



COMMITTEES OF COUNCIL
AGENDA
Regular Meeting

Mayor Mary Robichaux
Councilmember Sarah Beeson
Councilmember Eren Brumley
Councilmember Christine Hall
Councilmember Jennifer Phillippi
Councilmember Allen Sells
Councilmember Chris Zack
City Administrator Randy Knighton

Tuesday, May 12, 2026

5:00 PM

City Hall - Room 220

CALL TO ORDER / ROLL CALL

Approval of the Minutes

1. Approval of the Committee Meeting Minutes - April 28, 2026.

Regular Agenda

2. Consideration of the TSPLOST 3 Project List
Presented by Andy Phlegar, Director of Transportation
3. Presentation of FY2026 Q1 Quarterly Management Review
Presented by Bill Godshall, Chief Financial Officer
3. Consideration of a Resolution to approve the 2026 Annual Action Plan (AAP) for Community Development Block Grant (CDBG) and budget amendment (BA22570101-06-08-26) to set up the grant in amount of \$443,594
Presented by Bill Godshall, Chief Financial Officer
5. Quarterly Economic Development Review (First Quarter 2026)
Presented by Jeffrey Leatherman, Deputy City Administrator

Adjournment



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10435

MEETING DATE: **May 12, 2026**
DEPARTMENT: **Administration**
ITEM TYPE: **Agenda Vote**

Approval of the Committee Meeting Minutes - April 28, 2026.

3. Consideration to pursue a grant from the Federal Highway Administration (FHWA) from the Safe Streets and Roads for All (SS4A) program

RESULT: APPROVED TO MOVE TO MAYOR AND COUNCIL [UNANIMOUS]
NEXT: 5/11/2026 7:00 PM
MOVER: Jennifer Phillippi, Councilmember
SECONDER: Mary Robichaux, Mayor
IN FAVOR: Robichaux, Beeson, Hall, Zack, Phillippi, Brumley, Sells

4. Consideration of a resolution to submit a Local Road Assistance Administration (LRA) project list for FY 2026 to the Georgia Department of Transportation (GDOT) and to accept the GDOT LRA funds with a budget amendment in the amount of \$1,221,801.94.

RESULT: APPROVED TO MOVE TO MAYOR AND COUNCIL [UNANIMOUS]
NEXT: 5/11/2026 7:00 PM
MOVER: Jennifer Phillippi, Councilmember
SECONDER: Sarah Beeson, Councilmember
IN FAVOR: Robichaux, Beeson, Hall, Zack, Phillippi, Brumley, Sells

5. Consideration to award a Task Order Chatfield Contracting, Inc. for the Farm Trace Stormwater Construction Project in an amount not to exceed \$380,229.74

RESULT: APPROVED TO MOVE TO MAYOR AND COUNCIL [UNANIMOUS]
NEXT: 5/11/2026 7:00 PM
MOVER: Allen Sells, Councilmember
SECONDER: Mary Robichaux, Mayor
IN FAVOR: Robichaux, Beeson, Hall, Zack, Phillippi, Brumley, Sells

6. Consideration to award a Task Order with Utility Asset Management for the Holcomb Woods Parkway Stormwater Pipe Lining Project in an amount not to exceed \$88,405

RESULT: APPROVED TO MOVE TO MAYOR AND COUNCIL [UNANIMOUS]
NEXT: 5/11/2026 7:00 PM
MOVER: Chris Zack, Councilmember
SECONDER: Allen Sells, Councilmember
IN FAVOR: Robichaux, Beeson, Hall, Zack, Phillippi, Brumley, Sells

Adjournment

There being no further comments or discussion the meeting was adjourned at 5:36 PM



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10391

MEETING DATE: May 12, 2026
DEPARTMENT: Transportation
ITEM TYPE: Agenda Vote

Consideration of the TSPLOST 3 Project List

Action Required:

Guidance

Description:

Staff will be presenting the draft TSPLOST project list based on input from the Mayor and Council. Staff is seeking guidance from the committee on any projects they wish to delete or modify scope from this list. The final list of Roswell Projects must be submitted to Fulton County by May 31, 2026.

