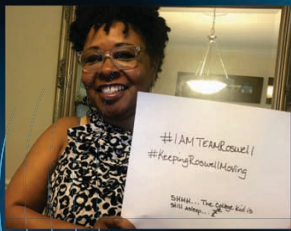


# City of Roswell

APPROVED

# BUDGET FY2022



*Celebrating Our*  
LOCAL  
GOVERNMENT  
HEROES

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To use the City of Roswell's Interactive Budget Book, [click here](#).

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# Introduction

FY 2022 Approved Budget Book

This Introduction section contains the list of Elected City Officials, City Structure, and GFOA Award

## About the City

From the natural beauty of the Chattahoochee River and more than 1,000 acres of park land, to our rich and storied history and inspiring creative scene, Roswell is the perfect place to call home. We invite you to learn more about your city and to become an active part of the community!

The City of Roswell, Georgia was incorporated over 150 years ago in 1854, and is located in northern Fulton County, 20 miles north of the City of Atlanta. The City of Roswell has a land area of 42.02 square miles and has an unparalleled quality of life for its 94,763 residents (per the U.S. Census Bureau, 2019).

Roswell's historical chronology begins around 1830 with founder Roswell King arriving on horseback from Darien, Georgia. On February 16, 1854, the Georgia General Assembly incorporated the City of Roswell. Roswell was a manufacturing village comprised of a cotton factory and later, a woolen mill run with waterpower from Vickery Creek, now known as Big Creek. Homes were large columned structures of the mill owners, smaller homes, and even apartments of the mill employees.

Today, Roswell continues to be a prosperous municipality. The City of Roswell earned an uninsured "AAA" bond rating, the highest possible rating. Fiscally prudent practices contribute to this superior rating and the City's excellent financial strength.



# City of Roswell, Georgia

## Elected Officials



**Lori Henry,  
Mayor**



**Marcelo Zapata,  
Post 1 Councilmember**



**Mike Palermo,  
Post 2 Councilmember**



**Christine Hall,  
Post 3 Councilmember**



**Marie Willsey,  
Post 4 Councilmember**

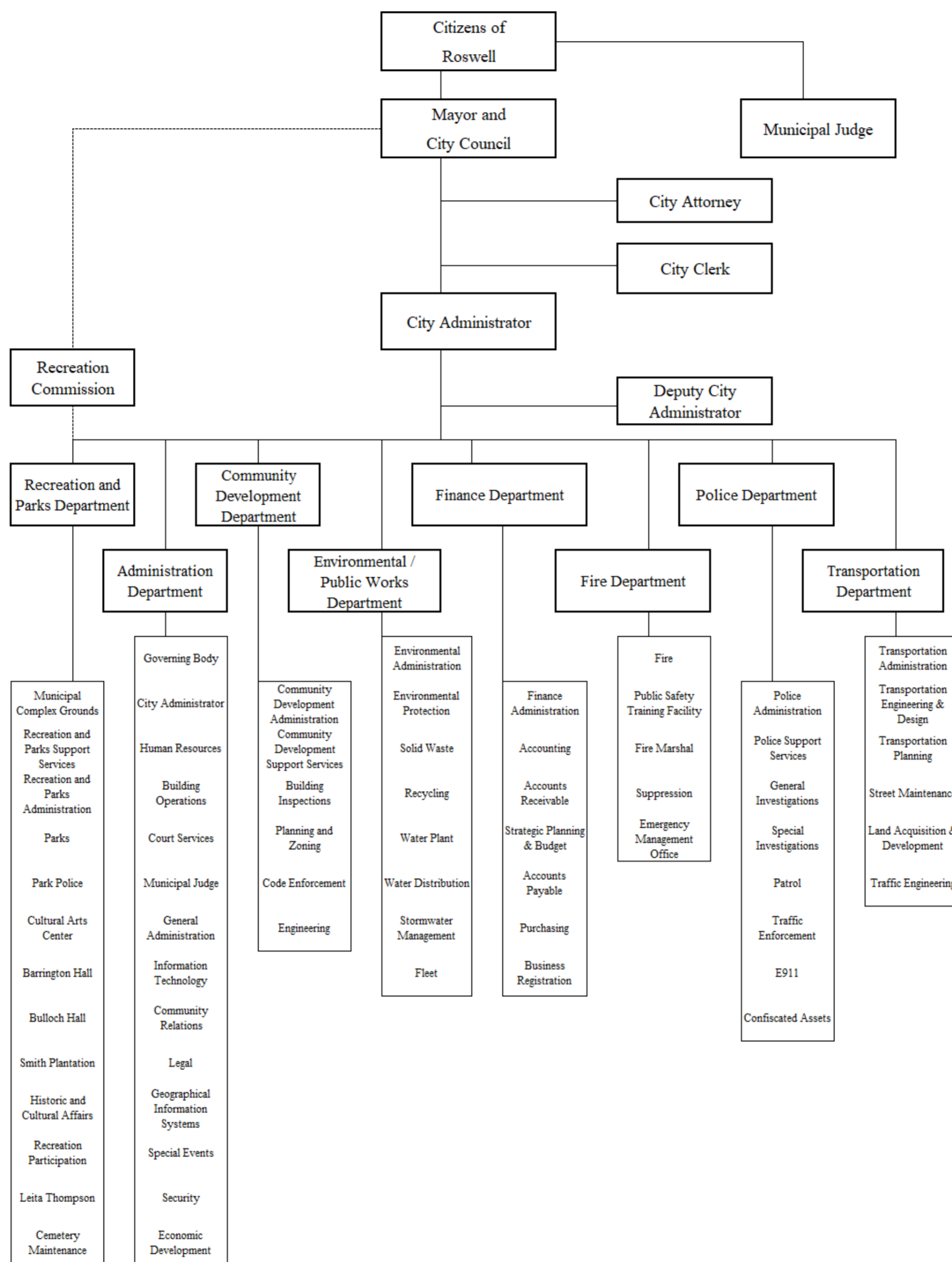


**Matthew Tyser,  
Post 5 Councilmember**



**Matt Judy,  
Post 6 Councilmember  
Mayor Pro Tem**

# City of Roswell Organizational Chart



## City Organization

Changes to the Organizational Chart are noted below. For comparative purposes, the history of these groups are shown with current Department.

FY 2021

- Geographical Information Systems moved from Community Development to Administration.
- Business Registration moved from Community Development to Finance.
- Economic Development Division added to Administration (added at mid year budget review FY 2021)



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Roswell**

**Georgia**

For the Fiscal Year Beginning

**July 1, 2020**

*Christopher P. Morrill*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to City of Roswell, Georgia for its annual budget for the fiscal year beginning July 1, 2020.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

# Team Roswell

## APART BUT TOGETHER

### Letter from the Mayor

We are all looking forward to coming out of the challenges we have faced as a community while dealing with the effects of COVID-19. The City of Roswell recognizes that our residents and businesses have been hit hard by the Pandemic.

The City continues to be on a strong financial footing as a result of conservative fiscal management and the maintenance of our General Fund reserves of 25%. The FY 2022 Approved Budget is balanced.

FY 2021 revenues were budgeted very conservatively due to the unknown impact of COVID -19. During the first few months of the pandemic the revenues dropped significantly and then the economy started to improve. Revenue numbers are still not at the pre-pandemic levels but have been higher than what had originally been anticipated in the FY 2021 budget.

The additional revenues received above projected revenues have been dedicated to fund operating, maintenance and one-time capital requests during the fiscal year that were initially deferred during the FY 2021 budget process, including the funding of \$800,000 in COVID relief programs for our residents and businesses.

Mid-year items funded included the following:

- 2 additional positions for the Police Department, and an Economic Development Director position
- Maintenance of City facilities, parks, and trails
- \$8 million for road resurfacing, \$800K in intersection improvements along Hwy 92 at King Road and Woodstock Road, and funding to begin a study of the Grimes Bridge Road Corridor

The outlook is brighter for revenues in FY 2022, though not fully back to pre-pandemic levels.

The overall cost of maintaining current service levels increased by 9%, as reflected in the FY 2022 General Fund base budget. As a result, there are fewer dollars, as compared to previous years, to allocate to new operating or maintenance capital requests.

The City has been awarded \$11.4 million funding from the American Rescue Plan Act. Depending upon federal guidelines, some of these funds could potentially be invested in priority maintenance and one-time capital projects.

I can promise our residents that the City will continue to provide you with high-quality services. We are managing to get through this difficult time together, and we will continue to work hard every day to make sure Roswell continues to be the best place to live, work, and play in Georgia.



Mayor Lori Henry

## Letter from the City Administrator

The Fiscal Year (FY) 2022 Proposed Budget reflects our recovering and resilient community and local economy. While the global pandemic has slowed the progress of our City, the fiscal strength and stability of the City has enabled it to weather the storm while sustaining the services and programs that are so important to our residents.

I recall writing the FY 2021 Budget Message last June, at the height of the pandemic. At that time, there were many unknowns with regard to the virus and its impact, particularly financial. We took several immediate steps to preserve funds while still maintaining a high level of services for our community. Those crucial steps proved successful. We were able to continue services, maintain all of our full time employees, and switch to operating in a largely untested virtual environment without major issues. The outstanding professionals populating our city departmental teams were able to read the situation, adapt and thrive in our new operating environment; all while facing diminishing resources. The financial outlook for the remainder of FY 2021 looks stable with FY 2022 shaping up to be a year of fiscal and social recovery.

I am pleased to report the FY 2022 Budget is balanced, consistent with the financial policies adopted by Mayor and Council and presented in accordance with best practices. The City's \$150,086,435 budget for FY 2022 funds a wide range of services to meet the needs of the community. A few highlights of the FY 2022 budget include:

- Maintenance of a General Fund Reserve of 25% or \$19.9 million
- Average 3% merit-based compensation increase for City employees
- \$33.6 million (41% of the budget) for public safety (Fire and Police)
- \$4 million in maintenance and one-time capital investment
- \$14.8 million for Recreation and Parks
- \$400,000 for water line replacements
- \$900,000 for stormwater maintenance projects

The City of Roswell's FY 2022 Budget re-affirms our philosophy of providing high quality services to our residents and business partners, maintaining our unique infrastructure in a way that promotes community, and forward-looking planning in order to be competitive in the marketplace while being good stewards of our taxpayer's money.

This could not have been accomplished without innovation by our dedicated department directors, their teams, and constant oversight by the outstanding professionals in our Finance Department.



Gary Palmer





# Budget In Brief

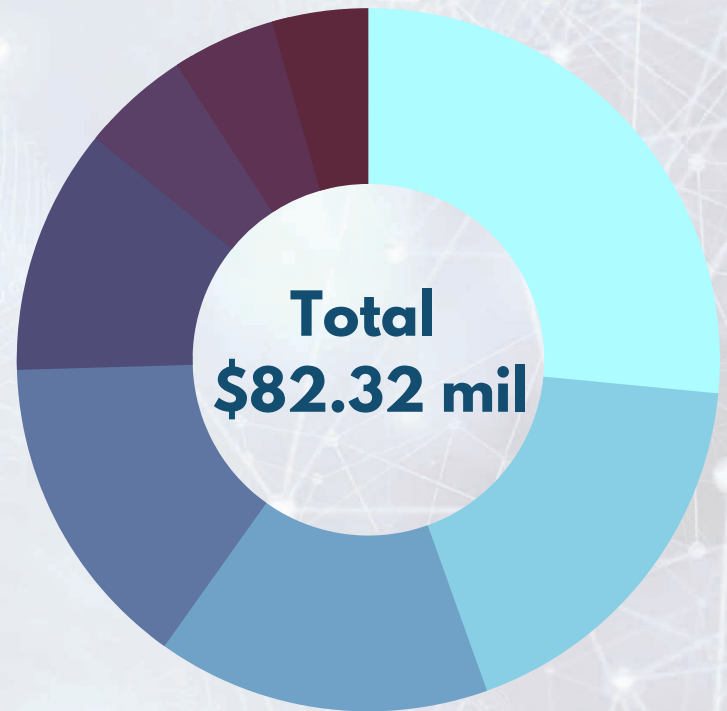
## For Fiscal Year 2022

General Fund  
**REVENUES**



- Property Tax: \$30,079,632
- Sales Tax: \$25,600,000
- Business Taxes: \$16,315,000
- Charges for Service: \$3,515,373
- Licenses & Permits: \$2,465,000
- Budgeted Use of Reserves: \$1,865,179
- Fines & Forfeitures: \$1,040,000
- Intergovernmental: \$241,460
- Miscellaneous Revenues: \$902,751
- Interest Income: \$300,000

General Fund  
**EXPENDITURES**



- Police Department: \$21,837,470
- Recreation, Parks, Historic & Cultural Affairs Department: \$14,815,539
- Administration Department: \$12,618,421
- Fire Department: \$12,093,696
- Transportation Department: \$9,310,942
- City-wide: \$4,096,407
- Community Development Department: \$3,906,749
- Finance Department: \$3,645,171

Want to dive deeper into the numbers? Explore the City of Roswell's budget online at [www.roswellgov.com/Budget](http://www.roswellgov.com/Budget)

# Budget Highlights

## For Fiscal Year 2022

The \$150,086,435 FY2022 budget represents all funds and demonstrates the City's commitment to providing the highest level of services in a fiscally responsible manner. Highlights of the budget include:



A balanced budget, with revenues exceeding expenditures



Maintenance of a General Fund Reserve of 25% or \$19.9 million



Average 3% merit-based compensation increase for City employees



\$33.6 million (41% of the budget) for public safety (Fire & Police)



\$4 million in maintenance & one-time capital investment



\$14.8 million for Recreation and Parks

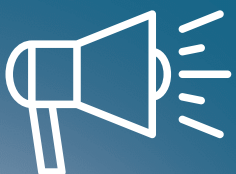


\$400,000 for water line replacements



\$900,000 for stormwater maintenance projects

The City's **conservative financial policies** and **best management practices** have allowed it to successfully weather economic challenges posed by the COVID-19 pandemic. The City continues to be **financially solid and prepared to deliver the excellent services** our residents and businesses have come to expect.



Did you know that the City of Roswell's Finance Department has won the **Distinguished Budget Award** from the Government Finance Officers Association **17 years in a row?** Explore our budget online: [www.roswellgov.com/Budget](http://www.roswellgov.com/Budget)

# Strategic Goals

## City of Roswell Strategic Plan 2021-2025

The City of Roswell approved its first-ever citywide strategic plan at the June 14, 2021 City Council meeting.

The strategic planning process was an opportunity for the entire city to pause, take stock and define what we want Roswell to be in the future and how we get there. Specifically, the strategic plan memorializes the vision, mission, values, goals and objectives of the city for the next five years. It is based on input from a community that cares about the future of Roswell as a place to thrive, succeed and prosper. To complement these aspirations, the plan aligns all aspects of our community life-business, culture, historic preservation, and other topics; it identifies specific actions for Roswell to implement.

The Plan includes the City's vision, mission, organizational values, and goals and objectives that focus Council and staff's collective intentions thoughtfully and transparently. This document is the result of an extensive yearlong outreach process that engaged the community, City leaders, and staff to develop this policy and decision-making framework for the future. The plan can be accessed on our City's website or by [clicking here](#).

Through the strategic planning evolution, the City Council has identified eight goals that address the core issues raised by our community: economic vitality and sustainability; safe and secure community; exceptional quality of life; intentional and balanced community redevelopment/growth; dynamic transportation network that optimizes mobility; outstanding city services; good governance through organizational excellence; and outstanding collaboration, community engagement and customer service. Accompanying the goals are key objectives that will move the needle toward the goals and success measures to ensure we are succeeding.

Now that the strategic plan is finalized, a separate Implementation Action Plan is being prepared to guide progress in achieving each goal. Concurrent with the Implementation Action Plan, City teams will begin building the metrics to methodically measure performance to inform decision making.

# Strategic Plan 2021 to 2025



## Core Values

Accountability  
Communication  
Inclusion  
Innovation  
Trust  
Excellence  
Respect  
Responsiveness  
Transparency

## Goals

Dynamic Transportation  
Network that Optimizes Mobility  
Economic Vitality and  
Sustainability  
Outstanding City Services  
Outstanding Collaboration,  
Community Engagement and  
Customer Service  
Safe and Secure Community  
Good Governance through  
Organizational Excellence  
Intentional and Balanced  
Community Growth  
Exceptional Quality of Life

# Performance Measures

## Administration

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Percentage of Building Operation Work Orders completed within the set deadlines	90%	92%	95%	95%	0%	95%
Average number of days to complete Public Information Requests	2.6	2.1	2.5	1.7	-0.8	2.8
Average number of clicks per website visitor	2.27	2.25	3	2.3	-0.7	3
Average percentage of residents who open the Newsletter	27%	32%	26%	26%	0%	26%
Average number of days to fill vacant positions	52	62	< 45 days	46 days	2.22%	< 45 days

## Community Development

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Average number of business days for Rezoning/Conditional Use Application, initial plan review	8	10	10	8	-2	10
Average number of business days for DRB/HPC Major Application, initial plan review	7	10	10	10	0	10
Average number of business days for BZA or DRB/HPC Minor Application, initial plan review	5	10	10	9	-1	10
Average number of business days for Land Disturbance Permits, initial plan review	6	10	10	7	-3	10
Average number of business days to issue Building Permits not requiring LDP	3	5	5	3	-2	5
Percent of building permit inspections performed next business day	100%	100%	100%	100%	0%	100%
Percent of code violations that come into compliance after first notice	45%	75%	75%	78%	3%	75%
Percent of code complaints investigated within 48 business hours	100%	100%	100%	100%	0%	100%
Average number of business days to complete a business license inspection request	10	5	5	4	-1	5

## Environmental / Public Works

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Maintain nonrevenue Water Usage of less than 10%	5%	10%	<10%	10%	-2%	<10%
Average response time to Water emergencies (Hours)	1.9	1.6	<2.0	1.6	0.4	<2.0
Percentage of Stormwater System Inspected in the current year	20%	20%	20%	20%	0%	20%
Percentage of Solid Waste Complaints resolved by COB next business day	N/A	85%	85%	70%	-15%	75%
Maintain WEX Fuel Cost at less than 10% of Total Gasoline Spend	5%	8%	<10%	17%	-7%	<10%

## Finance

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Percent of invoices paid within 30 days of receipt date	99.8%	99.9%	98%	99.0%	1%	99%
P-card spend as a % of total City spend	11.4%	2.9%	5.0%	2.7%	2.3%	3.0%
Dollars saved in formal bidding process	312,642	1,570,291	1,500,000	2,164,474	664,474	1,750,000

## Fire

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Total Calls for Service	9,549	9,616	9,616	9,986	370	10,383
Total Average Response Time in minutes	6.57	6.47	6.47	6.95	7.4%	6.00

## Police

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Call Ring Time (Percentage of emergency calls answered in 10 seconds or less)	96.26%	96.26%	90%	97.26%	7.26%	90%
Total number of self-initiated Police calls. (excluding extra patrols/premise check)	22,412	17,995	N/A	20,464		N/A

## Recreation, Parks, Historic & Cultural Affairs

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Percentage of completed program satisfaction surveys that rate our programs above average or excellent.	N/A	77%	85%	90.0%	5.0%	85% or higher
Percentage of program registration completed online	N/A	78%	80%	70.3%	-9.7%	80% or higher
Percentage of work orders responded to within 24 working hours of the request.	N/A	100%	100%	100%	0.0%	100%
Percentage increase in new household accounts annually	N/A	5%	7%	7%	0.0%	7%
Accuracy rate of schedule and budget projections for construction projects	N/A	98%	90%	81%	-9%	Within 90%

## Transportation

Measure	FY 2019 ACTUALS	FY 2020 ACTUALS	FY 2021 TARGET	FY 2021 ACTUAL	VARIANCE	FY 2022 TARGET
Percentage of requests for ROW Maintenance completed within 5 days.	82%	83%	90%	89%	-1%	90%
Percentage of requests for pothole repairs completed within 5 days.	87%	82%	90%	90%	0%	90%
Percentage of requests for dead animal pickup completed within 5 days.	94%	88%	90%	97%	7%	90%
Percentage of requests for fallen trees that impact the traveling public, completed within 5 days.	95%	88%	90%	91%	1%	90%

# Performance Measures related to Strategic Goal

Department	Measurement	Dynamic Transportation Network that Optimizes Mobility	Economic Vitality and Sustainability	Outstanding City Services	Outstanding Collaboration, Community Engagement and Customer Service	Safe and Secure Community	Good Governance through Organizational Excellence	Intentional and Balanced Community Growth	Exceptional Quality of Life
Administration	Percentage of Building Operation Work Orders completed within the set deadlines						X		
	Average amount of days to complete Public Information Requests				X				
	Average number of clicks per website visitor				X				
	Average percentage of residents who open the Newsletter				X				
	Average number of days to fill vacant positions						X		
Community Development	Average number of business days for Rezoning/Conditional Use Application, initial plan review							X	
	Average number of business days for DRB/HPC Major Application, initial plan review							X	
	Average number of business days for BZA or DRB/HPC Minor Application, initial plan review							X	
	Average number of business days for Land Disturbance Permits, initial plan review		X						
	Average number of business days to issue Building Permits not requiring LDP				X				
	Percent of building permit inspections performed next business day				X				
	Percent of code violations that come into compliance after first notice					X			
	Percent of code complaints investigated within 48 business hours			X					
Environmental / Public Works	Average number of business days to complete a business license inspection request		X						
	Maintain nonrevenue Water Usage of less than 10%								X
	Average response time to Water emergencies (Hours)					X			
	Percentage of Stormwater System Inspected in the current year								X
	Percentage of Solid Waste Complaints handled in 24 hours.				X				
Finance	Purchase using fuel card as a percentage of total fuel cost						X		
	Percent of invoices paid within 30 days of receipt date						X		
	P-card spend as a % of total City spend						X		
Fire	Dollars saved in formal bidding process						X		
	Total Calls for Service					X			
Police	Total Average Response Time in minutes					X			
	Call Ring Time (Percentage of emergency calls answered in 10 seconds or less)					X			
Recreation, Parks, Historic & Cultural Affairs	Total number of self-initiated Police calls. (excluding extra patrols/premise check)					X			
	Percentage of completed program satisfaction surveys that rate our programs above average or excellent.			X					
	Percentage of program registration completed online				X				
	Percentage of work orders responded to within 24 working hours of the request.								X
	Percentage increase in new household accounts annually				X				
Transportation	Accuracy rate of schedule and budget projections for construction projects						X		
	Percentage of requests for ROW Maintenance completed within 5 days.			X					
	Percentage of requests for pothole repairs completed within 5 days.	X							
	Percentage of requests for dead animal pickup completed within 5 days.								X
	Percentage of requests for fallen trees that impact the traveling public, completed within 5 days.	X							

# Services by Department

## Administration

Alcohol Licensing  
Benefits Management & Administration  
Boards and Commission Support  
City Hall Meeting & Event Support  
Claims Management & Litigation Classification & Pay Plan Administration  
Contract and COI Review  
Damage Reports and Claims Administration  
Diversion (internal and external)  
Draft and/or Review Ordinance and Resolutions  
Employee Communications  
Employee Recruitment and Hiring  
Employee Relations  
Facility Security and Life Safety Services and Systems management  
Fully-insured Policies and Liability Management  
General Liability Insurance  
Governing Body Legal Support  
Grant Activity Management  
Grant Making  
Grant Writing

Grant/Project Implementation  
Hazard Mitigation  
Human Resource Information System  
Internal Legal Support and Contract Review  
IT Communications Support/Maintenance  
IT Infrastructure Support/Maintenance  
IT Operations Support/Maintenance  
Leave Administration  
Legal Training (internal)  
Legislative Compliance and Reporting  
Mail Services  
Mayor and City Council Support (2)  
Mayor and Council Support (1)  
Media Relations  
Municipal Court Interpreter Services  
Municipal Court Presiding Judge  
Municipal Court Probation Office  
Municipal Court Public Defender Services  
Municipal Court Security  
Municipal Court Services  
Municipal Election Administration

Municipal Facility Building Operations  
Municipal Facility Custodial Services  
Municipal Facility HVAC/Major Systems Maintenance  
Municipal Facility Repair and Maintenance  
Payroll Administration  
Photography  
Prosecuting Case Management  
Public Document Requests  
Public Outreach & Communication Publications  
Real Estate Matters  
Records Management  
Request for Public Documents  
Roswell University (Employee Training & Development)  
Safety Program  
Social Media  
Special Event Support  
Special Event-Alive In Roswell  
Statutory Compliance  
Video Production  
Websites - External & Internal  
Wellness Program Administration  
Workers Compensation Administration  
Workforce Planning

## Community Development

Building Permitting  
City Board and Commission Support  
Code Compliance Inspections  
Complaint/Violation Investigations  
Current Planning  
Customer Service and Other Permitting  
Development Permitting

Economic Development Support  
Engineering Plan Review  
EPD Local Issuing Authority  
Erosion and Sediment Control Program  
GIS Data Creation & Maintenance  
GIS Production Services  
Long-Range Planning

Nuisance Abatement  
Other Plan Review  
Planning & Rezoning Public Notifications  
Public Document Requests  
Public/Community Outreach & Education  
Records Management  
Tree Protection



## **Environmental /Public Works**

Bulky Trash Amnesty Program  
CIP/Project Management  
(including bid/contract mgmt.)  
City Building Recycling  
Collection  
City-Sponsored Special Event  
Support  
Commercial Dumpster  
Collection Program  
Engineering/Technical  
Support/GIS  
EPW Facility Custodial Services  
EPW Community Outreach  
EPW Facility Building Operations  
and Maintenance  
EPW Facility Custodial Services  
EPW Facility HVAC/Major  
Systems Maintenance  
Fleet - Maintenance and Repairs  
Fleet - Preventative  
Maintenance  
Fleet - Tire Replacement and  
Repairs  
Fleet-Purchase & Surplus of  
Vehicles and Equipment

Fuel Management  
Groundwater Well Operations  
and Maintenance  
Household Hazardous Waste  
Disposal  
Intergovernmental  
Agreements/Coordination  
Keep Roswell Beautiful  
Master Plan Development and  
Updating  
Plan Review  
Recyclables Processing  
Recycling Center - Intake from  
Non-Residents/Commercial  
Recycling Center - Intake from  
Residents  
Residential Curbside Recycling  
Residential Large Item Pickup  
Residential Scout Truck Program  
Residential Solid Waste  
Collection  
Residential Yard Waste  
Collection  
School Recycling Collection

Small Commercial Solid Waste  
Collection  
Solid Waste Disposal  
Solid Waste Enforcement  
Stormwater Regulatory  
Compliance  
Stormwater System Inventory  
and Inspection  
Stormwater System  
Maintenance and Repair  
Water Conservation and  
Efficiency  
Water Conservation and  
Efficiency Enforcement  
Water Hydrant Maintenance  
Program  
Water Production/Distribution  
Permitting and Regulatory  
Compliance  
Water Treatment Plant  
Operations  
Water Valve Maintenance  
Program  
Waterline/Meter Maintenance  
and Repair

## **Finance**

Accounts Payable  
Accounts Receivable Collection  
Annual Audit  
Annual Operating/CIP Budget  
Development & Approval  
Budget Analysis and Forecasting  
Budget Monitoring and  
Reporting  
Business Registration

Contract Administration  
Court Fines and Bonds  
Debt Management &  
Compliance  
Finance Call Center  
Financial Reporting  
Fixed Asset Management  
General Billing  
Grant Compliance

Internal Controls and Fiscal  
Policies  
P-Card Administration  
Procurement Administration  
Property Tax Billing  
Receipting  
Revenue Auditing  
Treasury  
Utility Billing

## **Fire**

Child Seat Inspection Program  
CIP/Project Management  
(including bid/contract mgmt.)  
Emergency Management  
Operations & Preparation  
Emergency Medical Services  
(Emergency Response)  
Emergency Medical Services  
(Non-Emergency Response)  
Emergency Medical Training  
Curriculum  
Event Support

Fire & Life Safety Inspections  
Fire and Life Safety Community  
Education  
Fire and Life Safety School  
Education  
Fire Department Training  
Division  
Fire Hydrant Maintenance  
Fire Investigations  
Fire Suppression Operations  
Fire Training Curriculum  
Hazardous Materials Response

Logistics Management  
Non-Emergency Fire Response  
Plan Review  
Police Training Curriculum  
Public Safety Training Center  
Administration  
Public Safety Training Center  
Operations & Maintenance  
Technical Rescue Operations  
Tornado Siren Testing and  
Maintenance

## Police

Animal Control Services  
CALEA  
City-Initiated Community Events  
Communication Officer Training  
Program  
Coordinate and Maintain  
Georgia Crime Information  
Court Services  
Crime Scene Processing  
Crimes Against Persons  
Investigations  
Directed Patrol  
E911 Call Processing and  
Dispatch

Hiring  
Inmate Housing - Offsite  
Inmate Medical Services  
Intelligence  
Intergovernmental  
Agreements/Coordination  
Internal Affairs  
Non-City Initiated Special Event  
Support  
Patrol Calls for Service -  
Emergency  
Patrol Calls for Service - Non-  
Emergency  
Permits & Fingerprinting

Police Fleet Maintenance  
Property & Evidence  
Property Crimes Investigations  
Public Document Requests  
Public/Community Outreach &  
Education  
Quality Assurance and  
Improvement  
Quartermaster  
Radio Services  
SWAT  
Traffic Enforcement  
Training

## Recreation, Parks, Historic and Cultural Affairs

Active Adult and Adaptive  
Programming  
Adult Athletic Leagues  
Adult Racquet Sports  
Adult Visual and Culinary Arts  
Aquatics Management  
Athletic Field Maintenance  
Cemetery Care  
CIP/Project Management  
(including bid/contract mgmt.)  
Community Enrichment  
Community Events  
Competitive Gymnastics  
Cultural Arts  
Management/Programming  
Cultural Services Rentals  
Health & Wellness  
Historic House Museums and  
Cultural Arts Facility  
Management  
Historic House Museums  
Programming  
Intergovernmental  
Agreements/Coordination

Leita Thompson Apartment  
Rental  
Leita Thompson Memorial  
Gardens  
Master Plan Development and  
Updating  
Municipal Complex Grounds  
Maintenance  
Park Amenities Maintenance  
Park Landscaping  
Park Police  
Parks Indoor Facility  
Maintenance  
Parks Natural Area  
Management and Maintenance  
Parks Outdoor Facility  
Maintenance  
Parks Power Equipment  
Maintenance  
Parks Refuse Collection and  
Disposal  
Parks Safety Inspections  
Playgrounds Maintenance

Public/Community Outreach  
Recreation Facility Reservations  
Recreation Commission Support  
Recreation Facility Management  
Specialized Park Facility  
Maintenance  
Sports Turf Maintenance  
Trail Maintenance  
Youth Athletic Camps  
Youth Baseball/Softball  
Youth Enrichment Opportunities  
Youth  
Football/Cheerleading/Rugby  
Youth Gymnastics  
Youth Indoor Athletics  
Youth Lacrosse  
Youth Performing Arts  
Youth Racquet Sports  
Youth Soccer  
Youth Visual and Culinary Arts

## Transportation

Accident Analysis  
Board and Commission Support  
CIP/Project Management -  
Transportation  
Community Events (City  
Initiated)  
Computerized Traffic Control  
System  
Construction Inspection  
Emergency Response  
Engineering Design  
Engineering Field Services  
Intergovernmental  
Agreements/Coordination  
Land and Right-Of-Way  
Acquisition

Master Plan Development and  
Updating  
Pavement Striping and Markings  
Plan Review  
Public/Community Outreach  
Regional Transportation  
Planning  
Regulatory Compliance  
ROW Maintenance  
Special Event Support (Non-City  
Initiated)  
Special Projects - Planning and  
Management  
Street Lights  
Street Sweeping  
Surveying  
Sustainability

Traffic Calming and Speed  
Management  
Traffic Counts Program  
Traffic Engineering Studies  
Traffic Sign and Signal Request  
Review  
Traffic Signal Maintenance and  
Upgrades  
Traffic Signs Fabrication and  
Maintenance  
Transportation Connectivity  
Transportation Grant  
Coordination  
Transportation Project Concept  
Development  
Utility Coordination

## Partner Organizations

Roswell Convention and Visitors  
Bureau

Historic Roswell Beautification  
Project, Inc  
Roswell Arts Fund

Roswell Historical Society  
Roswell Inc.



# Policies and Procedures

## Balanced Budget

The development and management of the City of Roswell's Annual Budget and Program for Services is governed by state law, formal policies, accepted practices, and the City of Roswell's budget principles.

State law defines a balanced budget as the sum of estimated revenues and appropriated fund balances is equal to appropriations. City of Roswell's Fiscal Year (FY) 2022 is balanced by state law definition.

The principles guiding the development of the City of Roswell's budget are that current year revenues should be equal to or greater than operating expenses and maintenance capital and that unassigned fund balance should be used for one-time capital projects.

A number of the other pertinent policies and practices are outlined in this section.

## Basis of Budgeting/Accounting

All budgets are adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP). Our budget is balanced, where inflows meet or exceed outflows.

For the basis of budgetary purposes, revenues and expenditures are recognized on the modified accrual basis to include encumbrances, which measures cash and all other financial assets that can readily be converted to cash.

The basis of accounting for the governmental funds is modified accrual and the basis of accounting for the proprietary funds is full accrual.

Full accrual recognizes economic events regardless of when cash transactions occur. Full accrual only requires reasonable assurance that the cash will be collected, while modified accrual accounting provides greater assurance that the cash will be available to pay liabilities when they come due.

## Budget Process

The City of Roswell's budget process is designed to meet the service needs of the City by integrating the planning and implementation of City programs and objectives with the allocation of resources sufficient to support such services and projects. The framework of the City budget is built with the following purposes in mind:

- Establishes a plan of policy and operation, which allocates resources of the City to achieve specific city goals and objectives, and guides the City's activities;
- Provides management information as a comprehensive recording of information relative to both the character and scope of city activity; and,
- Establishes financial control by controlling through prioritization of programs/projects the allocation of revenue to various activities and allowing public officials, administrators, and citizens to ensure legality, accuracy, and conformity to legislative and administrative standards.

# CITY OF ROSWELL BUDGET CYCLE

**November**  
Finalize Budget Calendar,  
Budget Manual and any  
changes to the Budget  
Process



**December**

Prepare Revenue Forecast  
for new fiscal year, Five Year  
Forecast for General Fund  
and Other Funds and Base  
Budget for departments



**January**

Budget Kickoff for staff  
Budget Work Sessions



**February**

Budget requests received from  
departments and reviewed by  
budget staff  
  
Preliminary Budget presented to  
City Administrator



**March**

Department Budget Review  
meetings with City Administrator  
  
Budget Work Sessions  
Finalize Staff Proposed Budget



**April**

Budget Meetings with Mayor  
Finalize Mayor's Proposed  
Budget  
  
Proposed Budget presented  
to Council



**May**

Budget Meetings with Council  
members  
  
First Reading of Budget  
Second Reading of Budget  
Adoption of Budget



**June**

Implementation of Budget



**July – Start of  
Fiscal Year**



**Budget Review**

Mid-Year Budget Review and  
Amendments  
  
End of Year Budget Review and  
Amendments  
  
Monthly Budget Report to Council  
Quarterly Budget Initiative Report



The main feature in the development of this budget document is to present the information in such a way as to be readable and understandable to the general public while providing sufficient detail in the financial, program, and policy information to guide the departments in program performance and to assist the administration and public officials in program evaluation and monitoring.

The budget cycle consists of three distinct phases: Development and Preparation, Review and Adoption, Implementation.

## **Development and Preparation**

- Budget staff prepares a revenue forecast for the new fiscal year and a long-range (5 Year) forecast of revenues and expenditures for the General Fund, Enterprise Funds and some Special Revenue Funds, which is presented to Mayor and Council at a budget work session.
- Base budget is developed by budget staff and made available to departments in OpenGov.
- Instructions provided to staff on how to submit budget requests, in a Budget Manual compiled by the Strategic Planning and Budgeting Division.
- Budget Kickoff meeting held in early January and departments given a month to submit their operating and capital requests for the new fiscal year. Each of the requests has to be aligned to a strategic goal.
- Departments develop and submit the initial budget requests to Budget staff. The departments base these initial requests on continuing and new activities and programs to meet goals established by the Mayor and Council.
- Budget work sessions held through the budget process to get input from elected officials and residents.

## **Review and Adoption**

- The Budget staff work with the City Administrator to review department requests, to compare the projected revenues against the requested expenditures by fund.
- Staff presents a balanced budget to the Mayor.
- Mayor reviews each budget request with staff and makes adjustments to the budget to develop his/her proposed budget.
- Mayor's proposed budget presented to Council and public.
- Public hearings held on the proposed budget.
- Council members propose adds/deletes to the budget and vote on them. Public provides input.
- Budget adopted at the 2nd Hearing.

## **Implementation**

- The City Administrator and the Office of Strategic Planning and Budgeting work throughout the year to implement and monitor the City's budget. Services, programs, and projects in the Approved Budget are carried out by City Departments.
- Each month a budget report is submitted to the Administration, Finance, and Recreation & Parks committee to provide a status report on revenues and expenditures.
- The Office of Strategic Planning and Budgeting also prepares a Budget Initiative Progress Report that provides a quarterly update on the new initiatives that were approved by Mayor & Council.
- The Office of Strategic Planning and Budgeting also reviews and approves all check requests and requisitions for accuracy. Departments are not allowed to exceed expenditures at the department by fund level.

### **Public Engagement throughout Budget Process**

- Worksessions are open to public
- Council Meetings (Public Input opportunities)
- Facebook Posting
- Newsletter to Citizens
- Website
- Newspaper Advertisement

## **Financial Policies and Procedures**

The Roswell City Council has adopted a set of financial policies to govern the financial management of the various City funds. The practice of these policies has enabled the City to maintain an AAA unsecured rating with Moody's and Standard and Poor's. These policies cover 1) Budget Amendments for expenditures, 2) Budget Amendments for revenues, 3) Budget Transfers for expenditures, 4) Budget Transfers for revenues, and 5) City's Investment Policy. The City of Roswell has also established procedures for 1) deposits, 2)

deferred revenue, 3) disposal of assets, 4) purchasing, 5) petty cash, 6) acceptance of checks, 7) change drawer fund 8) purchasing card, 9) contracts, and 10) returned checks.

The City has developed financial policies to ensure that the City's financial resources are managed in a prudent manner. The City maintains the goal of a structurally balanced budget to achieve long-term financial stability for the community. Current revenue will be sufficient to support current operating expenditures plus recurring capital (defined as "balanced budget"). Unreserved fund balances of three months operating expenditures will be maintained in the General Fund. Additional fund balance can be used for nonrecurring capital expenses. However, if projected revenue in future years is not sufficient to support projected requirements, an unreserved ending balance may be budgeted to achieve structural balance. This year's budget is also reviewed in respect to how the decisions made this year will affect the City's revenues and expenditures in the following years.

## **Revenue and Expenditure Policies**

Current expenditures (both operating and recurring capital) are to be financed with current revenues. Fund balance in excess of authorized reserves will be used for one time capital purchases. The City shall avoid budgetary procedures that balance current expenditures through the obligation of future resources, or which finance on-going expenditures with one-time revenues. The City shall strive to avoid short-term borrowing to meet operational budget requirements. Nevertheless, this policy shall not prohibit short-term borrowing should a critical need arise.

Revenue estimates are based on historical trends and current information. The two largest revenue sources of property tax and sales tax are based upon historical data. User fees such as water and sewer, solid waste, and participant recreation rates are based on current number of users and historical trends.

## **Budget Transfers and Amendments**

Since a budget is an estimate of revenues and expenditures, the budget management process does allow for transfers and amendments to the budget. The City of Roswell Budget Amendment/Budget Transfer process is regulated by the Official Code of Georgia Annotated and local policies. The level of control, the level at which budgeted expenditures may not legally exceed budgeted revenues plus allocated fund balance, is set at a minimum at the department level for each fund. Any increase in appropriation in any fund for a Department of local government, whether accomplished through a change in anticipated revenues in any fund or through a transfer of appropriations among Departments, shall require the approval of the governing authority.

Budget Transfers of less than \$1,000 that do not change the total department allocation require approval of the appropriate Department Head. Departments may transfer a maximum of \$5,000 per year in this manner. Budget Transfers of \$1,000 or more require approval of the City Administrator or designee. Budget Transfers cannot increase the appropriation to any Department unless revenues to fund expenditures are from State or Federal reimbursement grant funds. Budget Transfers shall not be used to fund new capital projects that have not been previously approved by the governing authority.

Budget Amendments require approval of the governing authority. Any increase in appropriation in any fund for a Department that does not qualify as a Budget Transfer, shall qualify as a Budget Amendment and require approval of Council at any regular or special meeting of Mayor and Council.



## Capital Improvement Program

The Capital Improvement Program (CIP) is a five-year program and details anticipated expenditures as well as the approved sources of funding. Capital requests are funded through fund balance, bond proceeds, grants, impact fees or other specially designated revenue sources.

The first year of the CIP is incorporated into the Annual Budget and Program for Services and is commonly known as the Capital Budget for the fiscal year. The Capital Budget is the governing body's annual appropriation for capital spending and authorizes specific projects and appropriates specific funding for these projects. The subsequent or outlying years of the CIP are updated and revised each year to reflect the changing needs and priorities of the City. Projects and financing sources listed in the CIP for years other than the first year are not authorized until the Annual Budget and Program for Services for those years is legally adopted.

## Accounting Policies

The budgeting and basis of accounting policies of the City of Roswell conform to Generally Accepted Accounting Principles (GAAP) as applicable to governments. The basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting. At the fund level, government funds use the modified accrual basis of accounting. All government fund types, expendable trust funds and agency funds use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (i.e. when they become both measurable and available).

"Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities in the current period. The City considers revenues as available if they are collected within 60 days after year-end. Those revenues considered susceptible to accrual are property taxes, charges for services, sales taxes, fines, forfeitures, interest income, and intergovernmental grants. Revenues from licenses and permits and miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

In applying the susceptible-to-accrual concept to intergovernmental revenues, the legal and contractual requirements of the numerous individual programs are used for guidance. There are, however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the City; therefore, revenues are recognized based on the expenditures recorded. In the other type, monies are virtually unrestricted as to purpose of expenditure and are nearly irrevocable (i.e., revocable only for failure to comply with prescribed compliance requirements, such as equal employment opportunity.) These resources are reflected as revenues at the time of receipt or earlier if they meet the criteria for availability.

## Fund Accounting/Fund Structure

The accounts of the City are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equities, revenues, and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds in this budget are grouped into generic fund types and two broad fund categories as follows:

## Governmental Funds

General Fund: The General Fund accounts for resources that are generally not dedicated for a specific purpose. Most services provided are basic to the everyday operation of a municipality.

### Major Revenues

- Property Tax
- Sales Tax
- Franchise, Alcohol, Business/Insurance Taxes
- Fines and Forfeitures
- Licenses and Permits

### Primary Services

- General administration
- Planning
- Financial services
- Fire protection
- Police protection
- Parks
- Transportation services

Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are restricted to expenditures for specified purposes. Special Revenue Funds currently used are: Leita Thompson Rental Fund, Confiscated Assets Fund, E-911 Fund, State Grant Fund, Federal Grant Fund, Tree Bank Fund, Soil and Erosion Fund, County/Local Grant Fund, Hotel/Motel Revenue Fund, Auto Rental Excise Tax Fund, and Special Events Fund.

## Proprietary Funds

Enterprise Funds: Enterprise Funds are used to account for operations: 1) that are financed and operated in a manner similar to private business enterprises - where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis are to be financed or recovered primarily through user charges; or 2) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, or accountability or other purposes. The City currently operates four enterprise funds: Solid Waste Fund, Water and Sewer Fund, Stormwater Utility Fund, and Recreation Participation Fund.

