Qwake Implementation
  - Policy Modernization
  - Health and Wellness Committee
  - Inspection Cycle Management
  - Emergency Operations Plan Annex's
  - Electric Vehicle and Lithium-Ion Battery Plan
- **Police**
  - Continue Human Trafficking Investigations
  - Trained 2 of 4 Additional Drug Recognition Experts; 3<sup>rd</sup> signed up for training in Q3
  - Certified 2 Additional Defensive Tactics GST Instructors; 2 more scheduled certified August
  - Optimize the New PSHQ Layout for Workplace Efficiency
  - Provide Specialized Trauma Support
  - Completed Phase I of PSHQ

## Key Focuses

- Award Contract for 911 / Sharpshooters Remodel
- Move remaining divisions to new HQ
- MCC Review/Approval Revised Traffic Calming Policy in Q3
- Determine Proper Utilization and Placement of Traffic Calming Elements Q4
- Concrete Crew Recruitment
- Promote 15 Additional Apparatus Operators - October
- Obtain Qwake Pioneer Program Equipment
- Monitor Policy Compliance and Accountability
- Traffic Preemption Implementation
- Complete City Emergency Operations Plan Completion
- Finalize 48/96 Study
- Community Risk Assessment Analysis Completion
- Uniform Patrol augmenting Traffic Enforcement in traffic complaint areas
- Complete Phase II of PSHQ





# Service Excellence – 2Q Results

<i>Complete / On Track</i>	<i>Key Focuses</i>
<ul style="list-style-type: none"> <li>Continued development of departmental MBR Process               <ul style="list-style-type: none"> <li>Baseline Service Standards and KPI's largely in place</li> <li>Evaluating goals and benchmarks</li> <li>Beginning to identify trends and corrective actions</li> <li>Linking financial results, forecasts, and staffing</li> </ul> </li> <li>Key Mid-Year Contract Transitions               <ul style="list-style-type: none"> <li>Transitioning Residential Curbside Recycling and Yard Waste Contract to WastePro</li> <li>Transitioning Transfer Station Operations Contract to Seagreen Services</li> </ul> </li> <li>Elevating Communications &amp; Special Events               <ul style="list-style-type: none"> <li>Integrated into Sr Leader Management Structure</li> <li>Continued Comms alignment with Legislative Calendar</li> <li>Messaging alignment to Strategic Objectives</li> <li>Internal Citywide Special Events Calendar Completed</li> <li>Incorporated Police and Fire into the Broader Communications Team</li> <li>Implemented Communications "On-call Schedule"</li> <li>Revised Council Meeting format for efficiency</li> </ul> </li> <li>Resident &amp; Business Services launch on track               <ul style="list-style-type: none"> <li>Remodel on track for end of September completion</li> <li>Transitioned Business Services to phone system – collecting data</li> </ul> </li> <li>Comm Dev Transition to Online Permitting System (EPL) on track               <ul style="list-style-type: none"> <li>Workflows in development</li> <li>Customized Reports and Data Conversion Prep. Testing begins Q3</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>MBR Progression               <ul style="list-style-type: none"> <li>Risk Management</li> <li>Clean and Appearance Standards</li> <li>Customer Satisfaction</li> <li>Targeted Recruiting</li> <li>Ensure Human Resources Performance Management Alignment</li> </ul> </li> <li>Communications &amp; Special Events               <ul style="list-style-type: none"> <li>Completion of SEER Communications Audit</li> <li>Improve Messaging for Major Project Starts</li> <li>Standardize Website Dashboards</li> <li>New website by 2026</li> <li>Ensure Special Event and Communication Alignment with Citywide Goals</li> </ul> </li> <li>Resident &amp; Business Services               <ul style="list-style-type: none"> <li>Transition Water Dept – 8/15</li> <li>Opening of the Resident and Business Service Center</li> </ul> </li> <li>Community Development               <ul style="list-style-type: none"> <li>Implement Online Permitting System (EPL)</li> <li>Develop Comm Dev "Funnel"</li> </ul> </li> </ul>