Staff is presenting a proposed schedule of meetings and activities to develop the final project list for inclusion in the Fulton County TSPLOST 3 referendum. The summary of activities remaining are:

April - Public outreach

- Collect public input on project types and specific projects through a web-based survey

May 12 - Committee Meeting

- Present final project list combining input from public and elected officials

May 26 - Mayor and City Council

- Final adoption by Mayor and Council before sending list to Fulton County for adoption

Financial Impact:

N/A

Comments:

No backup documents



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10437

MEETING DATE: May 12, 2026

DEPARTMENT: Finance

ITEM TYPE: Presentation

Presentation of FY2026 Q1 Quarterly Management Review

Action Required:

Presentation

Description:

Presentation of the FY2026 Q1 Quarterly Management Review.

Presented by:

Bill Godshall, Chief Financial Officer



Quarterly Management Review

Q1 2026 Results

City of Roswell, Georgia

Committee | Tuesday, May 12, 2026

January 1 through March 31, 2026 | All Financial Data Unaudited

Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

Governance foundations guiding the structure, content, and presentation of this report

Governmental Accounting Standards Board (GASB) — Objectives of Financial Reporting

Concepts Statements No. 1 & 2

- Financial reporting must help users assess service efforts, costs, and accomplishments.
- Service Efforts and Accomplishments reporting links financial inputs to non-financial outputs and outcomes.
- Accountability to citizens — the "right to know" — is the foundational obligation of public financial reporting.

Government Finance Officers Association (GFOA) — Budget Monitoring & Popular Reporting

Best Practices: Budget Monitoring; Popular Reporting of Financial Information

- Quarterly budget-to-actual reporting is the minimum recommended frequency for comprehensive budget monitoring.
- Root-cause variance analysis, not just identification of deviations, is required to inform corrective action.
- Popular reports must be condensed, jargon-free, visually driven, and presented in a balanced and objective manner.

International City/County Management Association (ICMA) — Performance Measures

ICMA Best Practices; "KPIs to Council Conversations" (2026)

What is a KPI?

- A KPI is a measurable indicator of progress toward an important goal.
- Use 3 to 5 core KPIs per service area.
- Link KPIs to priorities, goals, and service expectations.
- Show the connection between resources, work performed, and results.
- Compare results with similar communities when reliable data is available.

Public Safety

91.5%

of 911 calls answered in 15 sec

8:33 min

Fire response (90th percentile)

Permitting

740

Residential Permits issued in Q1

54

Commercial Permits issued in Q1

Clean City

99.95%

Solid waste pickup accuracy

53 min

Water emergency service call response time

Resident Services

22,788

Calls handled in Q1

13 sec

Average speed of answer

Infrastructure

19

CIP projects currently under construction

\$90.1M

Total cost of CIP projects currently under construction

Community Development

98%

% Application Reviews On Time (Planning/Zoning)

98%

% Application Reviews On Time (Land Development)

Public Safety

<input type="radio"/> Police: % of Calls Answered Within 15 Seconds	91.5%	<i>Average of Q1</i>
<input type="radio"/> Police: Total Training Hours	825	<i>Total of Q1</i>
<input type="radio"/> Fire: Total Training Hours	9,587	<i>Total of Q1</i>
<input type="radio"/> Police: Property Crimes (theft, burglary, vehicle break-ins)	140	<i>Total of Q1</i>
<input type="radio"/> Police: Violent Crimes (assault, robbery, homicide)	11	<i>Total of Q1</i>
<input type="radio"/> Fire: Total Calls For Service	2,302	<i>Total of Q1</i>
<input type="radio"/> Fire: Notification To Leaving The Station (Turnout Time)	1:20 min	<i>Average of Q1</i>
<input type="radio"/> Fire: Notification To Arrival On Scene (Total Response Time)	8:33 min	<i>Average of Q1</i>