## Fund Equity Policy

In a government there are two major classes of funds, Governmental and Proprietary. The Proprietary funds operate very similar to private-sector businesses. How much an individual customer pays typically will vary depending upon the quantity of goods or services. For the Proprietary Funds the focus is the inflows and outflows of economic resources (changes in net assets). Changes in net asset are recognized as soon as the cause of the change occurs, regardless of the timing of the related cash flows. Another way of looking at this is revenues are recognized as soon as they are earned, and expenses are recognized as soon as a liability is incurred. Equity of the Proprietary Funds is reflected with the terminology "Net Position."

### Net Position

The term Net Position is the terminology used for the equity of the Proprietary Fund and will also be in the Government-wide financial statements. Net Position is broken into three classes; invested in capital net of related debt, restricted, and unrestricted.

## **Invested In Capital Net Of Related Debt**

Invested in capital net of related debt is equal to the capital assets minus any outstanding balance of any bonds, mortgages, notes or other borrowings that are attributable to the acquisition, construction, or improvement of capital assets of the government.

## **Fund Balance**

The Governmental Accounting Standards Board Statement Number 54 (GASB 54) requires five components of fund balance; non-expendable, restricted, committed, assigned, and unassigned.

### **Non-Spendable Fund Balance**

Non-spendable fund balance includes the value of the City's assets that will never be converted to cash. These include but are not limited to prepaid items and inventories. This will also include assets that will not convert to cash soon enough to affect the current period such as long-term receivables and the non-cash assets held for resale such as land.

### **Restricted Fund Balance**

Restricted fund balance includes the value of resources that are limited in how they may be used by external enforceable legal restrictions. This may be the result of other governments through laws and regulations, grantors or contributions through agreements, creditors through debt covenants or other contracts, and enabling legislation that limits how revenue can be used.

### **Committed Fund Balance**

Committed fund balance includes the value of resources that are limited by the Mayor and Council. Further, the limitation that has been placed on the resources can only be removed by similar action that committed these resources in the fund balance.

### **Assigned Fund Balance**

Assigned fund balance includes resources that the government has intentions for use but are not externally restricted or committed through formal action by the Mayor and Council. The Mayor and Council approve who has the authority to assign these resource values. Examples would be the buyers issuing purchase orders for goods or services which are under the dollar threshold for Mayor and Council's approval.

## **Stabilization Funds**

Adequate fund balance in the governmental funds and net assets in the proprietary funds are a necessary component of the City's overall financial management strategy and a key factor in the external agencies' measurement of the City's financial strength.

Maintenance of fund balance and net assets assures adequate resources for cash flow and to mitigate short-term effects of revenue shortages.

The City shall maintain stabilization funds required by ordinance and/or bond covenants. The stabilization fund in the General Fund shall be 25% of budgeted expenditures. The Enterprise Funds shall have revenues budgeted in excess of expenditures and no more than 90% of unrestricted fund balance may be used. The stabilization fund will only be used to:

- Strengthen the City's position in response to self-insurance,
- Provide funds in the event of unplanned expenditures the City could face as a result of natural disaster or terrorist attack.

All expenditures drawn from stabilization funds shall require prior Council approval.

When a new Enterprise Fund is established the target reserve will be built by budgeting excess revenues and controlling the use of unrestricted net position. If stabilization funds fall below required levels as set by this policy, the Mayor and Council must approve and adopt a plan to restore this balance to the target level within 24 months. If restoration of the reserve cannot be accomplished within such period without severe hardship to the City, then the Mayor and Council will establish a different time period.

Funds not otherwise non-spendable, restricted, committed, and assigned represent balances available for appropriation at the discretion of the Mayor and Council. However, the Mayor and Council will make every effort to use the unassigned funds for the following purposes:

- To provide pay-as-you go financing for capital projects
- To provide for revenue shortfalls resulting from unexpected economic changes or recessionary periods

Funds in excess of the policy plus non-spendable, restricted, committed, and assigned may be authorized by the Mayor and Council for expenditure within the City's annual budget.

For FY 2022, the Participation Recreation Fund is not within the policy set forth. There is no stabilization fund reserve for the FY 2022 Budget. This fund has a plan to bring the fund within policy within two years.

## Investment Policy

The City's Investment Policy is to invest public funds in a manner which will provide the maximum security with the best investment return, while meeting the daily cash flow demands of the City and conforming to all state and local statutes governing the investment of public funds. This policy applies to all funds under the control of the City of Roswell which are eligible to be invested, exclusive of pension obligations. The City's investment objectives are:

- Safety: To ensure that losses are avoided to the principal of the City's investments and deposits.
- Compliancance: To conform to the requirements of Federal and State law.
- Liquidity: To generate sufficient cash to meet all operating requirements and pay obligations as they become due.
- Income: To maximize the amount of interest income within the constraints of the objectives.

## Purchasing Policy

The City Charter and State law set forth requirements for the expenditure of local government funds for the purchase of goods and services. Per the City of Roswell Code of Ordinances, the City Administrator shall have the responsibilities and powers of the Purchasing Agent for the City and may delegate some or all of the responsibilities to the Purchasing Manager.

The Purchasing Manager shall establish procedures for purchases of goods and services involving the estimated expenditures of \$75,000 or less. These procedures determine the thresholds at which the number and type of quotes are required. Purchases with an anticipated amount of \$75,000 or over require sealed bids or proposals.

The City has a partially decentralized purchasing process. Departments are allowed to make purchases for items under \$2,500. For items between \$2,500 and \$25,000 the departments can obtain quotes. Quotes on items between \$25,000 and \$75,000 are to be obtained by the Purchasing Division.

## Debt Service Policy

The Mayor and City Council adopted a formal debt policy in FY 2013 with the following objectives:

1. establishing conditions for the managed use of debt
2. creating procedures and policies that minimize the City's debt service and issuance costs
3. retaining the highest practical credit rating
4. maintaining full and complete financial disclosure and reporting

Additionally, the City's practices regarding debt are governed by the State of Georgia. The Constitution for the State of Georgia states that "The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10% of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law" (State of Georgia Constitution, Article IX, Section V). The City of Roswell currently has a 0.5% ratio of bonded debt to assessed value, well below the State of Georgia constitutional threshold of 10%.

The City of Roswell has utilized both general obligation and revenue bonds to finance capital improvements too large to be financed from current revenues. The most recent bond issue was approved by voters in November 2012 and sold in 2014 with an unsecured AAA rating.



# All Funds Summary

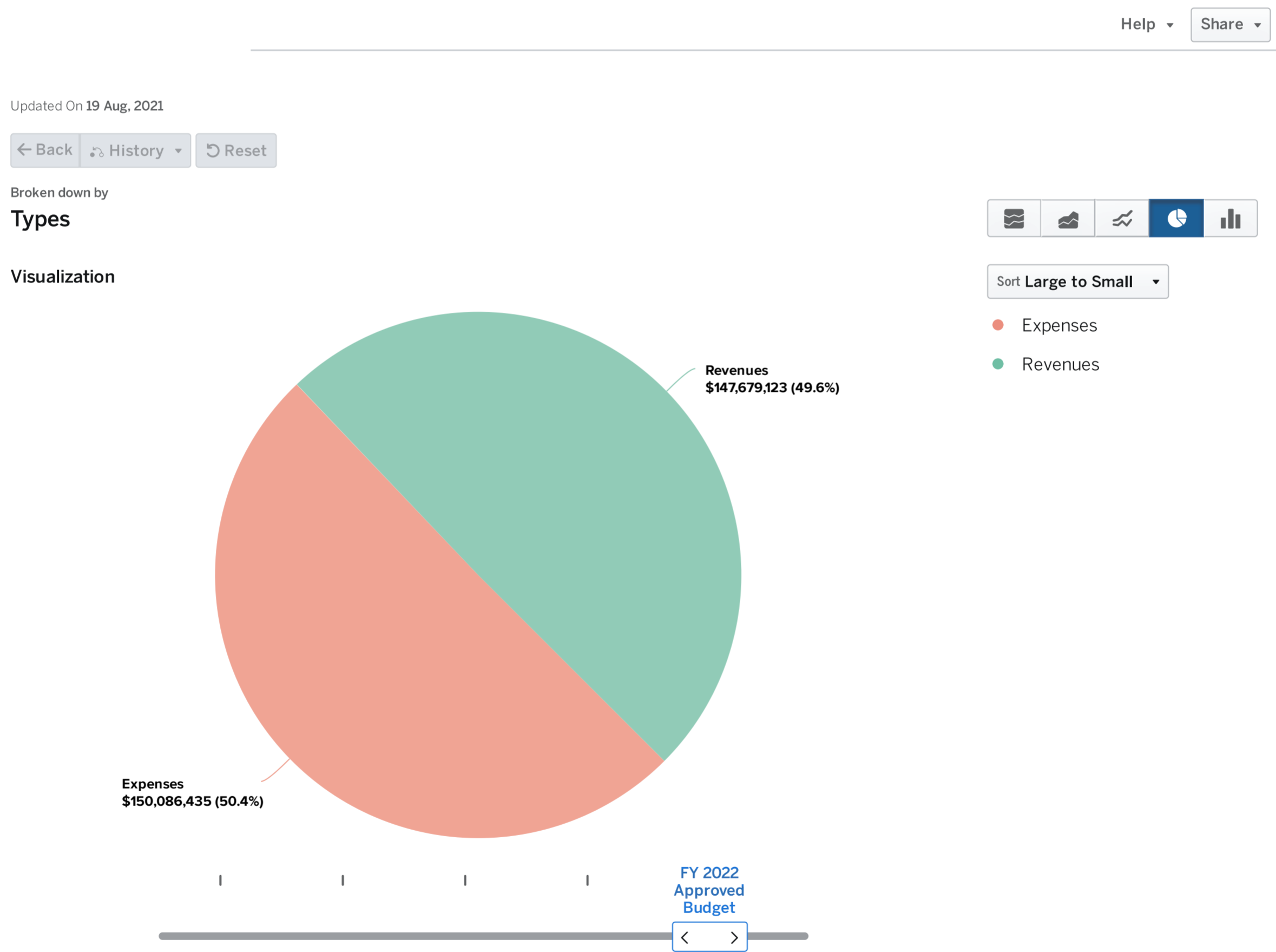
FY 2022 Approved Budget Book

Overview of all funds includes 2 years of actual and 2 years of budget to budget comparison. The charts and tables show current year revenues and expenses. The use of fund balance is shown on the graphics labeled as "Schedule A", that is also attached to our ordinance when presented to Mayor and Council.

This section includes revenues and expense pie chart; Schedule A; Fund Structure; Source of Funds by Fund, then type; and Use of Funds by Fund, then type.

## All Funds Expense and Revenue

Interactive Version Note: You can slide the bar below the pie to see other years by revenue and expenditure or change the chart type in upper right



# FY 2022 Approved Budget Summary for all Funds

This shows all funds, source of funds (current year revenues and use of fund balance), use of funds and ending estimated fund balance. Governmental Funds are shown in the first graphic, Proprietary funds on the second graphic, and the capital/debt funds on the third graphic.

## FY 2022 Approved Budget Schedule "A" - General Fund / Special Revenue Funds

	General/Special Revenue Funds										
FY 2022 Estimated Beginning Available Fund Balance:	\$21,827,332	\$749,652	\$347,821	\$27,461	\$167,518	\$33,189	\$122,159	\$153,625	\$10,274	\$0	\$0
Source of Funds Revenues	General Fund	Confiscated Assets Fund	E-911 Fund	Soil Erosion Fund	Tree Bank Fund	Auto Rental Excise Tax Fund	Special Events Fund	Leita Thompson Fund	Scholarship Fund	CDBG Grant Funds	Hotel / Motel Fund
Property Tax	\$30,079,632										
Sales Tax	\$25,600,000										
Business Taxes	\$16,315,000					\$300,000					\$840,000
Licenses & Permits	\$2,465,000			\$11,500							
Intergovernmental	\$241,460									\$503,609	
Charges for Service - External	\$596,000	\$30,000	\$2,369,648				\$89,000				
Charges for Service - Internal	\$2,919,373										
Fines & Forfeitures	\$1,040,000										
Interest Income	\$300,000										
Miscellaneous Revenues	\$292,000				\$40,000		\$61,500	\$73,740			
Transfers In	\$610,751		\$290,000								
Employee Contribution											
Employer Contribution											
Lease Proceeds											
<b>Total Revenues</b>	<b>\$80,459,216</b>	<b>\$30,000</b>	<b>\$2,659,648</b>	<b>\$11,500</b>	<b>\$40,000</b>	<b>\$300,000</b>	<b>\$150,500</b>	<b>\$73,740</b>	<b>\$0</b>	<b>\$503,609</b>	<b>\$840,000</b>
Budgeted Use of Reserves	\$1,865,179	\$719,500	\$346,631					\$2,480	\$50		
<b>Total Source of Funds</b>	<b>\$82,324,395</b>	<b>\$749,500</b>	<b>\$3,006,279</b>	<b>\$11,500</b>	<b>\$40,000</b>	<b>\$300,000</b>	<b>\$150,500</b>	<b>\$76,220</b>	<b>\$50</b>	<b>\$503,609</b>	<b>\$840,000</b>
	General/Special Revenue Funds										
Use of Funds Expenditures	General Fund	Confiscated Assets Fund	E - 911 Fund	Soil Erosion Fund	Tree Bank Fund	Auto Rental Excise Tax Fund	Special Events Fund	Leita Thompson Fund	Scholarship Fund	CDBG Grant Funds	Hotel / Motel Fund
Administration	\$12,618,421						\$145,198			\$26,000	
Community Development	\$3,906,749										
Environmental/ Public Works	\$0										
Finance	\$3,645,171										
Fire	\$12,093,696										
Police	\$21,837,470	\$749,500	\$3,006,279								
Recreation and Parks	\$14,815,539							\$76,220	\$50		
Transportation	\$9,310,942										
City-Wide Costs	\$1,944,907					\$277,500					\$673,700
Transfer to Capital	\$2,151,500										
<b>Total Use of Funds</b>	<b>\$82,324,395</b>	<b>\$749,500</b>	<b>\$3,006,279</b>	<b>\$0</b>	<b>\$0</b>	<b>\$277,500</b>	<b>\$145,198</b>	<b>\$76,220</b>	<b>\$50</b>	<b>\$26,000</b>	<b>\$673,700</b>
<b>Excess (Deficiency) of revenues vs expenditures</b>	<b>(\$1,865,179)</b>	<b>(\$719,500)</b>	<b>(\$346,631)</b>	<b>\$11,500</b>	<b>\$40,000</b>	<b>\$22,500</b>	<b>\$5,302</b>	<b>(\$2,480)</b>	<b>(\$50)</b>	<b>\$477,609</b>	<b>\$166,300</b>
<b>FY 2022 Fund Balance Reserve by Policy:</b>	<b>19,946,599</b>										
<b>FY 2022 Est. End Fund Balance Available over Reserve by Policy:</b>	<b>\$15,554</b>	<b>\$30,152</b>	<b>\$1,190</b>	<b>\$38,961</b>	<b>\$207,518</b>	<b>\$55,689</b>	<b>\$127,461</b>	<b>\$151,145</b>	<b>\$10,224</b>	<b>\$477,609</b>	<b>\$166,300</b>
<b>FY 2022 Total Estimated Ending Fund Balance:</b>	<b>\$19,962,153</b>	<b>\$30,152</b>	<b>\$1,190</b>	<b>\$38,961</b>	<b>\$207,518</b>	<b>\$55,689</b>	<b>\$127,461</b>	<b>\$151,145</b>	<b>\$10,224</b>	<b>\$477,609</b>	<b>\$166,300</b>
	General/Special Revenue Funds										



## FY 2022 Approved Budget Schedule "A" - Enterprise/ Internal Service Funds

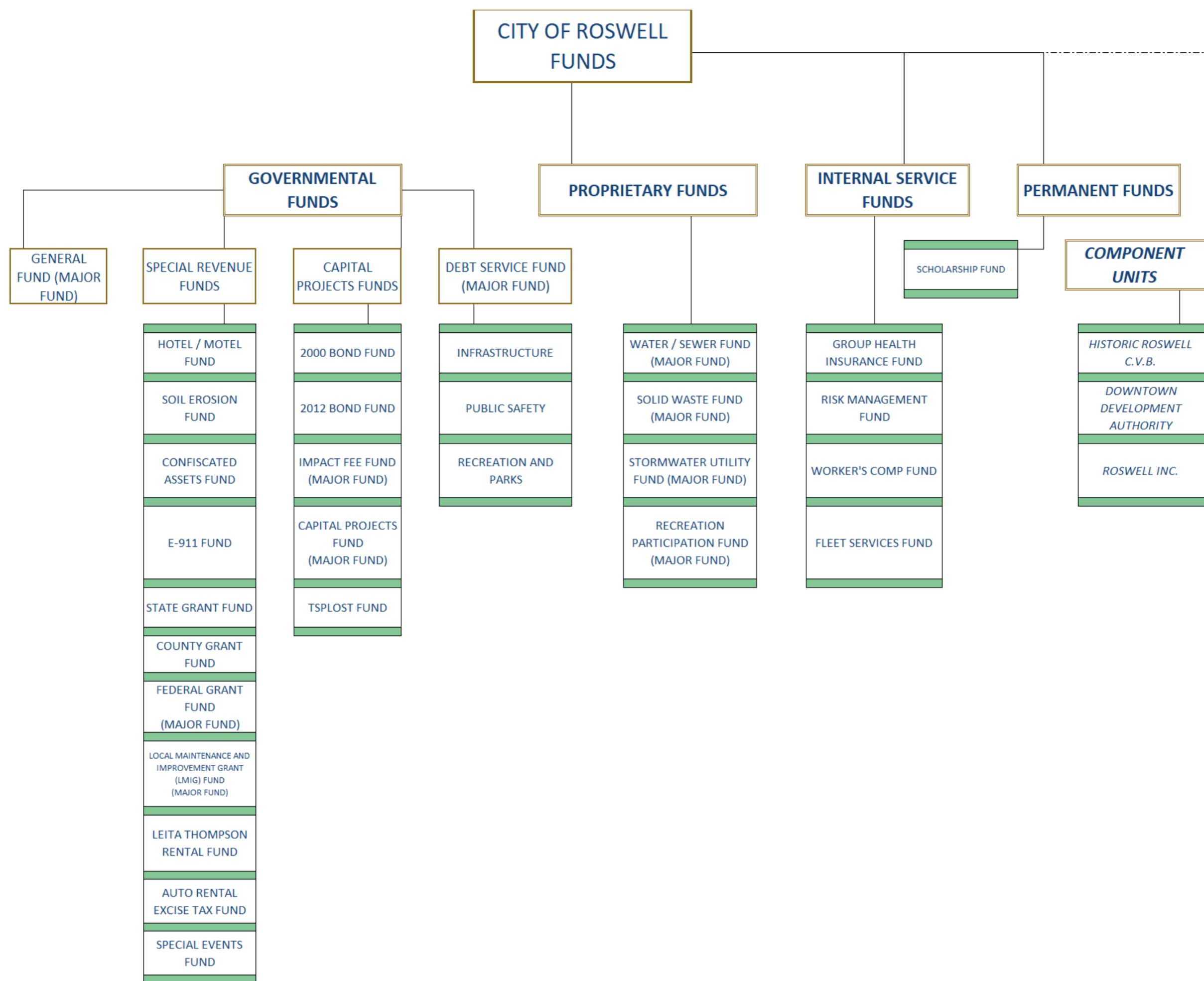
	Enterprise Funds				Internal Service Funds			
	Enterprise	Funds			Internal Service Funds			
<b>FY 2022 Estimated Beginning Available Fund Balance:</b>	\$2,260,401	\$299,532	\$309,292	\$0	\$2,348,787	\$378,118	\$72,372	\$0
<b>Source of Funds Revenues</b>	Solid Waste Fund	Water and Sewer Fund	Stormwater Utility Fund	Recreation Participation and Special Events Fund	Group Benefits Fund	Risk / Liability Fund	Worker's Comp Fund	Fleet Services Fund
Property Tax								
Sales Tax								
Business Taxes								
Licenses & Permits								
Intergovernmental								
Charges for Service - External	\$11,673,947	\$4,824,876	\$3,373,750	\$5,179,900				
Charges for Service - Internal						\$1,660,000	\$850,000	\$1,965,570
Fines & Forfeitures								
Interest Income	\$26,000				\$25,000			
Miscellaneous Revenues					\$250,000			
Transfers In				\$791,384	\$25,000			
Employee Contribution					\$891,836			
Employer Contribution					\$8,990,873			
Lease Proceeds								
<b>Total Revenues</b>	<b>\$11,699,947</b>	<b>\$4,824,876</b>	<b>\$3,373,750</b>	<b>\$5,971,284</b>	<b>\$10,182,709</b>	<b>\$1,660,000</b>	<b>\$850,000</b>	<b>\$1,965,570</b>
Budgeted Use of Reserves	\$554,756		\$124,719		\$4,996	\$127,683		
<b>Total Source of Funds</b>	<b>\$12,254,703</b>	<b>\$4,824,876</b>	<b>\$3,498,469</b>	<b>\$5,971,284</b>	<b>\$10,187,705</b>	<b>\$1,787,683</b>	<b>\$850,000</b>	<b>\$1,965,570</b>
	Enterprise Funds				Internal Service Funds			
	Enterprise	Funds			Internal Service Funds			
<b>Use of Funds Expenditures</b>	Solid Waste Fund	Water and Sewer Fund	Stormwater Utility Fund	Recreation Participation and Special Events Fund	Group Benefits Fund	Risk / Liability Fund	Worker's Comp Fund	Fleet Services Fund
Administration								
Community Development								
Environmental/ Public Works	\$12,254,703	\$4,209,487	\$3,498,469					\$1,965,570
Finance								
Fire								
Police								
Recreation and Parks				\$5,963,084				
Transportation								
City-Wide Costs					\$10,187,705	\$1,787,683	\$846,434	
Transfer to Capital								
<b>Total Use of Funds</b>	<b>\$12,254,703</b>	<b>\$4,209,487</b>	<b>\$3,498,469</b>	<b>\$5,963,084</b>	<b>\$10,187,705</b>	<b>\$1,787,683</b>	<b>\$846,434</b>	<b>\$1,965,570</b>
<b>Excess (Deficiency) of revenues vs expenditures</b>	<b>(\$554,756)</b>	<b>\$615,389</b>	<b>(\$124,719)</b>	<b>\$8,200</b>	<b>(\$4,996)</b>	<b>(\$127,683)</b>	<b>\$3,566</b>	<b>\$0</b>
<b>FY 2022 Fund Balance Reserve by Policy:</b>	<b>\$361,922</b>	<b>\$180,793</b>	<b>\$139,726</b>	<b>\$0</b>	<b>\$1,718,763</b>			
<b>FY 2022 Est. End Fund Balance Available over Reserve by Policy:</b>	<b>\$1,343,723</b>	<b>\$734,128</b>	<b>\$44,847</b>	<b>\$8,200</b>	<b>\$625,028</b>	<b>\$250,435</b>	<b>\$75,938</b>	<b>\$0</b>
<b>FY 2022 Total Estimated Ending Fund Balance:</b>	<b>\$1,705,645</b>	<b>\$914,921</b>	<b>\$184,573</b>	<b>\$8,200</b>	<b>\$2,343,791</b>	<b>\$250,435</b>	<b>\$75,938</b>	<b>\$0</b>
	Enterprise Funds				Internal Service Funds			

## FY 2022 Approved Budget Schedule "A" - Capital and Debt Service Funds

	Capital Project Funds			Debt Service Fund	Totals
FY 2022 Estimated Beginning Available Fund Balance:	\$1,807,964	\$1,788,390	\$1,545,131	\$2,268,807	<b>\$36,517,825</b>
<b>Source of Funds</b>	Capital			Debt Service Fund	
<b>Revenues</b>	Impact Fee Fund	Project Fund	TSPLOST Fund	Debt Service Fund	<b>Total Revenues</b>
Property Tax				\$1,483,000	\$31,562,632
Sales Tax			\$12,900,000		\$38,500,000
Business Taxes					\$17,455,000
Licenses & Permits					\$2,476,500
Intergovernmental					\$745,069
Charges for Service - External	\$2,702,015				\$30,839,136
Charges for Service - Internal					\$7,394,943
Fines & Forfeitures					\$1,040,000
Interest Income			\$150,000		\$501,000
Miscellaneous Revenues		\$260,800			\$978,040
Transfers In		\$3,836,959			\$5,554,094
Employee Contribution					\$891,836
Employer Contribution					\$8,990,873
Lease Proceeds		\$750,000			\$750,000
<b>Total Revenues</b>	<b>\$2,702,015</b>	<b>\$4,847,759</b>	<b>\$13,050,000</b>	<b>\$1,483,000</b>	<b>\$147,679,123</b>
Budgeted Use of Reserves		\$519,527	\$891,438	\$172,000	\$5,328,959
<b>Total Source of Funds</b>	<b>\$2,702,015</b>	<b>\$5,367,286</b>	<b>\$13,941,438</b>	<b>\$1,655,000</b>	<b>\$153,008,082</b>
	Capital Project Funds			Debt Service Fund	

	Capital Project Funds			Debt Service Fund	Total
<b>Use of Funds</b>	Capital			Debt Service Fund	<b>Total Expenditures</b>
<b>Expenditures</b>	Impact Fee Fund	Project Fund	TSPLOST Fund	Debt Service Fund	
Administration		\$195,000			\$12,984,619
Community Development		\$340,000			\$4,246,749
Environmental/ Public Works		\$2,286,500			\$24,214,729
Finance				\$1,655,000	\$5,300,171
Fire		\$787,500			\$12,881,196
Police		\$10,000			\$25,603,249
Recreation and Parks	\$474,734	\$523,000			\$21,852,627
Transportation	\$656,000	\$1,225,286	\$13,941,438		\$25,133,666
City-Wide Costs					\$15,717,929
Transfer to Capital					\$2,151,500
<b>Total Use of Funds</b>	<b>\$1,130,734</b>	<b>\$5,367,286</b>	<b>\$13,941,438</b>	<b>\$1,655,000</b>	<b>\$150,086,435</b>
<b>Excess (Deficiency) of revenues vs expenditures</b>	<b>\$1,571,281</b>	<b>(\$519,527)</b>	<b>(\$891,438)</b>	<b>(\$172,000)</b>	
<b>FY 2022 Fund Balance Reserve by Policy:</b>		<b>\$1,094,583</b>			<b>\$23,442,386</b>
<b>FY 2022 Est. End Fund Balance Available over Reserve by Policy:</b>	<b>\$3,379,245</b>	<b>\$174,280</b>	<b>\$653,693</b>	<b>\$2,096,807</b>	<b>\$10,668,127</b>
<b>FY 2022 Total Estimated Ending Fund Balance:</b>	<b>\$3,379,245</b>	<b>\$1,268,863</b>	<b>\$653,693</b>	<b>\$2,096,807</b>	<b>\$34,110,513</b>
	Capital Project Funds			Debt Service Fund	Totals

# City of Roswell's Fund Structure



## MAJOR FUND DESCRIPTIONS:

The General Fund is the City's primary operating fund. It accounts for all financial resources of the general government, except those required to be accounted for in another fund.

The Federal Grants Fund accounts for the grant monies received from various federal agencies.

The Impact Fees Fund accounts for the collection of impact fees to pay for system improvements for fire, recreation and parks and transportation facilities as projected in the Roswell Comprehensive Land Use Plan.

The Capital Projects Fund accounts for financial resources to be used for the acquisition and construction of major capital projects.

The Debt Service Fund accounts for the accumulation of resources and payments made of principal and interest on the City's general obligation debt.

The Water and Sewer Fund accounts for the activities of the City's water system and the billing on behalf of Fulton County's sewer system as it applies to City residents, which renders those services to the residents and businesses located within the City.

The Solid Waste Fund accounts for the operations of the City's solid waste and sanitation program.

The Participant Recreation Fund accounts for the operations of activities held at the City's parks.

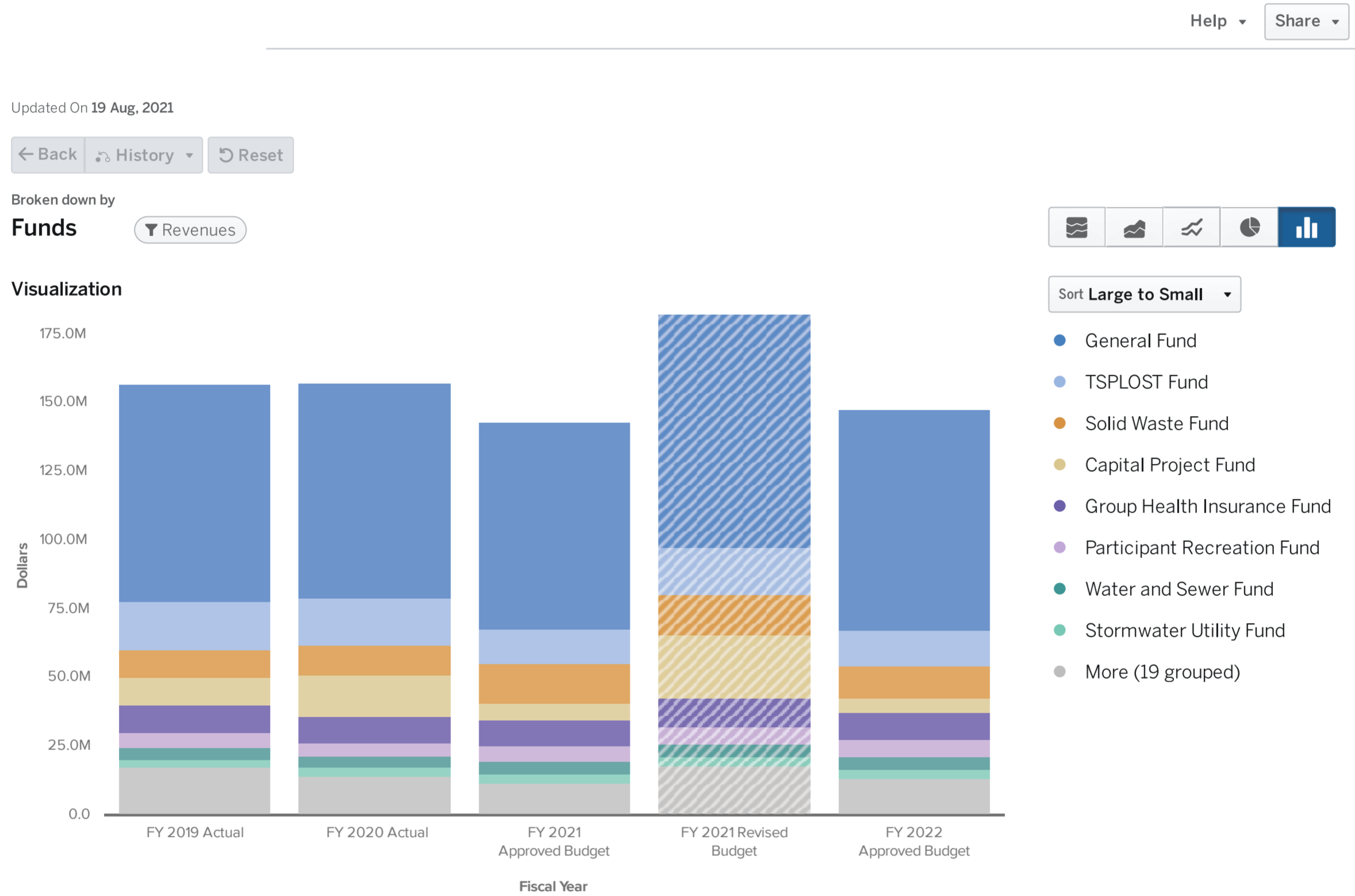
The Stormwater Fund accounts for the operations of the City's stormwater program.

The T-SPLOST Fund accounts for the money received from the .75 percent tax approved by citizens in the referendum held in November, 2016.

# Revenues

Shown as all revenues by Fund (graph and table) and then by type (graph and table).

## Source of Funds by Fund



# Source of Funds by Fund

Updated On 19 Aug, 2021

← Back ↻ History ↺ Reset

Broken down by

Funds Revenues

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
General Fund	\$ 79,134,707	\$ 78,362,174	\$ 75,317,220	\$ 84,558,547	\$ 80,459,216
TSPLOST Fund	17,369,361	17,094,395	12,375,129	17,175,129	13,050,000
Solid Waste Fund	10,101,943	11,067,168	14,516,133	14,516,133	11,699,947
Capital Project Fund	10,279,473	14,884,381	6,004,131	22,916,273	4,847,759
Group Health Insurance Fund	9,758,823	9,555,043	9,274,572	10,774,572	10,182,709
Participant Recreation Fund	5,494,864	4,501,906	5,838,553	5,911,742	5,971,284
Water and Sewer Fund	4,113,565	4,393,725	4,723,314	4,723,314	4,824,876
Stormwater Utility Fund	3,153,103	3,292,153	3,301,464	3,301,464	3,373,750
Impact Fees Fund	1,380,314	1,306,748	1,639,558	5,067,692	2,702,015
E-911 Fund	2,363,573	2,310,043	2,360,953	2,360,953	2,659,648
Fleet Services Fund	1,840,453	1,835,328	1,728,467	1,728,467	1,965,570
Bond Fund (Debt Service)	1,592,664	1,539,225	1,528,000	1,528,000	1,483,000
Federal Grant Fund	4,953,437	1,536,410	0	725,844	0
Risk Management Fund	1,111,999	1,330,009	1,305,387	1,305,387	1,660,000
Hotel/Motel Fund	1,097,111	1,006,915	1,300,000	1,300,000	840,000
Workers' Compensation Fund	642,737	854,430	840,817	840,817	850,000
CDBG Grant	522,846	362,456	450,000	1,750,976	503,609
LMIG Resurfacing Grant	891,501	968,490	0	843,874	0
Auto Rental Excise Tax Fund	295,575	262,614	250,000	250,000	300,000
Confiscated Assets Fund	265,090	592,704	30,000	30,000	30,000
Special Events Fund	125,633	92,996	158,500	158,500	150,500
Tree Bank Fund	308,601	48,000	40,000	40,000	40,000
Leita Thompson Fund	92,053	115,169	78,540	78,540	73,740
County/Local Grant Fund	12,700	32,099	0	32,641	0
Soil and Erosion Control	14,588	10,918	13,000	13,000	11,500
State Grant Fund	0	0	0	20,176	0
Scholarship Endowment Fund	18	18	0	0	0
<b>Total</b>	<b>\$ 156,916,730</b>	<b>\$ 157,355,517</b>	<b>\$ 143,073,738</b>	<b>\$ 181,952,041</b>	<b>\$ 147,679,123</b>

# Source of Funds by Type

Help Share

Updated On 19 Aug, 2021

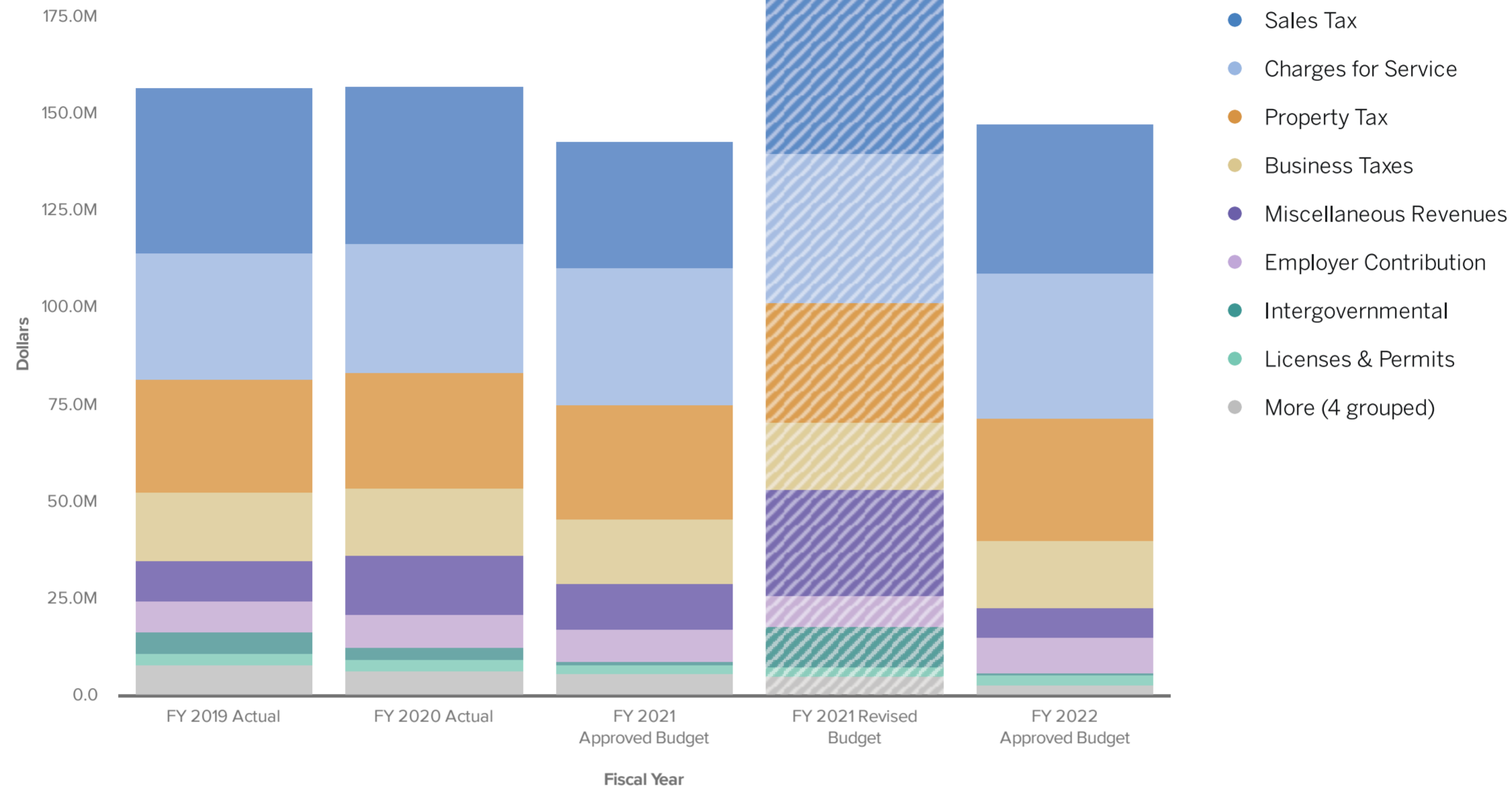
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Broken down by  
**Revenues**



Visualization

Sort Large to Small



# Source of Funds by Line Item

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Property Tax</b>					
(311100) Real Property - Current Year	\$25,816,285	\$24,942,961	\$26,067,917	\$25,467,917	\$26,117,761
(311315) Title Ad Valorem Tax (Vehicle)	\$1,536,651	\$2,353,413	\$1,500,000	\$2,300,000	\$2,650,000
(311300) Personal Property - Current	\$824,752	\$897,901	\$881,859	\$881,859	\$973,021
(311340) Intangibles (Reg & Recrd)	\$435,308	\$847,824	\$425,000	\$1,275,000	\$1,100,000
(311600) Real Estate Trans (intang)	\$201,656	\$224,307	\$127,500	\$327,500	\$250,000
(311110) Public Utility	\$212,224	\$241,794	\$240,098	\$240,098	\$244,850
(311310) Motor Vehicle	\$214,449	\$155,132	\$145,000	\$145,000	\$100,000
(319110) Property - Penalty & Interest - Real	\$129,372	\$143,479	\$102,000	\$102,000	\$127,000
(311305) Personal Property - Prior	(\$6,921)	\$5,671	\$0	\$0	\$0
(311200) Real Property - Prior	(\$48,858)	(\$7,780)	\$0	\$0	\$0
<b>Property Tax Total</b>	<b>\$29,314,918</b>	<b>\$29,804,702</b>	<b>\$29,489,374</b>	<b>\$30,739,374</b>	<b>\$31,562,632</b>
<b>Sales Tax</b>					
(313100) Local Option Sales Tax	\$25,890,975	\$24,545,973	\$20,700,000	\$25,000,000	\$25,600,000
(313200) TSPLOST	\$16,700,984	\$16,165,960	\$11,973,781	\$16,773,781	\$12,900,000
<b>Sales Tax Total</b>	<b>\$42,591,959</b>	<b>\$40,711,933</b>	<b>\$32,673,781</b>	<b>\$41,773,781</b>	<b>\$38,500,000</b>
<b>Charges for Service</b>					
(341704) Indirect Cost Solid Waste	\$1,038,121	\$1,030,228	\$1,128,386	\$1,128,386	\$992,848
(341706) Indirect Cost Stormwater	\$583,514	\$575,204	\$633,295	\$633,295	\$668,625
(341703) Indirect Cost Water Fund	\$336,533	\$364,301	\$426,107	\$426,107	\$393,676
(345610) Telecommunication Charges	\$381,170	\$349,539	\$375,000	\$375,000	\$350,000
(341705) Indirect Cost Rec Participation Fund	\$0	\$0	\$434,872	\$434,872	\$441,384
(341702) Indirect Cost E911	\$244,697	\$271,119	\$260,757	\$260,757	\$249,194
(341707) Indirect Cost Garage	\$69,474	\$125,378	\$135,448	\$135,448	\$173,646
(341905) Other/Misc. Fees	\$217,054	\$162,519	\$50,000	\$54,500	\$75,000
(347201) Auditorium Rental Fees	\$130,769	\$78,197	\$50,000	\$50,000	\$50,000
(342920) Mountain Park	\$33,855	\$33,855	\$33,855	\$33,855	\$0
(341426) 3% Admin Impact Fees	\$41,710	\$29,083	\$30,000	\$74,680	\$30,000
(343210) Lake Charles - Spec Assess	\$18,000	\$17,000	\$17,000	\$17,000	\$17,000
(345410) Parking Charges	\$6,679	\$23,563	\$10,000	\$10,000	\$35,000
(342120) Accident Reports	\$11,418	\$17,998	\$10,000	\$10,000	\$15,000
(346400) Background Check Fees	\$12,085	\$11,160	\$10,000	\$10,000	\$10,000
(342310) Fingerprinting Fees	\$11,160	\$7,820	\$10,000	\$10,000	\$10,000
(342925) Rapstc Training	\$6,515	\$1,000	\$10,000	\$10,000	\$0