# Stewarding with Integrity – 2Q Results

<i>Complete / On Track</i>	<i>Key Focuses</i>
<ul style="list-style-type: none"><li>• Codify Executive Roles &amp; Delegations (Ord. 2024-09-03, 2024-09-04, 2024-09-05) to Strengthen Stewardship and Accountability</li><li>• Moved Payroll Functions to Finance to improve internal Service Delivery</li><li>• Budget process for FY 2026</li><li>• Finalize FY24 Results &amp; Audit Findings</li><li>• Implement Project Reporting</li><li>• Improve Financial Reporting</li><li>• Develop Quarterly Reporting</li><li>• Initiate Impact Fee Study</li><li>• Establish Monthly Bond Updates</li><li>• Evaluate Grant Strategy</li><li>• Initiate Quarterly Management Reviews (QMRs)</li><li>• Enhance Financial Forecasting</li></ul>	<ul style="list-style-type: none"><li>• Finalize monthly financial reporting</li><li>• Evaluate Procurement and Payment Processes</li><li>• Initiate Next Phase - Fleet Strategy</li><li>• Activate Grant Strategy</li></ul>

# Top Place to Work – 2Q Results

<i>Complete / On Track</i>	<i>Key Focuses</i>
<ul style="list-style-type: none"><li>• Hired Human Resources Director &amp; Compensation and Benefits Manager</li><li>• Developed Human Resources KPI's &gt; system for tracking and reporting</li><li>• Integrated all departments into Performance Management (Align360)</li><li>• Job Fair scheduled for August 5th for targeted positions</li></ul>	<ul style="list-style-type: none"><li>• Continue to Stabilize &amp; Build Human Resources Team</li><li>• Fully Leverage New Employee Performance Management Tools</li><li>• Develop Targeted Recruiting Plans</li><li>• Evaluate 2026 Benefits Package</li><li>• Human Resources Policies and Procedures Manual Revision</li><li>• Launch enhanced Employee Recognition Process</li><li>• Evaluate Total Compensation Framework</li><li>• Assess Roswell Clinic Operations</li></ul>

**Operations Dashboard > Safe, Clean, Reliable, Responsive**

# Safe - Performance Standards & KPI's

Police	Fire	Rec & Parks	Community Development	Transportation	EPW
On-Job Injuries	On-Job Injuries	On-Job Injuries	On-Job Injuries	On-Job Injuries	On-Job Injuries
Accidents	Accidents	Accidents	Accidents	Accidents	Accidents
Training Compliance	Training Compliance	Park - Safety Inspection Compliance		Safety Audits	Water Quality Complaints
Calls for Service	Calls for Service	Facility – Safety Inspection Compliance			Safety Audits
Person Crimes (NIBRS)	CRR Inspections				Vehicle PM Compliance
Property Crimes (NIBRS)					

## Clean - Performance Standards & KPI's

Police	Fire	Rec & Parks	Community Development	Business & Resident Services	Transportation	EPW
Staff Appearance Compliance	Staff Appearance Compliance	Staff Appearance Compliance	Staff Appearance Compliance	Staff Appearance Compliance	Staff Appearance Compliance	Staff Appearance Compliance
Vehicle Appearance Compliance	Vehicle Appearance Compliance	Vehicle Appearance Compliance	Vehicle Appearance Compliance	Front Counter Appearance	Vehicle Appearance Compliance	Vehicle Appearance Compliance
Facilities Clean Inspection	Facilities Clean Inspection	Parks Preventative Maintenance Inspection Compliance			Mowing Freq Compliance	Facilities Satisfaction Rate - Custodial
		Facilities Preventative Maintenance Inspections Compliance				Facilities Satisfaction Rate - Maintenance

# Reliable – Performance Standards & KPI's

Police	Fire	Rec & Parks	Community Development	Business & Resident Services	Transportation	EPW
911 Call Pickup Time – 90th Percentile & Average	Turnout Time – 90th Percentile	Work Orders Completed within Service Level	Land Development Permits – Processing Time	Call Abandonment Rate	Traffic Signal Uptime	Light Duty Vehicles Work Order Completion
	Response Time – 90th Percentile	Scheduled Maintenance Tasks Completed on Time	Building Permits – Processing Time	Work Order Request to Close Ratio	Right of Way Permit Turnaround Time Avg	Heavy Duty Vehicles Work Order Completion
	Plan Review Turnaround Time – 90th Percentile	Avg Response Times to Safety Issues	Planning/Zoning Permits – Processing Time	Call volume, call handling	Transportation Land Development Permit Turnaround Time Avg	Contractor SLA: Recycling & Yard Waste Pickup
						# of Missed Residential Trash Pick Ups
						Facility Services Work Orders Completion
						Waste Route Completion Rate - Residential
15						Waste Route Completion Rate - Commercial