Infrastructure

<input type="radio"/> Transp: % of Land Disturbance Permits Reviewed In 10 Days	95%	<i>Average of Q1</i>
<input type="radio"/> Transp: % of Road Issues Fixed In 7 Business Days (Hiperweb)	73%	<i>Average of Q1</i>
<input type="radio"/> Env/PW: % of Missed Household Waste Pickups	0.05%	<i>Total of Q1</i>
<input type="radio"/> Env/PW: % of Missed Recycling/Yard pickups	0.09%	<i>Total of Q1</i>

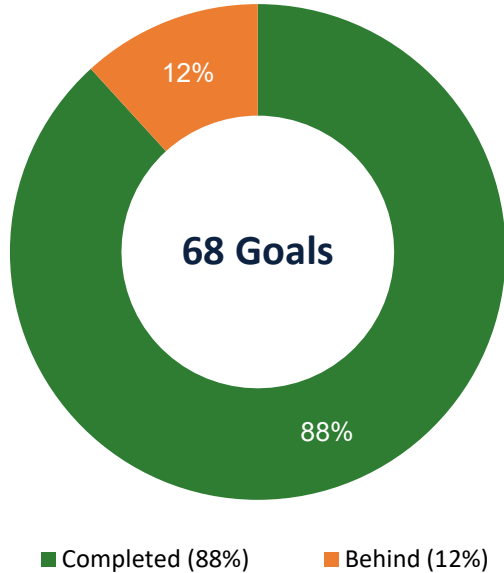
Community Services

<input type="radio"/> Comm Dev (Plan/Zone): % Application Reviews On Time	98%	<i>Average of Q1</i>
<input type="radio"/> Comm Dev (Land Dev): % Application Reviews On Time	98%	<i>Average of Q1</i>
<input type="radio"/> Comm Dev (Building): % Application Reviews On Time	100%	<i>Average of Q1</i>
<input type="radio"/> Comm Dev (Code Compliance): Case volume	141	<i>Monthly average</i>
<input type="radio"/> Resident/Business Services: Avg Time To Answer Calls	13 sec	<i>Average speed answer</i>
<input type="radio"/> Resident/Business Services: Total Calls Received	22,788	<i>Total of Q1</i>
<input type="radio"/> Rec/Parks: Avg Time To Resolve Safety Items	3 hours	<i>Average of Q1</i>
<input type="radio"/> Rec/Parks: Avg Time To Resolve Non- Safety Items	1.8 Days	<i>Average of Q1</i>

Organizational Health & Finance

<input type="radio"/> Finance: Days To Close Monthly Books	18 days	<i>Average of Q1</i>
<input type="radio"/> HR: Employee Turnover	5.4%	<i>Total of Q1</i>
<input type="radio"/> Communications: Total Website Visits	60,720	<i>Total for Marc.</i>
<input type="radio"/> Communications: Total Social Media Followers	205,606	<i>Total for Marc.</i>

Q1 2026 Goal Status



Quarter	Goal Name	Goal Status
Quarter 1	Begin developing a “Top Place to Work” strategy—defined as creating a workplace that attracts and retains talent by fostering high employee engagement, strong leadership, competitive benefits, and a positive, inclusive culture.	☑ Complete
Quarter 1	Create employee focus groups and administer a citywide engagement survey to identify and address workplace improvements.	☑ Complete
Quarter 1	Begin a study to review pay and benefits for employees	☑ Complete
Quarter 1	Build and implement employee performance evaluation tools and a citywide performance program	☑ Complete
Quarter 1	Roll out an improved employee learning and training system	☑ Complete
Quarter 1	Refresh the city’s evaluation criteria and define leadership expectations	☑ Complete
Quarter 1	Start a leadership training program for managers and supervisors	☑ Complete
Quarter 1	Launch a new tool to improve employee recognition and feedback, and introduce a monthly newsletter to enhance communication.	☑ Complete
Quarter 1	Make hiring and onboarding new employees faster and smoother	☑ Complete
Quarter 1	Improve HR systems, employee data management, and position tracking to increase efficiency	☑ Complete
Quarter 1	Review and update HR policies and procedures with City Leadership	☑ Complete

Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

[OpenGov: Link to all Citywide Goals](#)

Population

~92,900

2026 Environmental Systems Research Institute ("ESRI") estimate

Median Household Income

\$138,445

Above GA median (\$78,207)
2026 ESRI estimates

Unemployment Rate

3.3%

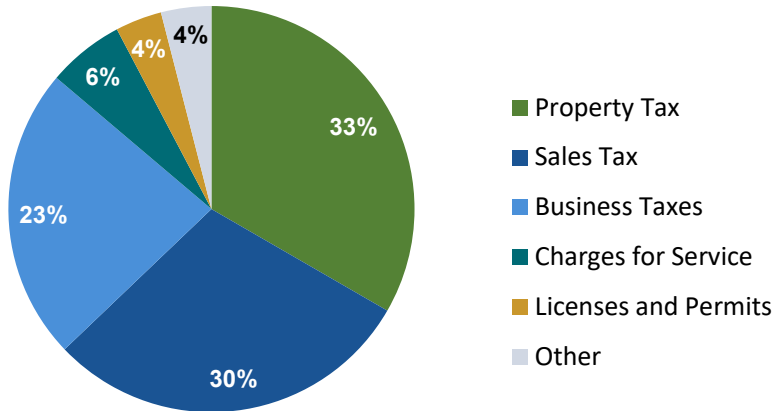
vs. GA 4.3% / US 4.3%
Georgia Department of Labor

Property Tax Base

\$9.5B

Budgeted growth of 1.5% over Fulton County digest 2025

FY 2026 Revenue Mix (Budgeted)



Total General Fund Revenues **\$105.11M**

Economic Indicator	Q1 2026	Trend	Budget Relevance
Sales Tax Collections	\$7.9M	↑ +5.1% YoY	30% of revenues; consumption leading indicator
Construction Value of Building Permit Activity	\$76.0 M	↑ +104.8% YoY	Indicator of future economic activity
Business License Applications	54	New baseline	Economic vitality; tax base diversification
Effective Borrowing Rate*	4.18%	Stable	Each dollar borrowed City would pay 4.2 ce
CPI (Atlanta-Sandy Springs-Roswell)*	+2.3% (Feb)	↑ Monitoring	Operating cost pressure; monitor contracts

* These Economic Indicators are based on a 12-month rolling average

Source: U.S. Census Bureau ACS; Georgia Department of Labor; Federal Reserve Bank of Atlanta; City of Roswell Finance Department. Economic indicators provide context per GFOA Popular Reporting Best Practice. All City data is Q1 2026 unaudited.

Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

Q1 2026 Financial Performance Overview – General Fund

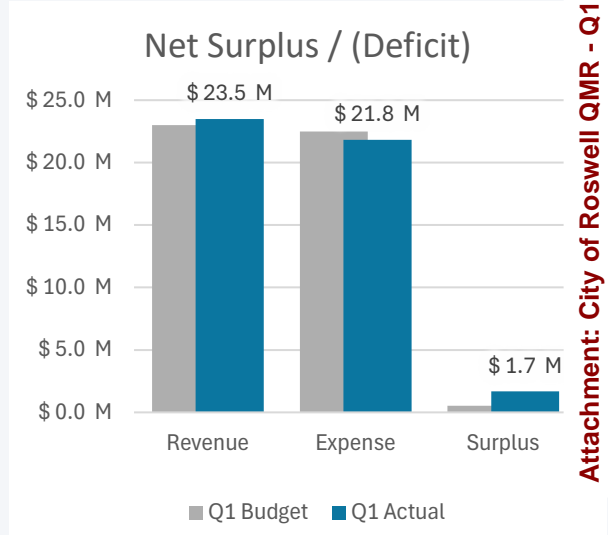
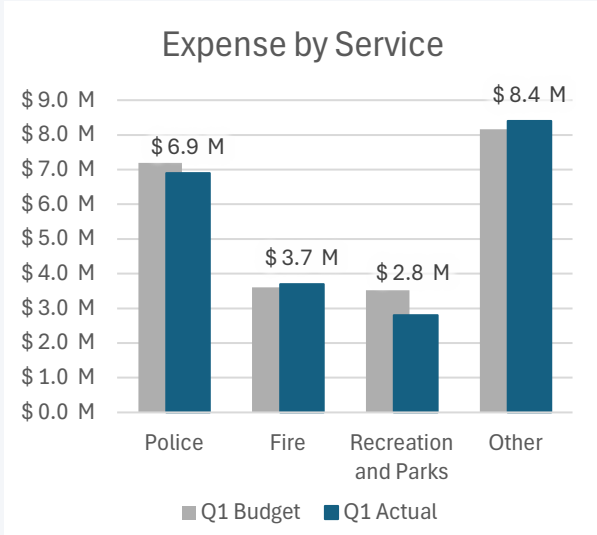
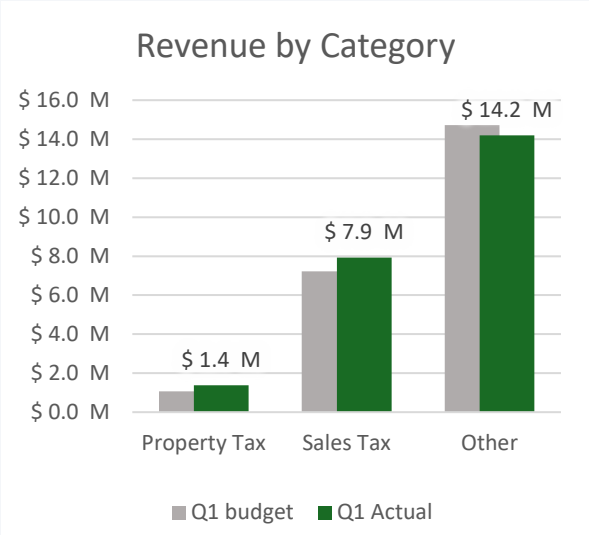
GFOA: Budget-to-actual with seasonality context | Amounts in Millions | Unaudited

Q1 Revenues
\$23.5M
 22.4% of annual budget

Q1 Expenditures
\$21.8M
 2.8% below Q1 plan

Q1 Net Surplus
\$1.7M
 Favorable

Fund Balance (Est.)
\$40.6M



Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

General Fund – Q1 2026 Budget to Actual

GFOA Best Practice: Move beyond identifying deviations — articulate what occurred | Amounts in Millions

3.a

REVENUES	FY26 Budget	Q1 Budget	Q1 Actual	Variance	Management Commentary
Property Tax	\$35.0M	\$1.07M	\$1.38M	+\$0.31M	Q1 tracking well but vast majority of property tax collection occurs in Q4
Sales Tax	\$31.0M	\$7.23M	\$7.92M	+\$0.69M	Increased collection over Q1 2025 despite Roswell's lower apportionment from Fulton County in 20
Business Tax	\$24.54M	\$11.11M	\$10.51M	-\$0.60M	Generally performing well outside of -\$0.44M (8.4%) shortfall in Business Occupation Tax
Charges for Services	\$6.45M	\$1.64M	\$1.62M	-\$0.02M	Higher fee-based service utilization, including cultural arts programming and park rentals
Licenses & Permits	\$3.90M	\$0.91M	\$1.08M	+\$0.17M	EP&L digital permitting system adoption increasing volume; seasonal building cycle ramping smooth
Other Revenues	\$4.22M	\$1.08M	\$0.99M	-\$0.09M	Negative variance largely due to timing of investment earnings
Total Revenues	\$105.11M	\$23.04M	\$23.50M	+\$0.46M	<i>Diverse revenue streams allow for good quarters from some types to offset poor quarters from other</i>