## Source of Funds by Line Item (continued)

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022
	Actual	Actual	Approved	Revised	Approved
			Budget	Budget	Budget
(341701) Indirect Cost Confiscated Asset Fund	\$20,876	\$0	\$0	\$0	\$0
(342210) Fire Alarm Fees	\$4,050	\$667	\$4,000	\$4,000	\$4,000
(341910) Election Qualify Fees	\$0	\$7,092	\$0	\$0	\$0
(341200) Recording Fees	\$495	\$660	\$0	\$0	\$0
(341915) Charging Station Fees	\$830	\$278	\$0	\$0	\$0
(371006) Special Events Sponsorship	\$48,833	\$18,000	\$69,000	\$69,000	\$61,500
(342140) Expungement Fees	\$570	\$225	\$0	\$0	\$0
(341400) Printing And Duplication Fees	\$394	\$25	\$0	\$0	\$0
(349920) Vietnam Memorial Bricks	\$0	\$100	\$0	\$0	\$0
(349300) Bad Check Fees	\$270	\$300	\$0	\$0	\$0
(344111) Residential Refuse Collect	\$6,166,855	\$6,918,046	\$7,205,853	\$7,205,853	\$7,489,467
(344112) Commercial Refuse Collect	\$3,524,814	\$3,880,768	\$3,897,980	\$3,897,980	\$3,897,980
(344210) Water Charges	\$3,248,397	\$3,661,196	\$3,582,690	\$3,582,690	\$3,738,235
(344261) Stormwater Utility	\$3,094,569	\$3,195,924	\$3,285,264	\$3,285,264	\$3,373,750
(342500) E911 Charges	\$2,359,540	\$2,309,423	\$2,360,953	\$2,360,953	\$2,369,648
(341750) Fleet Service Charges	\$1,840,453	\$1,820,963	\$1,728,467	\$1,728,467	\$1,965,570
(341324) Trans Impact Fees	\$701,559	\$824,524	\$1,025,138	\$3,455,865	\$1,780,835
(347503) Athletics	\$1,577,047	\$1,410,016	\$1,428,168	\$1,428,168	\$1,600,000
(341805) Risk Claims Payments	\$1,111,999	\$1,305,386	\$1,305,387	\$1,305,387	\$1,660,000
(347506) Gym & Physical Fitness	\$986,731	\$821,735	\$936,728	\$936,728	\$974,000
(341325) Public Safety Impact Fees	\$424,026	\$330,474	\$400,233	\$986,310	\$610,457
(347501) General Programs	\$503,714	\$402,902	\$506,752	\$506,752	\$397,500
(347202) Other Rental Fees	\$444,583	\$417,447	\$431,705	\$431,705	\$525,000
(344216) Meter Fees	\$185,153	\$88,099	\$615,780	\$615,780	\$526,750
(344255) Sewerage Charges	\$285,719	\$293,942	\$336,305	\$336,305	\$377,891
(347504) Tennis	\$337,447	\$279,673	\$306,349	\$306,349	\$400,000
(347507) Dance, Drama, & Music	\$345,775	\$281,647	\$313,481	\$313,481	\$296,800
(341323) Recreation Impact Fees	\$226,788	\$151,750	\$214,187	\$544,241	\$310,723
(347508) Arts & Crafts	\$273,369	\$236,378	\$262,027	\$262,027	\$260,000
(344160) Solid Waste Recycling Fees	\$248,877	\$190,915	\$250,000	\$250,000	\$250,000
(347509) General Instrction Progs	\$235,126	\$192,960	\$235,770	\$235,770	\$215,000
(347513) Senior Adult Center	\$239,112	\$184,649	\$219,866	\$219,866	\$160,000
(344700) Utility Bill Late Charges	\$178,852	\$137,727	\$150,000	\$150,000	\$165,000
(347505) Swimming	\$156,530	\$72,608	\$141,165	\$141,165	\$148,500
(347514) Adult Aquatics Center	\$116,638	\$97,672	\$120,462	\$120,462	\$106,000
(347502) Special Events	\$75,010	\$58,735	\$96,146	\$96,146	\$89,000
(347512) Rec & Parks Miscellaneous	\$68,435	\$28,342	\$62,072	\$62,072	\$60,000
(344162) Large Item Fees	\$49,379	\$41,574	\$30,000	\$30,000	\$35,000
(347905) Convience Fee	\$38,712	\$31,526	\$33,430	\$33,430	\$37,100
(344218) Capacity Fees	\$49,200	\$112,400	\$0	\$0	\$0
(342101) Special Police Ser- Ot	\$22,645	\$33,670	\$30,000	\$30,000	\$30,000
(347510) Rec & Parks Contributions	\$33,418	\$39,877	\$34,770	\$34,770	\$0
(344217) Water Service Stop Fees	\$12,550	\$6,738	\$12,000	\$12,000	\$12,000
(344256) Sewer Permit Fees Admin	\$8,451	\$21,237	\$10,000	\$10,000	\$5,000
(344191) Dumpster Set Up Fees	\$1,615	\$2,280	\$1,500	\$1,500	\$1,500
(344115) Utility Billing Lien Revenue	(\$33)	\$528	\$0	\$0	\$0
(344215) Reconnect Fees	\$150	\$0	\$0	\$0	\$0
<b>Charges for Service Total</b>	<b>\$32,392,277</b>	<b>\$33,009,042</b>	<b>\$35,268,348</b>	<b>\$38,664,386</b>	<b>\$37,445,579</b>
<b>Business Taxes</b>					
(316200) Insurance Premium Tax	\$6,331,551	\$6,725,135	\$6,500,000	\$7,094,073	\$6,750,000
(311710) Electric Franchise Taxes	\$3,823,811	\$3,840,731	\$3,800,000	\$3,800,000	\$3,800,000
(316101) Business & Occupation Tax	\$1,526,677	\$1,561,733	\$1,125,000	\$1,125,000	\$1,600,000
(311750) TV Cable Franchise Taxes	\$1,761,113	\$1,301,937	\$1,150,000	\$1,150,000	\$1,300,000
(314200) Alcoholic Beverage Excise Tax	\$1,027,168	\$1,069,129	\$825,000	\$1,070,071	\$1,125,000
(311730) Gas Franchise Taxes	\$751,947	\$768,176	\$750,000	\$761,531	\$815,000
(314300) Local Option Mixed Drink Excise Tax	\$439,170	\$413,834	\$300,000	\$428,573	\$425,000
(316300) Financial Institution Tax	\$221,644	\$253,240	\$200,000	\$200,000	\$250,000
(311760) Telephone Franchise Taxes	\$143,134	\$153,238	\$150,000	\$150,000	\$150,000
(316102) Insurance Occupation Tax	\$63,150	\$71,550	\$100,000	\$70,000	\$100,000
(316100) Business & Occupation Tax	\$31,384	\$0	\$0	\$752	\$0
(314105) Hotel/Motel TCT	\$0	\$440,525	\$568,750	\$568,750	\$367,500
(314104) Hotel/Motel Unrestricted	\$0	\$377,593	\$487,500	\$487,500	\$315,000
(314400) Auto Rental Excise Tax	\$295,575	\$262,614	\$250,000	\$250,000	\$300,000
(314106) Hotel/Motel TPD	\$0	\$188,796	\$243,750	\$243,750	\$157,500
(314103) Hotel/Motel Tax : Tourism 43.33%	\$475,378	\$0	\$0	\$0	\$0
(314102) Hotel/Motel Tax : General 40.00%	\$438,844	\$0	\$0	\$0	\$0
(314101) Hotel/Motel Tax : Trails 16.67%	\$182,889	\$0	\$0	\$0	\$0
(314900) Excise Tax - Other	\$603	\$620	\$0	\$0	\$0
<b>Business Taxes Total</b>	<b>\$17,514,038</b>	<b>\$17,428,851</b>	<b>\$16,450,000</b>	<b>\$17,400,000</b>	<b>\$17,455,000</b>
<b>Licenses &amp; Permits</b>					
(323120) Building & Inspection Fees	\$1,623,587	\$1,883,893	\$1,700,000	\$1,780,485	\$1,600,000
(321110) Alcohol, Beer, Wine License	\$642,532	\$658,929	\$552,500	\$540,260	\$600,000
(323902) Grading Permits	\$201,126	\$153,468	\$170,000	\$170,000	\$150,000
(322210) Zoning And Land Use	\$48,000	\$43,820	\$56,000	\$40,660	\$40,000

## Source of Funds by Line Item (continued)

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022
	Actual	Actual	Approved	Revised	Approved
			Budget	Budget	Budget
(322905) Photo and Film Fees	\$23,934	\$33,302	\$25,000	\$28,000	\$35,000
(321130) Liquor Pouring License	\$31,680	\$23,163	\$25,500	\$18,825	\$25,000
(322230) Sign Permits	\$18,130	\$13,885	\$18,000	\$2,370	\$5,000
(322240) Small Cell Technology Permit	\$4,400	\$17,600	\$5,000	\$5,000	\$5,000
(321140) Bar Cards (Liquor Handling License)	\$8,825	\$3,600	\$6,375	\$1,775	\$2,000
(322991) Special Events Fee	\$4,045	\$3,300	\$4,000	\$0	\$0
(321295) Precious Metal Dealer Fee	\$1,650	\$3,600	\$2,000	\$2,000	\$2,000
(321292) Solicitor Fees	\$850	\$1,975	\$1,250	\$950	\$1,000
(322994) Personal transp veh fee	\$585	\$465	\$0	\$300	\$0
(322995) Fireworks Permits	\$500	\$0	\$0	\$0	\$0
(323190) Soil Erosion Fees	\$11,440	\$9,280	\$10,000	\$10,000	\$10,000
(323903) Soil Erosion Grading Permit	\$3,148	\$1,638	\$3,000	\$3,000	\$1,500
<b>Licenses &amp; Permits Total</b>	<b>\$2,624,432</b>	<b>\$2,851,918</b>	<b>\$2,578,625</b>	<b>\$2,603,625</b>	<b>\$2,476,500</b>
<b>Fines &amp; Forfeitures</b>					
(351171) Municipal Court Fines	\$1,317,926	\$789,066	\$1,200,000	\$680,468	\$960,000
(351174) Munis Admin Fee	\$39,646	\$25,015	\$30,000	\$18,400	\$30,000
(351172) Municipal Court Probation	\$39,565	\$26,115	\$30,000	\$16,542	\$30,000
(351176) Diversion Fee	\$36,050	\$9,708	\$20,000	\$8,390	\$10,000
(351940) School Zone Speeding Fines	\$0	\$2,472	\$0	\$45,000	\$0
(351175) Court Related - Other	\$9,685	\$7,187	\$10,000	\$6,200	\$10,000
(351177) School Bus Traffic Violation	\$4,200	\$676	\$0	\$0	\$0
(351173) Jail Fees	\$20	\$0	\$0	\$0	\$0
(351310) D.E.A. Funds	\$143,818	\$316,737	\$0	\$0	\$0
(351300) Confiscation	\$98,626	\$212,946	\$0	\$0	\$0
(351320) Treasury Confiscated Funds	\$0	\$29,253	\$0	\$0	\$0
<b>Fines &amp; Forfeitures Total</b>	<b>\$1,689,536</b>	<b>\$1,419,175</b>	<b>\$1,290,000</b>	<b>\$775,000</b>	<b>\$1,040,000</b>
<b>Intergovernmental</b>					
(336015) Intergov - Fulton Co	\$556,950	\$137,117	\$0	\$5,928,477	\$0
(336010) Alpharetta Fire Payments	\$116,066	\$327,923	\$164,750	\$164,750	\$176,460
(336011) Intergovernmental	\$65,559	\$62,227	\$65,000	\$65,000	\$65,000
(331369) CDBG Revenue	\$449,775	\$299,001	\$450,000	\$1,750,976	\$503,609
(331367) Trans Federal Grants	\$2,018,462	\$1,092,799	\$0	\$72,707	\$0
(334367) Trans State Grants	\$891,501	\$968,490	\$0	\$864,050	\$0
(331363) Rec & Parks Federal Grants	\$1,352,050	\$397,509	\$0	\$100,000	\$0
(336013) Intergov - Sandy Springs	\$0	\$50,803	\$0	\$1,054,274	\$0
(331360) Administration Federal Grants	\$33,586	\$20,025	\$0	\$93,265	\$0
(331365) Police Federal Grants	\$33,112	\$25,100	\$0	\$56,039	\$0
(331366) Env & PW Federal Grants	\$51,000	\$0	\$0	\$0	\$0
(331368) Match - Federal Grants	(\$7,709)	\$0	\$0	\$55,199	\$0
(331364) Fire Federal Grants	\$0	\$0	\$0	\$40,503	\$0
(336104) Rec & Parks County/Local Grants	\$2,700	\$300	\$0	\$18,500	\$0
(331362) Community Development Federal Grants	\$1,800	\$0	\$0	\$12,373	\$0
(336106) Police County/Local Grants	\$3,000	\$0	\$0	\$500	\$0
(336108) Trans County/Local Grants	\$146	\$977	\$0	\$0	\$0
<b>Intergovernmental Total</b>	<b>\$5,567,998</b>	<b>\$3,382,271</b>	<b>\$679,750</b>	<b>\$10,276,613</b>	<b>\$745,069</b>
<b>Miscellaneous Revenues</b>					
(391201) Operating Transfer In	\$2,745,745	\$1,637,566	\$2,381,470	\$2,650,416	\$2,567,135
(381105) Rent Of Property	\$172,356	\$172,356	\$172,000	\$172,355	\$172,000
(392100) Sale Of Assets	\$167,677	\$773,757	\$100,000	\$50,390	\$360,800
(383100) Reimbursement From Insura	\$799,923	\$557,701	\$250,000	\$1,806,559	\$250,000
(371004) Gas South Affinity Program	\$23,538	\$17,675	\$20,000	\$12,000	\$20,000
(392300) Sale Of Abandoned Property	\$28,194	\$4,833	\$0	\$41,370	\$0
(389400) Miscellaneous	\$17,859	\$1,061	\$0	\$525	\$0
(371005) Private Donations/contrib	\$450,100	\$216,754	\$0	\$87,000	\$0
(389600) Recording of Abatement	\$225	\$0	\$0	\$0	\$0
(389999) Over And Short	(\$866)	(\$2,961)	\$0	\$140	\$0
(391250) Capital Transfer In	\$5,694,776	\$11,700,172	\$5,874,841	\$12,468,240	\$3,836,959
(393000) Proceeds - Long-term Liability	\$0	\$0	\$3,100,000	\$8,100,000	\$0
(381110) Leita T. - Rent Income	\$92,053	\$77,205	\$78,540	\$78,540	\$73,740
(389105) Tree Bank Funds	\$197,700	\$48,000	\$40,000	\$40,000	\$40,000
(391251) Capital Contribution	\$30,100	\$0	\$0	\$0	\$0
(389401) Miscellaneous	\$2,177	\$559	\$0	\$0	\$0
(392200) Gain On Property Sale	\$11,512	(\$52,198)	\$0	\$0	\$0
<b>Miscellaneous Revenues Total</b>	<b>\$10,433,069</b>	<b>\$15,152,480</b>	<b>\$12,016,851</b>	<b>\$25,507,535</b>	<b>\$7,320,634</b>
<b>Lease Proceeds</b>					
(393500) Capital Lease Program	\$3,180,336	\$1,890,301	\$2,616,500	\$1,583,261	\$750,000
<b>Lease Proceeds Total</b>	<b>\$3,180,336</b>	<b>\$1,890,301</b>	<b>\$2,616,500</b>	<b>\$1,583,261</b>	<b>\$750,000</b>
<b>Interest Income</b>					
(361000) Interest Revenues	\$1,533,938	\$1,238,657	\$1,035,937	\$972,533	\$501,000
(361010) Unrealized Invest Gains	\$1,148,617	\$1,268,656	\$0	\$0	\$0
<b>Interest Income Total</b>	<b>\$2,682,555</b>	<b>\$2,507,313</b>	<b>\$1,035,937</b>	<b>\$972,533</b>	<b>\$501,000</b>
<b>Employer Contribution</b>					
(341834) Group Health-Employer	\$6,192,321	\$6,521,142	\$6,456,492	\$6,456,492	\$7,099,852
(341820) HSA Contribution-Employer	\$594,833	\$595,792	\$615,000	\$615,000	\$625,000



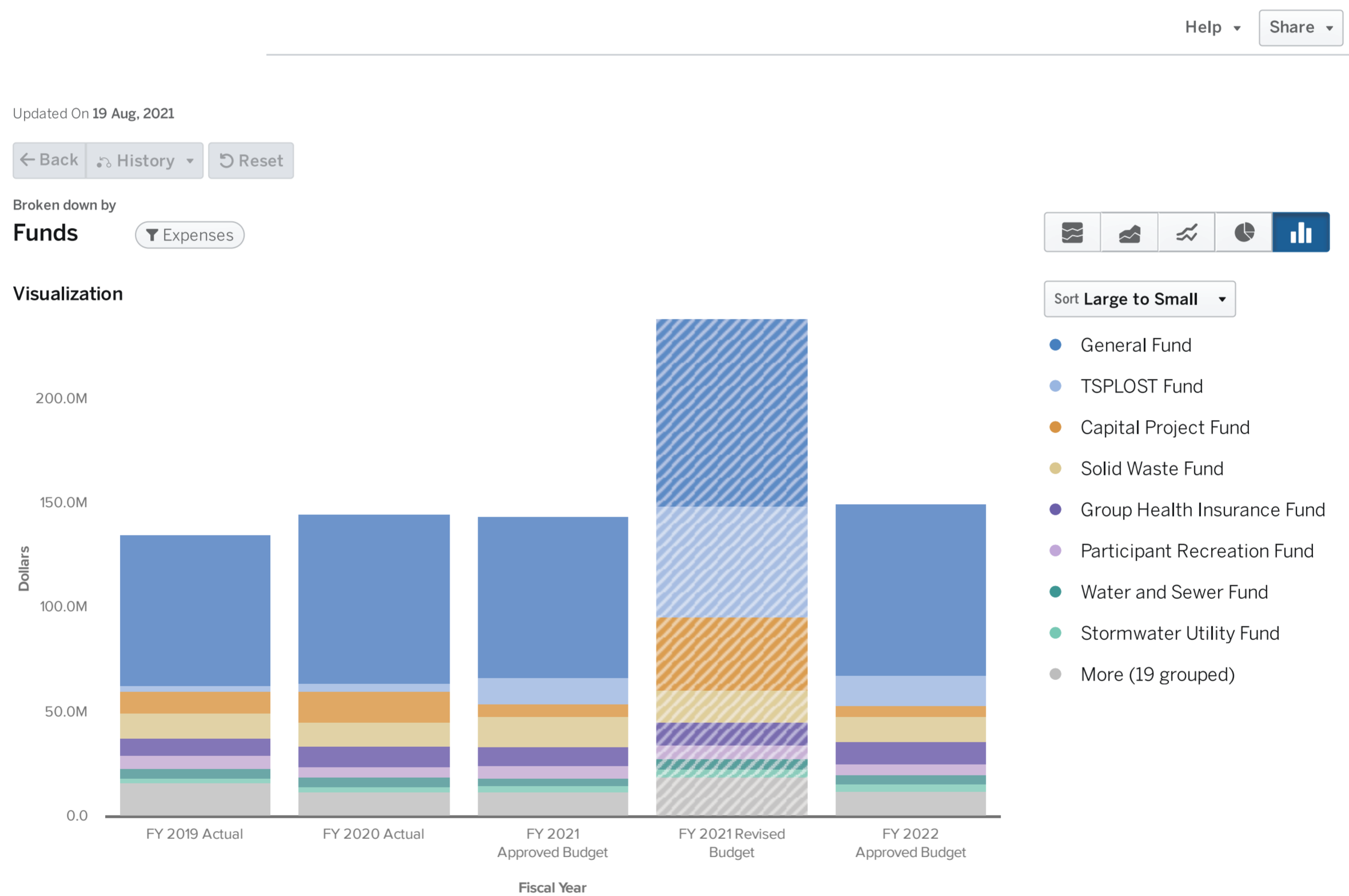
## Source of Funds by Line Item (continued)

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
(341839) Benefits Admin Assessment	\$796,651	\$555,799	\$512,791	\$512,791	\$602,639
(341825) Dental-Employer	\$284,683	\$258,695	\$240,343	\$240,343	\$265,583
(341827) Basic Life-Employer	\$116,717	\$280,978	\$144,000	\$144,000	\$181,104
(341829) Disability-Employer	\$54,032	\$59,416	\$159,240	\$159,240	\$198,695
(341837) Empl Assist Program-Employer	\$19,062	\$20,527	\$16,000	\$16,000	\$18,000
<b>Employer Contribution Total</b>	<b>\$8,058,299</b>	<b>\$8,292,349</b>	<b>\$8,143,866</b>	<b>\$8,143,866</b>	<b>\$8,990,873</b>
<b>Employee Contribution</b>					
(389500) Employee Hc Contribution	\$867,319	\$905,182	\$830,706	\$830,706	\$891,836
<b>Employee Contribution Total</b>	<b>\$867,319</b>	<b>\$905,182</b>	<b>\$830,706</b>	<b>\$830,706</b>	<b>\$891,836</b>
<b>Grand Total</b>	<b>\$156,916,736</b>	<b>\$157,355,517</b>	<b>\$143,073,738</b>	<b>\$179,270,680</b>	<b>\$147,679,123</b>

## Expenses

Shown as all expenses by Fund (graph and table) and then by type (graph and table).

## Use of Funds History by Fund



# Use of Funds by Fund

Updated On 19 Aug, 2021

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Broken down by

**Funds** Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>General Fund</b>	\$ 72,505,611	\$ 80,833,077	\$ 77,453,504	\$ 89,401,094	\$ 82,324,395
<b>TSPLOST Fund</b>	2,677,326	3,966,617	12,375,129	53,292,771	13,941,438
<b>Capital Project Fund</b>	10,501,474	14,966,505	6,046,885	34,572,274	5,367,286
<b>Solid Waste Fund</b>	11,841,375	11,390,068	14,277,681	15,520,388	12,254,703
<b>Group Health Insurance Fund</b>	8,512,655	9,507,801	9,386,996	11,223,664	10,187,705
<b>Participant Recreation Fund</b>	6,154,433	5,328,483	5,936,839	6,072,866	5,963,084
<b>Water and Sewer Fund</b>	4,593,041	4,280,241	3,591,480	5,042,414	4,209,487
<b>Stormwater Utility Fund</b>	2,549,365	2,510,395	2,853,977	3,811,040	3,498,469
<b>E-911 Fund</b>	2,533,071	2,599,352	2,759,209	2,834,008	3,006,279
<b>Fleet Services Fund</b>	1,565,374	1,930,652	1,787,420	1,878,111	1,965,570
<b>Bond Fund (Debt Service)</b>	1,639,352	1,648,005	1,650,000	1,650,000	1,655,000
<b>Risk Management Fund</b>	1,332,083	1,542,429	1,577,641	1,695,892	1,787,683
<b>Impact Fees Fund</b>	35,044	145,719	1,663,000	3,784,831	1,130,734
<b>Federal Grant Fund</b>	4,004,249	293,127	0	452,646	0
<b>Hotel/Motel Fund</b>	1,068,959	965,992	974,950	874,950	673,700
<b>LMIG Resurfacing Grant</b>	1,806,981	740,170	0	1,963,695	0
<b>Workers' Compensation Fund</b>	1,054,984	701,139	839,976	849,555	846,434
<b>CDBG Grant</b>	395,658	519,989	26,000	1,722,517	26,000
<b>Confiscated Assets Fund</b>	320,616	384,569	424,528	424,528	749,500
<b>Auto Rental Excise Tax Fund</b>	0	475,000	300,000	300,000	277,500
<b>Tree Bank Fund</b>	72,094	84,351	0	654,464	0
<b>Special Events Fund</b>	51,488	44,934	158,500	158,500	145,198
<b>Leita Thompson Fund</b>	108,248	101,850	78,540	78,540	76,220
<b>Soil and Erosion Control</b>	190,000	0	0	0	0
<b>County/Local Grant Fund</b>	3,000	41,955	0	687	0
<b>State Grant Fund</b>	0	0	0	20,176	0
<b>Scholarship Endowment Fund</b>	0	0	50	50	50
<b>Total</b>	\$ 135,516,481	\$ 145,002,420	\$ 144,162,305	\$ 238,279,661	\$ 150,086,435

# Use of Funds by Type

Help ▾ Share ▾

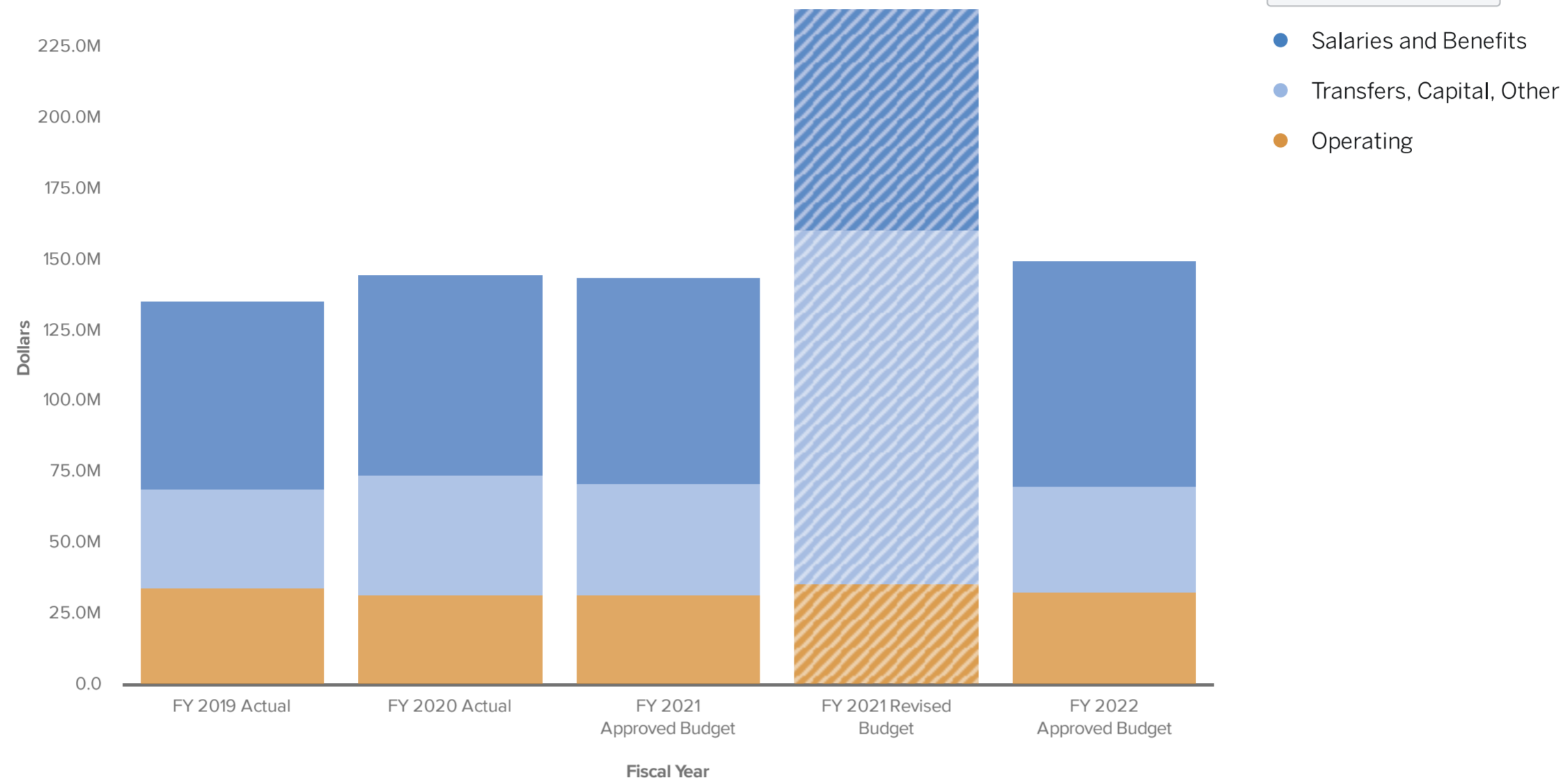
Updated On 19 Aug, 2021

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**Expenses**

Visualization



# Use of Funds by Line Item

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Salaries and Benefits</b>					
(511100) Regular Employees	\$31,359,610	\$33,607,100	\$34,889,320	\$36,934,243	\$38,910,704
(511101) Budgeted Salary Savings	\$0	\$0	(\$973,121)	(\$973,121)	(\$998,724)
(511105) Part Time Employees	\$871,222	\$822,599	\$995,235	\$1,093,709	\$1,120,285
(511110) Elected Officials	\$194,550	\$181,550	\$239,634	\$239,634	\$244,134
(511115) Firefighter's Fees	\$5,047,849	\$5,731,104	\$5,942,287	\$6,216,361	\$6,343,391
(511200) Temporary Employees	\$1,481,900	\$1,248,432	\$1,390,256	\$1,510,006	\$1,341,956
(511250) Seasonal Employees	\$263,155	\$184,589	\$256,850	\$257,850	\$255,150
(511300) Overtime	\$802,803	\$673,359	\$793,350	\$793,350	\$782,350
(511400) Other Compensation	\$14,574	\$5,750	\$40,000	\$40,000	\$30,157
(512100) Group Insurance	\$6,483,688	\$7,643,648	\$7,477,797	\$8,981,141	\$8,150,231
(512200) Social Security (FICA)	\$2,404,029	\$2,556,239	\$2,757,712	\$2,911,465	\$3,016,477
(512300) Medicare	\$563,561	\$599,339	\$645,546	\$682,265	\$705,565
(512400) Defined Benefit Retirement	\$4,205,180	\$4,110,005	\$4,838,734	\$4,801,229	\$5,079,867
(512401) Deferred Compensation	\$155,299	\$194,136	\$194,310	\$194,310	\$197,010
(512402) Defined Contribution Retirement	\$1,467,406	\$2,104,065	\$2,329,287	\$2,396,452	\$2,832,954
(512500) Tuition Reimbursements	\$64,516	\$45,660	\$50,000	\$75,730	\$50,000
(512600) Unemployment Insurance	\$14,313	\$6,048	\$25,000	\$25,000	\$25,000
(512700) Workers' Compensation	\$845,619	\$475,326	\$600,000	\$600,725	\$600,000
(512902) Employee Wellness Program	\$145,746	\$118,462	\$0	\$233,409	\$0
(512903) HSA Contributions	\$595,000	\$626,647	\$615,000	\$615,000	\$625,000
(512904) Employee Assistance Program	\$15,487	\$15,523	\$16,000	\$16,000	\$18,000
(512905) Base Life Insurance	\$144,468	\$136,039	\$144,000	\$144,000	\$181,104
(512907) Disability Insurance	\$164,371	\$149,653	\$159,240	\$159,240	\$198,695
(512908) Dental Insurance	\$400,558	\$373,678	\$384,000	\$426,761	\$407,040
(512920) Other Benefits	\$14,709	\$9,982	\$15,000	\$15,000	\$15,000
(512921) Wellness Snackwell	\$2,550	\$404	\$0	\$0	\$0
(553100) Group Insurance Contribution	\$8,058,299	\$8,292,343	\$8,144,103	\$8,177,849	\$9,008,616
(554100) Workers Comp Contribution	\$616,005	\$838,429	\$838,347	\$838,347	\$850,000
<b>Salaries and Benefits Total</b>	<b>\$66,396,467</b>	<b>\$70,750,109</b>	<b>\$72,807,887</b>	<b>\$77,405,955</b>	<b>\$79,989,962</b>
<b>Operating</b>					
(521201) Professional Services	\$1,945,995	\$2,173,019	\$1,539,218	\$2,607,154	\$1,523,893
(521202) Legal	\$229,233	\$64,523	\$100,000	\$315,000	\$100,000
(521203) Animal Control	\$128,854	\$131,281	\$113,000	\$113,000	\$113,000

## Use of Funds by Line Item (continued)

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022
	Actual	Actual	Approved Budget	Revised Budget	Approved Budget
(521204) E-911 Fund Reserve Expenses	\$7,347	\$0	\$0	\$0	\$0
(521300) Technical Services	\$167,607	\$208,413	\$260,450	\$273,958	\$258,757
(521400) Contract Services	\$6,869,531	\$6,117,232	\$5,798,654	\$6,245,799	\$5,715,289
(522110) Disposal	\$1,515,594	\$1,716,545	\$1,760,511	\$1,765,411	\$1,837,900
(522130) Custodial	\$160,392	\$159,306	\$185,495	\$331,739	\$396,055
(522140) Maintenance - Grounds	\$397,736	\$466,454	\$407,253	\$1,258,140	\$413,796
(522205) Repairs And Maintenance	\$3,559,874	\$3,076,877	\$2,655,616	\$1,760,582	\$1,517,373
(522210) Vehicle Repair	\$413,603	\$444,491	\$300,700	\$315,020	\$301,420
(522220) Vehicle Fleet Rate	\$1,841,665	\$1,820,963	\$1,728,466	\$1,728,466	\$1,966,786
(522310) Rental Of Land And Buildings	\$119,799	\$124,901	\$138,620	\$138,620	\$137,320
(522320) Rental Of Equipment And Vehicles	\$604,156	\$555,447	\$585,035	\$586,426	\$586,991
(523100) Property And Liability Insurance	\$1,005,832	\$1,037,360	\$1,189,947	\$1,201,009	\$1,367,996
(523210) Communication Services	\$1,528,952	\$1,609,976	\$1,638,350	\$1,917,014	\$1,695,255
(523220) Postage	\$134,741	\$132,621	\$162,909	\$179,161	\$160,052
(523300) Advertising	\$78,626	\$75,769	\$92,940	\$95,245	\$101,240
(523400) Printing And Binding	\$93,910	\$83,053	\$102,810	\$108,494	\$90,344
(523500) Travel	\$226,626	\$166,101	\$300,569	\$137,206	\$309,634
(523600) Dues And Fees	\$161,037	\$143,047	\$163,805	\$164,305	\$174,205
(523700) Education And Training	\$243,699	\$176,843	\$347,183	\$222,499	\$342,269
(523701) Roswell U	\$50,695	\$42,989	\$0	\$103,600	\$40,000
(523800) Licenses	\$2,571	\$553	\$8,010	\$8,463	\$8,060
(523810) Software Licenses, Fees, and Maintenance	\$0	\$179,712	\$297,390	\$1,618,526	\$1,543,793
(523851) Contracted Temporary Labor	\$95,731	\$52,487	\$5,500	\$5,500	\$7,500
(523852) Instruction Fees	\$1,222,240	\$1,081,926	\$1,038,639	\$1,042,639	\$1,032,769
(523901) Bank Fees / Charges	\$395,693	\$432,112	\$449,200	\$521,200	\$559,700
(523902) Sanitation Services	\$107,900	\$126,779	\$106,566	\$106,966	\$133,885
(523903) Service Fees-Leases	\$0	\$3,785	\$0	(\$3,785)	\$0
(531105) Supplies	\$1,505,281	\$1,521,306	\$1,908,374	\$2,301,562	\$2,313,210
(531115) Recreation Supplies	\$831,218	\$642,775	\$847,810	\$844,510	\$820,828
(531120) Vehicle Parts And Supplies	\$435,448	\$587,615	\$568,609	\$569,281	\$568,609
(531130) Officials Expenses	\$3,000	\$3,250	\$3,000	\$3,000	\$3,000
(531131) Mayor's Expenses	\$10,000	\$5,680	\$7,000	\$7,000	\$7,000
(531140) Water Line/Meter Maint Supplies	\$412,813	\$222,025	\$383,908	\$394,300	\$370,311
(531150) Computer Supplies	\$15,288	\$13,077	\$4,400	\$4,400	\$4,400
(531210) Water / Sewerage	\$382,851	\$330,288	\$438,840	\$368,436	\$503,920
(531215) Stormwater Fees	\$660,352	\$677,099	\$694,940	\$694,940	\$719,790
(531220) Natural Gas	\$136,294	\$125,832	\$135,600	\$135,600	\$134,000
(531230) Electricity	\$2,681,714	\$2,684,169	\$2,708,020	\$2,708,020	\$2,671,200
(531240) Bottled Gas	\$8,311	\$7,831	\$13,534	\$13,534	\$11,662
(531250) Oil	\$18,733	\$16,353	\$25,563	\$25,563	\$25,663
(531270) Gasoline/ Diesel	\$928,457	\$704,662	\$881,850	\$882,849	\$872,900
(531310) Hospitality And Events	\$21,041	\$10,183	\$23,000	\$20,458	\$23,000
(531315) Food	\$0	\$10,488	\$7,200	\$7,700	\$6,200
(531400) Books And Periodicals	\$40,518	\$44,881	\$55,007	\$53,071	\$61,457
(531605) Machinery And Equipment-Operating	\$1,616,392	\$304,386	\$379,253	\$640,145	\$378,326
(531610) Furniture/Fixtures-Operating	\$40,053	\$71,548	\$57,016	\$62,280	\$56,566
(531615) Computer Equipment-Operating	\$915,863	\$1,187,994	\$576,861	\$764,931	\$487,087
(531620) Communication Equipment-Operating	\$7,991	\$22,784	\$16,997	\$16,997	\$55,017
(531625) Dumpster - Equipment Op	\$69,690	\$44,065	\$68,873	\$59,503	\$68,873
(531710) Vietnam Memorial Bricks	\$0	\$57	\$250	\$250	\$250
(531720) Uniforms	\$365,443	\$368,585	\$406,956	\$423,919	\$408,017
(539998) P-card Initial Allocation	\$359	\$0	\$0	\$0	\$0
(539999) Special Events Contra	\$14,200	\$0	\$14,200	\$14,200	\$14,200
<b>Operating Total</b>	<b>\$34,430,949</b>	<b>\$32,011,498</b>	<b>\$31,703,897</b>	<b>\$35,883,806</b>	<b>\$33,020,768</b>
<b>Transfers, Capital, Other</b>					
(541100) Sites (land)	\$41,504	\$22,931	\$0	\$2,500,327	\$75,000
(541200) Site Improvements	\$2,175,909	\$1,304,218	\$3,600,000	\$6,645,281	\$900,000
(541210) Recreation Facilities	\$2,888,581	\$1,190,071	\$0	\$2,078,194	\$699,734
(541300) Buildings	\$2,190,547	\$4,554,315	\$900,000	\$3,994,047	\$420,100
(541415) Road Improvements/ Sidewalks	\$9,089,550	\$7,225,859	\$15,125,129	\$74,866,133	\$15,670,724
(541420) Water Lines	\$595,877	\$418,286	\$200,000	\$1,458,322	\$400,000
(542100) Machinery	\$686,351	\$1,210,875	\$1,382,385	\$2,406,589	\$273,000
(542200) Vehicles	\$2,316,055	\$5,116,683	\$1,735,463	\$2,597,962	\$1,911,084
(542300) Furniture And Fixtures	\$89,323	\$132,388	\$0	\$0	\$85,000
(542400) Computer Equipment	\$128,641	\$0	\$0	\$601,385	\$0
(542500) Communication Equipment	\$39,754	\$5,386	\$0	\$0	\$0
(543000) Consulting Contracts	\$209,619	\$326,974	\$0	\$1,084,818	\$340,000
(549999) Contra- Capital Expense Account	(\$2,721,997)	(\$2,364,794)	\$0	\$0	\$0
(551110) Indirect Costs	\$2,293,215	\$2,366,230	\$3,018,865	\$3,018,865	\$2,919,373
(551200) Indirect Costing for Grants	\$419	\$156	\$0	\$5,007	\$0
(552400) Risk/Liability Contribution	\$1,111,999	\$1,305,386	\$1,305,387	\$1,305,387	\$1,660,000
(561001) Building- Depreciation	\$764,102	\$764,601	\$0	\$0	\$0
(561002) Infrastructure- Depreciation	\$622,986	\$653,785	\$0	\$0	\$0
(561003) Site Improvement- Depreciation	\$29,745	\$37,513	\$0	\$0	\$0

## Use of Funds by Line Item (continued)

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022
	Actual	Actual	Approved	Revised	Approved
			Budget	Budget	Budget
(561004) Machinery & Equipment- Depreciation	\$169,276	\$202,731	\$0	\$0	\$0
(561005) Vehicles-depreciation	\$418,673	\$414,405	\$0	\$0	\$0
(572000) Payments To Other Agencies	\$0	\$0	\$50	\$50	\$50
(572010) Payments To Local Nonprofits	\$309,260	\$391,402	\$0	\$1,420,694	\$0
(573000) Payments To Local Small Businesses	\$0	\$0	\$0	\$428,000	\$0
(579001) Contingency Operating	\$0	\$0	\$0	\$150,495	\$0
(579002) Contingency Capital	\$0	\$0	\$0	\$200,000	\$0
(579003) Contingency - Tree Program	\$5,540	\$0	\$0	\$0	\$0
(579004) Fuel and Utility Contingency	\$0	\$0	\$0	\$150,000	\$0
(579020) Matching Grant Fund Contingency	\$0	\$0	\$0	\$72,253	\$0
(579025) Insurance Deductibles	\$131,465	\$228,369	\$213,291	\$213,291	\$213,291
(581100) Principal- Long Term Debt	\$2,809,708	\$3,154,883	\$3,175,429	\$2,992,361	\$3,877,968
(581200) Principal - Capital Lease	\$60,437	\$440,593	\$1,061,037	\$1,749,198	\$1,641,416
(582100) Interest - Long Term Debt	\$574,375	\$588,752	\$512,200	\$505,126	\$433,751
(582200) Interest - Capital Lease	\$5,094	\$36,605	\$0	(\$27,823)	\$0
(583000) Fiscal Agent Fees	\$1,015	\$1,105	\$0	\$0	\$0
(611350) Transfers Out - Cap Projects	\$4,319,776	\$10,574,907	\$4,724,841	\$12,055,063	\$2,330,786
(611351) Transfer Out - Fed Grant	\$1,463,281	\$0	\$0	\$35,521	\$0
(611353) Transfer Out - Solid Waste	\$7,916	\$5,632	\$3,320	\$3,320	\$1,120
(611354) Transfer Out - E911	\$0	\$0	\$0	\$0	\$290,000
(611355) Transfer Out - Participant Rec	\$74,345	\$0	\$784,872	\$858,061	\$791,384
(611356) Transfer Out - County Grant	\$7,000	\$31,799	\$0	\$13,641	\$0
(611357) Transfer Out - General Fund	\$220,751	\$673,251	\$733,251	\$633,251	\$610,751
(611360) Transfer Out - Group Insurance	\$0	\$25,000	\$25,000	\$25,000	\$25,000
(611361) Transfer Out - Fleet Capital	\$1,375,000	\$1,125,265	\$1,150,001	\$1,187,402	\$1,506,173
(611362) Operating Transfer-CDBG	\$73,072	\$63,455	\$0	\$0	\$0
(611364) Operating Transfer Out-Tree Ba	\$110,901	\$0	\$0	\$0	\$0
(621000) SPECIAL ITEMS EXPENSE	\$0	\$11,800	\$0	\$0	\$0
<b>Transfers, Capital, Other Total</b>	<b>\$34,689,065</b>	<b>\$42,240,817</b>	<b>\$39,650,521</b>	<b>\$125,227,221</b>	<b>\$37,075,705</b>
<b>Grand Total</b>	<b>\$135,516,481</b>	<b>\$145,002,424</b>	<b>\$144,162,305</b>	<b>\$238,516,982</b>	<b>\$150,086,435</b>



# Revenue Trends

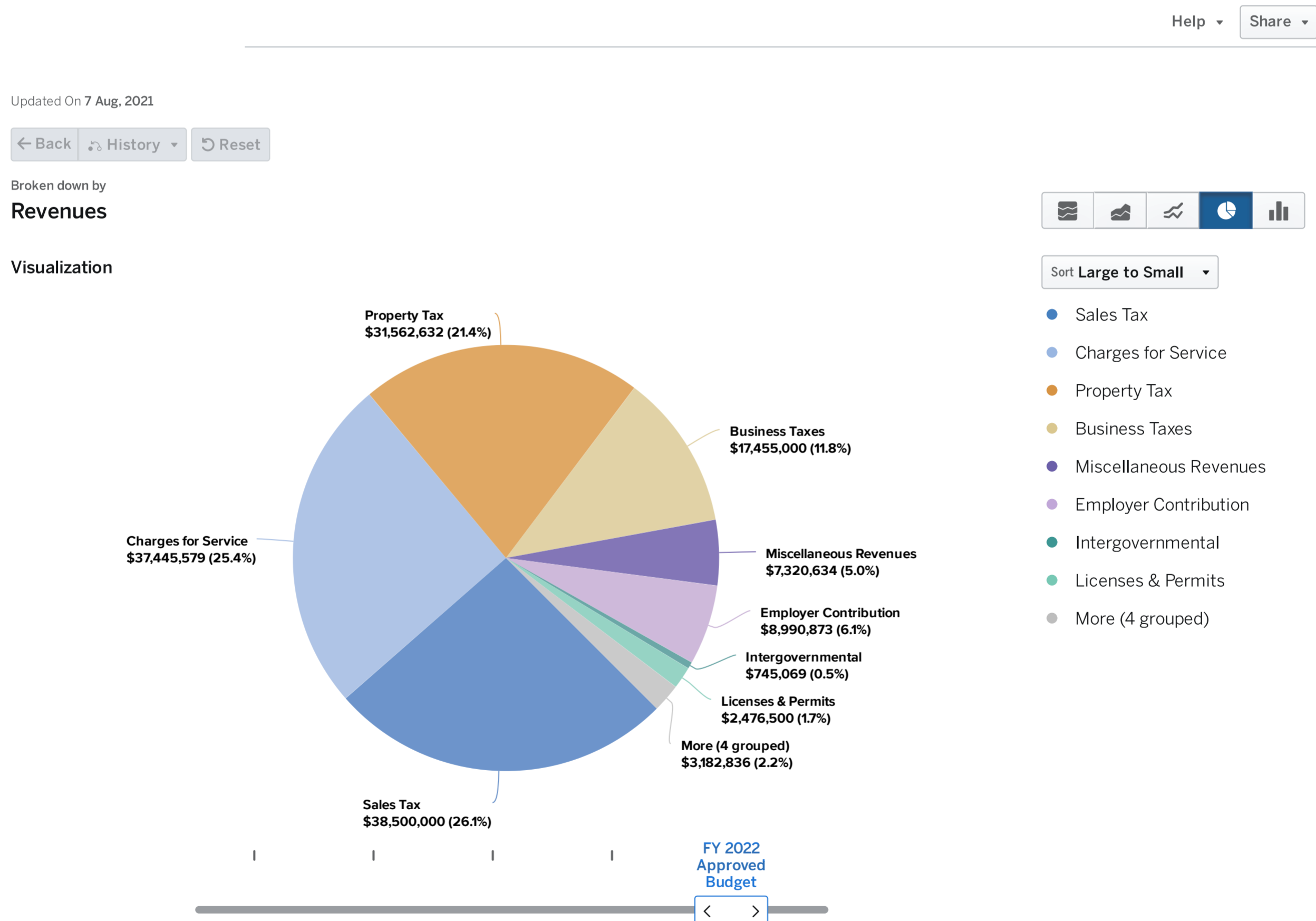
FY 2022 Approved Budget Book

## Revenue Trends for FY 2022

As shown in the tables below, the current year revenues for FY 2022 have been projected at **\$147 million** for all funds. This is an **increase of \$4 million** from the prior year. The increase is primarily due to the economic recovery and the effects related to coronavirus.