# Responsive – Performance Standards & KPI's

Police	Fire	Rec & Parks	Community Development	Business & Resident Services	Transportation	EPW
Complaints - Sustained	Complaints-Sustained	Occupancy/Use Rate of Recreation Facilities	Code Compliance Response Time	Call Answering Service Level Compliance Rate	% Roadway Service Tickets Resolved within Benchmark	Facilities Services Work Order Response Time
		Occupancy/Use Rate of Special Venues	Reactive Code Compliance Cases Resolved per Month	Avg Speed to Answer and Avg Handle time		Emergency Service Call Response Time
		Subsidized Program Enrollment & Retention Rate	Proactive Code Compliance Cases Resolved per Month	Satisfaction Rate		
		Avg % Programs at Maximum Capacity per Type	Customer Response Time	CSR Rating		
		Customer Response Time				



# Support Services – Performance Standards & KPI's

	Finance	IT	HR
Safe		<ul style="list-style-type: none"> <li>Security System Update Compliance</li> <li>Major Security Threat Resolution Rate</li> </ul>	<ul style="list-style-type: none"> <li>Compliance Training</li> <li>Wellness Center Utilization Rate</li> <li>Health Benefits Utilization Rate</li> <li>Employee Relations Cases</li> <li>Lost Time/Return to Work</li> </ul>
Reliable	<ul style="list-style-type: none"> <li>% Utilities Bills Past Due</li> <li># of Days to Close each Month</li> <li>Time to Process Purchase Orders</li> <li>Dept Financial Reporting Available</li> <li>% Payroll Errors</li> </ul>	<ul style="list-style-type: none"> <li>% Server Uptime</li> <li>% Network Uptime</li> <li>% IT Projects on Schedule</li> </ul>	<ul style="list-style-type: none"> <li>Turnover/Attrition Rate</li> <li>Vacancy Rate</li> <li>Recruiting - Average Time to Fill</li> </ul>
Responsive	<ul style="list-style-type: none"> <li>Business Services Help Ticket Resolution</li> </ul>	<ul style="list-style-type: none"> <li>Help Desk Satisfaction Rate</li> </ul>	<ul style="list-style-type: none"> <li>Human Resources Help Ticket Resolution</li> <li>Benefits Claims Denial Rate</li> <li>Benefits Satisfaction Rate</li> <li>Wellness Center – Net Promoter</li> </ul>
Efficient		<ul style="list-style-type: none"> <li>% Help Desk Tickets Resolved within SLA</li> <li>% Enterprise Tickets Resolved within SLA</li> <li>% Application Tickets Resolved within SLA</li> <li>% Enterprise/Citywide IT Projects On Schedule</li> </ul>	<ul style="list-style-type: none"> <li>Benefits Utilization</li> </ul>

## Financial Results - 2Q

# Budget Highlights – General Fund

Six-months ended June 30, 2025

	Budget	Actual	Variance
Property taxes	\$2.5 million	\$3.4 million	\$0.9 million
Sales and use taxes	14.6 million	15.1 million	0.5 million
Business taxes	12.4 million	12.3 million	(0.1 million)
Other revenue	6.3 million	6.6 million	0.3 million
Total revenues	35.8 million	37.4 million	1.6 million
Salaries and benefits	31.6 million	31.0 million	0.6 million
Operating	8.4 million	7.8 million	0.6 million
Transfers and other	8.6 million	8.6 million	0.0 million
Total expenditures	48.6 million	47.4 million	1.2 million
Net	\$(12.8 million)	\$(10.0 million)	\$2.8 million
Results are unaudited			

# Cash Balances

June 30, 2025

	June 30, 2025	March 31, 2025	December 31, 2024
Cash and investments:			
Unrestricted	\$66 million	\$88 million	\$82 million
Restricted	<u>\$208 million</u>	<u>\$203 million</u>	<u>\$311 million</u>
Total cash and investments	<u>\$274 million</u>	<u>\$291 million</u>	<u>\$293 million</u>












**NOTE:** Unrestricted cash balance is expected to return to December 31, 2024 level upon collection of property taxes in the fourth quarter of 2025.