EXPENDITURES	FY26 Budget	Q1 Budget	Q1 Actual	Variance	Management Commentary
Police	\$33.72M	\$7.19M	\$6.93M	+\$0.26M	Operational and vacancy savings; no service delivery impact identified
Fire	\$17.72M	\$3.61M	\$3.73M	-\$0.12M	Snowstorms required significant unbudgeted overtime and salary costs
Recreation & Parks	\$15.59M	\$3.38M	\$2.83M	+\$0.55M	Program timing; operating accounts for \$0.43M of Q1 savings
Transportation	\$10.67M	\$2.23M	\$2.18M	+\$0.05M	Actuals align closely with budget; savings due to position vacancies
Community Development	\$4.75M	\$0.99M	\$0.93M	+\$0.06M	Permit volume up, staffing efficiency improving; EP&L HUB reducing processing time; aligned to bud
Administration/Other	\$26.95M	\$5.06M	\$5.22M	-\$0.16M	Insurance, legal timing deferrals, administration; no known liability exposure materializing
Total Expenditures	\$109.40M	\$22.46M	\$21.82M	+\$0.64M	<i>Broad-based discipline; operations primary driver. Monitor Q2 spending on operations</i>

Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

Packet Pg. 14

General Fund Balance Sheet

3.a

ASSETS	Dec 31, 2025	Mar 31, 2026	Change (\$)	Change (%)
Cash & Investments	\$42.7M	\$44.6M	+\$1.9M	+4.4%
Receivables	\$11.7M	\$5.8M	-\$5.9M	-50.4%
Other Assets	\$0.1M	\$0.1M	+\$0.0M	+0.0%
Total Assets	\$54.5M	\$50.5M	-\$4.0M	-7.3%
LIABILITIES & FUND BALANCE				
Accounts Payable & Accruals	\$4.0M	\$1.4M	-\$2.6M	-65.0%
Other Liabilities	\$8.0M	\$8.5M	+\$0.5M	+6.3%
Unrestricted Fund Balance	\$42.5M	\$40.6M	-\$1.9M	-4.5%
Total Liabilities & Fund Balance	\$54.5M	\$50.5M	-\$4.0M	-7.3%

Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

Balance Sheet Notes (GFOA / GASB transparency requirement):

- Cash & Investments (+\$1.9M): Reflects Q1 revenue collections, net of operating disbursements.
- Receivables (-\$5.9M): Q1 billing activity for permits and services. M&O Property tax Q4 cycle fully collected; Q1 receivables are fee-based.
- Other Liabilities (+\$0.5M): Normal accrual activity. No new long-term obligations incurred in Q1.