On the following charts, a history of revenues and expenses with 2 years of actual and 2 years of budget to budget for comparison for all funds is provided. Click on the charts for additional detail or change the type of chart in the online version.

## Revenues for All Funds by Type



## Sales Tax:

The largest source of revenue for the City in FY 2022 is Sales Tax, which represents **26%** of the total revenue budget.

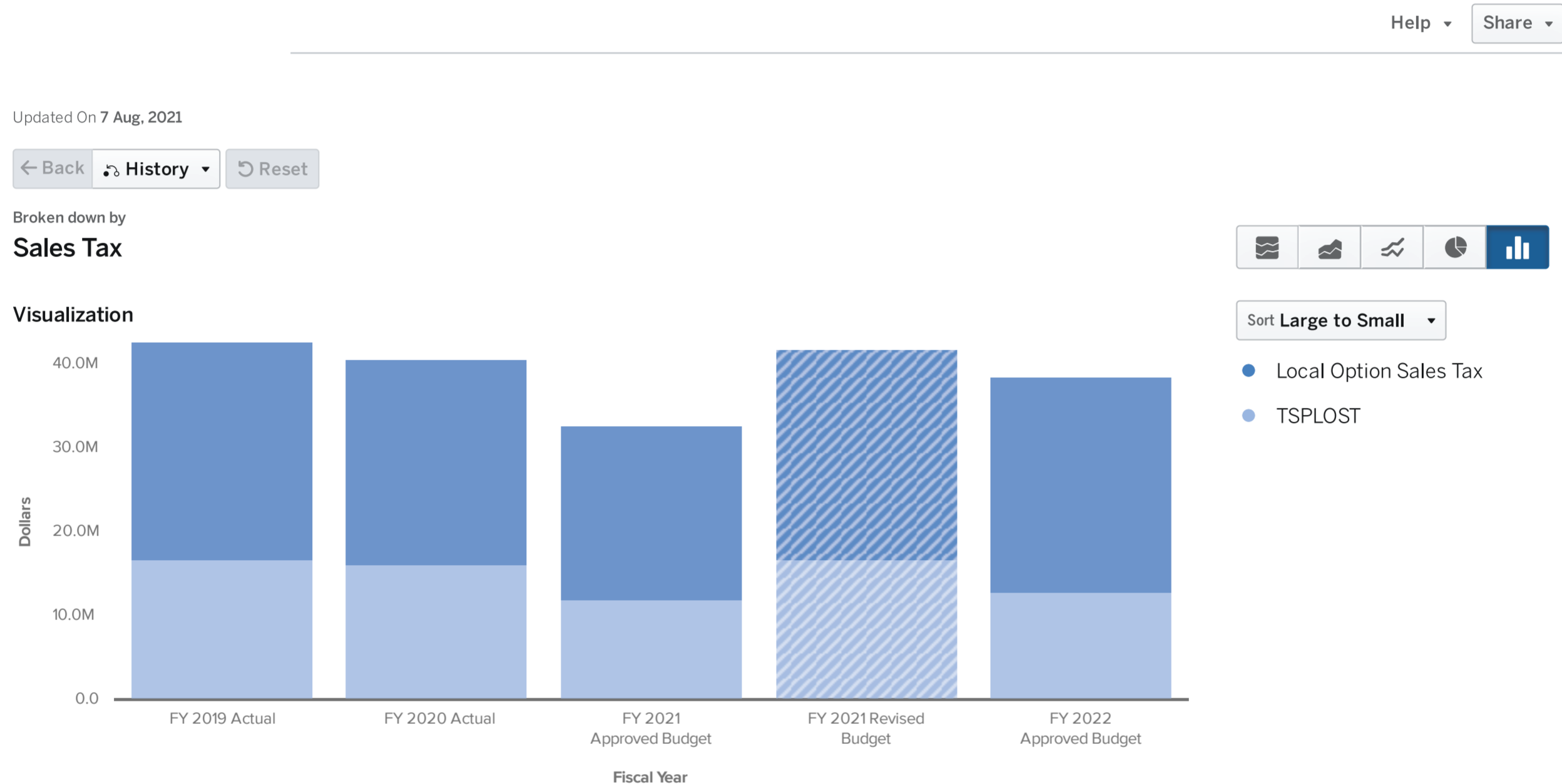
Revenue projections are **\$38.5M** for FY 2022, of which **\$12.9M** is TSPLOST revenue. TSPLOST is a 3/4th penny tax that was approved by voters and will be used for transportation projects throughout the City (distribution

from county at rate of 16.34%). The City of Roswell has local option sales tax in Fulton County at a rate of 8.9598% of the 1 penny tax.

The FY 2021 Approved Budget was initially shown at a conservative recession-type estimate due to COVID. During FY 2021, the budget was revised at Mayor and Council meetings on November 30, 2020 by \$900,000 and on January 25, 2021 by \$2,200,000 to more accurately reflect the projected actuals. The FY 2022 General Fund budget for Sales Tax revenue is approved at \$25.6M, a 7.6% increase over the FY 2021 Revised Budget.

Revenue projections for Sales Tax for FY 2022 were based on the current projection of consumer spending within Fulton County and historical actuals.

## Sales Tax by Line Item



## Charges for Services (External and Internal):

The second largest source of revenues in FY 2022 for the City, Charges for Services, represents 25.4% of the total revenue budget. Revenue projections are \$37.4M for FY 2022. Charges for Services include sanitation services, impact fees, mandated E-911 fees, stormwater utility fees, water billing revenues, indirect costs (internal) and other similar revenue sources.

Revenue projections for Charges for Services are based upon historical actuals, current customer numbers, minor rate adjustments, and effect of COVID. The FY 2021 Approved budget was shown at reduced amounts based on the anticipated effect of COVID on some services. During FY 2020, the drop in revenues included some customers adjusting the service level or stopping services related to COVID (i.e. restaurants during shut down, recreation camps, etc.). Minor rate increases are projected for the Water Fund at 4%, Solid Waste Fund at 3%, and Stormwater at 2.5%.

Recreation Participation Fund revenue is still recovering from COVID restrictions, but projections show a minor increase of \$140K or 2.7% for FY 2022. The Fund continues to recover as FY 2019 Revenue Actuals (pre-COVID) were \$175K more than the FY 2022 Approved Budget.



# Charges for Services by Line Item

Updated On 7 Aug, 2021

← Back History ▾ Reset

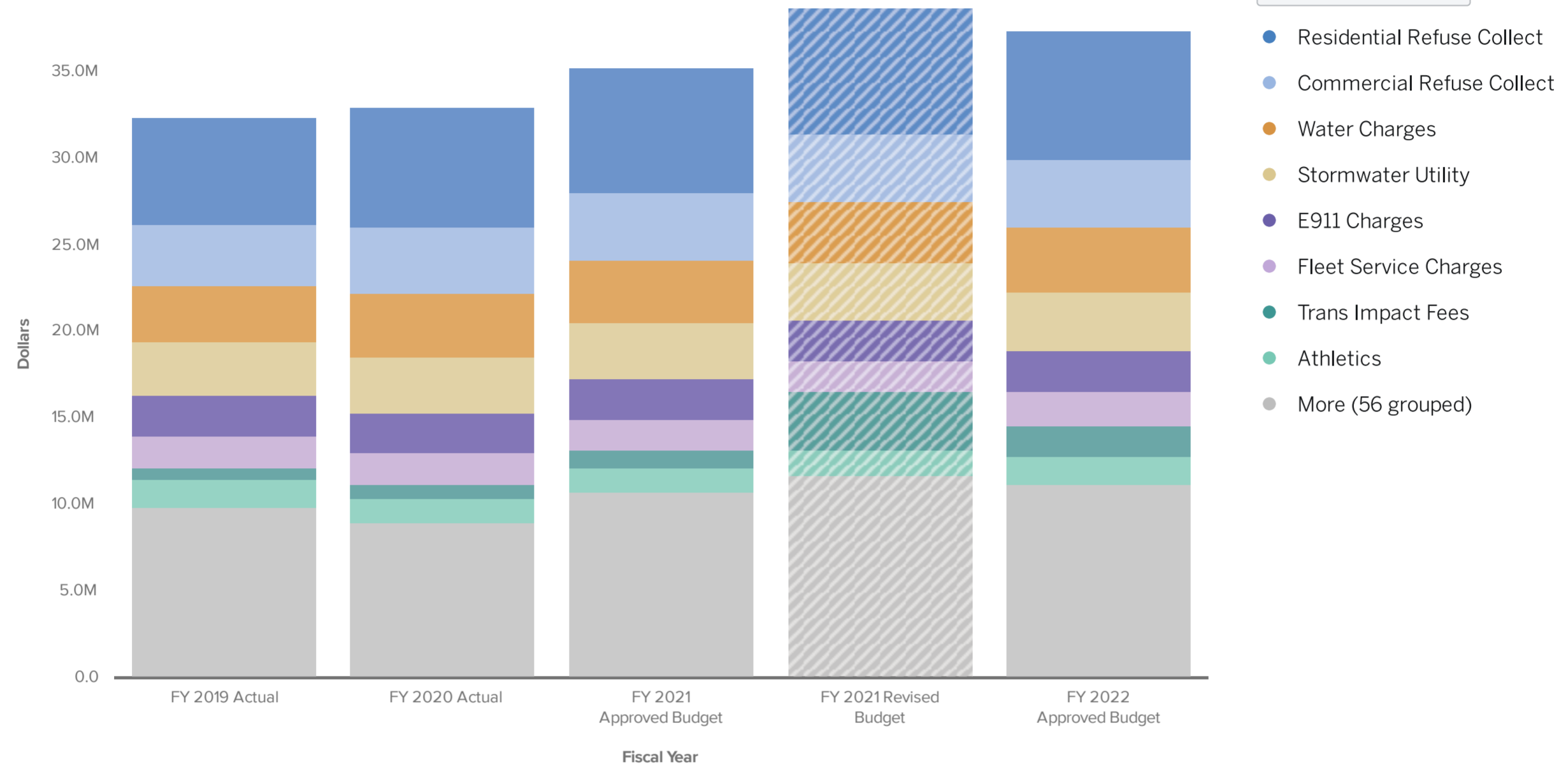
Broken down by

## Charges for Service



### Visualization

Sort Large to Small ▾



## Property Taxes:

Property Taxes are the third largest source of revenue for the City, representing **21.4%** of the total revenue budget. Revenue projections for FY 2022 total **\$31.6M** which is an increase of **\$2M** from the FY 2021 Approved Budget.

The City determines the local millage rate and the property digest values are set by the Fulton County Tax Assessor. FY 2022 property tax revenue projections were initially based upon an estimated digest as the City was awaiting a digest from Fulton County. Initial indications from the County estimate a slight increase in the digest attributable to growth. The City of Roswell website has additional information on [Property Taxes](https://www.roswellgov.com/government/departments/finance/property-taxes) (<https://www.roswellgov.com/government/departments/finance/property-taxes>).

The FY 2022 estimated millage rate has a component of 4.705 for maintenance and operations and 0.250 mills for servicing bonded indebtedness.

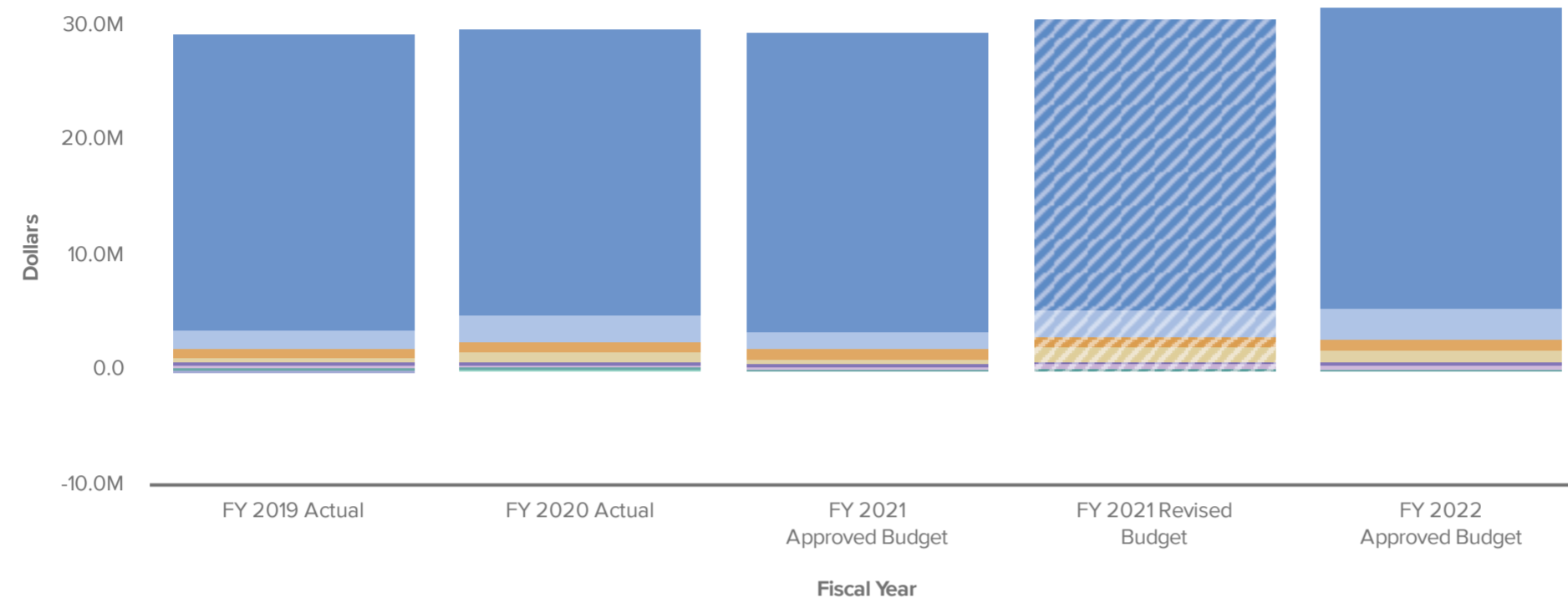
# Property Taxes by Line Item

Updated On 7 Aug, 2021

← Back History ▾ Reset

Broken down by  
**Property Tax**

**Visualization**



Sort Large to Small ▾

- Real Property - Current Year
- Title Ad Valorem Tax (Vehic...
- Personal Property - Current
- Intangibles (Reg & Recrd)
- Public Utility
- Real Estate Trans (intang)
- Motor Vehicle
- Property - Penalty & Interes...
- Personal Propertv - Prior

## Business Taxes:

The fourth largest source of revenue for the City, Franchise, Alcohol, Business/Insurance Taxes, represents **11.8%** of the total revenue budget. Revenue projections are **\$17.5M** for FY 2022, which is an increase of a little over **\$1M** from the FY 2021 Approved Budget.

Revenue projections for Franchise, Alcohol, Business/Insurance Taxes are based upon historical trends of the various revenue accounts within the category. The increase in projected revenues for FY 2022 is primarily attributable to the Insurance Premium Tax, Business Occupation Tax and Franchise Fees.

# Business Taxes by Line Item

Updated On 7 Aug, 2021

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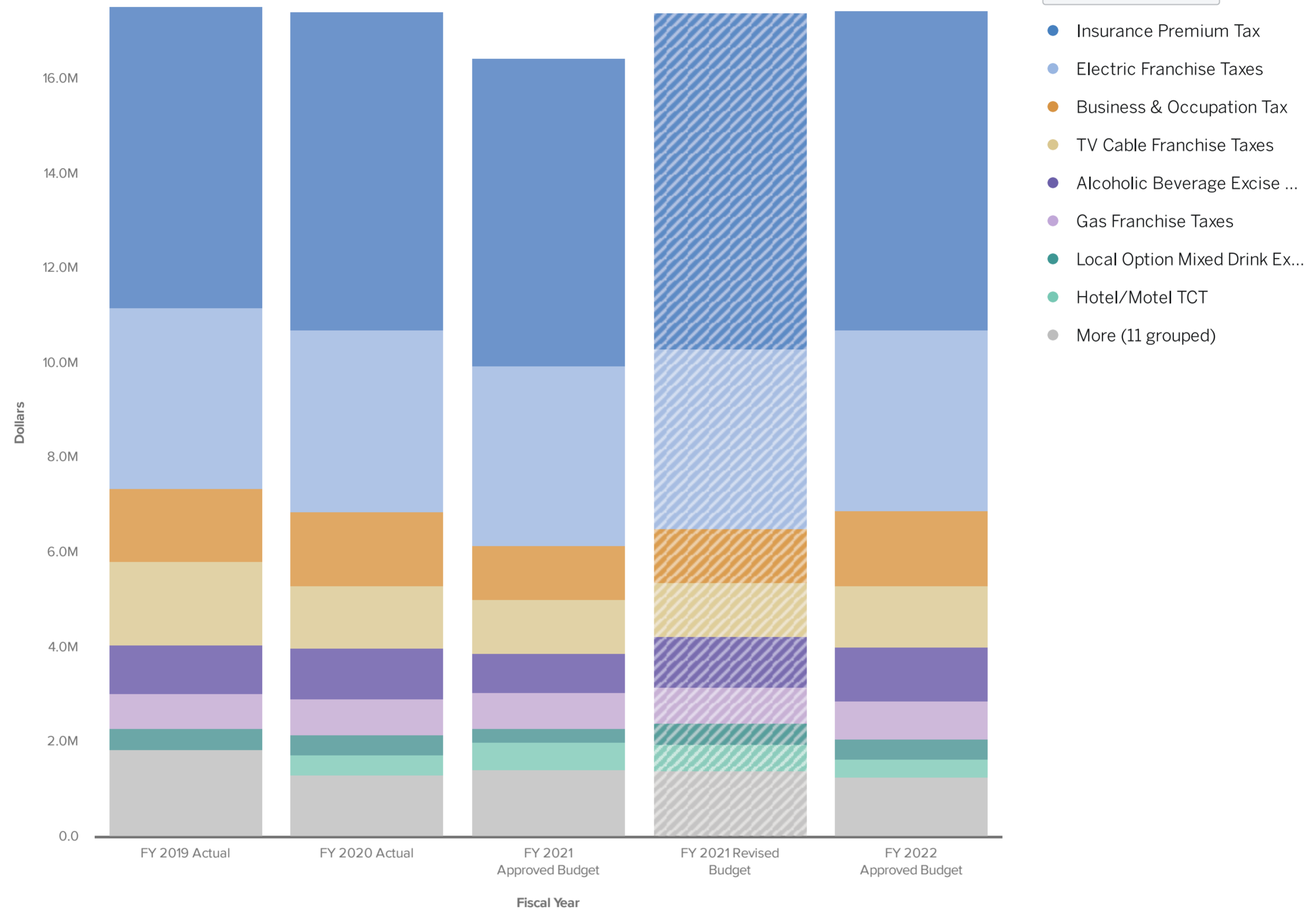
Broken down by

## Business Taxes



### Visualization

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## Roswell City Council: Work Session (February 22, 2021)

The FY 2022 revenue projections for some major funds were presented to Mayor and council at a work session on February 22, 2021.

The recording of the work session is available on City of Roswell's website, YouTube and Facebook (interactive version: video embedded on right).



# Personnel Information

FY 2022 Approved Budget Book

## Expenditures for Salaries and Benefits for all funds

Salaries and Benefits make up **\$79.7** million of the FY 2022 Budget. This is an increase of **\$6.9** million or **9.4%** over the FY 2021 Approved Budget. The establishment of a new pay structure implemented in March of 2021 continues to impact salaries city-wide, as half was implemented in March and the other half will be effective as of January, 2022.

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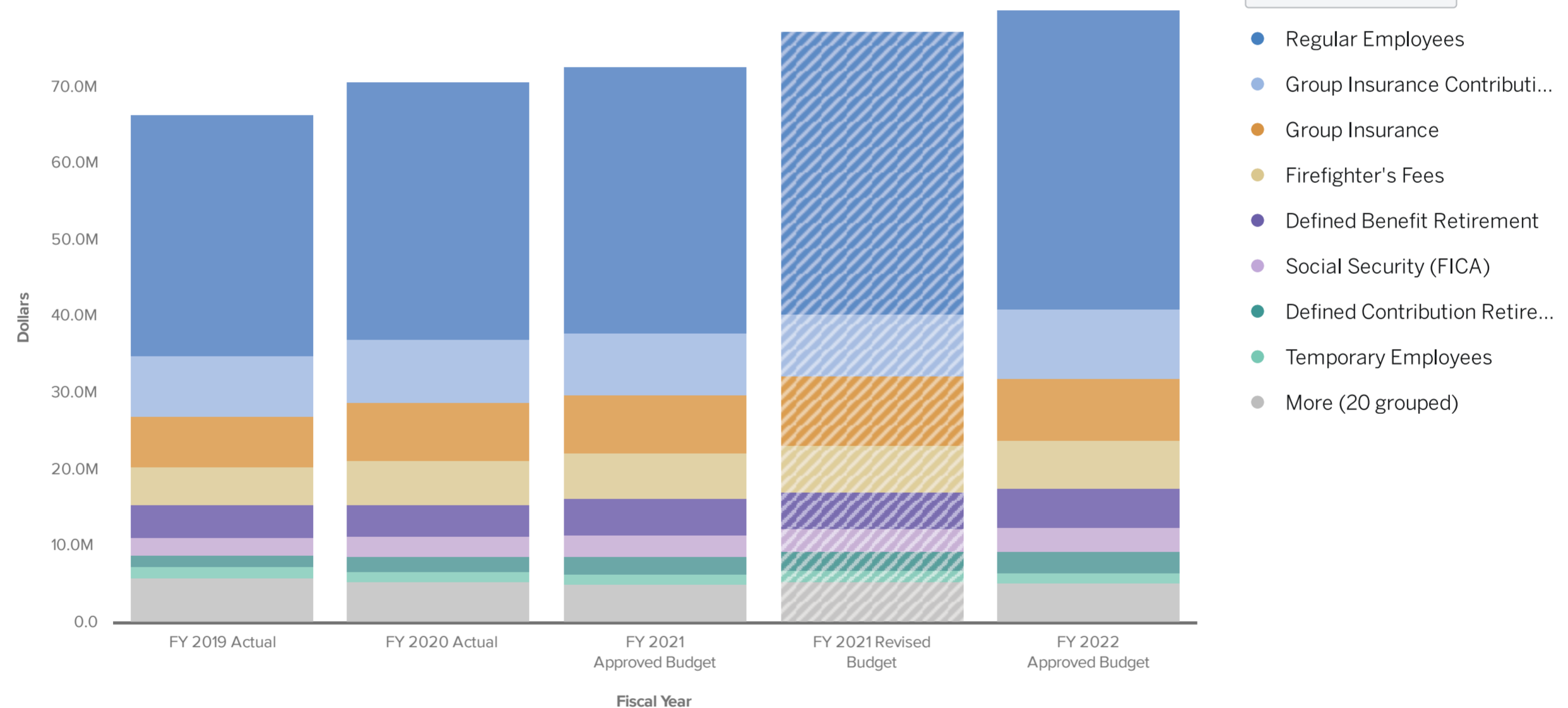
Broken down by

**Salaries and Benefits**



Sort Large to Small ▾

Visualization



## Full Time Employee Information

FY 2022 Approved budget authorizes a total of **632** employees, including **2** new employees, add (1) Budget Analyst and (1) Transfer Station Attendant.

There are 11 full time employees authorized that are not funded for the FY 2022 budget (9 Police Officers, Transportation Contract Administrator (filled with part time), and a Branding position in Administration Department.

During FY 2021, through Mayor and Council action, we added 1 full time employee at first quarter budget review and 4 additional full time employees at mid year budget. The positions were (1) Full-Time Building

Plans Reviewer, (1) Full-Time K9 Sergeant, (1) Full-Time Internal Affairs Investigator, (1) Economic Development Director Position, and (1) Full-Time Water Construction/Backflow Specialist.

In FY 2020, the City added 16 employees and reduced 2 existing positions. 12 of the new positions added were in the Community Development department that reorganized by restoring in house building permit and code enforcement staffing and services. Prior to FY 2020, these services were out sourced. The 12 positions included (1) Arborist, (1) Administrative Specialist, (1) Building Official, (1) Building Plan Reviewer, (1) Land Development Inspector II, (1) Land Development Inspector III, (2) Permit Technicians, (1) Code Enforcement Supervisor, and (3) Code Enforcement Officers. The other 4 positions that were added include: (1) full-time Paralegal for Courts in the Administration Department, (2) E-911 Communication Officers and (1) Fleet Service Writer position. The two positions that were reduced were Custodian positions in the Solid Waste and Recycling Division of the Environmental Public Works Department.

## FTE History by Department

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Updated On 15 Jun, 2021

Search in table

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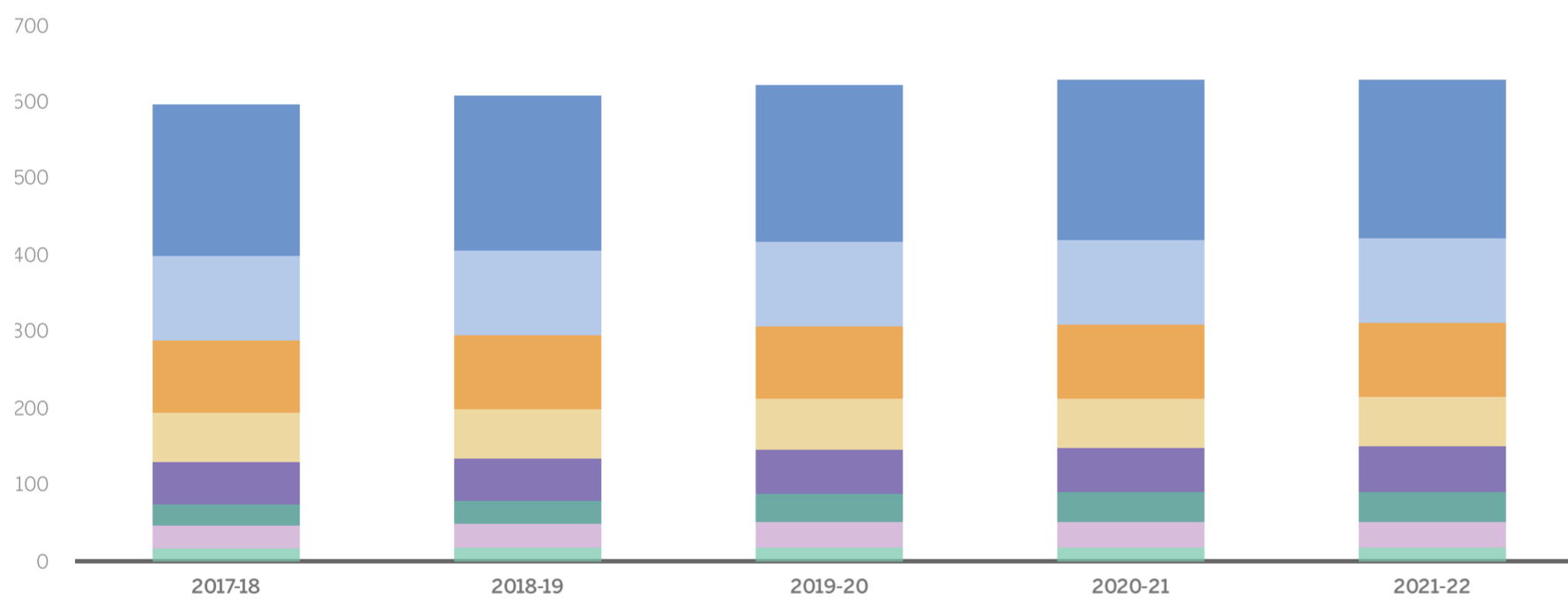
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Broken down by

**Department**

Visualization



Sort Large to Small ▾

- Police
- Recreation and Parks
- Environmental / Public Wor...
- Transportation
- Administration
- Community Development
- Finance



# Position Control History

General Fund (100)	FY 2018 Revised Positions	FY 2019 Revised Positions	FY 2020 Revised Positions	FY 2021 Revised Positions	FY 2022 Requests	FY 2022 Approved Positions
<b>Administration</b>						
Building Operations (10015651)	8.00	8.00	8.00	8.00		8.00
City Administrator (10013200)	3.00	3.00	3.00	3.00		3.00
City Clerk (10013300)	2.00	2.00	2.00	2.00		2.00
Community Relations (10015700)	7.00	7.00	7.00	7.00		7.00
Court Services (10026501)	5.00	6.00	7.00	7.00		7.00
General Administration (10015000)	2.50	2.50	2.50	2.50		2.50
Information Technology (IT) (10015351)	9.00	9.00	9.00	9.00		9.00
Governing Body (10011100)	2.00	2.00	2.00	2.00		2.00
Human Resources (10015400)	5.00	5.00	4.80	4.80		4.80
Legal (10015300)	3.00	3.00	3.00	3.00		3.00
Geographic Information Services (GIS) (10015352)	0.00	0.00	2.00	2.00		2.00
City Sponsored Special Events (10061701)	2.00	2.00	2.00	2.00		2.00
Economic Development (10075100)	0.00	0.00	0.00	1.00		1.00
Security (10015652)	2.00	2.00	2.00	2.00		2.00
<b>Administration General Fund</b>	<b>50.50</b>	<b>51.50</b>	<b>54.30</b>	<b>55.30</b>	<b>0.00</b>	<b>55.30</b>
<b>Community Development</b>						
Building Inspections (10072200)	0.00	0.00	7.00	8.00		8.00
Business Registration (10015160)	1.00	1.00	0.00	0.00		0.00
Code Enforcement (10074500)	0.00	0.00	4.00	4.00		4.00
Com Dev Support Services (10070102)	4.00	4.00	6.00	6.00		6.00
Community Develop Admin (10070101)	3.00	3.00	3.00	3.00		3.00
Engineering (10015750)	8.00	9.00	10.00	10.00		10.00
Geographic Information Services (GIS) (10015352)	4.00	4.00	0.00	0.00		0.00
Planning and Zoning (10074100)	8.00	8.00	8.00	8.00		8.00
<b>Community Development General Fund</b>	<b>28.00</b>	<b>29.00</b>	<b>38.00</b>	<b>39.00</b>	<b>0.00</b>	<b>39.00</b>
<b>Finance</b>						
Accounting (10016121)	7.00	7.00	6.00	6.00		6.00
Cash Disbursements (10016123)	3.00	3.00	3.00	4.00		4.00
Cash Receipting (10016152)	2.00	2.00	2.00	2.00		2.00
Finance Administration (10016100)	4.00	4.00	4.00	3.00		3.00
Financial Services (10016122)	8.00	8.00	9.00	9.00		9.00
Purchasing (10016170)	3.00	3.00	4.00	4.00		4.00
Strategic Planning & Budget (10015130)	3.00	3.00	3.00	3.00	1.00	4.00
<b>Finance General Fund</b>	<b>30.00</b>	<b>30.00</b>	<b>31.00</b>	<b>31.00</b>	<b>1.00</b>	<b>32.00</b>
<b>Fire</b>						
Fire Administration (10035101)	2.00	2.00	2.00	2.00		2.00
Fire Marshal (10035102)	9.00	10.00	10.00	10.00		10.00
Fire Suppression (10035200)	7.00	8.00	8.00	8.00		8.00
Public Safety Training Facility (10035400)	1.00	1.00	1.00	1.00		1.00
<b>Fire General Fund</b>	<b>19.00</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>	<b>0.00</b>	<b>21.00</b>
<b>Police</b>						
General Investigations (10032200)	25.00	25.00	19.00	17.00		17.00
Patrol (10032230)	79.00	79.00	94.00	94.00		94.00
Police - Admin Services (10032101)	3.00	3.00	3.00	3.00		3.00
Police - Office of Professional Standards (10032103)	11.00	12.00	9.00	12.00		12.00
Police - Support Services (10032102)	23.00	25.00	29.00	27.00		27.00
Special Investigations (10032500)	17.00	17.00	11.00	13.00		13.00
Traffic Enforcement Unit (10032300)	15.00	16.00	12.00	13.00		13.00
<b>Police General Fund</b>	<b>173.00</b>	<b>177.00</b>	<b>177.00</b>	<b>179.00</b>	<b>0.00</b>	<b>179.00</b>
<b>Recreation and Parks</b>						
Barrington Hall (10061751)	1.00	1.00	1.00	1.00		1.00
Bulloch Hall (10061752)	1.00	1.00	1.00	1.00		1.00
Cultural Arts (10061753)	2.00	3.00	3.00	3.00		3.00
Historic & Cultural Affairs (10061700)	2.00	2.00	2.00	2.00		2.00
Municipal Complex Grounds (10062201)	2.00	2.00	2.00	2.00		2.00
Parks (10062000)	52.00	53.00	53.00	53.00		53.00
Park Police (10062500)	5.00	5.00	5.00	5.00		5.00
Recreation and Parks - Administration (10061101)	2.00	3.00	3.00	3.00		3.00
Recreation and Parks Support Services (10061102)	21.27	21.27	21.27	21.80		21.80
Smith Plantation (10061754)	1.00	1.00	1.00	1.00		1.00
<b>Recreation and Parks General Fund</b>	<b>89.27</b>	<b>92.27</b>	<b>92.27</b>	<b>92.80</b>	<b>0.00</b>	<b>92.80</b>

	FY 2018 Revised Positions	FY 2019 Revised Positions	FY 2020 Revised Positions	FY 2021 Revised Positions	FY 2022 Requests	FY 2022 Approved Positions
<b>Transportation</b>						
Transportation Engineering & Design (10042102)	5.00	5.00	6.00	6.00		6.00
Transportation Planning (10042103)	3.00	3.00	4.00	4.00		4.00
Land Acquisition and Development (10042104)	3.00	3.00	0.00	0.00		0.00
Street Maintenance (10042200)	31.00	31.00	31.00	31.00		31.00
Traffic Engineering (10042700)	18.00	19.00	19.00	19.00		19.00
Transportation Administration (10042101)	4.00	4.00	5.00	5.00		5.00
<b>Transportation General Fund</b>	<b>64.00</b>	<b>65.00</b>	<b>65.00</b>	<b>65.00</b>	<b>0.00</b>	<b>65.00</b>
<b>General Fund (100)</b>	<b>453.77</b>	<b>465.77</b>	<b>478.57</b>	<b>483.10</b>	<b>1.00</b>	<b>484.10</b>
<b>E-911 Fund (21538000)</b>	<b>26.00</b>	<b>27.00</b>	<b>29.00</b>	<b>29.00</b>	<b>0.00</b>	<b>29.00</b>
<b>Water and Sewer Fund (505)</b>						
Water Administration (50544100)	2.43	2.43	2.43	2.23		2.23
Water Distribution (50544400)	8.50	8.50	8.50	9.85		9.85
Water Plant (50544300)	7.00	7.00	7.00	7.00		7.00
<b>Water and Sewer Fund (505)</b>	<b>17.93</b>	<b>17.93</b>	<b>17.93</b>	<b>19.08</b>	<b>0.00</b>	<b>19.08</b>
<b>Stormwater Utility Fund (50743200)</b>	<b>14.48</b>	<b>14.48</b>	<b>14.48</b>	<b>13.98</b>	<b>0.00</b>	<b>13.98</b>
<b>Solid Waste and Recycling Fund (540)</b>						
Solid Waste and Recycling Admin. (54045100)	8.24	8.24	8.24	7.94		7.94
Residential Collection (54045201)	34.00	34.00	31.00	32.00		32.00
Commercial Collection (54045202)	8.00	8.00	8.00	7.00		7.00
Yard Trimmings Collection (54045850)	0.00	0.00	0.00	0.00		0.00
Solid Waste Disposal (54045300)	0.00	0.00	0.00	0.00	1.00	1.00
Recycling Center (54045500)	6.00	6.00	7.00	7.00		7.00
<b>Solid Waste and Recycling Fund (540)</b>	<b>56.24</b>	<b>56.24</b>	<b>54.24</b>	<b>53.94</b>	<b>1.00</b>	<b>54.94</b>
<b>Fleet Services Fund (60449000)</b>	<b>7.35</b>	<b>7.35</b>	<b>8.35</b>	<b>9.00</b>	<b>0.00</b>	<b>9.00</b>
<b>Recreation Participation Fund (555)</b>						
Recreation Participation Administration (55561101)	4.26	4.26	4.26	5.02		5.02
Recreation Participation-General Programs (55561201)	0.05	0.05	0.05	0.29		0.29
Recreation Participation-Athletics (55561202)	4.17	4.17	4.17	3.89		3.89
Recreation Participation-Tennis (55561203)	1.00	1.00	1.00	1.03		1.03
Recreation Participation-Swim/Sprayground (55561204)	0.00	0.00	0.00	0.10		0.10
Recreation Participation-Gym/Phys Fitness (55561205)	2.14	2.14	2.14	3.05		3.05
Recreation Participation-Dance,Drama,Music (55561206)	1.31	1.31	1.31	1.31		1.31
Recreation Participation - Arts and Crafts (55561207)	0.11	0.11	0.11	0.13		0.13
Recreation Participation - Adult Rec Center (55561210)	3.55	2.55	2.55	1.55		1.55
Recreation Participation - City Events (55561211)	1.61	1.61	1.61	0.00		0.00
Recreation Participation-ERRP (55561208)	0.83	0.83	0.83	0.89		0.89
Recreation Participation-Rentals (55561209)	0.70	0.70	0.70	0.59		0.59
Recreation Participation-Adult Rec Center Pool (55561212)	0.00	0.00	0.00	0.35		0.35
<b>Participant Recreation Fund (555)</b>	<b>19.73</b>	<b>18.73</b>	<b>18.73</b>	<b>18.20</b>	<b>0.00</b>	<b>18.20</b>
<b>CDBG Grant Fund (22570101)</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>		<b>0.50</b>
<b>Worker's Compensation Fund (60115401)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>
<b>Group Health Insurance (60215402)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.20</b>	<b>1.20</b>		<b>1.20</b>
<b>Risk and Liability Fund (60315550)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>		<b>1.00</b>
	FY 2018 Revised Positions	FY 2019 Revised Positions	FY 2020 Revised Positions	FY 2021 Revised Positions	FY 2022 Requests	FY 2022 Approved Positions
<b>GRAND TOTAL ALL FUNDS</b>	<b>599.00</b>	<b>611.00</b>	<b>625.00</b>	<b>630.00</b>	<b>2.00</b>	<b>632.00</b>

# Financial Planning

## Long Range Financial Outlook

The purpose of a long-range financial outlook is to provide a key tool for planning and strategizing. The City of Roswell develops a five-year forecast each year during the budget process that considers future scenarios and serves as a guide to staff and Mayor and Council to help make financial decisions for the fiscal year. It reflects the city's commitment to fiscal health and stability.

The Office of Strategic Planning and Budgeting has led the development of the long-range financial planning for the City of Roswell. The five-year forecast is updated each year using assumptions about economic conditions, spending scenarios, and other variables. It is a collaborative process involving many discussions between staff, citizens and elected officials. During the budget process, budget information or trends is presented to Mayor and Council at various worksessions.

## Economic Outlook for Georgia

- Economic recovery to continue, driven by consumer spending, booming housing market and Federal Reserve policies
- GDP for Georgia projected to grow by 4% in 2021
- An effective COVID vaccine expected to be widely available by midyear
- Peak of economic recovery expected in the third and fourth quarters
- Risk of economy entering into a second recession is about 40%
- Housing market to continue to boom and drive a large part of Georgia's growth in 2021
- Employment will continue to grow in 2021, but many industries will not fully recover for several years

Source: [UGA'S Georgia Economic Outlook \(Terry College of Business\)](#)

## FY2022: Budget Work Session: Economic Outlook & Five Year Forecast

**(February 8, 2021)**

The recording of the worksession is available on the City of Roswell website, YouTube and Facebook (interactive version: video embedded on right).



The Economic Outlook and 5 year Forecast are presented at the beginning of the budget process. These scenarios present the current status, market economic projections, and various decisions that might affect the revenues and expenses of the City over the next 5 budget cycles.

It is important to realize, the projections represented in a forecast are subject to change as real data over time, real economic changes to the market and the decisions or choices change. The forecast shows an



estimated size of budget based on the assumptions shown for that scenario. There are many decisions made during the budget process to balance the budget. The forecast projections include cost escalations for expenditures and estimated market growth to revenues to accurately represent the reality the City will face if no further budget modifications are made.

The chart below shows the assumptions that were made for the five year forecast.

	FY 2021 APPROVED	FY 2021 ESTIMATE	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION
<b>Assumptions</b>							
Inflation	%		2.27%	2.56%	2.33%	2.18%	1.99%
Sales Tax	%		5.00%	5.00%	3.00%	3.00%	2.00%
Employee Compensation	%		3.00%	3.00%	3.00%	3.00%	3.00%
Health Benefits	%		2.60%	2.30%	3.00%	3.10%	2.80%

## Assumptions:

Other Revenues – projections based on rate of inflation

Operating Expenses

- Assumes continuation of current service level
- Includes adjustment from the Class and Compensation Study (shown below)

Maintenance Capital – funds most projects included in FY 2021 Adopted Capital Improvement Program

One-time Capital – not programmed into the forecast

## Class and Compensation Study - Budget Impact

As part of the long range financial planning, the impact of the Class and Compensation Study on future budgets was also taken into account. The Class and Compensation Study was passed by Council on February 22, 2021. It will be implemented in two phases.

Phase I – First half of recommended increase – March 1, 2021

Phase II – Second half of recommended increase – January 1, 2022

The implementation of the study's recommendation would increase current pay ranges for all positions to be competitive at the 50th percentile with market peers, and transition current full time employee salaries into the revised pay ranges at their current range penetration. This would also increase the hourly rate for current part time employees by 9%. No changes in the City's current benefits program are recommended at this time.

FUND	FY 2021	FY 2022			FY 2023
	Phase I (March 1, 2021)	Phase I (Full Year)	Phase II (Jan. 1, 2022)	TOTAL FY 2022	Full Implementation
General Fund	743,679	2,231,037	1,115,518	3,346,555	4,462,072
Other Funds	190,426	571,271	285,633	856,904	1,139,468
<b>TOTAL</b>	<b>934,105</b>	<b>2,802,308</b>	<b>1,401,151</b>	<b>4,203,459</b>	<b>5,601,540</b>

# General Fund - Revenues vs Operating Expenditures

The General Fund five year forecast shows that the fund can sustain at the existing service levels and estimated revenue.