**Results are unaudited.**

## Mayor's Top Priorities

# Mayor's Top Priorities for 2025

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

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

# Economic Development Report

# GOALS AND OBJECTIVES

July 2024: Report



## Grow

Grow the economy without growing the population beyond 120,000. Prioritize target locations for growth engines.



## Integrate

Build and execute strategy that unifies East and West Roswell. Centralize services and control land for deliberate development.



## Balance

Diversify the tax base. Shift the tax digest proportions away from personal property tax to corporate taxes.



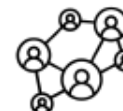
## Optimize

Enhance infrastructure capacity for projected growth. Connect existing asset classes and CIP projects to drive progress.



## Brand

Reposition Roswell as an attractive, effective and safe bet for outside capital and industry. Re-establish Roswell as the pre-eminent municipality of North Fulton.



## Innovate & Align

Establish Roswell as an Applied Lab for R&D and innovation. Align with County and State ED industry priorities. Add a future facing, scaling industry.





# Economic Development Department 2025 Goals

- Hill Street Land Exchange Agreement (LEA)
- Hill Street Project – Transaction Close-out
- Roswell Development Finance Program
- TAD Strategy, Policies and Procedures
- Fully integrated Comprehensive Plan with economic development strategy and business plans for each node.
- White-Glove Service Program
- Economic Development Incentives Policy Update
- Project Tracking System
- Comprehensive Plan Alignment w/ Econ Dev goals
- EconDev Quarterly Reporting Framework



# Economic Development Tools and Resources

## **Newly developed and implemented**

- Roswell Development Authority
- Roswell Tax Allocation District (TAD) Boundaries
- Roswell Public Financing Authority (PFA)

## **In progress in 2025**

- Roswell Tax Allocation District Policies
- Roswell Development Finance Program
- Development Incentives Policies
- 2045 Comprehensive Plan
- Impact Fee Assessment