Projected 2026 Financial Performance Overview – General Fund

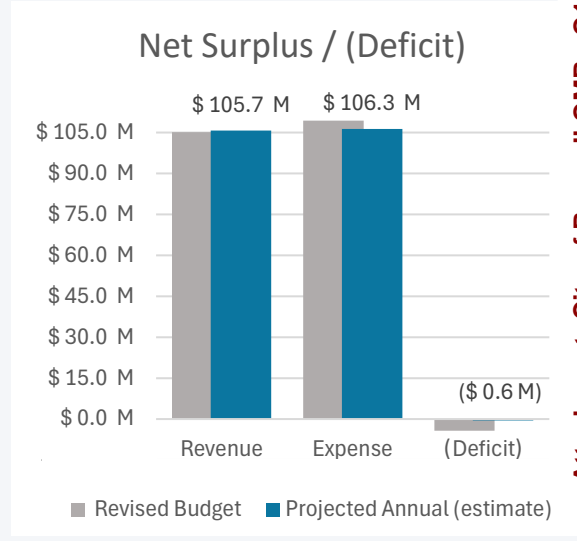
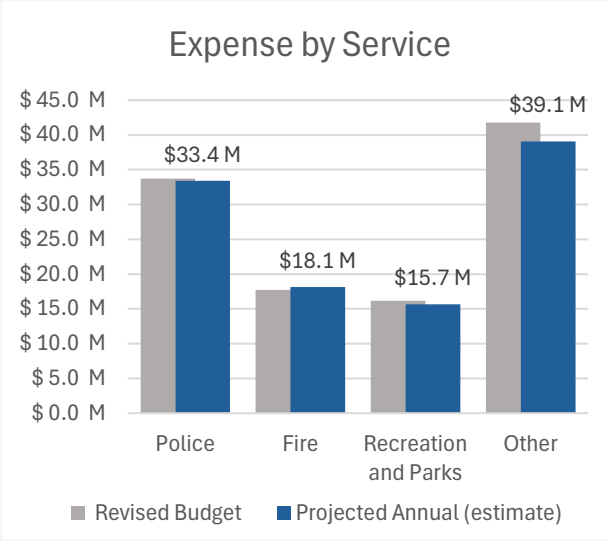
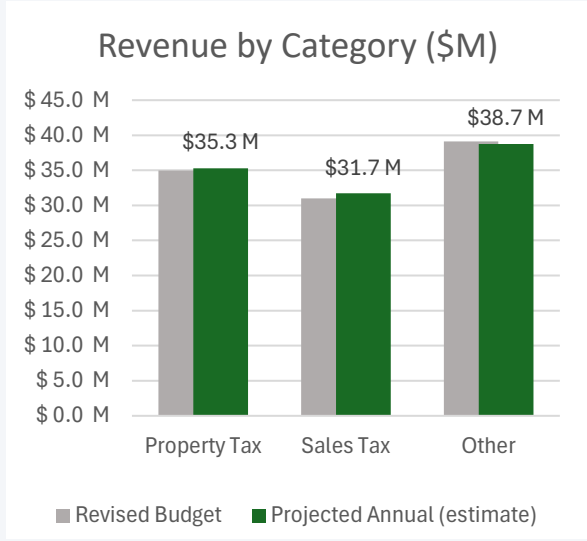
GFOA: Revised Budget to Projected Annual (estimated) | Amounts in Millions | Unaudited

Projected Annual Revenues
\$105.7M
100% of annual budget

Projected Annual Expenditures
\$106.3M
97% of annual budget

Projected Annual Net Deficit
(\$0.6M)
Favorable compared to expectation

Projected Annual Fund Balance
\$40.0M
37.6% of exp. (policy ≥25%)



Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

5-Year Forecast & Long-Term Financial Outlook

* The widgets below show a 5-year total of each category from FY27-FY31

Revenues

\$579.5M

Operating Expense Baseline

\$599.5M

Operating Expense Request

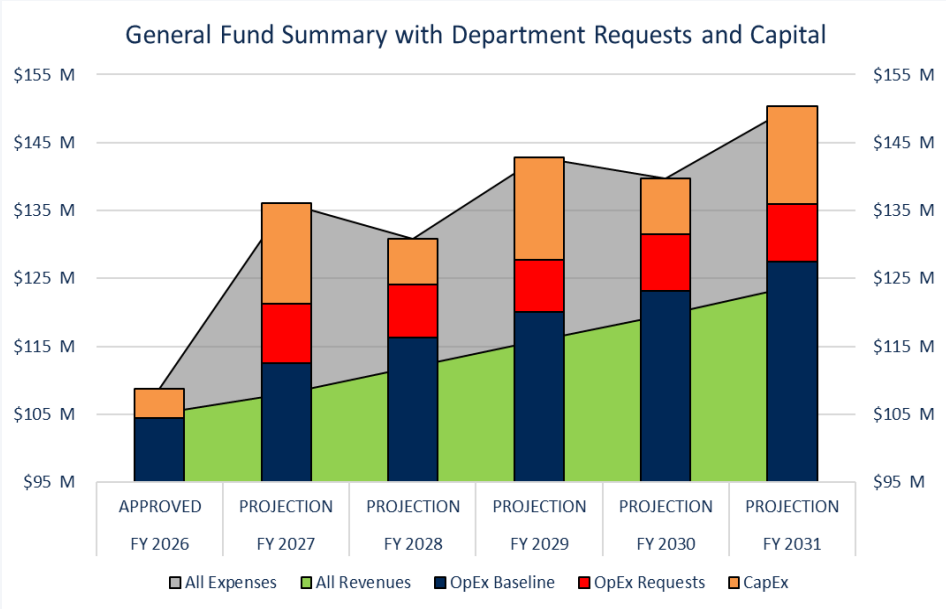
\$41.0M

Capital Expense

\$59.2M

Surplus/(Deficit)

(\$120.2M)



Year	Operating Expense Requests	Capital Expense Requests
2027	<ul style="list-style-type: none"> Salary Compensation Study Customer Relationship Management software Computer Aided Dispatch New camera systems for Council & Committee chambers Cybersecurity & Network Protection Enterprise Virtual Private Network (VPN) software Fleet Maintenance Support 	<ul style="list-style-type: none"> Facility Repairs & Upgrades Vehicle Replacement Program Fire & Emergency Equipment Police Equipment Modernization Technology & Infrastructure Enhancements Development & Planning Efficiency

Attachment: City of Roswell QMR - Q1 2026 (Rev2) (FY2026)

Q2 2026 Key Goals

Environmental
Public Works

Green Street Parking Deck

Launch of the Green Street Parking Deck

Environmental
Public Works

Public Safety Headquarters

A few construction elements remain to be completed in Q2, including the sally port and holding cells, as well as any needed assistance during the Fire Department move-in process.

Transportation

TSPLOST III

Development of project list continuing in Q2, with project list to be finalized and Intergovernmental Agreement with Fulton County to be executed.

Community
Development

Unified Development Code Update

Issue RFP for comprehensive UDC update Q2. Quick-fix amendments proceeding in parallel.

Fire

Real-time Operational Dashboards

Develop real-time operational dashboards that deliver critical, actionable information to operators so they can make timely decisions.

Recreation &
Parks

Summer Camp Activation of Crabapple Center

Relocate applicable summer camps from existing Roswell Area Park buildings into newly renovated Crabapple Center building.

Q2 2026 Monitoring

HIGH

Federal Funding Uncertainty

Monitor Congressional appropriations due to recent policy changes.

HIGH

Energy Prices

Energy prices have accelerated significantly in the first quarter. Monitoring trend and impact for balance of year.

MEDIUM

CPI / Contract Inflation

CPI has recently increased. Higher energy prices could drive unfavorable increases in inflation.

MEDIUM

Interest Rate Shift

Investment earnings currently favorable. Rate decline would reduce portfolio yield.

LOW

Economic Vitality

Our economy remains strong, as demonstrated by resilient employment, stable commercial activity, and continued investment.

LOW

Capital Project Cost Overruns

E-911 and RPHCA projects are monitored monthly. Contingency reserves established.

Looking Further Ahead – Q3/Q4 2026 Key Milestones

- Q3: FY2026 mid-year budget amendment. Present updated year-end forecast to Council. | Q3: RPHCA Grimes Bridge and Riverside Park construction milestones.
- Q3: FY2027 budget development (target completion October). Update 5 Year Capital Plan. | Q4: Comprehensive UDC Update RFP award; Preferred Developer program decision.
- FY2025 Audited ACFR: targeted for Q2/Q3 completion. Audited results will supersede all unaudited figures in this report upon issuance.

Thank you

City of Roswell | Q1 2026 Quarterly Management Review



City of Roswell
Committees of Council
AGENDA ITEM REPORT

ID # - 10439

MEETING DATE: May 12, 2026
DEPARTMENT: Economic Development
ITEM TYPE: Presentation

Quarterly Economic Development Review (First Quarter 2026)

Action Required:

Presentation

Description:

The City will be presenting a Quarterly Economic Development review for the First Quarter 2026.

Financial Impact:

N/A

Comments:

Attached