This chart is comparing recurring revenue with recurring expenditures. The one time capital expenses are funded through fund balance or by other methods, such as debt or TSPLOST tax.



# Enterprise Funds

5 year forecasts were also presented for Water and Sewer Fund, Solid Waste Fund, and Stormwater Fund. Since these funds are enterprise funds, the capital amounts are included.

# Water and Sewer Fund

## Assumptions:

Revenues are grown by 4% for FY 2022 – FY 2024, as per the current approved rate increase, and by 2.5% for FY 2025 and FY 2026

Forecast also includes revenues from Meter Sales and Capacity Fees and increase in sales from new growth and development

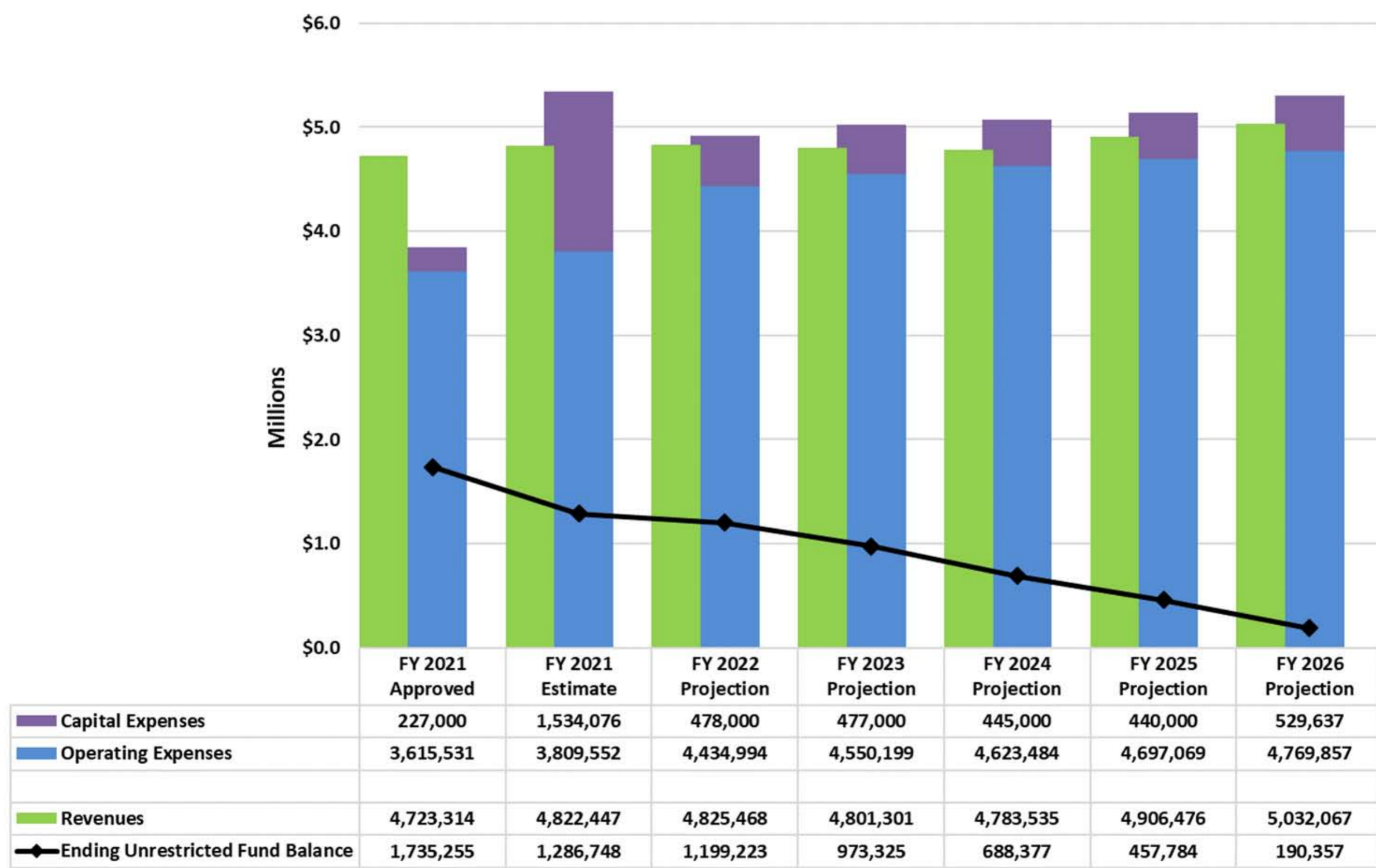
Operating Expenses are grown by half of CPI

Forecast includes the adjustment from the Class and Compensation Study

	FY 2021 APPROVED	FY 2021 ESTIMATE	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION
<b>Assumptions</b>							
Inflation		%	2.27%	2.56%	2.33%	2.18%	1.99%
Employee Compensation		%	3.00%	3.00%	3.00%	3.00%	3.00%
Employee Compensation Study		%	0.00%	0.00%	0.00%	0.00%	0.00%
Health Benefits		%	2.60%	2.30%	3.00%	3.10%	2.80%
Rate Increase		%	4.00%	4.00%	4.00%	2.50%	2.50%
Fulton County Sewer Rate Increase		%	5.00%	5.00%	0.00%	0.00%	0.00%

## Water and Sewer Fund - Revenues vs Expenditures

The Water and Sewer Fund five year forecast shows that the fund can sustain at the existing service levels and estimated revenue.



# Solid Waste Fund

## Assumptions:

The revenues are grown by 3% for FY 2022 – FY 2024, as per the current approved rate increase.

The forecast also includes revenues from new growth and development.

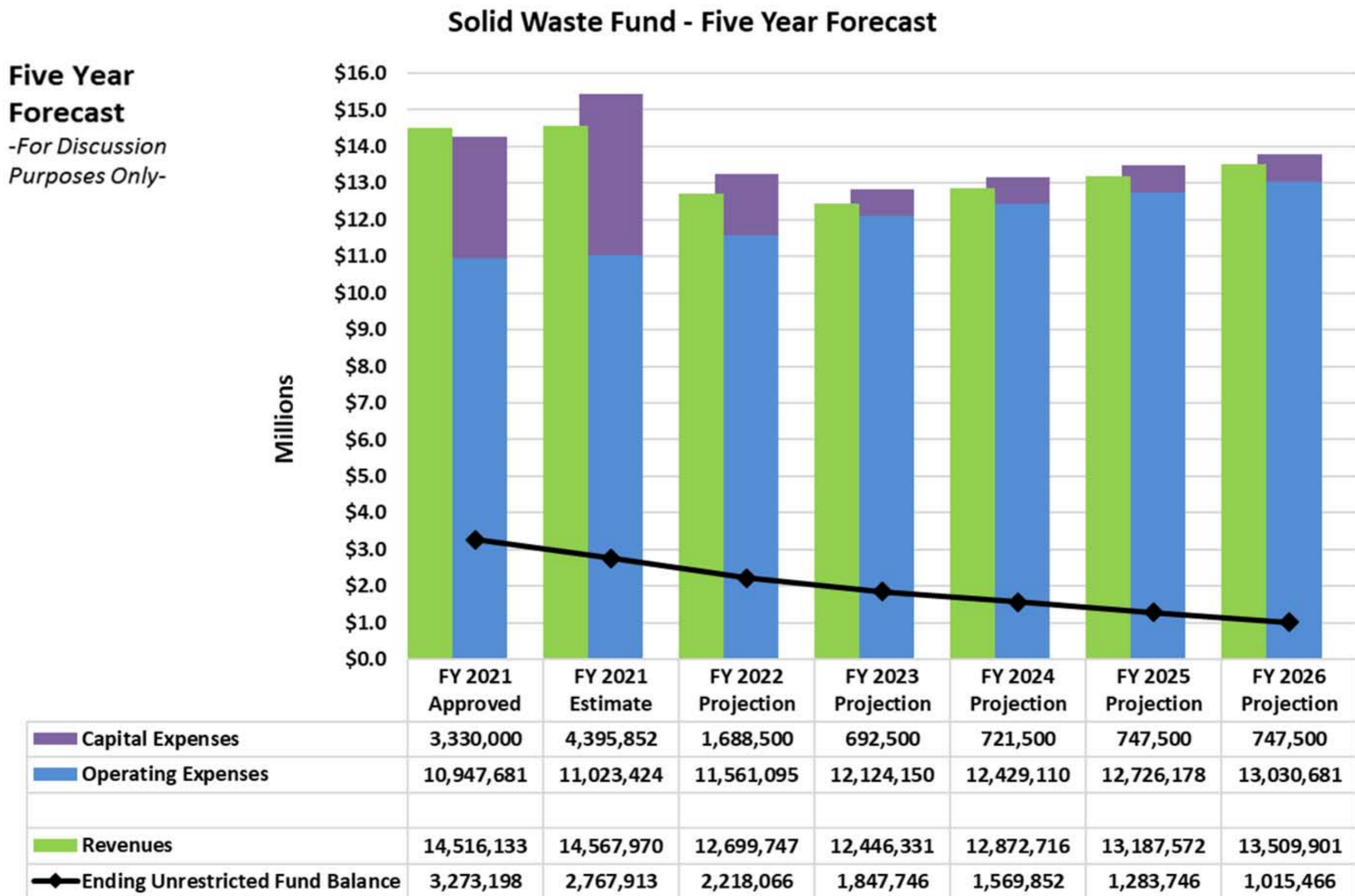
Operating Expenses are grown by half of CPI.

Forecast includes the adjustment from the Class and Compensation Study

	FY 2021 APPROVED	FY 2021 ESTIMATE	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION
<b>Assumptions</b>							
Inflation	%		2.27%	2.56%	2.33%	2.18%	1.99%
Employee Compensation	%		3.00%	3.00%	3.00%	3.00%	3.00%
Employee Compensation Study	%		0.00%	0.00%	0.00%	0.00%	0.00%
Health Benefits	%		2.60%	2.30%	3.00%	3.10%	2.80%
Transfer Station Increase	%		2.00%	2.00%	2.00%	2.00%	2.00%
Yard Waste/Recycling Increase	%		2.27%	3.56%	3.33%	3.18%	2.99%
Growth Rate	%		0.50%	0.50%	0.50%	0.50%	0.50%
Residential Rate Increase	%		3.00%	3.00%	3.00%	2.00%	2.00%
Commercial Rate Increase	%		3.00%	3.00%	3.00%	2.00%	2.00%

## Solid Waste Fund - Revenues vs Expenditures

The Solid Waste Fund five year forecast shows that the fund can sustain at the existing service levels and estimated revenue.



# Stormwater Fund

## Assumptions:

The revenues are grown by 2.5% as per the current approved rate increase for FY 2022 through FY 2024

Operating Expenses are grown by half of CPI

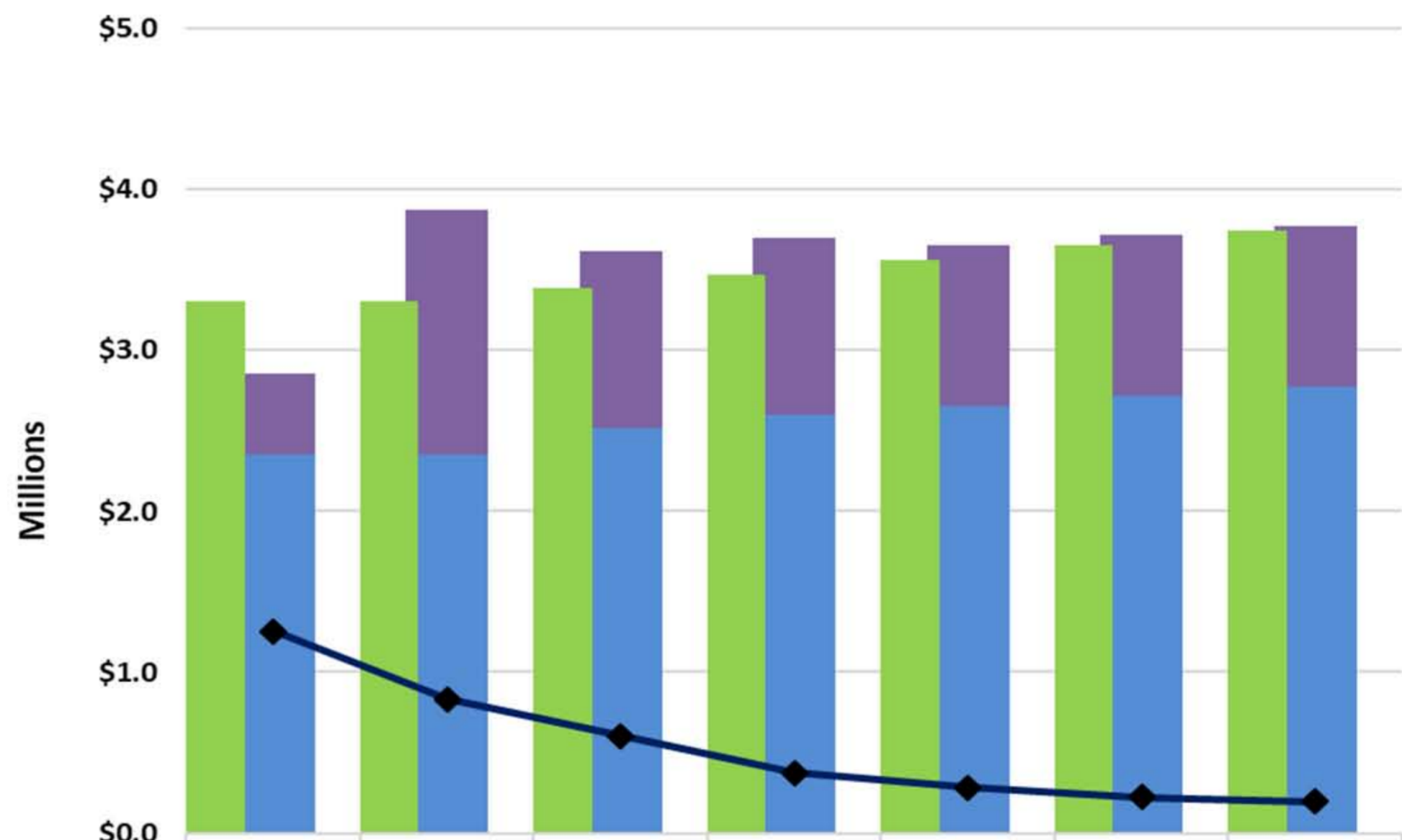
Forecast includes the adjustment from the Class and Compensation Study

	FY 2021 APPROVED	FY 2021 ESTIMATE	FY 2022 PROJECTION	FY 2023 PROJECTION	FY 2024 PROJECTION	FY 2025 PROJECTION	FY 2026 PROJECTION
<b>Assumptions</b>							
Inflation	%		2.27%	2.56%	2.33%	2.18%	1.99%
Employee Compensation	%		3.00%	3.00%	3.00%	3.00%	3.00%
Employee Compensation Study	%		0.00%	0.00%	0.00%	0.00%	0.00%
Health Benefits	%		2.60%	2.30%	3.00%	3.10%	2.80%
Growth Rate	%		0.10%	0.10%	0.10%	0.10%	0.10%
Rate Increase	%		2.50%	2.50%	2.50%	2.50%	2.50%

## Stormwater Fund - Revenues vs Expenditures

The Stormwater Fund five year forecast shows that the fund can sustain at the existing service levels and estimated revenue.

**Five Year Forecast**  
-For Discussion Purposes Only-



	FY 2021 Approved	FY 2021 Estimate	FY 2022 Projection	FY 2023 Projection	FY 2024 Projection	FY 2025 Projection	FY 2026 Projection
Capital Expenses	500,000	1,516,472	1,100,000	1,100,000	1,000,000	1,000,000	1,000,000
Operating Expenses	2,353,977	2,355,673	2,517,512	2,603,326	2,657,924	2,715,603	2,772,912
Revenues	3,301,464	3,307,591	3,389,950	3,473,847	3,564,120	3,655,545	3,747,148
Ending Unrestricted Fund Balance	1,253,414	832,707	605,145	375,666	281,862	221,804	196,039



# General Fund

## FY 2022 Proposed Budget Summary

General Fund is the City's primary operating fund and the largest source of day-to-day service delivery. This section will show the source of funds, use of funds, summary including use of fund balance, then funded and unfunded requests by type: Operating, Partner Organizations, Maintenance Capital and One Time Capital.

## Source of Current Year Revenues - General Fund

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Updated On 18 Aug, 2021

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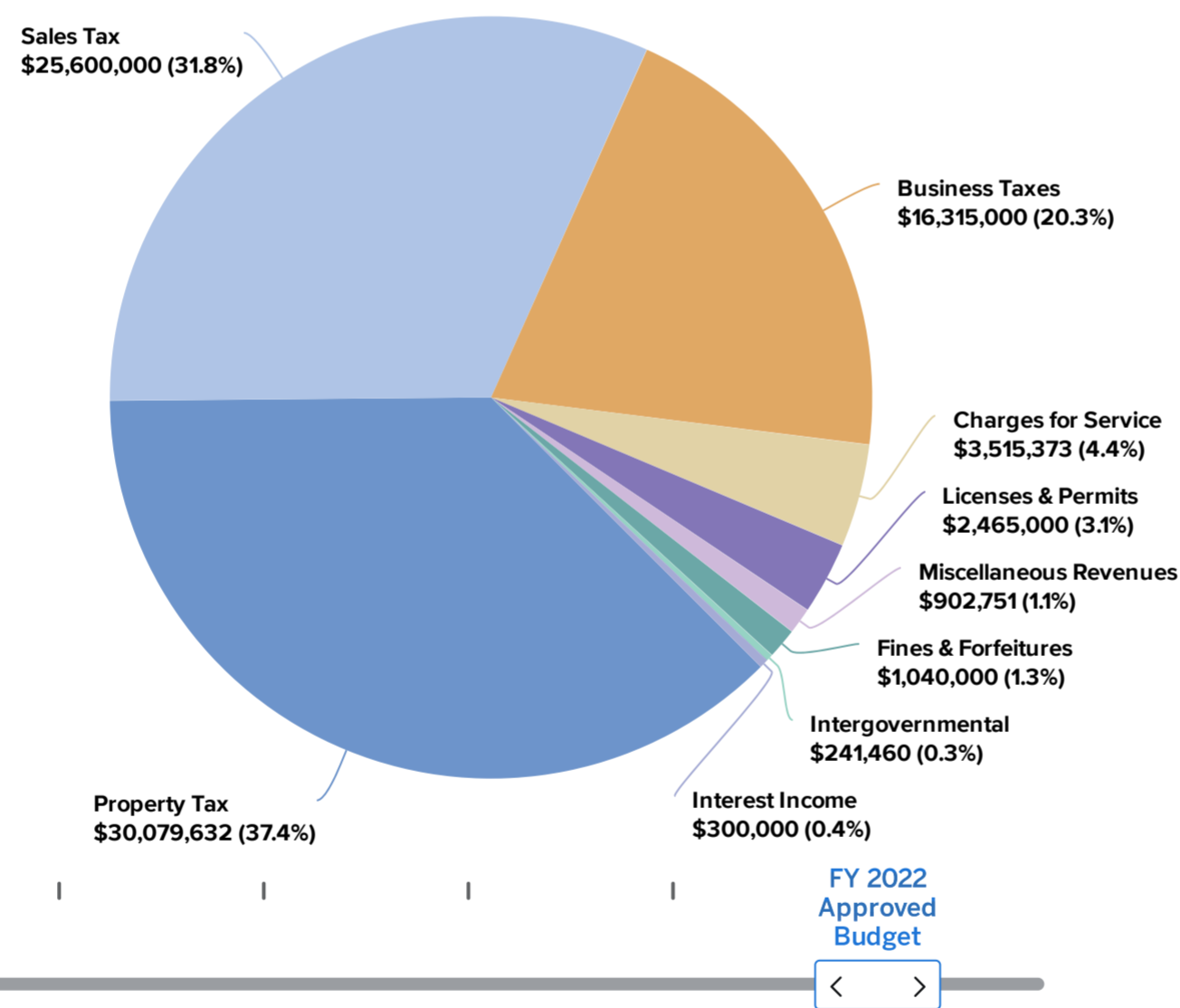
Broken down by

Revenues General Fund

Visualization



Sort Large to Small ▾



- Property Tax
- Sales Tax
- Business Taxes
- Charges for Service
- Licenses & Permits
- Miscellaneous Revenues
- Fines & Forfeitures
- Intergovernmental
- Lease Proceeds
- Interest Income

## General Fund Current Year Revenues by Line Item

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Property Tax</b>					
(311100) Real Property - Current Year	\$24,495,868	\$23,514,026	\$24,617,917	\$24,017,917	\$24,717,761
(311315) Title Ad Valorem Tax (Vehicle)	\$1,536,651	\$2,353,413	\$1,500,000	\$2,300,000	\$2,650,000
(311300) Personal Property - Current	\$784,044	\$853,504	\$837,859	\$837,859	\$924,021
(311340) Intangibles (Reg & Recrd)	\$435,308	\$847,824	\$425,000	\$1,275,000	\$1,100,000
(311600) Real Estate Trans (intang)	\$201,656	\$224,307	\$127,500	\$327,500	\$250,000
(311110) Public Utility	\$201,516	\$229,595	\$228,098	\$228,098	\$232,850
(311310) Motor Vehicle	\$173,804	\$125,833	\$125,000	\$125,000	\$80,000
(319110) Property - Penalty & Interest - Real	\$127,504	\$141,541	\$100,000	\$100,000	\$125,000
(311305) Personal Property - Prior	(\$6,262)	\$6,757	\$0	\$0	\$0
(311200) Real Property - Prior	(\$44,028)	\$6,675	\$0	\$0	\$0
<b>Property Tax Total</b>	<b>\$27,906,061</b>	<b>\$28,303,475</b>	<b>\$27,961,374</b>	<b>\$29,211,374</b>	<b>\$30,079,632</b>
<b>Sales Tax</b>					
(313100) Local Option Sales Tax	\$25,890,975	\$24,545,973	\$20,700,000	\$25,000,000	\$25,600,000
<b>Sales Tax Total</b>	<b>\$25,890,975</b>	<b>\$24,545,973</b>	<b>\$20,700,000</b>	<b>\$25,000,000</b>	<b>\$25,600,000</b>
<b>Business Taxes</b>					
(316200) Insurance Premium Tax	\$6,331,551	\$6,725,135	\$6,500,000	\$7,094,073	\$6,750,000
(311710) Electric Franchise Taxes	\$3,823,811	\$3,840,731	\$3,800,000	\$3,800,000	\$3,800,000
(316101) Business & Occupation Tax	\$1,526,677	\$1,561,733	\$1,125,000	\$1,125,000	\$1,600,000
(311750) TV Cable Franchise Taxes	\$1,761,113	\$1,301,937	\$1,150,000	\$1,150,000	\$1,300,000
(314200) Alcoholic Beverage Excise Tax	\$1,027,168	\$1,069,129	\$825,000	\$1,070,071	\$1,125,000
(311730) Gas Franchise Taxes	\$751,947	\$768,176	\$750,000	\$761,531	\$815,000
(314300) Local Option Mixed Drink Excise Tax	\$439,170	\$413,834	\$300,000	\$428,573	\$425,000
(316300) Financial Institution Tax	\$221,644	\$253,240	\$200,000	\$200,000	\$250,000
(311760) Telephone Franchise Taxes	\$143,134	\$153,238	\$150,000	\$150,000	\$150,000
(316102) Insurance Occupation Tax	\$63,150	\$71,550	\$100,000	\$70,000	\$100,000
(316100) Business & Occupation Tax	\$31,384	\$0	\$0	\$752	\$0
<b>Business Taxes Total</b>	<b>\$16,120,749</b>	<b>\$16,158,703</b>	<b>\$14,900,000</b>	<b>\$15,850,000</b>	<b>\$16,315,000</b>
<b>Charges for Service</b>					
(341704) Indirect Cost Solid Waste	\$1,038,121	\$1,030,228	\$1,128,386	\$1,128,386	\$992,848
(341706) Indirect Cost Stormwater	\$583,514	\$575,204	\$633,295	\$633,295	\$668,625
(341703) Indirect Cost Water Fund	\$336,533	\$364,301	\$426,107	\$426,107	\$393,676
(345610) Telecommunication Charges	\$381,170	\$349,539	\$375,000	\$375,000	\$350,000
(341705) Indirect Cost Rec Participation Fund	\$0	\$0	\$434,872	\$434,872	\$441,384
(341702) Indirect Cost E911	\$244,697	\$271,119	\$260,757	\$260,757	\$249,194
(341707) Indirect Cost Garage	\$69,474	\$125,378	\$135,448	\$135,448	\$173,646
(341905) Other/Misc. Fees	\$111,046	\$131,439	\$50,000	\$50,000	\$75,000
(347201) Auditorium Rental Fees	\$130,769	\$78,197	\$50,000	\$50,000	\$50,000
(342920) Mountain Park	\$33,855	\$33,855	\$33,855	\$33,855	\$0
(341426) 3% Admin Impact Fees	\$13,423	\$29,083	\$30,000	\$30,000	\$30,000
(343210) Lake Charles - Spec Assess	\$18,000	\$17,000	\$17,000	\$17,000	\$17,000
(345410) Parking Charges	\$6,679	\$23,563	\$10,000	\$10,000	\$35,000
(342120) Accident Reports	\$11,418	\$17,998	\$10,000	\$10,000	\$15,000
(346400) Background Check Fees	\$12,085	\$11,160	\$10,000	\$10,000	\$10,000
(342310) Fingerprinting Fees	\$11,160	\$7,820	\$10,000	\$10,000	\$10,000
(342925) Rapstc Training	\$6,515	\$1,000	\$10,000	\$10,000	\$0
(341701) Indirect Cost Confiscated Asset Fund	\$20,876	\$0	\$0	\$0	\$0
(342210) Fire Alarm Fees	\$4,050	\$667	\$4,000	\$4,000	\$4,000
(341910) Election Qualify Fees	\$0	\$7,092	\$0	\$0	\$0
(341200) Recording Fees	\$495	\$660	\$0	\$0	\$0
(341915) Charging Station Fees	\$830	\$278	\$0	\$0	\$0
(371006) Special Events Sponsorship	\$0	\$1,000	\$0	\$0	\$0
(342140) Expungement Fees	\$570	\$225	\$0	\$0	\$0
(341400) Printing And Duplication Fees	\$394	\$25	\$0	\$0	\$0
(349920) Vietnam Memorial Bricks	\$0	\$100	\$0	\$0	\$0
(349300) Bad Check Fees	\$30	(\$60)	\$0	\$0	\$0
<b>Charges for Service Total</b>	<b>\$3,035,704</b>	<b>\$3,076,871</b>	<b>\$3,628,720</b>	<b>\$3,628,720</b>	<b>\$3,515,373</b>
<b>Licenses &amp; Permits</b>					
(323120) Building & Inspection Fees	\$1,623,362	\$1,883,803	\$1,700,000	\$1,780,485	\$1,600,000
(321110) Alcohol, Beer, Wine License	\$642,532	\$658,929	\$552,500	\$540,260	\$600,000
(323902) Grading Permits	\$201,126	\$153,468	\$170,000	\$170,000	\$150,000
(322210) Zoning And Land Use	\$48,000	\$43,820	\$56,000	\$40,660	\$40,000
(322905) Photo and Film Fees	\$23,934	\$33,302	\$25,000	\$28,000	\$35,000



## General Fund Current Year Revenues by Line Item (continued)

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022
	Actual	Actual	Approved	Revised	Approved
	Budget	Budget	Budget	Budget	Budget
(321130) Liquor Pouring License	\$31,680	\$23,163	\$25,500	\$18,825	\$25,000
(322230) Sign Permits	\$18,130	\$13,885	\$18,000	\$2,370	\$5,000
(322240) Small Cell Technology Permit	\$4,400	\$17,600	\$5,000	\$5,000	\$5,000
(321140) Bar Cards (Liquor Handling License)	\$8,825	\$3,600	\$6,375	\$1,775	\$2,000
(322991) Special Events Fee	\$4,045	\$3,300	\$4,000	\$0	\$0
(321295) Precious Metal Dealer Fee	\$1,650	\$3,600	\$2,000	\$2,000	\$2,000
(321292) Solicitor Fees	\$850	\$1,975	\$1,250	\$950	\$1,000
(322994) Personal transp veh fee	\$585	\$465	\$0	\$300	\$0
(322995) Fireworks Permits	\$500	\$0	\$0	\$0	\$0
<b>Licenses &amp; Permits Total</b>	<b>\$2,609,619</b>	<b>\$2,840,910</b>	<b>\$2,565,625</b>	<b>\$2,590,625</b>	<b>\$2,465,000</b>
<b>Fines &amp; Forfeitures</b>					
(351171) Municipal Court Fines	\$1,317,926	\$789,066	\$1,200,000	\$680,468	\$960,000
(351174) Munis Admin Fee	\$39,646	\$25,015	\$30,000	\$18,400	\$30,000
(351172) Municipal Court Probation	\$39,565	\$26,115	\$30,000	\$16,542	\$30,000
(351176) Diversion Fee	\$36,050	\$9,708	\$20,000	\$8,390	\$10,000
(351940) School Zone Speeding Fines	\$0	\$2,472	\$0	\$45,000	\$0
(351175) Court Related - Other	\$9,685	\$7,187	\$10,000	\$6,200	\$10,000
(351177) School Bus Traffic Violation	\$4,200	\$676	\$0	\$0	\$0
(351173) Jail Fees	\$20	\$0	\$0	\$0	\$0
<b>Fines &amp; Forfeitures Total</b>	<b>\$1,447,092</b>	<b>\$860,239</b>	<b>\$1,290,000</b>	<b>\$775,000</b>	<b>\$1,040,000</b>
<b>Intergovernmental</b>					
(336015) Intergov - Fulton Co	\$0	\$0	\$0	\$3,946,228	\$0
(336010) Alpharetta Fire Payments	\$116,066	\$327,923	\$164,750	\$164,750	\$176,460
(336011) Intergovernmental	\$65,559	\$62,227	\$65,000	\$65,000	\$65,000
<b>Intergovernmental Total</b>	<b>\$181,625</b>	<b>\$390,150</b>	<b>\$229,750</b>	<b>\$4,175,978</b>	<b>\$241,460</b>
<b>Miscellaneous Revenues</b>					
(391201) Operating Transfer In	\$220,751	\$673,251	\$733,251	\$633,251	\$610,751
(381105) Rent Of Property	\$172,356	\$172,356	\$172,000	\$172,355	\$172,000
(392100) Sale Of Assets	\$166,884	\$149,385	\$100,000	\$50,390	\$100,000
(383100) Reimbursement From Insura	\$88,001	\$259,593	\$0	\$56,559	\$0
(371004) Gas South Affinity Program	\$23,538	\$17,675	\$20,000	\$12,000	\$20,000
(392300) Sale Of Abandoned Property	\$28,194	\$4,833	\$0	\$41,370	\$0
(389400) Miscellaneous	\$12,859	\$1,061	\$0	\$525	\$0
(371005) Private Donations/contrib	\$100	\$5,000	\$0	\$0	\$0
(389600) Recording of Abatement	\$225	\$0	\$0	\$0	\$0
(389999) Over And Short	(\$913)	(\$1,205)	\$0	\$140	\$0
<b>Miscellaneous Revenues Total</b>	<b>\$711,995</b>	<b>\$1,281,949</b>	<b>\$1,025,251</b>	<b>\$966,590</b>	<b>\$902,751</b>
<b>Lease Proceeds</b>					
(393500) Capital Lease Program	\$0	\$0	\$2,616,500	\$1,060,260	\$0
<b>Lease Proceeds Total</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,616,500</b>	<b>\$1,060,260</b>	<b>\$0</b>
<b>Interest Income</b>					
(361000) Interest Revenues	\$1,019,693	\$804,806	\$400,000	\$300,000	\$300,000
(361010) Unrealized Invest Gains	\$211,195	\$99,101	\$0	\$0	\$0
<b>Interest Income Total</b>	<b>\$1,230,888</b>	<b>\$903,907</b>	<b>\$400,000</b>	<b>\$300,000</b>	<b>\$300,000</b>
<b>Current Year Revenues</b>	<b>\$79,134,708</b>	<b>\$78,362,177</b>	<b>\$75,317,220</b>	<b>\$83,558,547</b>	<b>\$80,459,216</b>

# Use of Funds for General Fund

Help ▾ Share ▾

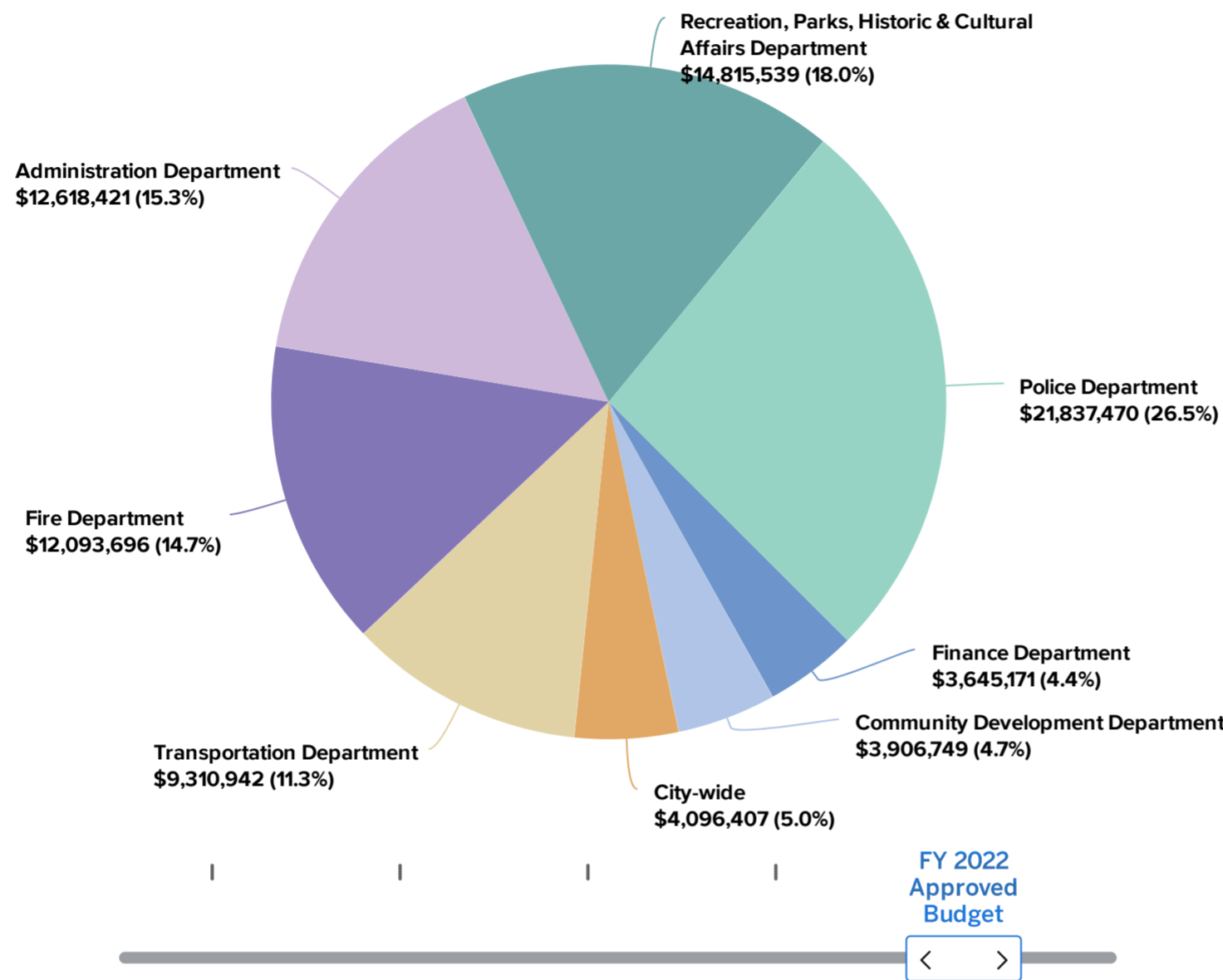
Updated On 18 Aug, 2021

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Broken down by

Departments General Fund Expenses

Visualization



Bar Chart Line Chart Pie Chart

Sort Small to Large ▾

- Finance Department
- Community Development D...
- City-wide
- Transportation Department
- Fire Department
- Administration Department
- Recreation, Parks, Historic ...
- Police Department

## General Fund Expenditures by Line Item

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Salaries and Benetits</b>					
(511100) Regular Employees	\$24,941,347	\$26,952,979	\$28,164,861	\$29,670,602	\$31,149,380
(511101) Budgeted Salary Savings	\$0	\$0	(\$906,141)	(\$906,141)	(\$900,446)
(511105) Part Time Employees	\$690,946	\$666,727	\$856,068	\$873,716	\$926,167
(511110) Elected Officials	\$194,550	\$181,550	\$239,634	\$239,634	\$244,134
(511115) Firefighter's Fees	\$5,047,849	\$5,731,104	\$5,942,287	\$6,216,361	\$6,343,391
(511200) Temporary Employees	\$120	\$130	\$2,400	\$2,400	\$2,400
(511300) Overtime	\$469,219	\$414,722	\$442,536	\$442,536	\$441,536
(511400) Other Compensation	\$14,574	\$5,750	\$40,000	\$40,000	\$30,157
(512200) Social Security (FICA)	\$1,883,263	\$2,041,978	\$2,207,352	\$2,319,279	\$2,413,245
(512300) Medicare	\$441,733	\$478,971	\$516,598	\$543,133	\$564,437
(512400) Defined Benefit Retirement	\$3,081,499	\$3,276,972	\$4,096,450	\$4,058,945	\$4,245,562
(512401) Deferred Compensation	\$127,957	\$161,165	\$161,260	\$161,260	\$163,960
(512402) Defined Contribution Retirement	\$1,130,462	\$1,615,788	\$1,813,326	\$1,865,211	\$2,214,334
(512500) Tuition Reimbursements	\$64,516	\$45,660	\$50,000	\$75,730	\$50,000
(512920) Other Benefits	\$14,709	\$9,982	\$15,000	\$15,000	\$15,000
(553100) Group Insurance Contribution	\$6,161,496	\$6,528,380	\$6,248,619	\$6,274,779	\$6,918,818
(554100) Workers Comp Contribution	\$440,977	\$600,254	\$600,172	\$600,172	\$608,515
<b>Salaries and Benetits Total</b>	<b>\$44,705,217</b>	<b>\$48,712,112</b>	<b>\$50,490,422</b>	<b>\$52,492,617</b>	<b>\$55,430,590</b>
<b>Operating</b>					
(521201) Professional Services	\$1,357,315	\$1,330,305	\$1,129,466	\$1,227,469	\$1,143,141
(521202) Legal	\$229,233	\$64,523	\$100,000	\$315,000	\$100,000

# General Fund Expenditures by Line Item (continued)

	FY 2019	FY 2020	FY 2021	FY 2021	FY 2022
	Actual	Actual	Approved	Revised	Approved
			Budget	Budget	Budget
(521203) Animal Control	\$128,854	\$131,281	\$113,000	\$113,000	\$113,000
(521300) Technical Services	\$137,837	\$162,526	\$191,836	\$200,412	\$190,143
(521400) Contract Services	\$2,647,024	\$1,398,157	\$1,155,871	\$1,419,164	\$1,181,665
(522110) Disposal	\$43,924	\$46,812	\$31,000	\$33,207	\$31,000
(522130) Custodial	\$144,342	\$144,433	\$160,000	\$304,000	\$370,560
(522140) Maintenance - Grounds	\$310,064	\$275,116	\$354,782	\$370,589	\$354,651
(522205) Repairs And Maintenance	\$2,468,625	\$2,464,110	\$2,208,278	\$1,169,363	\$1,050,635
(522210) Vehicle Repair	\$17,941	\$14,180	\$700	\$700	\$1,420
(522220) Vehicle Fleet Rate	\$1,257,361	\$1,310,567	\$1,238,097	\$1,238,097	\$1,455,109
(522310) Rental Of Land And Buildings	\$119,799	\$124,901	\$138,620	\$138,620	\$137,320
(522320) Rental Of Equipment And Vehicles	\$537,267	\$508,892	\$522,396	\$522,410	\$526,352
(523100) Property And Liability Insurance	\$10,976	\$10,996	\$9,947	\$9,947	\$10,996
(523210) Communication Services	\$1,320,186	\$1,459,122	\$1,481,338	\$1,759,445	\$1,553,243
(523220) Postage	\$132,958	\$131,739	\$160,469	\$176,823	\$157,612
(523300) Advertising	\$48,822	\$48,104	\$66,400	\$66,400	\$74,700
(523400) Printing And Binding	\$62,274	\$57,913	\$75,040	\$81,724	\$62,574
(523500) Travel	\$154,364	\$116,253	\$244,703	\$83,843	\$248,168
(523600) Dues And Fees	\$127,395	\$104,231	\$127,092	\$127,592	\$138,037
(523700) Education And Training	\$142,828	\$116,205	\$278,729	\$152,127	\$275,794
(523800) Licenses	\$901	\$133	\$6,980	\$6,980	\$7,030
(523810) Software Licenses, Fees, and Maintenance	\$0	\$150,652	\$172,746	\$1,483,754	\$1,407,407
(523851) Contracted Temporary Labor	\$33,877	\$11,673	\$4,000	\$4,000	\$6,000
(523852) Instruction Fees	\$2,275	\$6,350	\$20,825	\$20,825	\$20,825
(523901) Bank Fees / Charges	\$164,927	\$189,050	\$210,000	\$282,000	\$285,500
(523902) Sanitation Services	\$103,697	\$121,638	\$103,600	\$103,600	\$129,216
(531105) Supplies	\$1,228,204	\$1,228,566	\$1,194,300	\$1,334,141	\$1,248,514
(531115) Recreation Supplies	\$129,631	\$101,771	\$169,356	\$163,056	\$169,356
(531120) Vehicle Parts And Supplies	\$1,087	\$0	\$0	\$0	\$0
(531130) Officials Expenses	\$3,000	\$3,250	\$3,000	\$3,000	\$3,000
(531131) Mayor's Expenses	\$10,000	\$5,680	\$7,000	\$7,000	\$7,000
(531150) Computer Supplies	\$14,921	\$12,407	\$3,500	\$3,500	\$3,500
(531210) Water / Sewerage	\$361,758	\$267,920	\$333,990	\$333,990	\$399,220
(531215) Stormwater Fees	\$660,108	\$676,766	\$694,510	\$694,510	\$719,625
(531220) Natural Gas	\$114,316	\$117,898	\$124,300	\$124,300	\$124,300
(531230) Electricity	\$2,456,349	\$2,527,591	\$2,522,200	\$2,522,200	\$2,532,600
(531240) Bottled Gas	\$5,329	\$5,289	\$9,534	\$9,534	\$7,662
(531250) Oil	\$8,336	\$7,397	\$13,935	\$13,935	\$14,035
(531270) Gasoline/ Diesel	\$682,484	\$523,600	\$626,500	\$626,500	\$627,100
(531310) Hospitality And Events	\$18,506	\$10,127	\$22,000	\$19,458	\$22,000
(531315) Food	\$0	\$8,959	\$6,700	\$7,700	\$5,700
(531400) Books And Periodicals	\$39,160	\$43,350	\$52,261	\$52,261	\$58,711
(531605) Machinery And Equipment-Operating	\$372,091	\$175,742	\$345,088	\$573,679	\$324,803
(531610) Furniture/Fixtures-Operating	\$38,944	\$44,318	\$51,516	\$58,280	\$52,066
(531615) Computer Equipment-Operating	\$85,948	\$955,834	\$534,561	\$608,594	\$469,787
(531620) Communication Equipment-Operating	\$7,561	\$20,631	\$13,897	\$13,897	\$14,417
(531710) Vietnam Memorial Bricks	\$0	\$57	\$250	\$250	\$250
(531720) Uniforms	\$297,973	\$305,136	\$336,434	\$358,880	\$336,745
(539998) P-card Initial Allocation	\$359	\$0	\$0	\$0	\$0
(539999) Special Events Contra	\$14,200	\$0	\$14,200	\$14,200	\$14,200
<b>Operating Total</b>	<b>\$18,255,331</b>	<b>\$17,542,151</b>	<b>\$17,384,947</b>	<b>\$18,953,956</b>	<b>\$18,186,689</b>
<b>Transfers, Capital, Other</b>					
(552400) Risk/Liability Contribution	\$925,541	\$1,086,340	\$1,086,341	\$1,086,341	\$1,381,452
(572010) Payments To Local Nonprofits	\$0	\$0	\$0	\$400,000	\$0
(573000) Payments To Local Small Businesses	\$0	\$0	\$0	\$400,000	\$0
(579001) Contingency Operating	\$0	\$0	\$0	\$150,495	\$0
(579003) Contingency - Tree Program	\$5,540	\$0	\$0	\$0	\$0
(579004) Fuel and Utility Contingency	\$0	\$0	\$0	\$150,000	\$0
(579020) Matching Grant Fund Contingency	\$0	\$0	\$0	\$72,253	\$0
(581100) Principal- Long Term Debt	\$1,359,708	\$1,669,883	\$1,655,429	\$1,472,361	\$2,317,968
(582100) Interest - Long Term Debt	\$204,077	\$254,012	\$217,831	\$210,757	\$183,749
(611350) Transfers Out - Cap Projects	\$4,098,257	\$10,378,966	\$4,724,841	\$12,055,063	\$2,330,786
(611351) Transfer Out - Fed Grant	\$1,463,281	\$0	\$0	\$35,521	\$0
(611353) Transfer Out - Solid Waste	\$7,916	\$5,632	\$3,320	\$3,320	\$1,120
(611354) Transfer Out - E911	\$0	\$0	\$0	\$0	\$290,000
(611355) Transfer Out - Participant Rec	\$74,345	\$0	\$784,872	\$858,061	\$791,384
(611356) Transfer Out - County Grant	\$7,000	\$31,799	\$0	\$0	\$0
(611360) Transfer Out - Group Insurance	\$0	\$25,000	\$25,000	\$25,000	\$25,000
(611361) Transfer Out - Fleet Capital	\$1,226,604	\$1,063,726	\$1,080,501	\$1,110,801	\$1,385,657
(611362) Operating Transfer-CDBG	\$73,072	\$63,455	\$0	\$0	\$0
(611364) Operating Transfer Out-Tree Bank	\$99,723	\$0	\$0	\$0	\$0
<b>Transfers, Capital, Other Total</b>	<b>\$9,545,064</b>	<b>\$14,578,813</b>	<b>\$9,578,135</b>	<b>\$18,029,973</b>	<b>\$8,707,116</b>
<b>Grand Total</b>	<b>\$72,505,612</b>	<b>\$80,833,076</b>	<b>\$77,453,504</b>	<b>\$89,476,546</b>	<b>\$82,324,395</b>

## FY 2022 General Fund Summary

Beginning fund balance is the amount of fund balance after withholding for the 25% reserve as required by policy, any FY 2021 budget amendments, use of fund balance in FY 2021, and the balances shown in prior year's Comprehensive Annual Financial Report.