# Economic Development Process

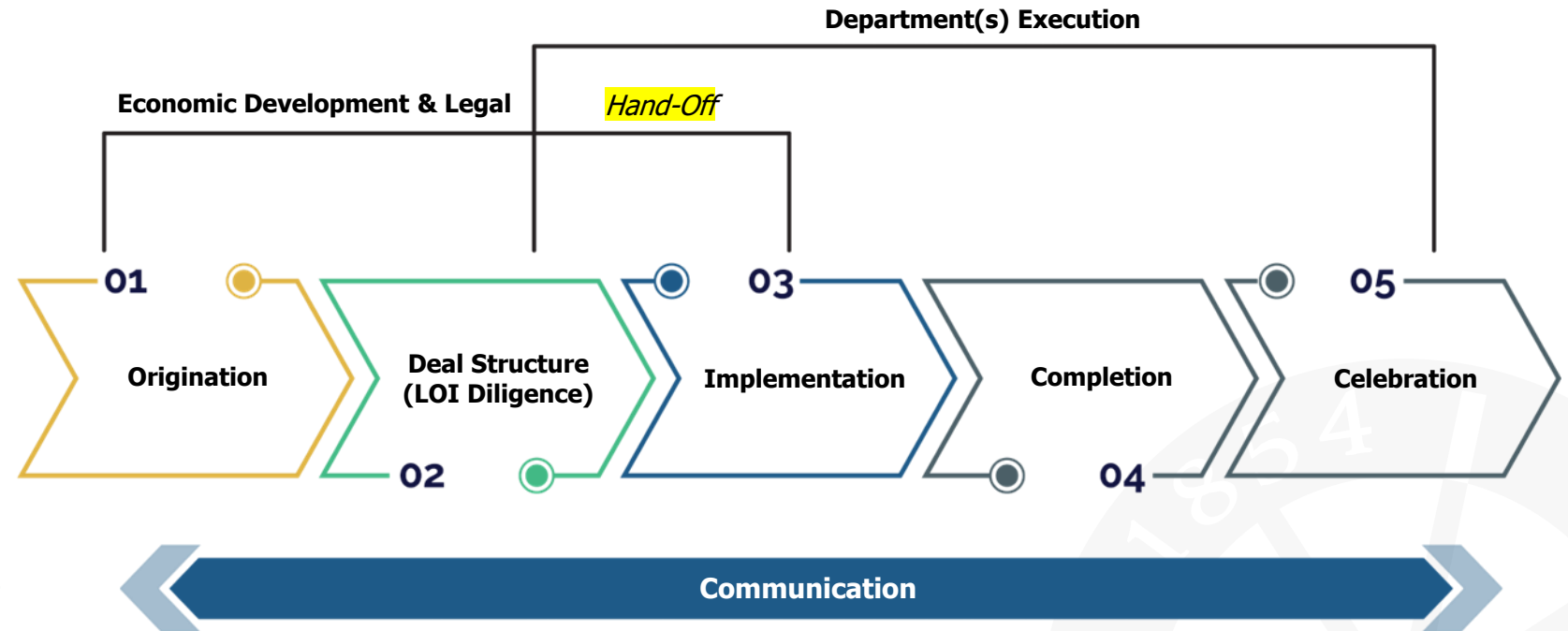
## ORIGINATION

- Kickoff Meeting
- Stakeholder Engagement
- Develop project feasibility analysis
- Regular updates with developer
- Negotiate terms, create and refine LOI
- Execute LOI

## LOI: PRELIMINARY DUE DILIGENCE

- Update developer checklist and receive items
- Obtain initial zoning changes/approvals
- Collaborate on design, secure financing, and get community input
- Negotiate and finalize agreements
- Draft and refine feasibility analysis
- Executive definitive agreements

## IMPLEMENTATION



# Active Economic Development Projects

## Project Lead: Seer World LLC

### Origination

- United Soccer League Site
- Mansell Overlook
- West Gateway (Formerly West Alley)
- Chambray Hotel
- Riverwalk Mixed-Medical
- Roswell Town Center

### Deal Structure/Implementation

- Hill Street Development
- Tax Allocation District
- PBS Aerospace
- Summit Public Safety Center



# Q2 Accomplishments (1 of 2)

- Hill Street Project:
  - ✓ Land Exchange Agreement – Executed 4/30/25
  - ✓ Townhome Builder RFP – Released 6/2/25
  - ✓ Construction Manager at Risk RFP – Released 6/2/25
    - Next Milestone
      - ❖ RFP Selection by 8/1/25 (completed)
- Roswell Development Finance Program
  - ✓ Draft Ordinance and Guidelines – 5/30/25
  - ✓ Draft IGA – 6/4/24
    - Next Milestones
      - ❖ Obtain City Council Approval – 8/25/25
      - ❖ Develop Application - 8/15/25; Program Launch – 8/29/25



# Q2 Accomplishments (2 of 2)

- Tax Allocation District (Strategy, Policies, and Procedures):
  - ✓ Draft TAD Policies - 6/6/25
    - Next Milestones
      - ❖ Submit County and School Board Applications
      - ❖ City Council Approval



# Economic Development Master Service Agreement: Seer World LLC

## Performance Based Contract

- M&C Approval: April 22, 2024
  - Date of Agreement: May 7, 2024
  - Eleven (11) Scopes of Work
- Quarter 2, 2025 Report: April-June



# Q2 New Scopes of Work

## Title

## Amount

SOW #8 Real Estate Negotiations – Stadium Mixed Use Development

\$97,680

SOW #9 Financial Analysis – Stadium Mixed-Use Development

\$96,140

SOW #10 Branding Initiative

\$70,400

SOW #11 West Alley Hotel (West Gateway)