<b>Beginning Fund Balance Amount</b>	<b>\$ 3,744,166</b>
FY 2022 Proposed Revenues	\$ 80,459,216
FY 2022 Proposed Base Budget	\$ 78,026,570
Proposed Program Changes	1,759,825
Proposed Partner Organization Requests	386,500
Proposed Maintenance Capital	280,000
<b>TOTAL PROPOSED OPERATING REQUESTS</b>	<b>\$ 2,426,325</b>
<b>FY 2022 PROPOSED OPERATING BUDGET</b>	<b>\$ 80,452,895</b>
<i>VARIANCE (Revenues over/under Requested Operating Budget)</i>	<i>\$ 6,321</i>
Fund Balance used for One Time Capital	\$ 1,871,500
<b>FY 2022 GENERAL FUND PROPOSED BUDGET</b>	<b>\$ 82,324,395</b>
<i>Amount Allocated for Increase in General Fund Reserve by Policy (25%)</i>	<i>\$ 1,863,433</i>
<b>AVAILABLE GENERAL FUND BALANCE</b>	<b>\$ 15,554</b>

## Funded Operating

	FY 22 Budget Request	Recurring
Administration		
Fiber Speed Upgrade (Monthly Service)	\$ 96,715	\$ 96,715
Add Operating Cost for Economic Development Director Position	\$ 14,300	\$ 9,300
<b>Administration Total</b>	<b>\$ 111,015</b>	<b>\$ 106,015</b>
Citywide		
Group Health Increase	\$ 600,690	\$ 600,690
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 643,431	\$ 1,286,860
<b>Citywide Total</b>	<b>\$ 1,244,121</b>	<b>\$ 1,887,550</b>
Community Development		
Add (1) New Leased Vehicle for Engineering Division	\$ 8,089	-
<b>Community Development Total</b>	<b>\$ 8,089</b>	<b>\$ -</b>
Finance		
Add (1) Full-Time Budget Analyst Positions at 75% Funding	\$ 64,600	\$ 83,766
<b>Finance Total</b>	<b>\$ 64,600</b>	<b>\$ 83,766</b>
Police		
Transfer to E911 Fund	\$ 290,000	-
<b>Police Total</b>	<b>\$ 290,000</b>	<b>\$ -</b>
Recreation, Parks, Historic and Cultural Affairs		
Increase Funding for Janitorial Services at Recreation and Parks Facilities	\$ 30,000	\$ 30,000
Increase Funding for July Fourth Fireworks Event	\$ 12,000	\$ 12,000
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 42,000</b>	<b>\$ 42,000</b>
<b>Operating Request Total</b>	<b>\$ 1,759,825</b>	<b>\$ 2,119,331</b>

		Request	Recurring
<b>Recreation, Parks, Historic and Cultural Affairs</b>			
Increase Funding for Holiday Lighting and Tree Replacement for Historic Roswell Town Square	\$	23,000	\$ 23,000
Add (1) Full-Time Management Analyst/Project Manager Position at 100% Funding	\$	93,858	\$ 91,658
Increase Funding for Part Time in Historic Assets Org	\$	47,366	\$ 47,366
Add Funding for Vehicles for Parks Facility Supervisors	\$	14,070	\$ 11,700
Add (1) Natural Resource and Trails Maintenance Crew Supervisor at 100% Funding including F550 and Work Utility Vehicle (Operating and One Time Capital)	\$	96,197	\$ 94,197
Add (2) Natural Resource and Trails Maintenance Crew Worker Positions at 100% Funding	\$	112,430	\$ 112,430
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$</b>	<b>386,921</b>	<b>\$ 380,351</b>
<b>Transportation</b>			
Convert (2) Part-Time Crew Worker Positions to Full-Time at 100% Funding	\$	107,669	\$ 122,554
<b>Transportation Total</b>	<b>\$</b>	<b>107,669</b>	<b>\$ 122,554</b>
<b>Operating Request Total</b>	<b>\$</b>	<b>4,444,782</b>	<b>\$ 3,542,263</b>

# Unfunded Operating

	Request	Recurring
<b>Administration</b>		
Add Community Engagement Program with (1) Full-Time and (1) Part-Time Position at 75% Funding	\$ 108,401	\$ 125,199
GIS Year 4 Implementation	\$ 90,200	\$ -
Special Events Funding	\$ 40,000	\$ -
Add Service at main Roswell Library for Candid.org formerly the Foundation Directory Online (Grant Research Database)	\$ 1,500	\$ 1,500
Add (1) Full-Time Grant Specialist at 100% funding	\$ 44,417	\$ 44,417
Special Event: Drive in Movie	\$ 18,400	\$ -
Add (1) Full-Time Office of Innovation Position at 100% Funding	\$ 172,106	\$ 167,106
Street View and Measurement	\$ 19,750	\$ 8,250
<b>Administration Total</b>	<b>\$ 494,774</b>	<b>\$ 346,472</b>
<b>Community Development</b>		
Add (1) Full-Time Code Enforcement Officer Position at 100% Funding	\$ 97,612	\$ 93,272
<b>Community Development Total</b>	<b>\$ 97,612</b>	<b>\$ 93,272</b>
<b>Environmental / Public Works for Fleet</b>		
Add (1) Full-Time Fire Apparatus Technician at 100% Funding	\$ 67,919	\$ -
Add Funding for Fleet Telematics	\$ 61,816	\$ -
<b>Environmental / Public Works for Fleet Total</b>	<b>\$ 129,735</b>	<b>\$ -</b>
<b>Finance</b>		
Add (1) Full-Time Budget Analyst Positions at 75% Funding	\$ 64,600	\$ 83,766
<b>Finance Total</b>	<b>\$ 64,600</b>	<b>\$ 83,766</b>
<b>Fire</b>		
Add (30) Full-Time Fire Station Officers	\$ 2,674,237	\$ 2,150,684
Add (1) Full-Time Assistant Fire Marshal Position	\$ 120,928	\$ 100,978
<b>Fire Total</b>	<b>\$ 2,795,165</b>	<b>\$ 2,251,662</b>
<b>Police</b>		
Add (1) Full-Time Media Relations Specialist Position at 100% Funding	\$ 116,313	\$ 108,513
Add (1) Full-Time Deputy Police Chief Position at 100% Funding	\$ 174,673	\$ 155,673
Add Funding for Crowd Control Protective Equipment	\$ 63,320	\$ -
Add Funding for FLIR Infrared Handheld Devices	\$ 14,000	\$ -
<b>Police Total</b>	<b>\$ 368,306</b>	<b>\$ 264,186</b>
<b>Recreation, Parks, Historic and Cultural Affairs</b>		
Increase Funding for Holiday Lighting and Tree Replacement for Historic Roswell Town Square	\$ 23,000	\$ 23,000
Add (1) Full-Time Management Analyst/Project Manager Position at 100% Funding	\$ 93,858	\$ 91,658
Increase Funding for Part Time in Historic Assets Org	\$ 47,366	\$ 47,366
Add Funding for Vehicles for Parks Facility Supervisors	\$ 14,070	\$ 11,700
Add (1) Natural Resource and Trails Maintenance Crew Supervisor at 100% Funding including F550 and Work Utility Vehicle (Operating and One Time Capital)	\$ 96,197	\$ 94,197
Add (2) Natural Resource and Trails Maintenance Crew Worker Positions at 100% Funding	\$ 112,430	\$ 112,430
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 386,921</b>	<b>\$ 380,351</b>
<b>Transportation</b>		
Convert (2) Part-Time Crew Worker Positions to Full-Time at 100% Funding	\$ 107,669	\$ 122,554
<b>Transportation Total</b>	<b>\$ 107,669</b>	<b>\$ 122,554</b>
<b>Operating Request Total</b>	<b>\$ 4,444,782</b>	<b>\$ 3,542,263</b>

## Funded for Partner Organizations

	FY 22 Budget Request
<b>HRBP</b>	
Flowers/Plantings, Installation, Fertilization, and Maintenance of Existing Hanging Baskets, Planters, and Flower Bed in the Historic District (contingent upon Mayor and Council approval of updated contract)	\$ 29,000
Assistance from City Employees to Help Water Plants and Flowers at Heart of Roswell Park and Historic Roswell Square (contingent upon Mayor and Council approval of updated contract)	\$ -
<b>HRBP Total</b>	<b>\$ 29,000</b>
<b>Roswell Arts Fund</b>	
Operational Support (contingent upon Mayor and Council approval of updated contract)	\$ 50,000
<b>Roswell Arts Fund Total</b>	<b>\$ 50,000</b>
<b>Roswell Historical Society</b>	
Archivist Salary (contingent upon Mayor and Council approval of updated contract)	\$ 30,000
<b>Roswell Historical Society Total</b>	<b>\$ 30,000</b>
<b>Roswell Inc</b>	
Administration & Staffing (contingent upon Mayor and Council approval of updated contract)	\$ 210,000
Communications (contingent upon Mayor and Council approval of updated contract)	\$ 15,000
Economic Development (contingent upon Mayor and Council approval of updated contract)	\$ 27,000
Industry Support (contingent upon Mayor and Council approval of updated contract)	\$ 25,500
<b>Roswell Inc Total</b>	<b>\$ 277,500</b>
<b>Partner Organization Request Total</b>	<b>\$ 386,500</b>

## Unfunded for Partner Organizations

	Request
<b>HRBP</b>	
Biweekly Weed Control for Historic District including East Alley and Right of Way Corner of Magnolia Boulevard and Atlanta Street.	\$ 3,500
Purchase of Six planters and the Installation and Maintenance of Flowers	\$ 5,862
Purchase of 10 Additional Holiday Banners	\$ 750
Equipment Maintenance, Replacement	\$ 500
Installation of flower bed on Elizabeth Way	\$ 800
<b>HRBP Total</b>	<b>\$ 11,412</b>
<b>Roswell Arts Fund</b>	
ArtAround Roswell	\$ 58,000
Creative Placemaking in Roswell	\$ 35,000
Arts Coalition	\$ 25,000
Bike Rack Project	\$ 30,000
<b>Roswell Arts Fund Total</b>	<b>\$ 148,000</b>
<b>Roswell Historical Society</b>	
Cemetery Improvements	\$ 50,000
<b>Roswell Historical Society Total</b>	<b>\$ 50,000</b>
<b>Partner Organization Request Total</b>	<b>\$ 209,412</b>

## Funded Maintenance Capital

	FY 22 Budget Request
Administration	
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Funded)	\$ 195,000
<b>Administration Total</b>	<b>\$ 195,000</b>
Police	
Tactical Vest and Helmet Replacement Program (Partially Funded)	\$ 10,000
<b>Police Total</b>	<b>\$ 10,000</b>
Recreation, Parks, Historic and Cultural Affairs	
Recreation and Parks Maintenance Program (Partially Funded)	\$ 75,000
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 75,000</b>
<b>Maintenance Capital Request Total</b>	<b>\$ 280,000</b>

## Unfunded Maintenance Capital

	Request
Administration	
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Unfunded)	\$ 2,077,806
IT Equipment Replacement Program	\$ 25,000
<b>Administration Total</b>	<b>\$ 2,102,806</b>
Environmental /Public Works for Fleet	
Bay Door Replacement	\$ 73,590
Tool and Auto Repair Equipment Replacement Program	\$ 9,934
<b>Environmental /Public Works for Fleet Total</b>	<b>\$ 83,524</b>
Fire	
Personal Protective Equipment Replacement Program	\$ 73,500
EMS Utility Terrain Vehicle Replacement	\$ 30,000
<b>Fire Total</b>	<b>\$ 103,500</b>
Police	
Tactical Vest and Helmet Replacement Program (Partially Unfunded)	\$ 40,000
Motorcycle Replacement Program	\$ 119,000
Bicycle Patrol Replacement	\$ 10,000
<b>Police Total</b>	<b>\$ 169,000</b>
Recreation, Parks, Historic and Cultural Affairs	
Recreation and Parks Maintenance Program (Partially Unfunded)	\$ 310,000
System Wide Park Improvements (Beautification)	\$ 100,000
Trail Repairs	\$ 150,000
Athletic Field Improvements - Light Pole Replacement	\$ 52,600
Small Equipment Replacement Program	\$ 53,045
Historic House Properties Maintenance	\$ 135,000
Playground Replacements	\$ 200,000
Large Equipment Replacement Program	\$ 125,000
Asphalt: Parking Lot, Driveway and Access Road Replacement Plan	\$ 70,000
Operational and Energy Efficiency - Athletic Field Light Upgrades	\$ 78,000
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 1,273,645</b>
Transportation	
Citywide Road Resurfacing and Reconstruction Program (Partially Unfunded)	\$ 2,600,000
Asphalt Compaction Roller	\$ 65,000
Traffic Signal Pole Replacement Program	\$ 50,000
<b>Transportation Total</b>	<b>\$ 2,715,000</b>
<b>Maintenance Capital Request Total</b>	<b>\$ 6,447,475</b>



## Funded One Time Capital

	FY 22 Budget Request
<b>Community Development</b>	
Procure Elevations Certificates	\$ 40,000
Formal Recodification of Unified Development Code2	\$ 300,000
<b>Community Development Total</b>	<b>\$ 340,000</b>
<b>Fire</b>	
Fire Department Communications Equipment	\$ 37,500
<b>Fire Total</b>	<b>\$ 37,500</b>
<b>Recreation, Parks, Historic and Cultural Affairs</b>	
Cultural Arts Center (CAC) Space Renovation for Roswell Historical Society	\$ 150,000
Facility Condition Assessment	\$ 150,000
Replacement of HVAC Controls for Parks Headquarters at Groveway Community Park and The Adult Recreation Center	\$ 32,000
Cultural Arts Center Seat Replacement	\$ 85,000
Roswell Area Park Outdoor Pool Renovation Plan	\$ 31,000
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 448,000</b>
<b>Transportation</b>	
Citywide Road Resurfacing and Reconstruction Program (Partially Funded)	\$ 400,000
Bridge Maintenance and Safety Program	\$ 100,000
Leaf Vacuum/Truck Loader	\$ 14,000
16' Dump Trailer	\$ 10,000
48 Bull Hog Mowing Attachment	\$ 22,000
Grimes Bridge Road Corridor	\$ 150,000
Woodstock NB Left Turn Lane at Crabapple Middle School	\$ 350,000
<b>Transportation Total</b>	<b>\$ 1,046,000</b>
<b>One Time Capital Request Total</b>	<b>\$ 1,871,500</b>

## Unfunded One Time Capital

	Request
<b>Community Development</b>	
Impact Fee Review and Update	\$ 100,000
Unified Development Code Design Guidelines	\$ 50,000
<b>Community Development Total</b>	<b>\$ 150,000</b>
<b>Environmental /Public Works for Fleet</b>	
Diesel Exhaust Fluid Dispenser	\$ 30,905
Facility Generator for Inclement Weather	\$ 93,461
Abandon Vehicle Floor Lift	\$ 11,040
<b>Environmental /Public Works for Fleet Total</b>	<b>\$ 135,406</b>
<b>Fire</b>	
Station #3 Replacement	\$ 4,256,520
Add (1) iPlanTable Workstation for Fire Marshals Office	\$ 17,328
Fire Station #2 Replacement (Land Acquisition)	\$ 1,800,000
Fire Station Lighting Upgrade	\$ 82,400
Fire Safety Education Safety Town Village	\$ 23,501
<b>Fire Total</b>	<b>\$ 6,179,749</b>

	Request
<b>Police</b>	
Tactical Vest and Helmet Replacement Program (Partially Unfunded)	\$ 40,000
Motorcycle Replacement Program	\$ 119,000
Bicycle Patrol Replacement	\$ 10,000
<b>Police Total</b>	<b>\$ 169,000</b>
<b>Recreation, Parks, Historic and Cultural Affairs</b>	
Recreation and Parks Maintenance Program (Partially Unfunded)	\$ 310,000
System Wide Park Improvements (Beautification)	\$ 100,000
Trail Repairs	\$ 150,000
Athletic Field Improvements - Light Pole Replacement	\$ 52,600
Small Equipment Replacement Program	\$ 53,045
Historic House Properties Maintenance	\$ 135,000
Playground Replacements	\$ 200,000
Large Equipment Replacement Program	\$ 125,000
Asphalt: Parking Lot, Driveway and Access Road Replacement Plan	\$ 70,000
Operational and Energy Efficiency - Athletic Field Light Upgrades	\$ 78,000
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 1,273,645</b>
<b>Transportation</b>	
Citywide Road Resurfacing and Reconstruction Program (Partially Unfunded)	\$ 2,600,000
Asphalt Compaction Roller	\$ 65,000
Traffic Signal Pole Replacement Program	\$ 50,000
<b>Transportation Total</b>	<b>\$ 2,715,000</b>
<b>Maintenance Capital Request Total</b>	<b>\$ 6,447,475</b>

## Unfunded One Time Capital (continued)

	Request
<b>Police</b>	
Additional Automated License Plate Recognition Device	\$ 50,500
3D Scanner for Investigations	\$ 70,000
K-9 Training Area	\$ 25,000
New 911 Emergency Communications Center (Construction)	\$ 5,250,000
<b>Police Total</b>	<b>\$ 5,395,500</b>
<b>Recreation, Parks, Historic and Cultural Affairs</b>	
Add (1) Natural Resource and Trails Maintenance Crew Supervisor at 100% Funding including F550 and Work Utility Vehicle (Operating and One Time Capital)	\$ 87,000
Recreation Center Security Cameras	\$ 40,000
Park Security Camera Program (Pedestrian and Parking Areas)	\$ 40,000
Groeway Community Master Plan Implementation	\$ 50,000
ADA Compliance of City Facilities	\$ 50,000
Physical Activity Center Dance Floor Replacement	\$ 30,000
Equipment Wash Stations	\$ 135,000
Replacement of Gym Floor at the Physical Activity Center	\$ 30,000
Tennis Court Rebuild of Roswell Area Park 11 & 12	\$ 70,000
Fiber Connectivity for Historic Home Properties	\$ 45,000
Fiber Connectivity	\$ 50,000
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$ 627,000</b>
<b>Transportation</b>	
King Road Turn Lane Improvement	\$ 100,000
Sidewalk Connectivity Program	\$ 1,000,000
Speed Management and Pedestrian Safety Program	\$ 35,000
Pole Truck & Trailer	\$ 100,000
Pine Grove Road Corridor	\$ 300,000
Norcross Street Bridge Replacement	\$ 400,000
Crabapple Road at Hembree Road Intersection	\$ 300,000
Connected Vehicles Initiative	\$ 51,500
Grapple Bucket	\$ 6,000
Kent Rd Road Construction	\$ 1,800,000
<b>Transportation Total</b>	<b>\$ 4,092,500</b>
<b>One Time Capital Request Total</b>	<b>\$ 16,580,155</b>



# Administration Department

Providing result-oriented communication, service, and innovation to our customers.



## Who we are

The Administration Department is made up of many different offices and divisions. Each unique, but all working together to provide service to our internal and external customers. The divisions of Administration are: Building Operations, City Administrator's Office, City Clerk, Community Relations, Court Services, Geographic Information Systems (GIS), Governing Body, Grants, Human Resources, Information Technology, Legal, Municipal Judge, Special Events and Security.

## Opportunities

The Community Relations Division in the Administration Department will expand public outreach to our community, increasing our one-on-one communication with residents.

The Court Services Division will create more virtual opportunities for case management/ closure within the court system in light of the recent pandemic.

The Human Resources Division will enhance HRIS system to more efficiently process employee transactions (e.g. payroll) and to improve ability to efficiently track performance measurements.

## Challenges

The Building Operations Division in the Administration Department continues to face challenges associated with maintaining systems and equipment in aging buildings.

The Court Services Division faces challenges keeping staff and citizens safe while managing the backlog of outstanding cases created as a result of the pandemic.

The Community Relations Division faces challenges with funding for human resources which will enable us to expand our public outreach efforts.

## What we have Accomplished

- The City Clerk Division in the Administration Department implemented a Campaign Finance Reporting Software which has been very successful.
  - This program ensures an accurate record of all filings.
  - The reports are transmitted in real time to the Georgia Government Transparency and Campaign Finance Commission (formally known as Ethics Office) automatically.
- The City Clerk Division has continued the Online Open Records software program which has been extremely successful.
  - Due to educating requestors on how user friendly the program is to submit online, we are almost at 100% of all requests being submitted online.
- The GIS Division presented our GIS success story at the 2020 Esri International User Meeting, created a 3D model of Roswell's Historic District, and completed the 3-Year Strategic GIS Implementation Plan.

- The Legal Division continues to defend the City in litigation protecting neighborhoods from cell towers, maintaining the City's part-time fire department and collection of taxes and negotiate real estate matters for Transportation projects, parks and public works.

## What we expect to Accomplish

- The Community Relations Division in the Administration Department will establish a TSPLOST public education campaign.
- The Human Resources Division in the Administration Department looks forward to the implementation of the approved employee classifications, job descriptions, and pay grades from Classification & Compensation Study.



## Administration and Citywide Expenditures by Type

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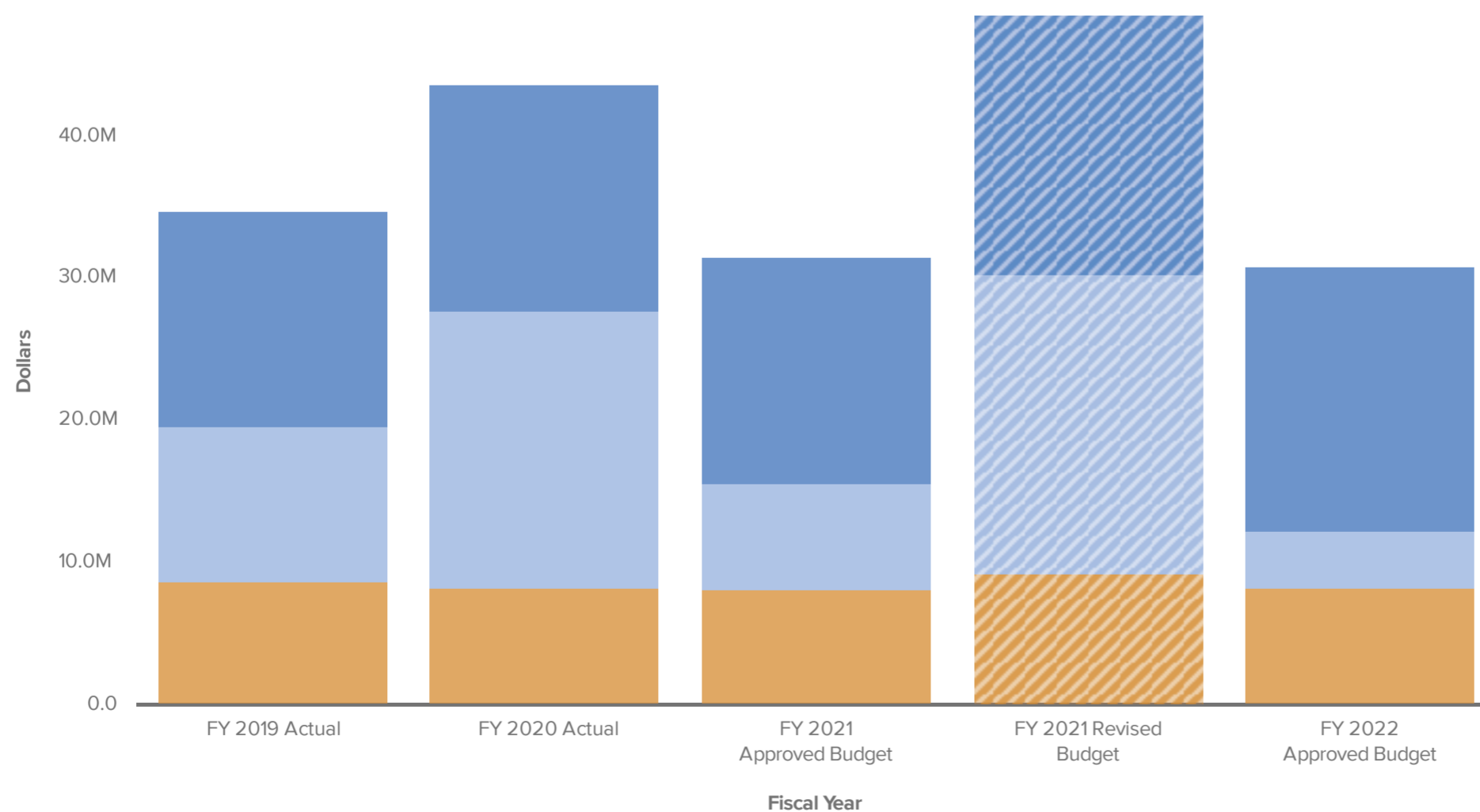
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Expenses Departments ...

Visualization



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- Salaries and Benefits
- Transfers, Capital, Other
- Operating



# Administration Department

General Fund

## Administration Department in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - Administration

<b>FY 2021 Approved Budget</b>	<b>\$ 11,525,078</b>
Budgeted Vacancy Savings Adjustment	\$ 782
Defined Benefit Retirement Adjustment	\$ 78,617
Defined Contribution Retirement Adjustment	\$ 46,425
Department Adjustments	\$ (13,629)
Fleet Rate and Lease Adjustment	\$ 47,914
Group Health Adjustment	\$ 12,988
Recurring amounts related to Mid Year Budget Amendment	\$ 30,000
Risk/Liability Adjustment	\$ 30,958
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 463,887
IT Equipment Lease Adjustment	\$ 272,044
Utilities, Gasoline, and Oil Adjustment	\$ 12,168
Worker's Comp Contribution Adjustment	\$ 174
<b>FY 2022 Base Budget</b>	<b>\$ 12,507,406</b>
Fiber Speed Upgrade (Monthly Service)	\$ 96,715
Add Operating Cost for Economic Development Director Position	\$ 14,300
<b>Operating Request Total</b>	<b>\$ 111,015</b>
<b>FY 2022 Operating Total</b>	<b>\$ 12,618,421</b>
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Funded)	\$ 195,000
<b>Maintenance Capital Request Total</b>	<b>\$ 195,000</b>
<b>FY 2022 Capital Total</b>	<b>\$ 195,000</b>
<b>FY 2022 Total Budget</b>	<b>\$ 12,813,421</b>



## Unfunded Requests

### Operating

Add Community Engagement Program with (1) Full-Time and (1) Part-Time Position at 75% Funding	\$	108,401
GIS Year 4 Implementation	\$	90,200
Special Events Funding	\$	40,000
Add Service at main Roswell Library for Candid.org formerly the Foundation Directory Online (Grant Research Database)	\$	1,500
Add (1) Full-Time Grant Specialist at 100% funding	\$	44,417
Special Event: Drive in Movie	\$	18,400
Add (1) Full-Time Office of Innovation Position at 100% Funding	\$	172,106
Street View and Measurement	\$	19,750
<b>Operating Total</b>	<b>\$</b>	<b>494,774</b>

### Maintenance Capital

Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Unfunded)	\$	2,077,806
IT Equipment Replacement Program	\$	25,000
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>2,102,806</b>
<b>Unfunded Request Total</b>	<b>\$</b>	<b>2,597,580</b>

## Administration Department General Fund Expenditures by Type

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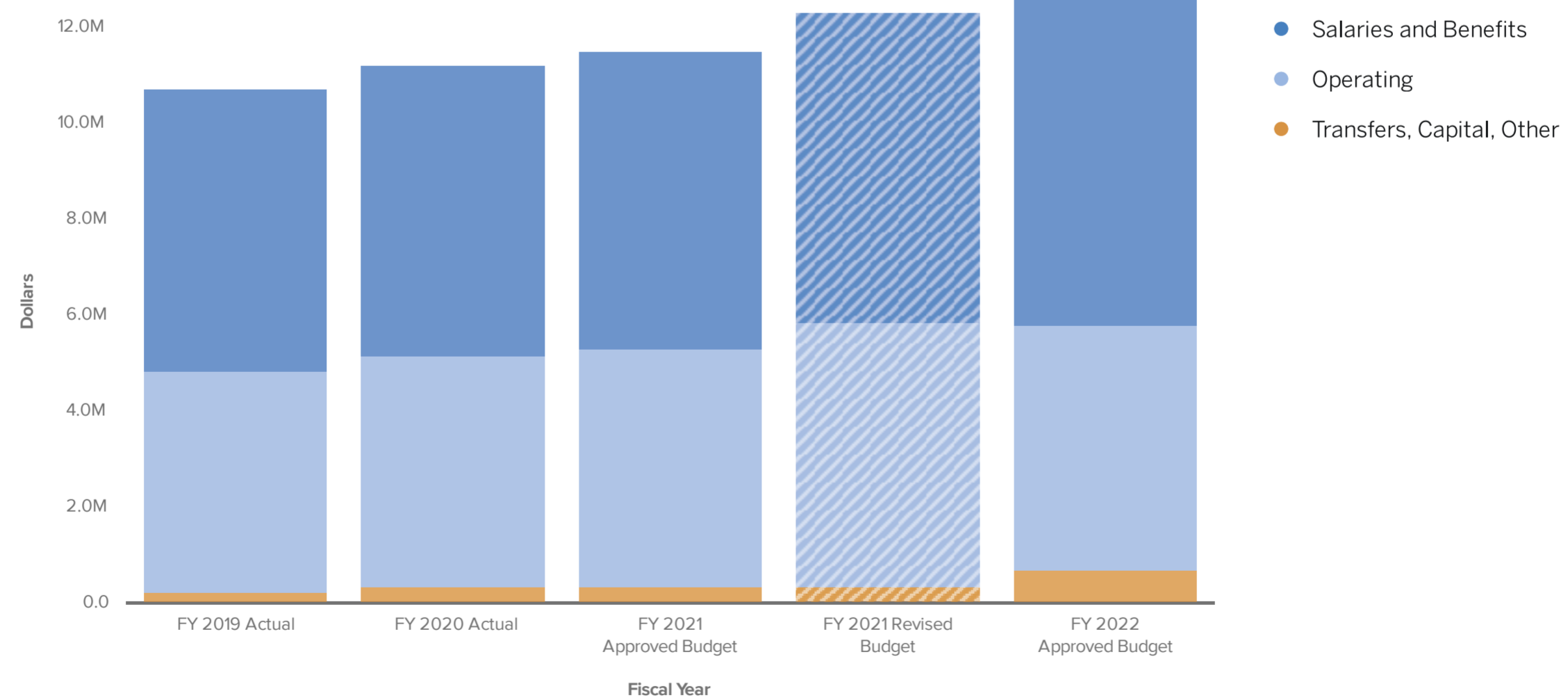
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**Expenses** General Fund Administration Department



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# Administration Department General Fund Expenditures by Line Item

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**Expenses** General Fund Administration Department

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 5,871,359	\$ 6,064,427	\$ 6,208,261	\$ 6,476,365	\$ 6,811,134
▶ Operating	4,635,009	4,801,130	4,973,073	5,518,655	5,109,830
▶ Transfers, Capital, Other	223,206	350,599	343,744	343,744	697,457
<b>Total</b>	<b>\$ 10,729,575</b>	<b>\$ 11,216,156</b>	<b>\$ 11,525,078</b>	<b>\$ 12,338,763</b>	<b>\$ 12,618,421</b>



# Administration Department General Fund Expenditures by Cost Centers

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Administration Department General Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Information Technology	\$ 3,085,121	\$ 3,369,510	\$ 3,357,993	\$ 3,685,687	\$ 3,817,811
Building Operations	1,423,466	1,459,442	1,602,167	1,635,743	1,695,904
Court Services	1,000,902	1,090,162	1,200,867	1,196,417	1,246,735
City Administrator	609,903	768,963	818,565	858,148	838,366
Human Resources	718,582	725,218	746,447	787,579	801,032
Community Relations	699,605	697,507	752,241	760,568	813,384
Legal	778,619	636,694	680,794	900,548	723,192
General Administration	527,749	505,188	502,207	510,415	586,041
Governing Body	563,182	421,380	513,123	452,683	533,609
City Clerk	241,966	474,337	427,718	475,827	452,430
GIS	477,169	502,531	268,334	311,353	281,683
Security	280,256	283,991	295,911	333,349	321,762
Special Events	192,443	178,139	208,052	210,188	218,577
Municipal Judge	130,612	103,093	150,659	150,259	150,749
Economic Development	0	0	0	70,000	137,146
<b>Total</b>	<b>\$ 10,729,575</b>	<b>\$ 11,216,156</b>	<b>\$ 11,525,078</b>	<b>\$ 12,338,763</b>	<b>\$ 12,618,421</b>

# Administration Department General Fund Expenditures by Cost Centers

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Administration Department



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For FY 2021, there is one change to the Organizational Chart. Geographical Information Systems moved from Community Development to Administration. For comparative purposes, the history is shown with Administration Department.

# Administration Department

Hotel/Motel Fund

## Who we are

The Hotel/Motel Fund is a special revenue fund used to account for the proceeds from the lodging tax on hotel and motel rooms. Expenditures are legally restricted for the promotion of tourism and development of trails as stated under State law. In FY 2019, the tax rate was 6% and the percentage restrictions on spending were 16.67% of revenues restricted for trails, 43.33% of revenues are restricted for tourism and the remaining 40% of revenues unrestricted.

The City and State Legislature approved an increase in the tax to 8% starting in FY 2020. 18.75% restricted for Tourism Product Development, 43.75% restricted for tourism and 37.5% of revenues are unrestricted and can be used as the City deems appropriate.



# Hotel/Motel Fund

## Changes from FY 2021 to 2022

### FY 2022 - Fund 275 - Hotel / Motel Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>-</b>
FY 2022 Revenues	\$	840,000
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>974,950</b>
Transfer to General Fund	\$	300,000
One Time Costs Removed	\$	(968,750)
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>306,200</b>
Staff Payroll and Benefits (contingent upon Mayor and Council approval of updated contract)	\$	298,389
Co-op Marketing Fees and Advertising Support (contingent upon Mayor and Council approval of updated contract)	\$	17,025
Promotional and Marketing Support (contingent upon Mayor and Council approval of updated contract)	\$	18,292
Administrative Expenses (contingent upon Mayor and Council approval of updated contract)	\$	30,104
Hotel reporting (contingent upon Mayor and Council approval of updated contract)	\$	3,690
<b>Operating Request Total</b>	<b>\$</b>	<b>367,500</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>673,700</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>673,700</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>166,300</b>
<b>Unfunded Requests</b>		
<b>PartnerOrganization</b>		
Come Back Safely Campaign Marketing (Funding request to be considered upon presentation of marketing plan at future Mayor and Council meeting)	\$	50,000
Film Roswell Campaign Marketing (Funding request to be considered upon presentation of marketing plan at future Mayor and Council meeting)	\$	50,000
<b>PartnerOrganization Total</b>	<b>\$</b>	<b>100,000</b>
<b>Unfunded Request Total</b>	<b>\$</b>	<b>100,000</b>

# Hotel/Motel Fund Revenues by Line Item

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Revenues Hotel/Motel Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Business Taxes	\$ 1,097,111	\$ 1,006,915	\$ 1,300,000	\$ 1,300,000	\$ 840,000
<b>Total</b>	\$ 1,097,111	\$ 1,006,915	\$ 1,300,000	\$ 1,300,000	\$ 840,000

# Hotel/Motel Fund Expenditures by Type

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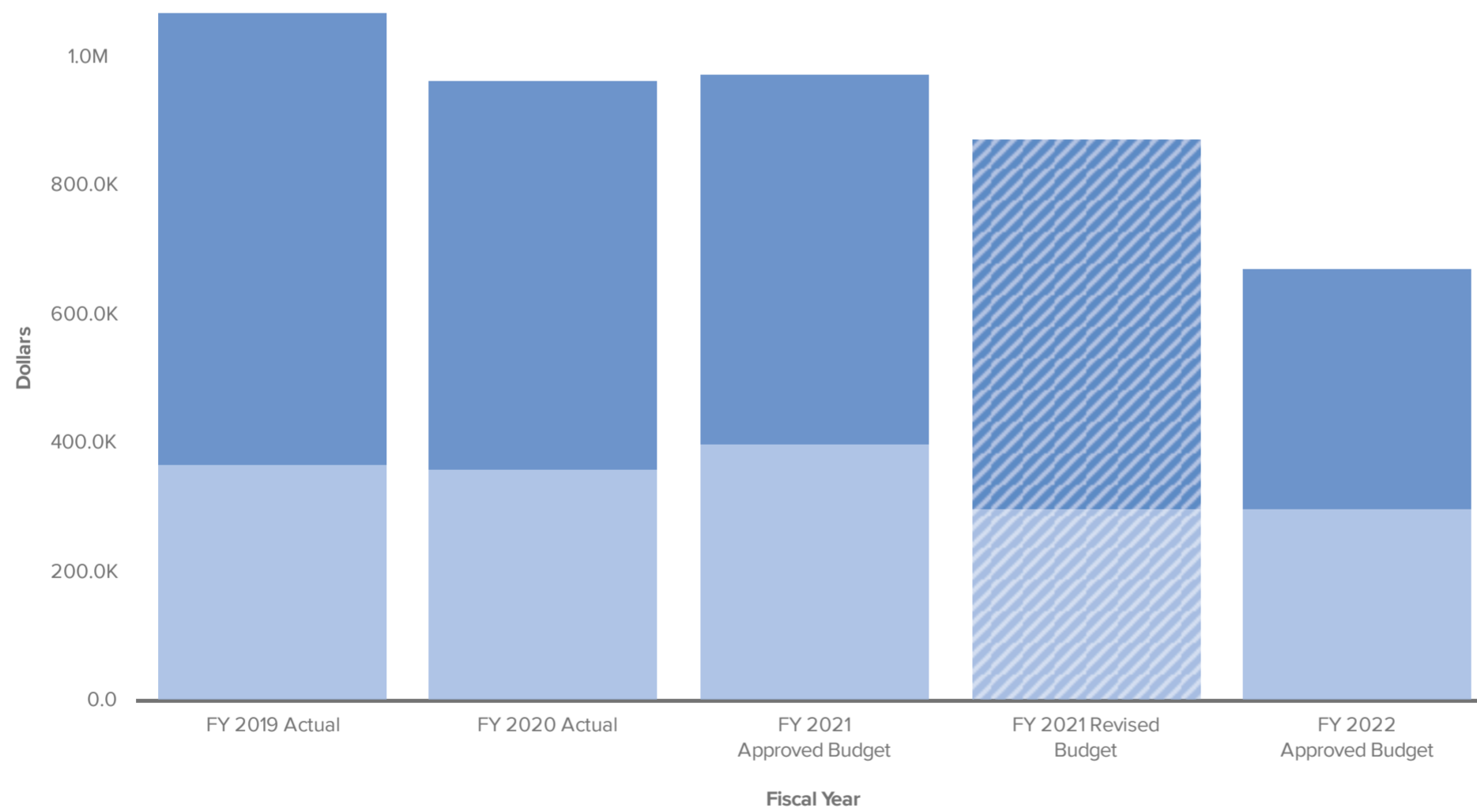
Expenses Hotel/Motel Fund



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- Operating
- Transfers, Capital, Other

## Visualization



# Hotel/Motel Fund Expenditures by Line Item

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Broken down by

**Expenses** ▾ Hotel/Motel Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Operating	\$ 701,459	\$ 605,051	\$ 574,950	\$ 574,950	\$ 373,700
▸ Transfers, Capital, Other	367,500	360,941	400,000	300,000	300,000
<b>Total</b>	<b>\$ 1,068,959</b>	<b>\$ 965,992</b>	<b>\$ 974,950</b>	<b>\$ 874,950</b>	<b>\$ 673,700</b>

# Hotel/Motel Fund Expenditures by Cost Centers

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Broken down by

**Departments** ▾ Hotel/Motel Fund ▾ Expenses

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2022 Approved Budget
▸ City-wide	\$ 695,536	\$ 600,000	\$ 568,750	\$ 367,500
▸ Administration Department	193,423	170,051	406,200	306,200
▸ Recreation, Parks, Historic & Cultural Affairs Department	180,000	195,941	0	0
<b>Total</b>	<b>\$ 1,068,959</b>	<b>\$ 965,992</b>	<b>\$ 974,950</b>	<b>\$ 673,700</b>