\$89,100

**Total**

**\$353,320**





# Summary of Seer Payments

## April–June 2025

Scope of Work	Date	Description	Original SOW	Change in SOW	Revised SOW	Paid Thru March 2025	Paid/ Invoices Received This Quarter (April 2025- June 2025)	Paid/ Invoices Received to Date	Balance of SOW
SOW #1	4/22/2024	Economic Development Strategy, Land Planning and Acquisition	\$275,000	\$330,000	\$605,000	\$501,174	\$65,872	\$567,047	\$37,953
SOW #2	6/10/2024	Chief Operating Officer	\$340,000	-	340,000	162,447	85,002	247,449	92,551
SOW #3	7/22/2024	Parking Business Model	\$143,000	-	143,000	143,000	-	143,000	-
SOW #4	8/14/2024	USL Site Utilization Plan	\$35,500	-	35,500	35,500	-	35,500	-
SOW #5	11/19/2024	Hill Street Redevelopment	\$210,120	-	210,120	121,078	88,736	209,814	306
SOW #6	11/19/2024	West Alley Hotel	\$83,029	(8,864)	74,165	59,517	14,648	74,165	-
SOW #7	2/1/2025	Communications	\$97,900	-	97,900	-	38,221	38,221	59,679
SOW #8	4/25/2025	Real Estate Negotiations - Stadium Mixed-Use Development	\$97,680	-	97,680	-	30,836	30,836	66,844
SOW #9	4/25/2025	Financial Analysis - Stadium Mixed-Use Development	\$96,140	-	96,140	-	37,068	37,068	59,072
SOW #10	5/29/2025	Branding Initiative	\$70,400	-	70,400	-	-	-	70,400
SOW #11	6/1/2025	West Alley Hotel	\$89,100	-	89,100	-	-	-	89,100
Total to date			\$1,537,869	\$321,136	\$1,859,005	\$1,022,716	\$360,383	\$1,383,099	\$475,906

# Seer Contract Balance

Contract Balances	Year 1 (April 2024- April 2025)	Year 2 (April 2025- April 2026)
Authorized Amount	2,000,000	2,000,000
Encumbered	1,505,685	353,320
Unexpended Funds	494,315	-
Contract remaining	-	1,646,680



# Q3 – Looking Forward

- Hill Street – Selection of Townhome Developer/CM at Risk and finalize all project agreements.
- USL Entertainment District - Site Selection
- West Gateway Project- Modified Project
- Tax Allocation District - Policies and Procedures
- Roswell Development Finance Program - Launch



## Infrastructure Projects Update

## Bond Question #1) Recreation & Parks – 7 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
East Roswell Park	Construction	July 2025 – Work on Dog Park Area	Spring 2025	Fall 2025
Roswell Area Park Pond	Procurement	August 2025 – Contractor Selection	Fall 2025	Summer 2026
Grimes Bridge Park	Design	August 2025 – Bid Ready Drawings	Fall 2025	Summer 2026
Riverside Park	Procurement	August 2025 – Contractor Selection	Fall 2025	Spring 2027
Don White Park	Design	Design to Resume After Riverside Rd.	Fall 2027	Fall 2028
Hembree Park	Pre-Design	October 2025 – Survey Complete	2027	2028
Ace Sand Phase II	Design	August 2025 – Bid Ready Drawings	TBD	TBD

## Bond Question #1) Pedestrian Connectivity – 7 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Hardscrabble Road MUT	Construction	February 2026 - Completion	July 2025	Spring 2026
King Rd MUT	Construction	December 2025 – Completion	July 2025	Fall/Winter 2025
Etris Road MUT	Right-of-way	October 2025 – Appraisals complete	Spring 2026	Summer 2026
Old Alabama MUT Phase 2	Right-of-way	September 2025 – 90% drawings	Spring 2026	Fall 2026
Old Alabama MUT Phase 3	Pre-Design	November 2025 – 30% drawings	Spring 2027	Fall 2027
Norcross St MUT	Pre-Design	December 2025 – Survey Complete	TBD	TBD
Oxbo Road MUT	On-hold	TBD	TBD	TBD

CITY OF ROSWELL  
**BOND PROGRAM**

INVESTING TODAY IN ROSWELL'S TOMORROW



## Bond Question #2) Public Safety – 6 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Traffic Pre-emption	Construction	August 2025 – Local Traffic Signals Implemented	Winter 2025	Fall 2025
Public Safety Headquarters	Construction	September 2025 – Floors 2 & 3 Complete	Winter 2025	Winter 2026
911 Call Center Facility	Design	August 2025 – 95% Drawings	Summer 2025	Spring 2026
Evidence Building	Design	August 2025 – NTP	Summer 2025	Winter 2026
Fire Station #27	Procurement	October 2025 – Contractor Selection	Fall 2025	Spring 2027
Fire Station #23	Pre-Design	June 2025 – Site Survey Complete	TBD	TBD