# Hotel/Motel Fund Expenditures by Cost Centers

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Departments

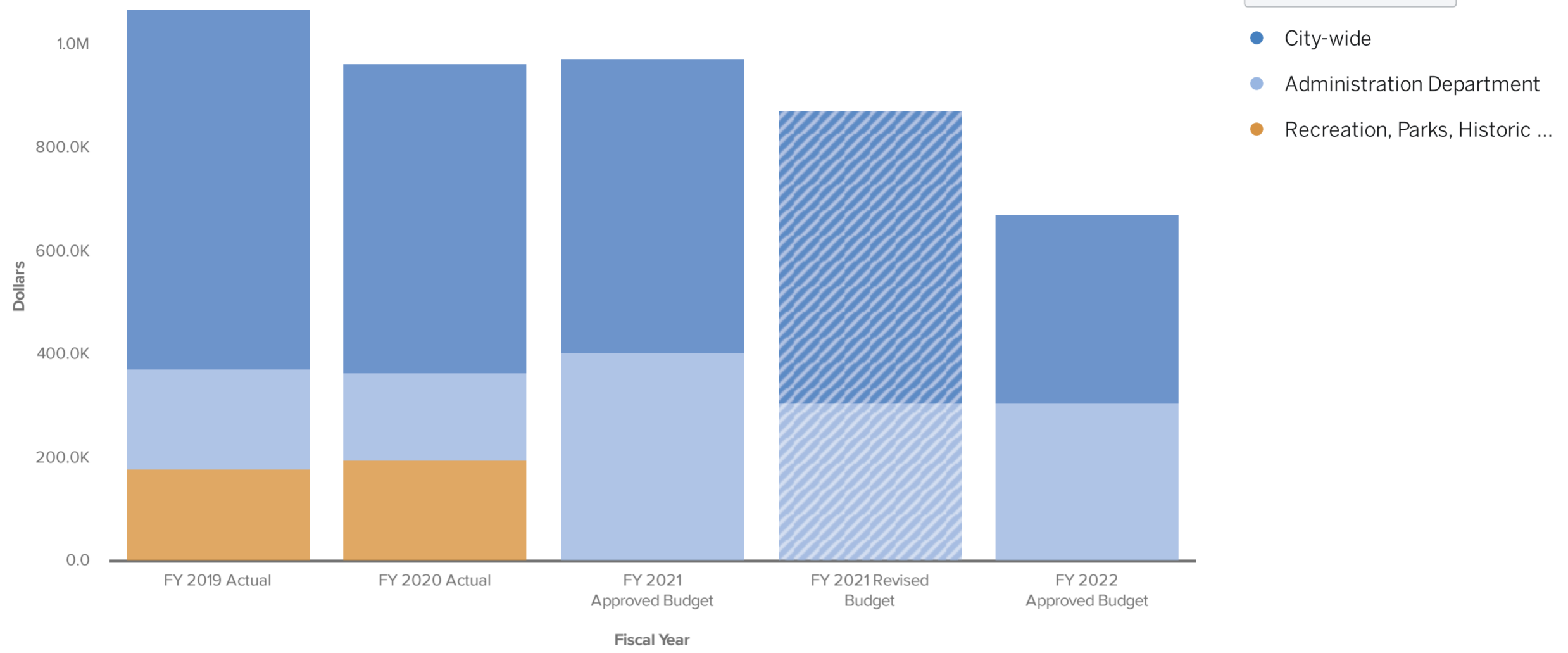
Hotel/Motel Fund

Expenses



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# Administration Department

Special Events Fund

## Special Events Fund Changes from FY 2021 to 2022

### **FY 2022 - Fund 291 - Special Events Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 122,159</b>
FY 2022 Revenues	\$ 150,500
<b>FY 2021 Approved Budget</b>	<b>\$ 158,500</b>
Department Adjustments	\$ (13,302)
<b>FY 2022 Base Budget</b>	<b>\$ 145,198</b>
<b>FY 2022 Operating Total</b>	<b>\$ 145,198</b>
<b>FY 2022 Total Budget</b>	<b>\$ 145,198</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 127,461</b>

### **Unfunded Requests**

#### Operating

Special Events Funding	\$ 40,000
Special Event: Drive in Movie	\$ 18,400
<b>Operating Total</b>	<b>\$ 58,400</b>
<b>Unfunded Request Total</b>	<b>\$ 58,400</b>



# Special Events Fund Revenues by Line Item

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Broken down by

Revenues ▾ Special Events Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Charges for Service	\$ 125,633	\$ 92,996	\$ 158,500	\$ 158,500	\$ 150,500
<b>Total</b>	\$ 125,633	\$ 92,996	\$ 158,500	\$ 158,500	\$ 150,500

# Special Event Fund Expenditures by Type

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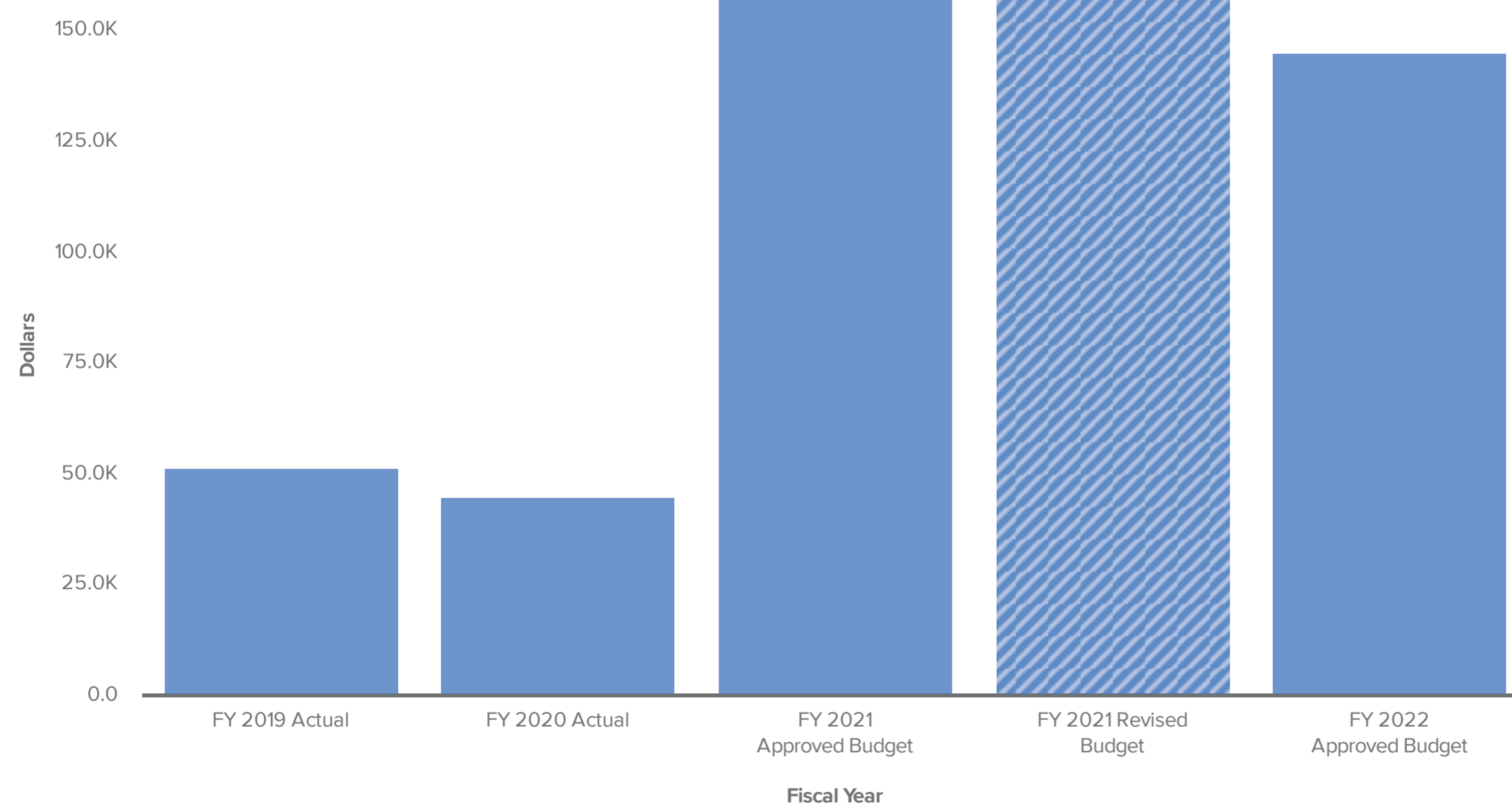
Expenses ▾ Special Events Fund



Sort Large to Small ▾

● Operating

## Visualization



# Special Events Fund Expenditures by Line Item

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Broken down by

Expenses ▾ Special Events Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 51,488	\$ 44,934	\$ 158,500	\$ 158,500	\$ 145,198
<b>Total</b>	\$ 51,488	\$ 44,934	\$ 158,500	\$ 158,500	\$ 145,198



# Administration Department

Auto Rental Excise Tax Fund



## Who we are

The Auto Rental Excise Tax Fund is a special revenue fund used to account for the proceeds of a three percent (3%) excise tax on the rental of motor vehicles as authorized by State law (OCGA §48-13-90).

Proceeds of the tax may be utilized to provide additional funding to promote industry, trade, commerce and tourism or for capital projects related to sports, conventions, recreational facilities or public safety facilities or for the maintenance of such facilities.

## Auto Rental Excise Tax Fund Changes from FY 2021 to 2022

### **FY 2022 - Fund 280 - Auto Rental Excise Tax Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 33,189</b>
FY 2022 Revenues	\$ 300,000
<b>FY 2021 Approved Budget</b>	<b>\$ 300,000</b>
Transfer to General Fund for Promotion of Industry, Trade, and Commerce	\$ 277,500
One Time Costs Removed	\$ (300,000)
<b>FY 2022 Base Budget</b>	<b>\$ 277,500</b>
<b>FY 2022 Total Budget</b>	<b>\$ 277,500</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 55,689</b>

# Auto Rental Excise Tax Fund Revenues by Line Item

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Broken down by

**Revenues** Auto Rental Excise Tax Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
► Business Taxes	\$ 295,575	\$ 262,614	\$ 250,000	\$ 250,000	\$ 300,000
<b>Total</b>	\$ 295,575	\$ 262,614	\$ 250,000	\$ 250,000	\$ 300,000

# Auto Rental Excise Tax Fund Expenditures by Type

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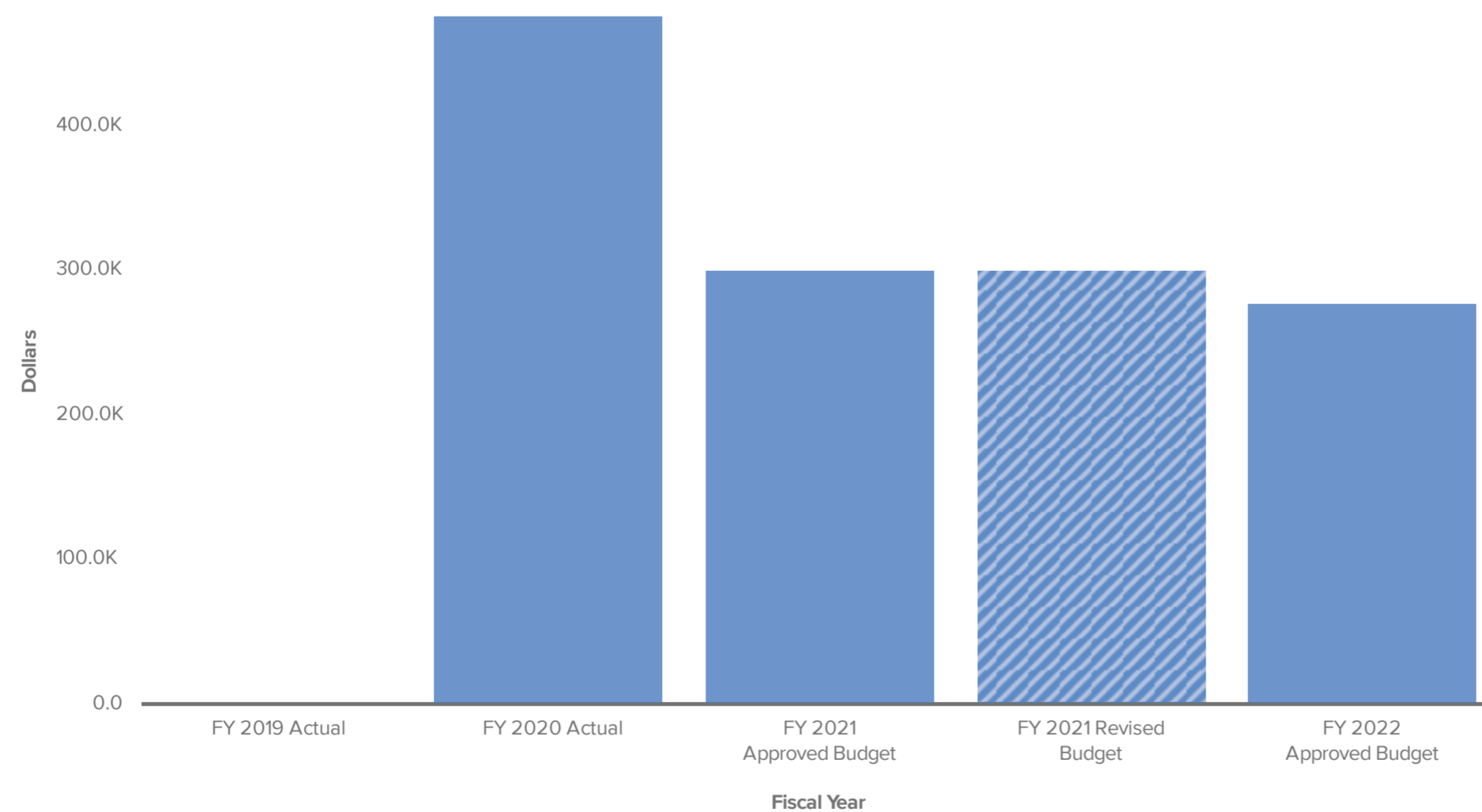
**Expenses** Auto Rental Excise Tax Fund



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● Transfers, Capital, Other

## Visualization



# Auto Rental Excise Tax Fund Expenditures by Line Item

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Broken down by

**Expenses** [Auto Rental Excise Tax Fund](#)

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ <b>Transfers, Capital, Other</b>	\$ 0	\$ 475,000	\$ 300,000	\$ 300,000	\$ 277,500
<b>Total</b>	\$ 0	\$ 475,000	\$ 300,000	\$ 300,000	\$ 277,500

# Administration Department

Citywide Expenditures - The "Citywide" designation is used to account for funding that is not specifically associated with any single department. Internal Service Funds, contingencies, unspecified grant match, and contribution to Capital are all accounted for in "Citywide Expenditures."

## Citywide in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - City-Wide

<b>FY 2021 Approved Budget</b>	<b>\$ 5,505,273</b>
Fleet Rate and Lease Adjustment	\$ (249,432)
Capital Removed	\$ (4,724,841)
One Time Costs Removed (Partner Organizations)	\$ (396,000)
GDOT GA400 Holcomb Bridge Interchange and Aesthetic Enhancement Features	\$ 179,286
<b>FY 2022 Base Budget</b>	<b>\$ 314,286</b>
Group Health Increase	\$ 600,690
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 643,431
<b>Operating Request Total</b>	<b>\$ 1,244,121</b>
<b>HRBP</b>	
Flowers/Plantings, Installation, Fertilization, and Maintenance of Existing Hanging Baskets, Planters, and Flower Bed in the Historic District (contingent upon Mayor and Council approval of updated contract)	\$ 29,000
Assistance from City Employees to Help Water Plants and Flowers at Heart of Roswell Park and Historic Roswell Square (contingent upon Mayor and Council approval of updated contract)	\$ -
<b>HRBP Total</b>	<b>\$ 29,000</b>
<b>Roswell Arts Fund</b>	
Operational Support (contingent upon Mayor and Council approval of updated contract)	\$ 50,000
<b>Roswell Arts Fund Total</b>	<b>\$ 50,000</b>
<b>Roswell Historical Society</b>	
Archivist Salary (contingent upon Mayor and Council approval of updated contract)	\$ 30,000
<b>Roswell Historical Society Total</b>	<b>\$ 30,000</b>
<b>Roswell Inc</b>	
Administration & Staffing (contingent upon Mayor and Council approval of updated contract)	\$ 210,000
Communications (contingent upon Mayor and Council approval of updated contract)	\$ 15,000
Economic Development (contingent upon Mayor and Council approval of updated contract)	\$ 27,000
Industry Support (contingent upon Mayor and Council approval of updated contract)	\$ 25,500
<b>Roswell Inc Total</b>	<b>\$ 277,500</b>



Partner Organization Request Total	\$	386,500
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>1,944,907</b>

<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>1,944,907</b>
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### Unfunded Requests

#### HRBP

Biweekly Weed Control for Historic District including East Alley and Right of Way Corner of Magnolia Boulevard and Atlanta Street.	\$	3,500
Purchase of Six planters and the Installation and Maintenance of Flowers	\$	5,862
Purchase of 10 Additional Holiday Banners	\$	750
Equipment Maintenance, Replacement	\$	500
Installation of flower bed on Elizabeth Way	\$	800

<b>HRBP Total</b>	<b>\$</b>	<b>11,412</b>
-------------------	-----------	---------------

#### Roswell Arts Fund

ArtAround Roswell	\$	58,000
Creative Placemaking in Roswell	\$	35,000
Arts Coalition	\$	25,000
Bike Rack Project	\$	30,000

<b>Roswell Arts Fund Total</b>	<b>\$</b>	<b>148,000</b>
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#### Roswell Historical Society

Cemetery Improvements	\$	50,000
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<b>Roswell Historical Society Total</b>	<b>\$</b>	<b>50,000</b>
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<b>Unfunded Request Total</b>	<b>\$</b>	<b>209,412</b>
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# Citywide in General Fund Expenditures by Type

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Broken down by

Expenses

General Fund

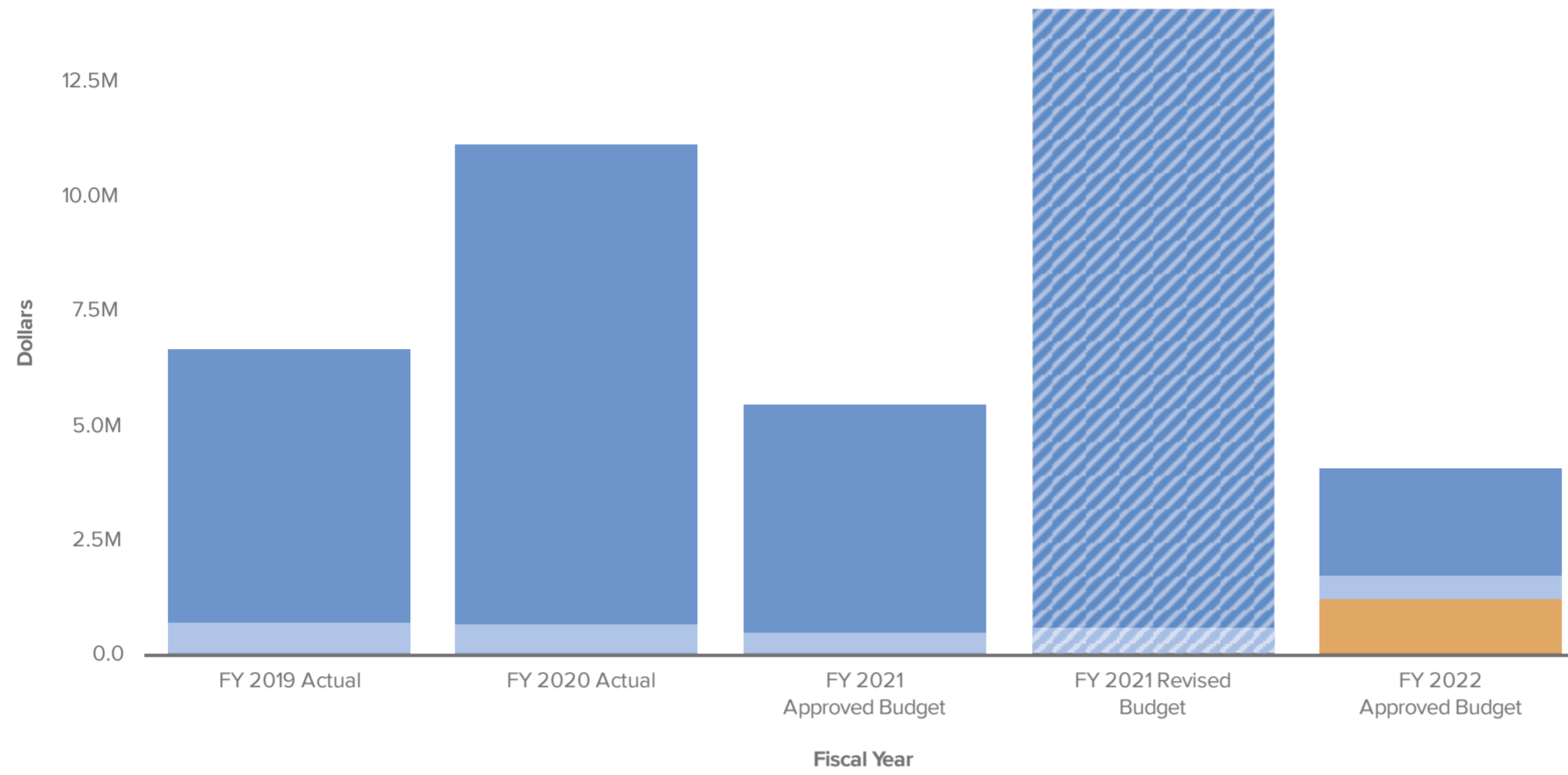
City-wide



Sort Large to Small ▾

- Transfers, Capital, Other
- Operating
- Salaries and Benefits

Visualization



# Citywide in General Fund Expenditures by Line Item

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Broken down by

**Expenses** General Fund City-wide

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 5,977,509	\$ 10,474,220	\$ 4,974,273	\$ 13,501,590	\$ 2,330,786
▶ Operating	742,336	712,569	531,000	610,195	521,500
▶ Salaries and Benefits	0	0	0	0	1,244,121
<b>Total</b>	<b>\$ 6,719,845</b>	<b>\$ 11,186,789</b>	<b>\$ 5,505,273</b>	<b>\$ 14,111,785</b>	<b>\$ 4,096,407</b>

# Citywide in General Fund Expenditures by Cost Centers

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Broken down by

**City-wide\*** General Fund Project ... Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Contingency and Transfers	\$ 6,069,845	\$ 10,475,558	\$ 4,974,273	\$ 13,540,535	\$ 3,574,907
Parking Lease and Maintenance	0	106,201	135,000	135,250	135,000
<b>Total</b>	<b>\$ 6,069,845</b>	<b>\$ 10,581,759</b>	<b>\$ 5,109,273</b>	<b>\$ 13,675,785</b>	<b>\$ 3,709,907</b>

# Partner Organization: Roswell INC

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Broken down by

**Expenses** Roswell INC (GF)

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 600,000	\$ 560,000	\$ 290,000	\$ 290,000	\$ 277,500
<b>Total</b>	\$ 600,000	\$ 560,000	\$ 290,000	\$ 290,000	\$ 277,500

# Partner Organization: Roswell Arts Fund

Note: the FY 2019 and 2020 Actual are displayed here for historical purposes. The actual expense was recorded in Recreation, Parks, Historic and Cultural Arts Fund in the Cultural Affairs Cost Center. ([Link for interactive version](#))

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Broken down by

**Expenses** Roswell Arts Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 290,000	\$ 270,000	\$ 50,000	\$ 90,000	\$ 50,000
<b>Total</b>	\$ 290,000	\$ 270,000	\$ 50,000	\$ 90,000	\$ 50,000

## Partner Organization: Roswell Arts Fund

Note: the FY 2019 and 2020 Actual are displayed here for historical purposes. The actual expense was recorded in Recreation, Parks, Historic and Cultural Arts Fund in the Cultural Affairs Cost Center. ([Link for interactive version](#))

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Broken down by

Expenses ▾ Roswell Arts Fund

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 290,000	\$ 270,000	\$ 50,000	\$ 90,000	\$ 50,000
<b>Total</b>	\$ 290,000	\$ 270,000	\$ 50,000	\$ 90,000	\$ 50,000

## Partner Organization: Roswell Historical Society

Note: the FY 2019 and 2020 Actual are displayed here for historical purposes. The actual expense was recorded in Recreation, Parks, Historic and Cultural Arts Fund in the Recreation Administration and Cemetery Care Cost Centers. ([Link for interactive version](#))

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Broken down by

Expenses ▾ Roswell Historical Society

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 57,037	\$ 32,585	\$ 30,600	\$ 188,443	\$ 30,000
<b>Total</b>	\$ 57,037	\$ 32,585	\$ 30,600	\$ 188,443	\$ 30,000

# Partner Organization: Historic Roswell Beautification Project

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Broken down by

**Expenses** ▾ Historic Roswell Beautification ...

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
► Operating	\$ 50,000	\$ 45,030	\$ 26,000	\$ 26,000	\$ 29,000
<b>Total</b>	\$ 50,000	\$ 45,030	\$ 26,000	\$ 26,000	\$ 29,000

# Citywide in General Fund Expenditures by Cost Centers

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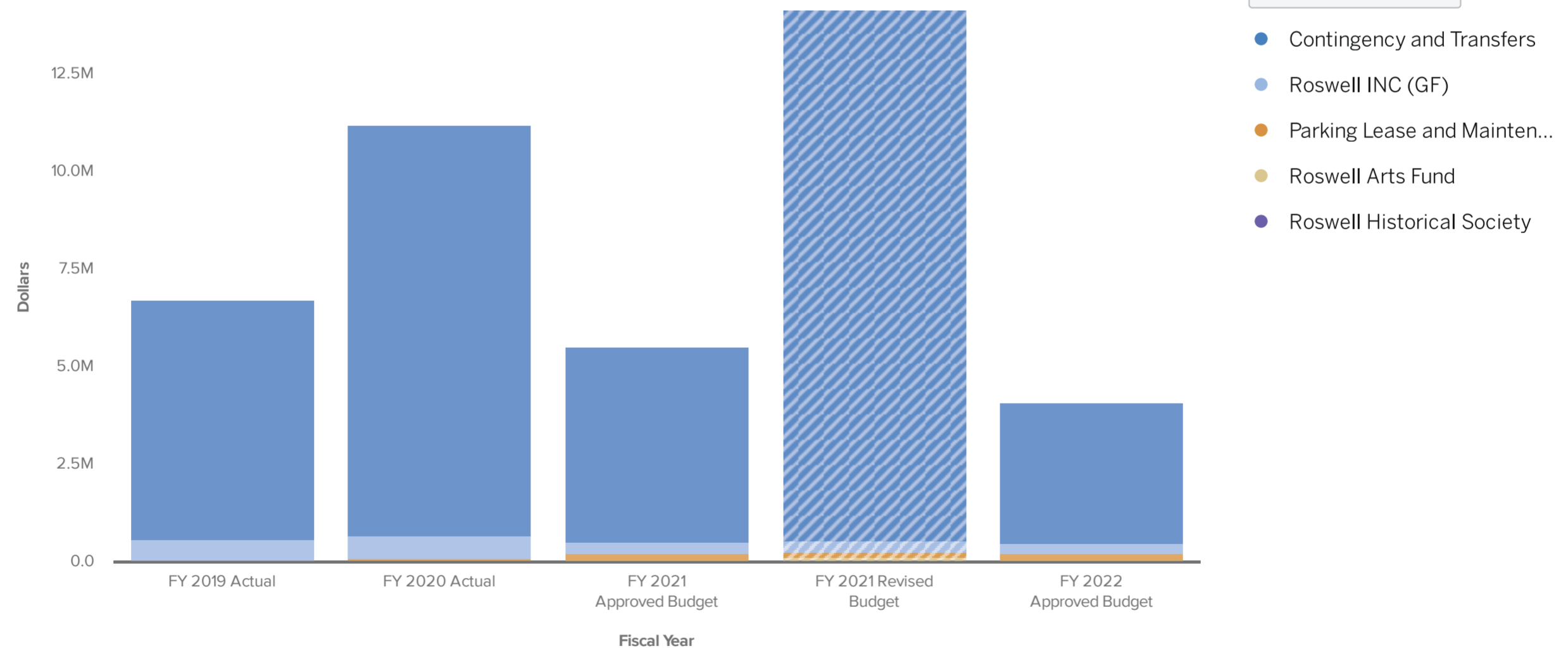
Broken down by

**City-wide** ▾ General Fund ▾ Expenses



Sort Large to Small ▾

## Visualization



# Citywide in General Fund Expenditures by Cost Centers

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Broken down by

**City-wide**

General Fund

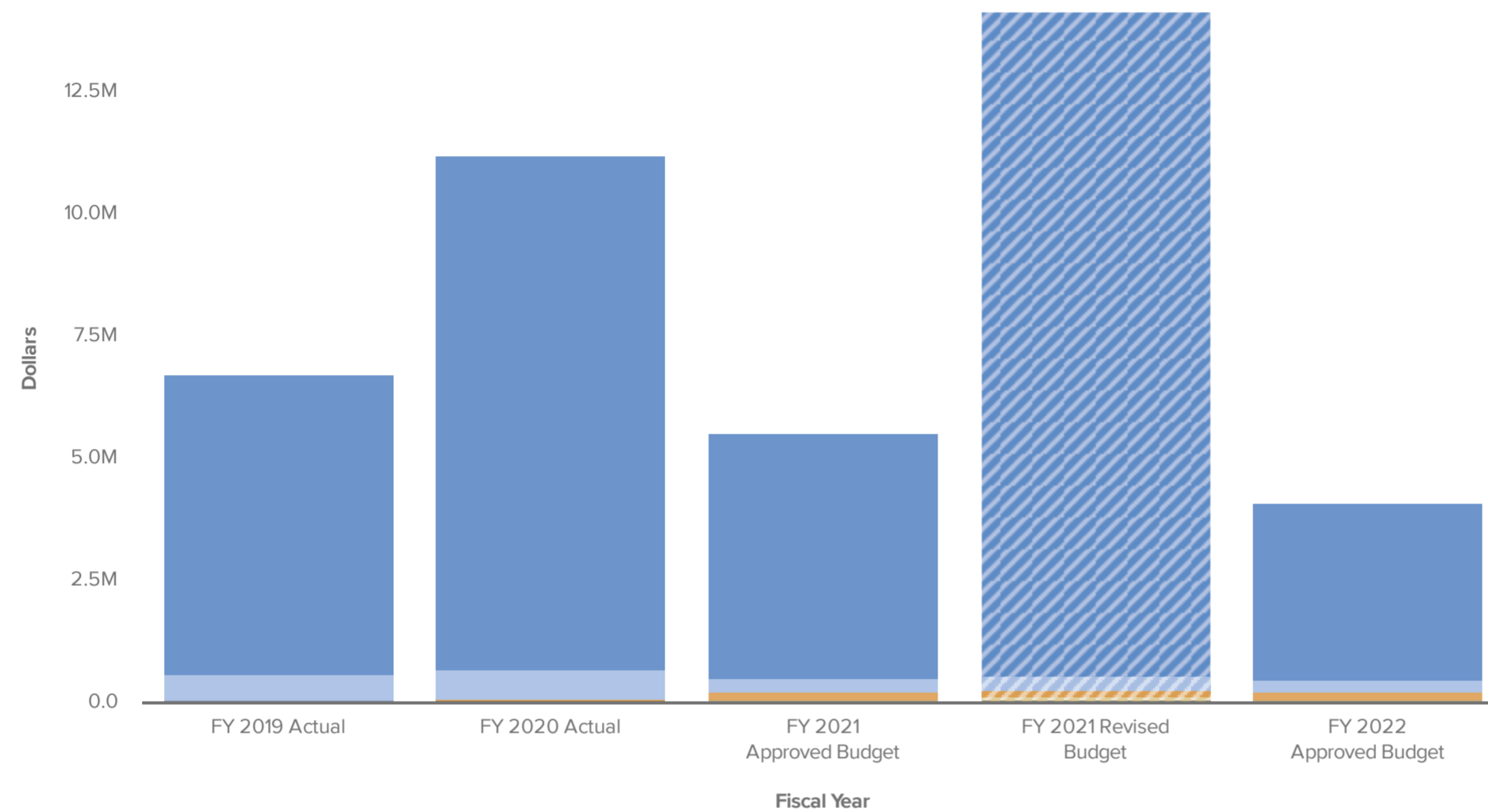
Expenses



Sort Large to Small ▾

- Contingency and Transfers
- Roswell INC (GF)
- Parking Lease and Mainten...
- Roswell Arts Fund
- Roswell Historical Society

Visualization



# Administration Department

## Group Benefits Fund

Internal Service Funds track the citywide costs for group benefits, risk and liability, and worker's compensation.

### What we have Accomplished

- Implemented new HealthEZ Utilization & Financial Dashboard to proactively monitor a wider range of employee health plan data metrics and cost trends.

### What we expect to Accomplish

- Addition of Rx Connection program and reference based pricing features to help control pharmaceutical and medical plan costs.

## Group Benefits Fund

### Changes from FY 2021 to 2022

#### FY 2022 - Fund 602 - Group Benefits Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 2,348,787</b>
FY 2022 Revenues	\$ 10,182,709
<b>FY 2021 Approved Budget</b>	<b>\$ 9,386,996</b>
Budgeted Vacancy Savings Adjustment	\$ (56)
Defined Benefit Retirement Adjustment	\$ 886
Defined Contribution Retirement Adjustment	\$ 497
Department Adjustments	\$ 790,433
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 6,085
<b>FY 2022 Base Budget</b>	<b>\$ 10,184,841</b>
Group Health Increase	\$ 1,484
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 1,380
<b>Operating Request Total</b>	<b>\$ 2,864</b>
<b>FY 2022 Operating Total</b>	<b>\$ 10,187,705</b>
<b>FY 2022 Total Budget</b>	<b>\$ 10,187,705</b>
FY 2022 Reserve by Policy	\$ 1,718,763
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 625,028</b>



# Group Benefits Fund Revenues by Line Item

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Broken down by

**Revenues** ▾ Group Health Insurance Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ <b>Employer Contribution</b>	\$ 8,058,299	\$ 8,292,349	\$ 8,143,866	\$ 8,143,866	\$ 8,990,873
▶ <b>Employee Contribution</b>	867,319	905,182	830,706	830,706	891,836
▶ <b>Miscellaneous Revenues</b>	714,099	271,337	275,000	1,775,000	275,000
▶ <b>Interest Income</b>	119,107	86,175	25,000	25,000	25,000
<b>Total</b>	\$ 9,758,823	\$ 9,555,043	\$ 9,274,572	\$ 10,774,572	\$ 10,182,709

# Group Benefits Fund Expenditures by Type

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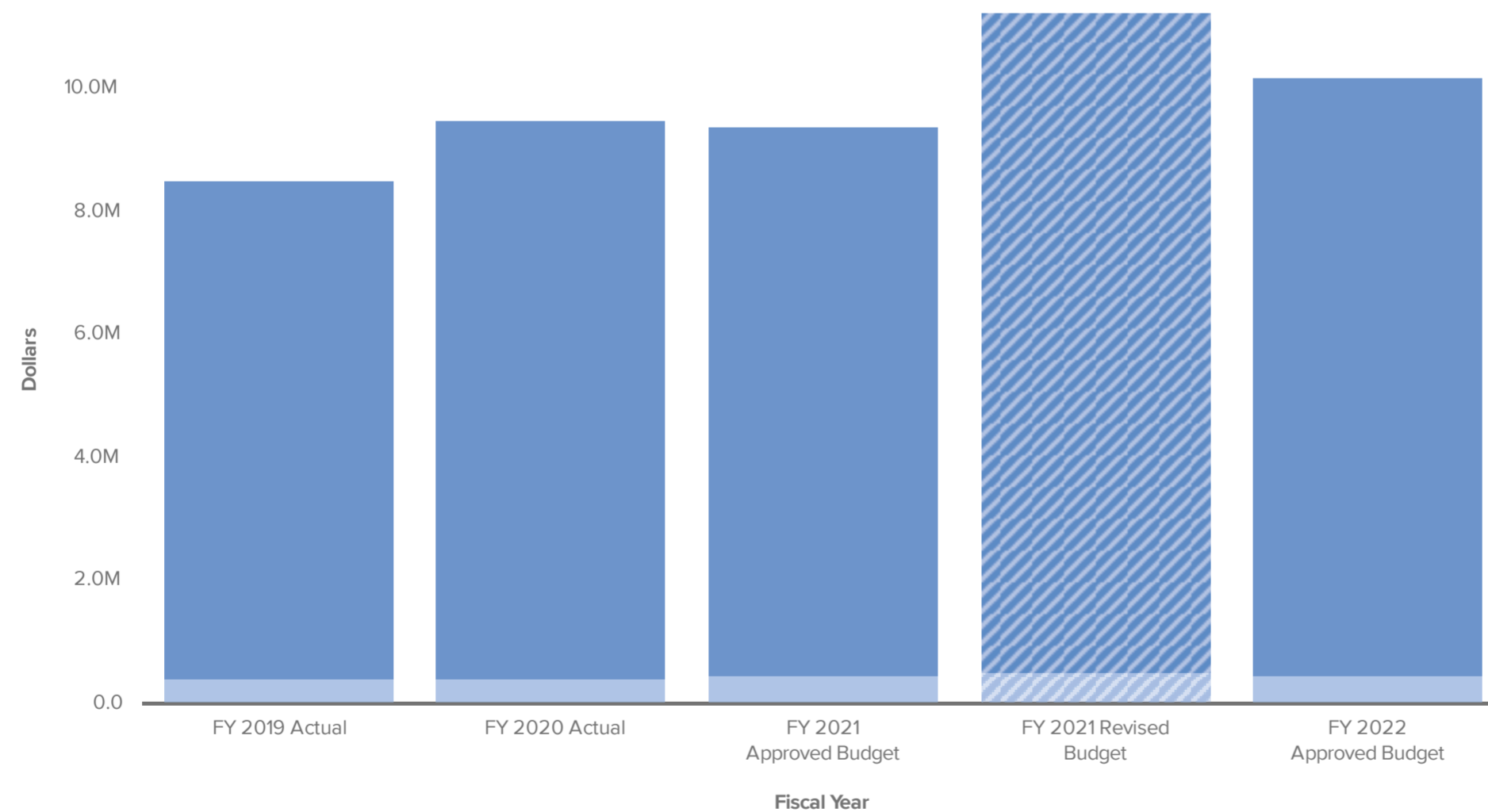
**Expenses** ▾ Group Health Insurance Fund



Sort **Large to Small** ▾

- Salaries and Benefits
- Operating

## Visualization



# Group Benefits Fund Expenditures by Line Item

Help ▾

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Broken down by

**Expenses** [▾ Group Health Insurance Fund](#)

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Salaries and Benefits	\$ 8,102,420	\$ 9,082,690	\$ 8,927,386	\$ 10,707,685	\$ 9,721,695
▸ Operating	410,235	425,111	459,610	515,979	466,010
<b>Total</b>	<b>\$ 8,512,655</b>	<b>\$ 9,507,801</b>	<b>\$ 9,386,996</b>	<b>\$ 11,223,664</b>	<b>\$ 10,187,705</b>

# Administration Department

## Worker's Compensation Fund

Internal Service Funds track the citywide costs for group benefits, risk and liability, and worker's compensation.

### What we have Accomplished

- Transitioned Employee Wellness Program administration to CORE Wellness Clinic, resulting in ongoing cost savings, improved employee experience, and more efficient program administration.

### What we expect to Accomplish

- Implementation of online Employee Wellness Portal for improved employee program interface and Wellness Program tracking.

## Worker's Compensation Fund Changes from FY 2021 to 2022

### FY 2022 - Fund 601 - Worker's Comp Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>72,372</b>
FY 2022 Revenues	\$	850,000
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>839,976</b>
Budgeted Vacancy Savings Adjustment	\$	(35)
Defined Contribution Retirement Adjustment	\$	463
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	3,770
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>844,174</b>
Group Health Increase	\$	1,237
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$	1,023
<b>Operating Request Total</b>	<b>\$</b>	<b>2,260</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>846,434</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>846,434</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>75,938</b>

# Worker's Compensation Fund Revenues by Line Item

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**Revenues** Workers' Compensation Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Miscellaneous Revenues	\$ 616,005	\$ 838,429	\$ 838,347	\$ 838,347	\$ 850,000
▶ Interest Income	26,733	16,001	2,470	2,470	0
<b>Total</b>	<b>\$ 642,737</b>	<b>\$ 854,430</b>	<b>\$ 840,817</b>	<b>\$ 840,817</b>	<b>\$ 850,000</b>

# Worker's Compensation Fund Expenditures by Type

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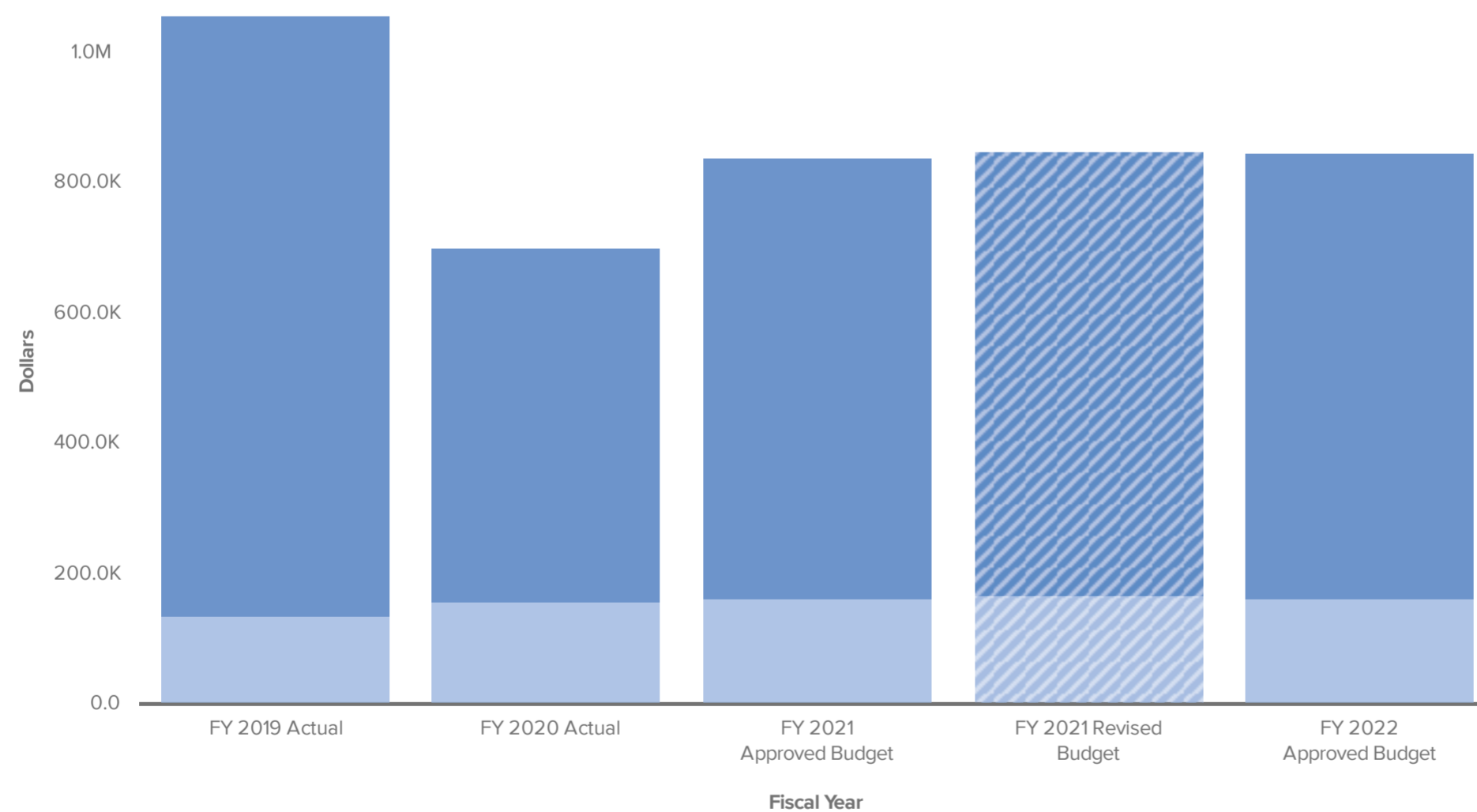
**Expenses** Workers' Compensation Fund



Sort Large to Small ▾

- Salaries and Benefits
- Operating

## Visualization



# Worker's Compensation Fund Expenditures by Line Item

Help ▾

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← Back

History ▾

Reset

Broken down by

**Expenses**

Workers' Compensation Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 920,137	\$ 543,863	\$ 677,216	\$ 681,052	\$ 683,674
▶ Operating	134,847	157,277	162,760	168,504	162,760
<b>Total</b>	<b>\$ 1,054,984</b>	<b>\$ 701,139</b>	<b>\$ 839,976</b>	<b>\$ 849,555</b>	<b>\$ 846,434</b>

# Administration Department

## Risk Management Fund

Internal Service Funds track the citywide costs for group benefits, risk and liability, and worker's compensation.