CITY OF ROSWELL  
**BOND PROGRAM**

INVESTING TODAY IN ROSWELL'S TOMORROW



## Bond Question #3) Parking Deck

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Downtown Parking Deck	Construction	Mobilization – July 28	Summer 2025	Summer 2026



## CIP Non-Bond Funded Projects – 4 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Resident Business Services & IT Remodel	Construction	July 2025 – IT Remodel Complete	Spring 2025	Fall 2025
Founders Park	Construction	April 2025 – NTP	Spring 2025	Spring 2026
Liberty Square Park	Design	September 2025 – 100% Drawings	Fall 2025	Fall 2026
Edwin & Nelda Spruill Park	Pre-Design	Fall 2025 – Survey Complete	TBD	TBD



## RDOT – TSPLOST 1 – 3 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Big Creek Parkway Phase 1	Construction	January 2026 – Completion	April 2025	Spring 2026
Big Creek Parkway Phase 2	Design/Right-of-Way	September 2025 – 60% drawings	Summer 2027	Spring 2029
Southern Gateway	Design/Right-of-way	Spring 2026 – 90% drawings	Spring 2028	Spring 2031

## RDOT – TSPLOST 2 – 11 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Woodstock Road Multi-Use Trail Phase 1	Design	August 2025 – Procurement	Fall 2025	Spring 2026
Riverside Road Improvements	Design/ROW	August 2025 – 100% drawings	Spring 2026	Fall 2027
Pine Grove Road Corridor Phase 1A	Design	August 2025 – 60% drawings	Spring 2026	Spring/Summer 2027
Pine Grove Road Corridor Phase 1B	Design	September 2025 – 60% drawings	Spring 2026	Summer/Fall 2027
Cox Rd Intersection Improvements	Design/ROW	October 2025 – 90% drawings	Summer 2026	Fall 2027
Old Alabama MUT Phase 1	Design	October 2025 – Begin ROW	Fall 2026	Fall 2027
Pine Grove Road Corridor Phase 2	Design	Spring 2026 – 30% drawings	Summer 2027	Summer 2028
Norcross Street Bridge Replacement	Design	February 2026 – 60% drawings	Fall 2027	Fall 2028



## RDOT – TSPLOST 2 (cont.)

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Woodstock Road Multi-Use Trail Phase 2	Design	October 2025 – Begin ROW	Spring 2027	Spring 2028
Grimes Bridge Road Corridor	Pre-Design	December 2025 – survey complete	TBD once in design	TBD
Nesbit Ferry Road Corridor Improvements	Design	TBD	TBD	TBD



## RDOT – Capital – 13 active projects

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Nesbit Ferry Rd at Nesbit Lakes Dr	Construction	August 2025 - Completion	July 2025	Summer 2025
2025 Resurfacing	Construction	November 2025 - Completion	September 2025	Fall 2025
Coleman Road Sidewalk	Construction	December 2025 - Completion	Fall 2025	Spring 2025
SR 9 at Riverside Rd/Azalea Rd	Design	October 2025 – Contractor selection	Fall 2025	Spring 2026
Green St Activation Plan (SR9 to Cherry Way)	Design	August 2025 – 60% drawings	Spring 2026	Fall 2026
Green St Activation Plan (Cherry Way to Woodstock St)	Design	November 2025 – 30% drawings	Fall 2026	Spring 2027

## RDOT – Capital (cont.)

Project	Phase	Status	Estimated Construction Start	Estimated Completion
Woodstock Rd Sidewalk	Design	Fall 2026 – Consultant selection	Spring 2027	Spring 2028
NPS Mitigation	Design	March 2026 – 90% drawings	Spring 2028	Spring 2029
Big Creek Trail (Reconnecting Communities Grant)	Procurement	December 2025 – Consultant selection	TBD	TBD (Need to identify construction funding)
Jones Rd Bridge Replacement	Design	February 2026 – 60% drawings	TBD	TBD (Need to identify construction funding)
Jones Rd Sidewalk	Design	Nov/Dec 2025 – Appraisals complete	TBD	TBD (Need to identify construction funding)
Oxbo Rd Bridge Replacement	Design	February 2026 – 60% drawings	TBD	TBD (Need to identify construction funding)
Vickery Creek Trail (FLAP Grant)	Procurement	January 2026 – Consultant selection	TBD	TBD (Need to identify construction funding)