### What we have Accomplished

- Via subrogation and first party insurance claims, recovered \$139,855.44 for damaged city property.

### What we expect to Accomplish

- Working with the Fire Department to develop an accident review committee pilot program, that if successful, we hope to implement city-wide.

## Risk Management Fund

### Changes from FY 2021 to 2022

#### FY 2022 - Fund 603 - Risk / Liability Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 378,118</b>
FY 2022 Revenues	\$ 1,660,000
<b>FY 2021 Approved Budget</b>	<b>\$ 1,577,641</b>
Budgeted Vacancy Savings Adjustment	\$ (53)
Defined Benefit Retirement Adjustment	\$ (16,144)
Defined Contribution Retirement Adjustment	\$ 735
Department Adjustments	\$ 177,000
Risk/Liability Adjustment	\$ 40,000
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 5,730
<b>FY 2022 Base Budget</b>	<b>\$ 1,784,909</b>
Group Health Increase	\$ 1,237
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 1,537
<b>Operating Request Total</b>	<b>\$ 2,774</b>
<b>FY 2022 Operating Total</b>	<b>\$ 1,787,683</b>
<b>FY 2022 Total Budget</b>	<b>\$ 1,787,683</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 250,435</b>

# Risk Management Fund Revenues by Line Item

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Broken down by

**Revenues** Risk Management Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Charges for Service	\$ 1,111,999	\$ 1,305,386	\$ 1,305,387	\$ 1,305,387	\$ 1,660,000
▶ Interest Income	0	24,622	0	0	0
<b>Total</b>	\$ 1,111,999	\$ 1,330,009	\$ 1,305,387	\$ 1,305,387	\$ 1,660,000

# Risk Management Fund Expenditures by Line Item

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Broken down by

**Expenses** Risk Management Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 1,045,873	\$ 1,089,728	\$ 1,239,170	\$ 1,353,832	\$ 1,456,170
▶ Transfers, Capital, Other	182,209	290,916	213,291	213,291	213,291
▶ Salaries and Benefits	104,002	161,786	125,180	128,769	118,222
<b>Total</b>	\$ 1,332,083	\$ 1,542,429	\$ 1,577,641	\$ 1,695,892	\$ 1,787,683

# Risk Management Fund Expenditures by Type

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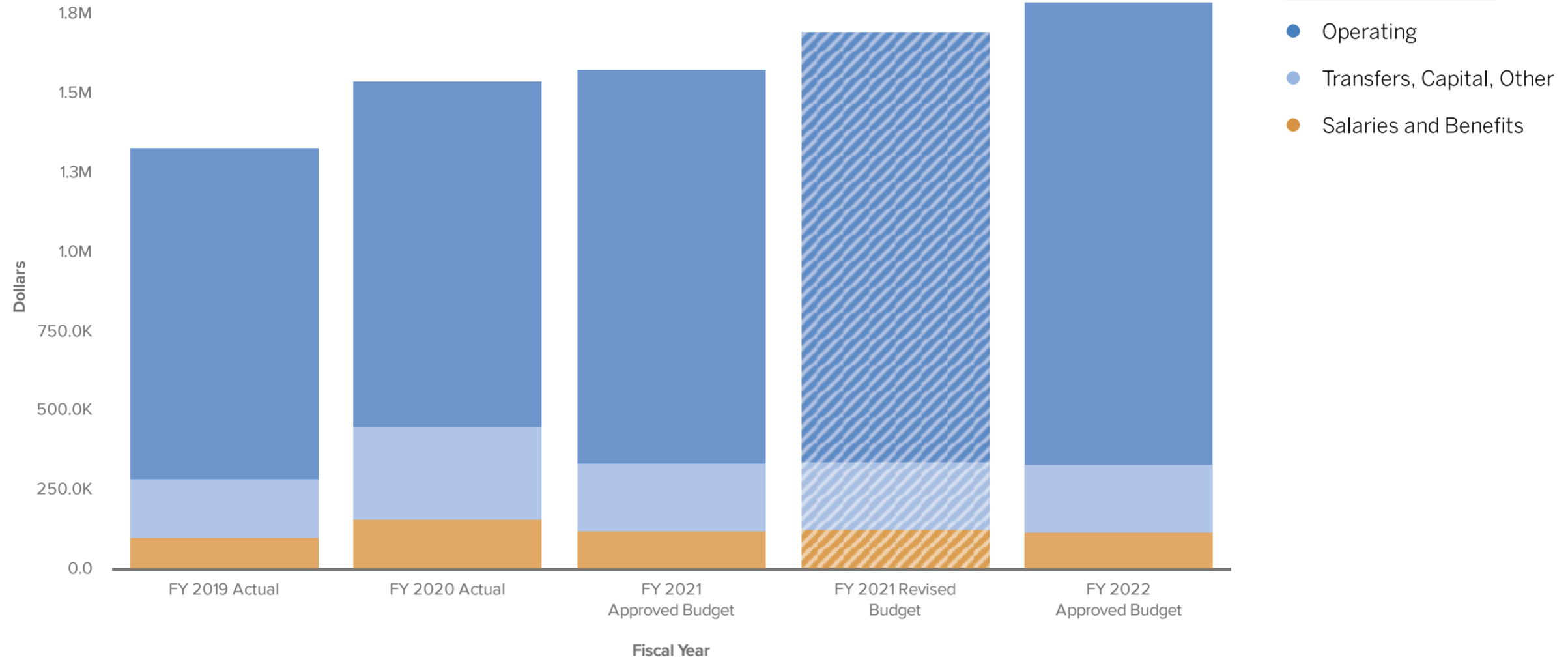
Broken down by

Expenses Risk Management Fund



Sort Large to Small ▾

Visualization





# Community Development Department

To preserve and protect the natural and built environments, promote a balanced economy in the City of Roswell by the use of best planning and development practices and the responsible enforcement of ordinances and regulations, and provide professional and efficient customer service.

## Who we are

Community Development consists of the Administration, Planning and Zoning, Building, Engineering, and Code Enforcement Divisions. The Community Development Department is responsible for current and long range planning, enforcing zoning and property maintenance regulations, issuing land disturbance, tree removal, and building permits, and overseeing the City's Opportunity Zone program. The Department acts as a liaison to the Planning Commission, Board of Zoning Appeals, Design Review Board, Historic Preservation Commission, and the Construction Board of Adjustments and Appeals. The Department also supports the missions of Roswell Inc. and the Downtown Development Authority.

## Opportunities

- To facilitate comprehensive planning efforts to implement the City's vision and plan for future growth and development.
- Evaluate and update development regulations that will result in desired development activities and a more effective and efficient permitting process without decreasing quality and accuracy.
- Examine innovative approaches to consistently meet "time to permit" goals.
- Offer education opportunities to residents, business owners, and the development community on how to obtain zoning approvals or permits.

## Challenges

- Maintaining adequate staffing solutions to handle the anticipated development activity and to meet or exceed "time to permit" goals.
- Balance the pressure to develop and the community acceptance of change as redevelopment and growth occurs, while managing expectations related to the Comprehensive Plan and requirements of the Unified Development Code.
- Offering education on changing City code requirements and process for zoning approvals or permit issuance to a diverse group of stakeholders.

## What we have Accomplished

- Implemented a department-wide digital application intake process via email.
- Completed initial Zoning application plan reviews in average of 6.5 calendar days, exceeding our goal of 10 business days.
- Completed initial Land Disturbance Permit application plan review in average of 7.3 calendar days, exceeding our goal of 10 business days.
- Completed Building Permit application plan reviews in average of 7.75 calendar days, exceeding our goal of 10 business days.
- Implemented a fully digital Building Permit application intake, plan review, approval, and permit issuance process.
- Instituted combined Land Disturbance and Building Permit applications for limited scope construction projects.

- Adopted update to the Stormwater Ordinance to ensure compliance with the Metropolitan North Georgia Water Planning District model ordinance.
- Adopted update to the Stream Buffer Protection Ordinance to ensure compliance with the Metropolitan North Georgia Water Planning District model ordinance.
- Adopted update to City Standard Construction Specifications, Sections 4 and 7.
- Initiated 2040 Comprehensive Plan development process.
- Initiated Urban Redevelopment Plan.
- Completed successful Opportunity Zone job tax program.
- Applied for new Opportunity Zone through Department of Community Affairs.
- Facilitated the Census 2020, by assisting and creating ways to encourage the community to be counted.
- Removed over 1,100 illegal signs from the City's right-of-way throughout the year.
- Completed over 1,500 Code Enforcement investigations, and assisted Business Registration with 320 delinquent business licenses.
- Assisted in the updates to the Hiperweb portal for citizen reports of code violations.

## What we expect to Accomplish

- Launch online permit application and inspection request portal.
- Implement fully digital Land Disturbance Permit application intake, plan review, approval, and inspection request process.
- Adoption of 2040 Comprehensive Plan.
- Initiate and complete updates to the Unified Development Code to ensure the code facilitates desired development patterns.
- Update City Code of Ordinances Chapter 5 – Building and Construction.
- Update City Code of Ordinances Chapter 8 – Health and Public Safety, Article 8.8 Nuisances.
- Complete Historic Resource Inventory Survey, Phase II.
- Update Historic District Map.
- Update Water Resource Map.
- Develop and facilitate Community Development “How to” education series.



# Community Development Expenditures by Type

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Broken down by

**Expenses**

Community Development Depa...



Visualization

5.0M

Dollars

4.0M  
3.0M  
2.0M  
1.0M  
0.0

FY 2019 Actual    FY 2020 Actual    FY 2021 Approved Budget    FY 2021 Revised Budget    FY 2022 Approved Budget

Fiscal Year

Sort Large to Small ▾

- Salaries and Benefits
- Operating
- Transfers, Capital, Other

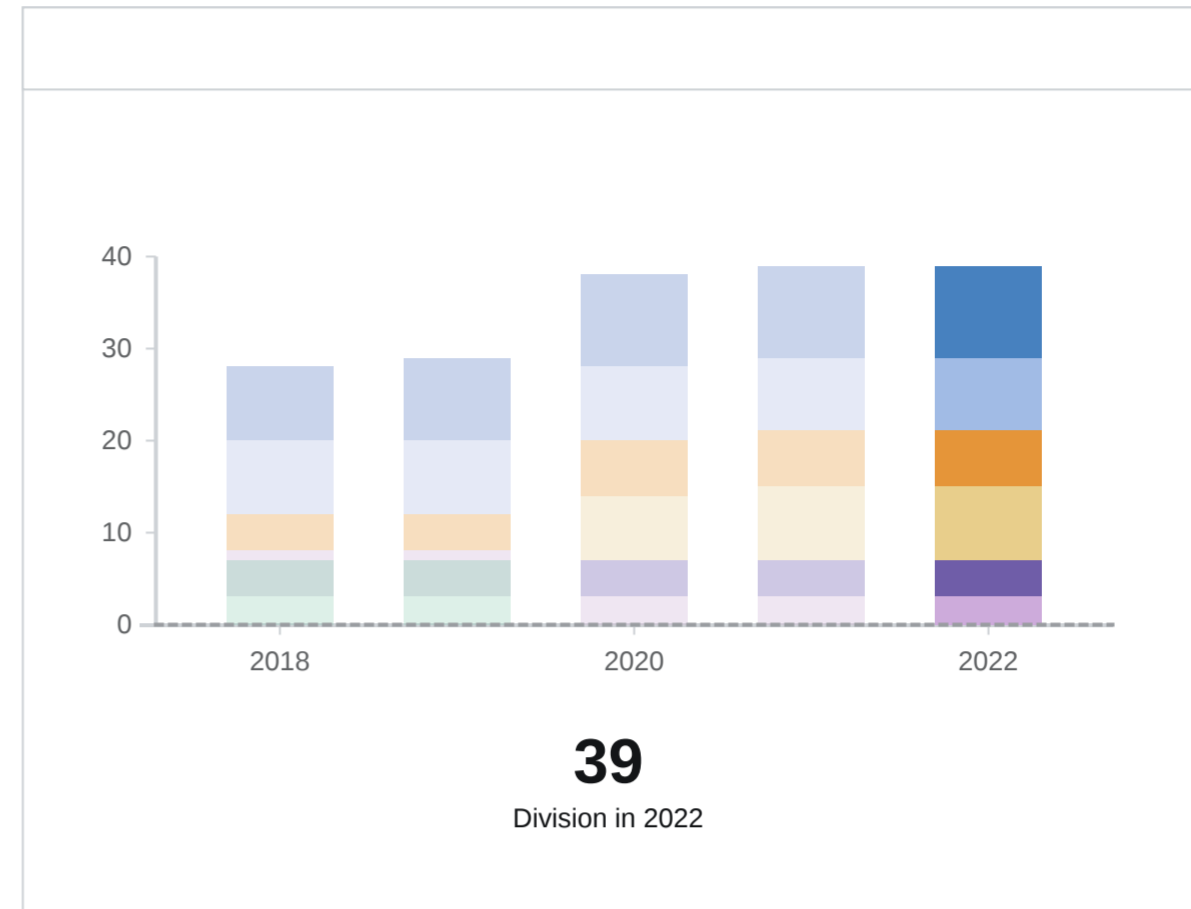


## Community Development Expenditures by Fund

Category	2022
General Fund	\$3,906,749.00
Capital Project Fund	\$340,000.00

Here is a summary of the Community Development Department in table form, illustrating direct costs and indirect costs. Click on the table to explore greater detail.

## Community Development Personnel History



### Personnel Changes

FY 2018: Add (1) full-time Planner I position

FY 2019: Add (1) full-time Land Development Inspector

FY 2020: Add (12) full-Time positions: (1) Arborist, (1) Administrative Specialist, (1) Building Official, (1) Building Plan Reviewer, (1) Land Development Inspector II, (1) Land Development Inspector III, (2) Permit Technicians, (1) Code Enforcement Supervisor, (3) Code Enforcement Officers to transition Building and Code Enforcement Services from Contracted to City Positions. Relocated Business Registration Division from Community Development to the Finance Department and GIS Division to the Administration Department during FY 2020.

FY 2021: Add (1) full-time Building Plans Reviewer position





# Community Development Department

General Fund

## Community Development Department in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - Community Development

<b>FY 2021 Approved Budget</b>	<b>\$ 3,537,703</b>
Budgeted Vacancy Savings Adjustment	\$ (7,188)
Defined Benefit Retirement Adjustment	\$ (2,897)
Defined Contribution Retirement Adjustment	\$ 45,121
Fleet Rate and Lease Adjustment	\$ (3,321)
Group Health Adjustment	\$ 12,989
Recurring amounts related to Mid Year Budget Amendment	\$ 3,745
Risk/Liability Adjustment	\$ 3,227
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 306,551
Utilities, Gasoline, and Oil Adjustment	\$ 2,719
Worker's Comp Contribution Adjustment	\$ 11
<b>FY 2022 Base Budget</b>	<b>\$ 3,898,660</b>
Add (1) New Leased Vehicle for Engineering Division	\$ 8,089
<b>Operating Request Total</b>	<b>\$ 8,089</b>
<b>FY 2022 Operating Total</b>	<b>\$ 3,906,749</b>
Procure Elevations Certificates	\$ 40,000
Formal Recodification of Unified Development Code	\$ 300,000
<b>One Time Capital Request Total</b>	<b>\$ 340,000</b>
<b>FY 2022 Capital Total</b>	<b>\$ 340,000</b>
<b>FY 2022 Total Budget</b>	<b>\$ 4,246,749</b>

### Unfunded Requests

#### Operating

Add (1) Full-Time Code Enforcement Officer Position at 100% Funding	\$ 97,612
<b>Operating Total</b>	<b>\$ 97,612</b>
<b>One Time Capital</b>	
Impact Fee Review and Update	\$ 100,000
Unified Development Code Design Guidelines	\$ 50,000
<b>One Time Capital Total</b>	<b>\$ 150,000</b>
<b>Unfunded Request Total</b>	<b>\$ 247,612</b>

# Community Development Department General Fund Expenditures by Type

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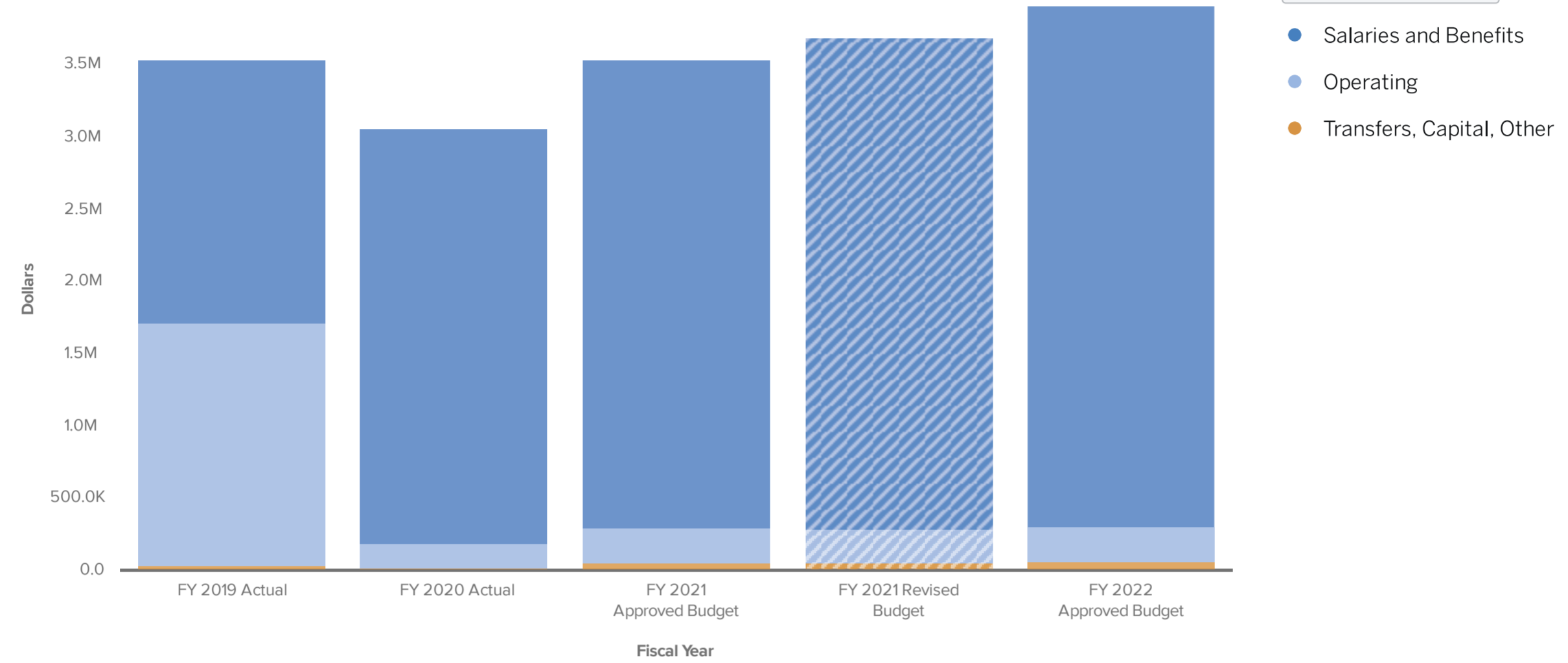
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Broken down by  
**Expenses** General Fund Community Development Depa...

Visualization

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# Community Development Department General Fund Expenditures by Line Item

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Broken down by

**Expenses** General Fund Community Development Depa...

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 1,825,276	\$ 2,874,289	\$ 3,244,375	\$ 3,408,995	\$ 3,597,526
▶ Operating	1,681,017	169,948	239,558	232,817	248,633
▶ Transfers, Capital, Other	32,360	21,669	53,770	53,770	60,590
<b>Total</b>	<b>\$ 3,538,653</b>	<b>\$ 3,065,906</b>	<b>\$ 3,537,703</b>	<b>\$ 3,695,582</b>	<b>\$ 3,906,749</b>

# Community Development Department General Fund Expenditures by Cost Center

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**Community Development Department** General Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Engineering	\$ 698,067	\$ 874,499	\$ 950,464	\$ 984,546	\$ 1,034,970
Planning and Zoning	642,514	686,328	702,175	724,416	750,355
Building Inspections	980,972	507,285	562,861	628,531	690,808
Community Development Admin	406,970	500,760	494,569	499,768	515,188
Code Enforcement	581,952	286,934	416,354	429,026	448,603
Com Dev Support Services	228,178	210,101	411,280	429,295	466,825
<b>Total</b>	<b>\$ 3,538,653</b>	<b>\$ 3,065,906</b>	<b>\$ 3,537,703</b>	<b>\$ 3,695,582</b>	<b>\$ 3,906,749</b>



# Community Development Department General Fund Expenditures by Cost Center

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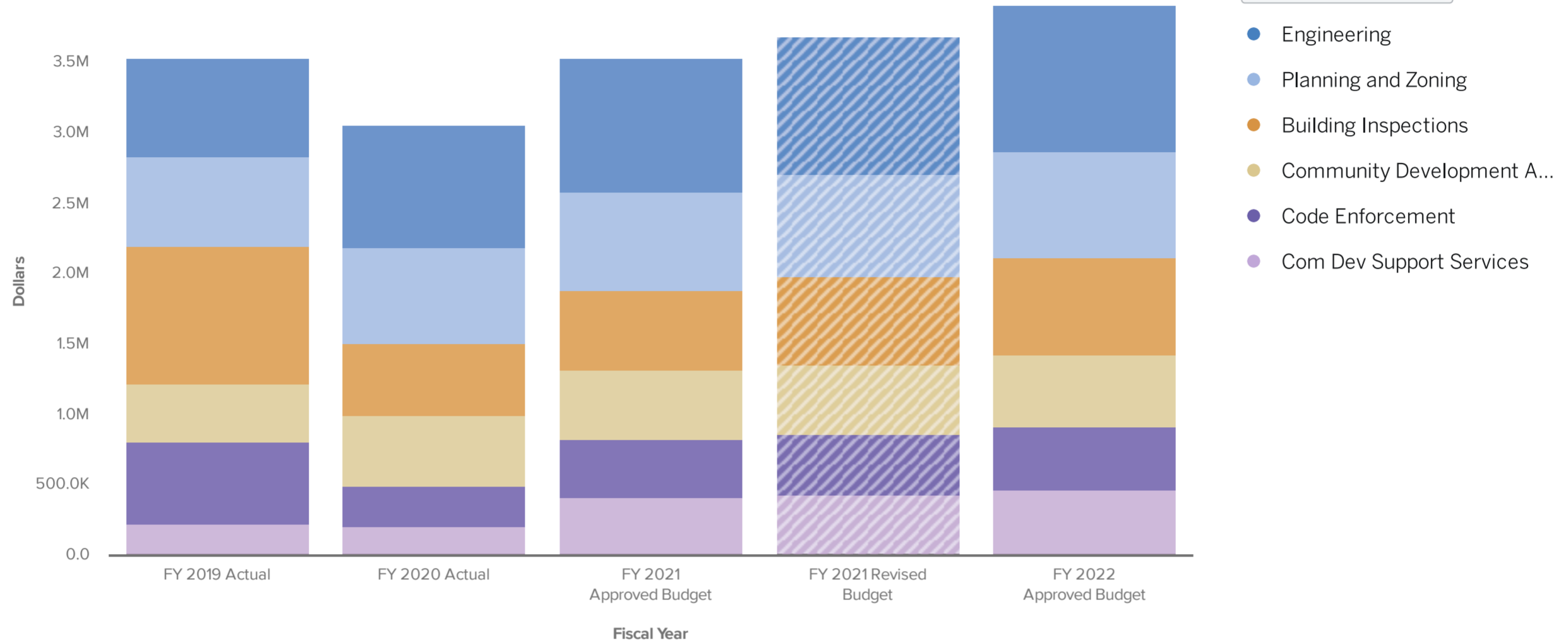
Broken down by

Community Development Department  General Fund  Expenses



Visualization

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For FY 2021, there are two changes to the Organizational Chart. Geographical Information Systems moved from Community Development to Administration. Business Registration moved from Community Development to Finance. For comparative purposes, the history of both groups are shown with the FY 2021 Department.

# Community Development Department

Tree Bank Fund

## Tree Bank Fund Changes from FY 2021 to 2022

### FY 2022 - Fund 245 - Tree Bank Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 167,518</b>
FY 2022 Revenues	\$ 40,000
<b>FY 2021 Approved Budget</b>	<b>\$ -</b>
<b>FY 2022 Base Budget</b>	<b>\$ -</b>
<b>FY 2022 Total Budget</b>	<b>\$ -</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 207,518</b>

## Tree Bank Fund Revenues by Line Item

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Broken down by

**Revenues**
▾ Tree Bank Fund

#### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Miscellaneous Revenues	\$ 308,601	\$ 48,000	\$ 40,000	\$ 40,000	\$ 40,000
<b>Total</b>	<b>\$ 308,601</b>	<b>\$ 48,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>	<b>\$ 40,000</b>

# Tree Bank Fund Expenditures by Type

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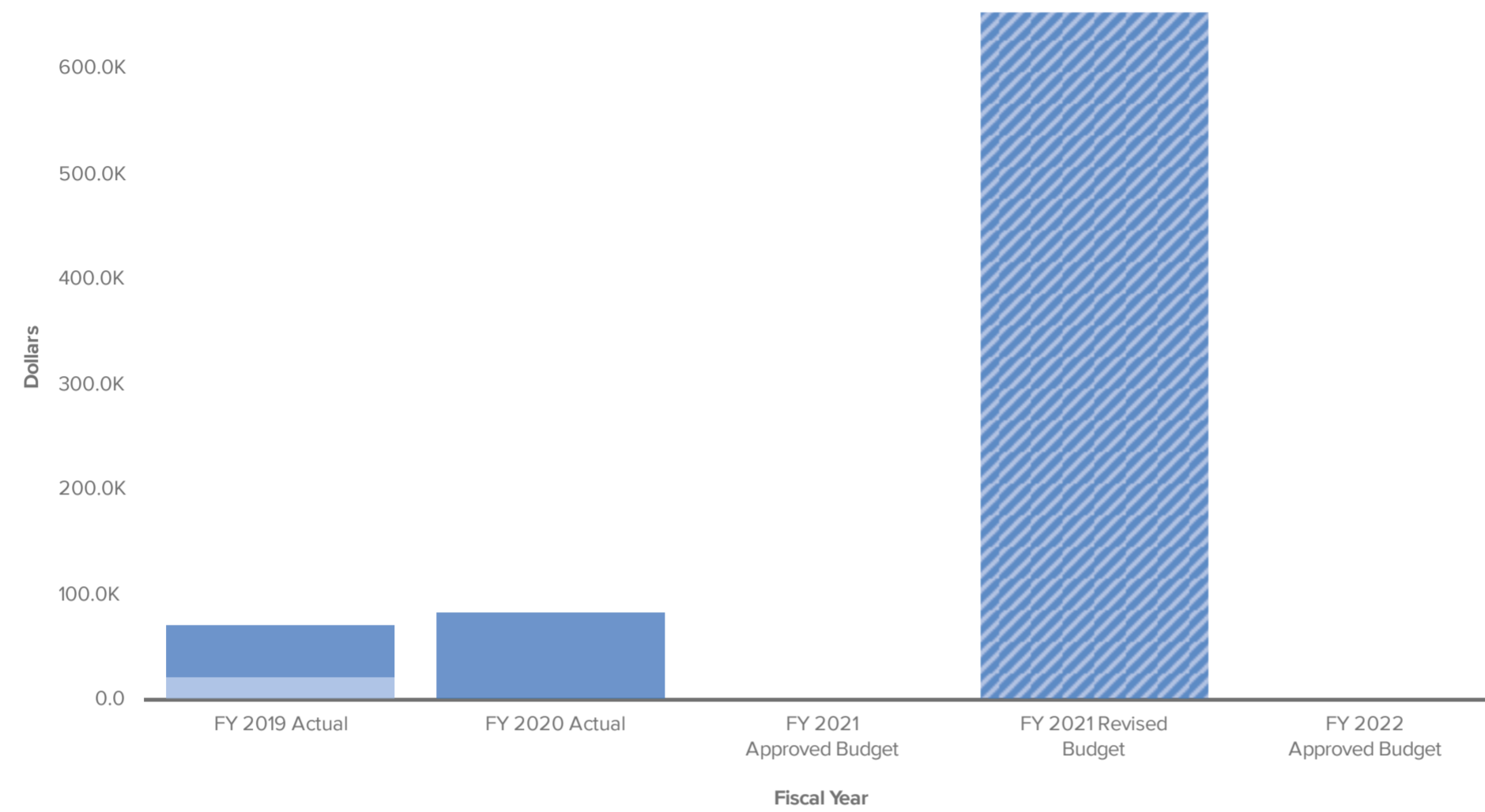
Expenses Tree Bank Fund



Sort Large to Small ▾

- Operating
- Transfers, Capital, Other

Visualization



# Tree Bank Fund Expenditures by Line Item

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Broken down by

Expenses Tree Bank Fund

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 49,030	\$ 84,351	\$ 0	\$ 654,464	\$ 0
▶ Transfers, Capital, Other	23,064	0	0	0	0
<b>Total</b>	<b>\$ 72,094</b>	<b>\$ 84,351</b>	<b>\$ 0</b>	<b>\$ 654,464</b>	<b>\$ 0</b>

# Community Development Department

Soil Erosion Fund

## Soil Erosion Fund Changes from FY 2021 to 2022

### FY 2022 - Fund 240 - Soil Erosion Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>27,461</b>
FY 2022 Revenues	\$	11,500
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>-</b>
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>-</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>-</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>38,961</b>

## Soil Erosion Fund Revenues by Line Item

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**Revenues** Soil and Erosion Control

#### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Licenses & Permits	\$ 14,588	\$ 10,918	\$ 13,000	\$ 13,000	\$ 11,500
<b>Total</b>	\$ 14,588	\$ 10,918	\$ 13,000	\$ 13,000	\$ 11,500

# Soil Erosion Fund Expenditures by Line Item

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Broken down by

**Expenses** Soil and Erosion Control

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 190,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 190,000	\$ 0	\$ 0	\$ 0	\$ 0

# Soil Erosion Fund Expenditures by Type

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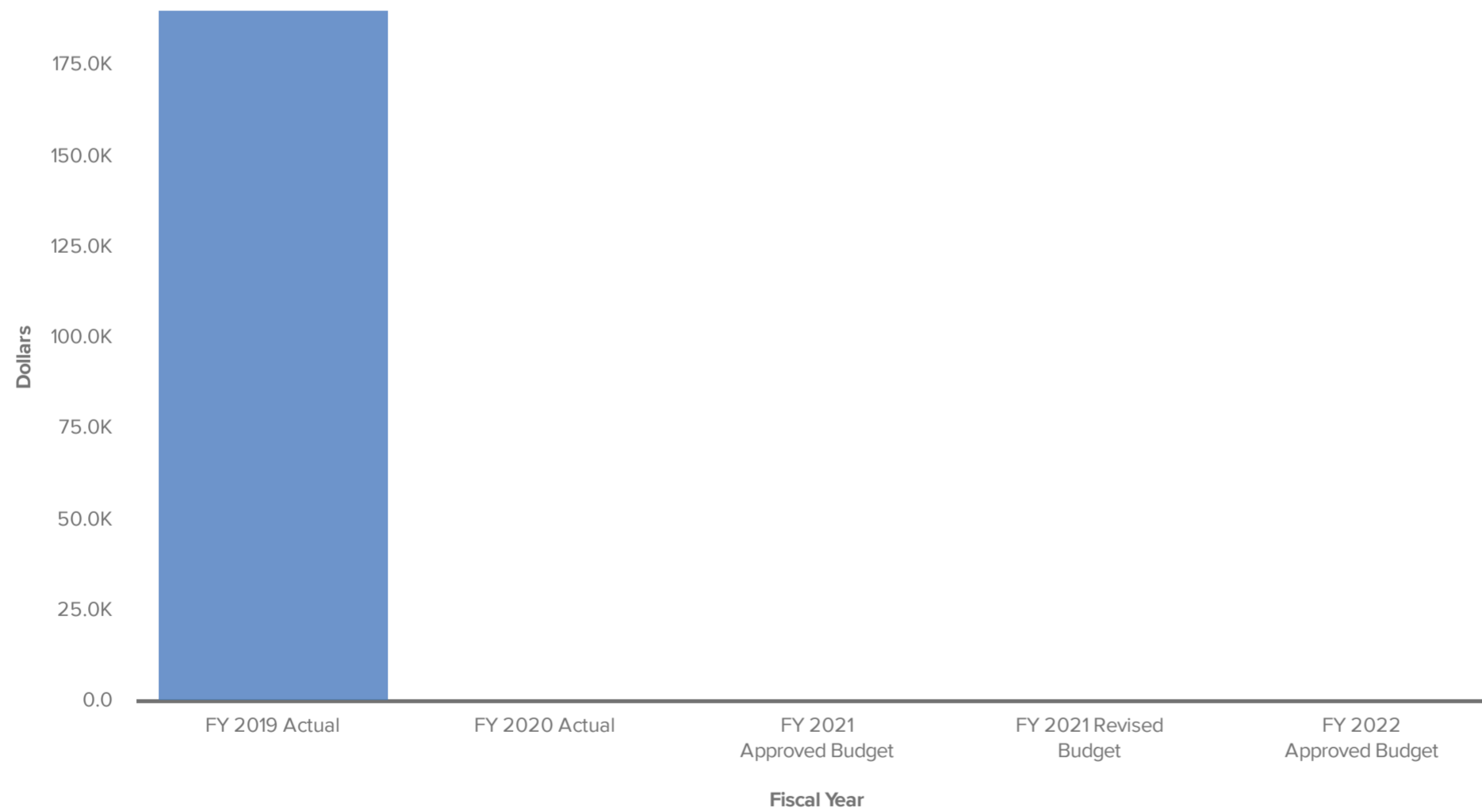
**Expenses** Soil and Erosion Control



Sort Large to Small ▾

● Transfers, Capital, Other

## Visualization





# Environmental/Public Works Department

To protect and enhance the environment for our community as we strive to exceed expectations every day with caring and efficient responsiveness.



## Who we are

The Environmental/Public Works Department is responsible for a range of environmental services for the City and its citizens, including production and distribution of drinking water for a portion of the City, solid waste management, stormwater management and watershed protection, and environmental education and enforcement. The Department is responsible for the City Fleet Services that provides vehicle and equipment repairs, the fueling system, and together with Finance manages the vehicle leasing program. The Department also provides staff liaison and support for Keep Roswell Beautiful, a community service organization.

## Opportunities

For 2022, the Environmental/Public Works Department will continue to emphasize teamwork and collaboration as we work to:

- Optimize operations through the use of technology and industry best practices
- Manage the City fleet using life cycle analysis
- Implement green infrastructure to improve water quality in impaired watersheds
- Increase public awareness of environmental protection through education and stewardship programs

## Challenges

Staff recruiting, training, career development, and transition plans are critical to retain sufficient skilled staff to maintain high customer service levels. Repairing and replacing aging infrastructure, keeping up with inflation, and regulatory compliance remain current challenges.

## What we have Accomplished

- Awarded Plant of the Year Spring 2020 Georgia Association of Water Professionals.
- Initiated construction of a new Solid Waste Transfer Station with minimal disruption to operations.
- Initiated construction of maintenance improvements for the stormwater facility at City Hall.
- Developed shared stormwater agreements for the Hotel at Southern Post and amended the Southern Post agreement.
- Conducted 20 youth environmental education programs, educated 738 students and summer campers in recycling, water quality and conservation, held a Household Hazardous Waste Collection event (243 participants).
- Hosted a Realtor and Property Manager Workshop for 27 participants and developed a new workshop, Water and Stormwater Utility Primer for Home Inspector attended by 11 participants.

- Continued our partnership with Chattahoochee Riverkeeper to provide a water sample collection site for the Neighborhood Water Watch Sampling Program Collected 896 lbs of trash and marked 98 storm drains during the annual Rivers Alive Cleanup using “Quaren-teams”.
- Certified three Georgia Adopt-A-Stream groups.
- Through the Adopt-A-Road program, cleaned 178 miles of road, removing 385 bags of trash.
- Worked with the Green Infrastructure and Livability Team to promote Green Infrastructure in the City.

## What we expect to Accomplish

- Complete education and outreach portion of the Dog Waste Campaign.
- Complete construction of the new Solid Waste Transfer Station.
- Renew the Water Utility surface and ground water withdrawal permits.
- Establish and show improvement in fleet service metrics.

## Environmental/Public Works Expenditures by Type

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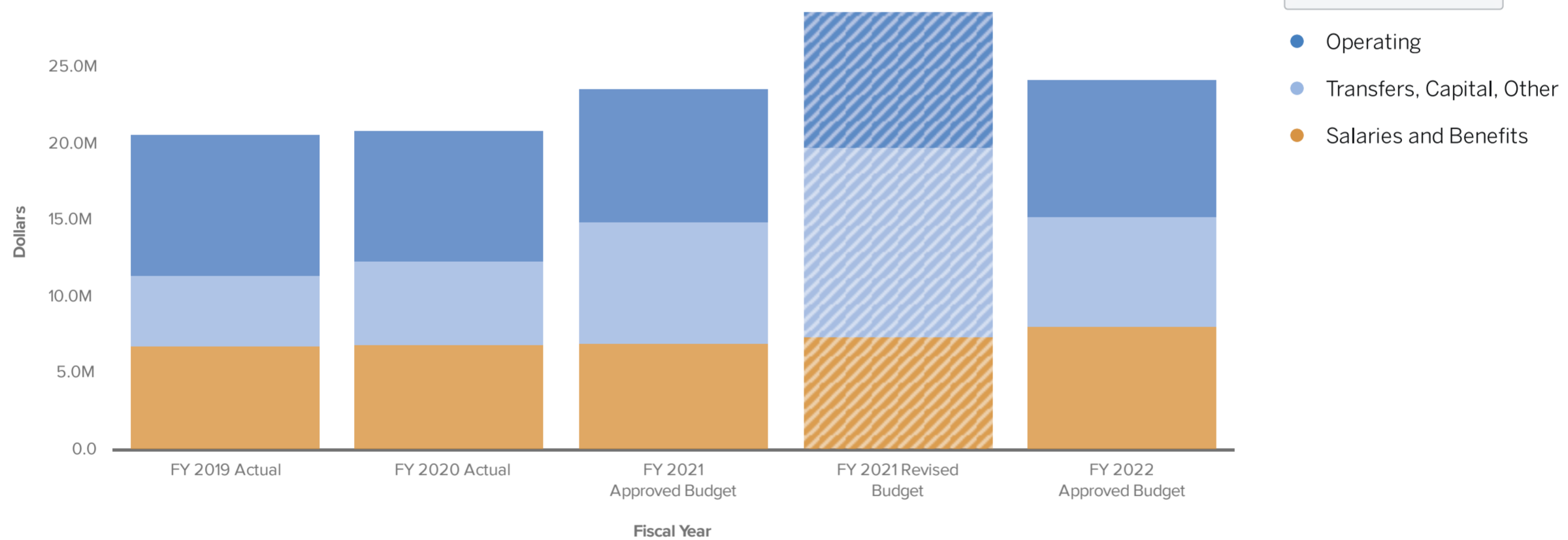
Broken down by

Expenses Environmental / Public Works ...



Sort Large to Small ▾

Visualization





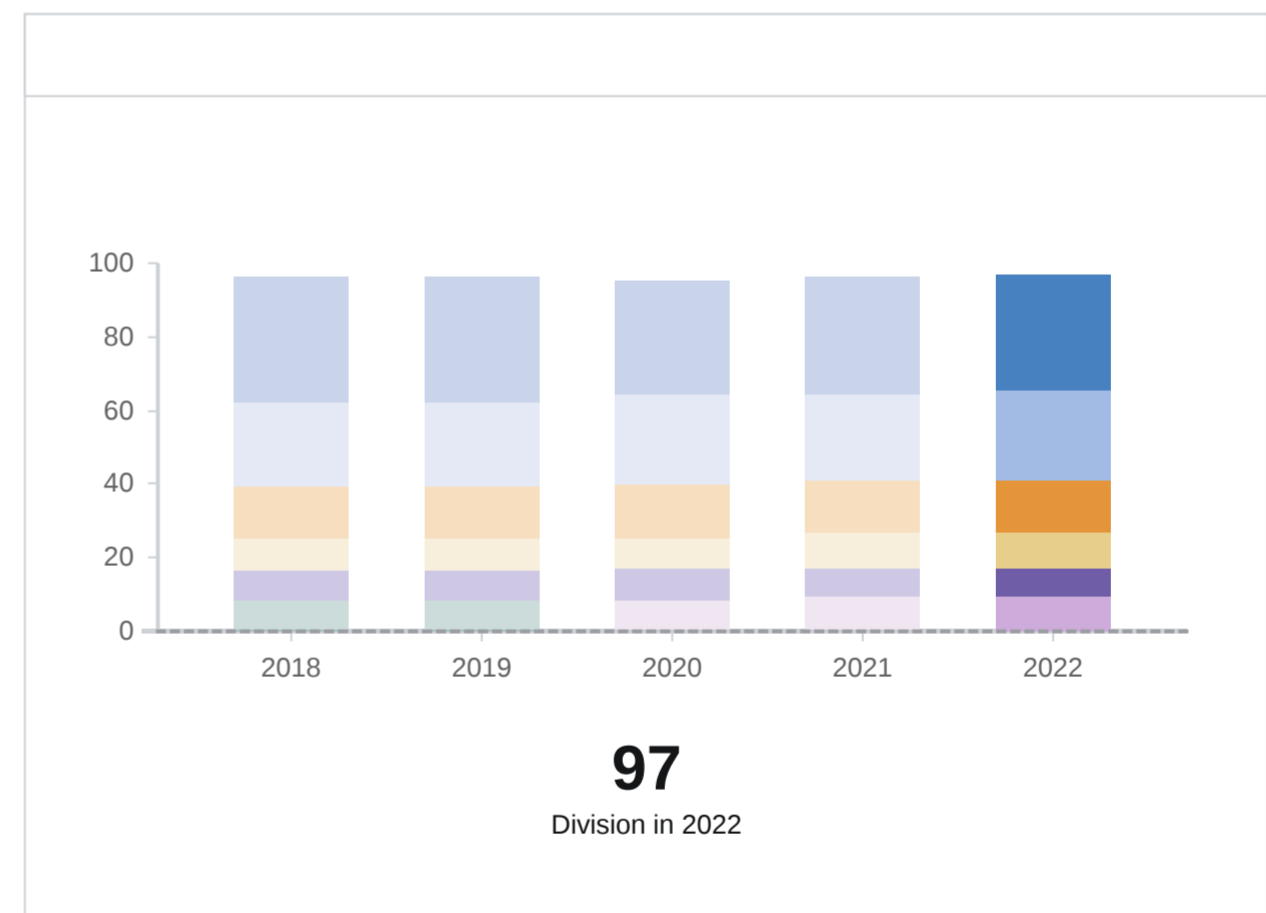


## Environmental/Public Works Expenditures by Fund

Category	2022
Solid Waste Fund	\$12,254,703.00
Water and Sewer Fund	\$4,209,487.00
Stormwater Utility Fund	\$3,498,469.00
Capital Project Fund	\$2,286,500.00
Fleet Services Fund	\$1,965,570.00

Here is a summary of the Environmental/Public Works Department in table form, illustrating direct costs and indirect costs. Click on the table to explore greater detail.

## Environmental/Public Works Personnel History



### Personnel Changes

- FY 2018: Add (1) full-time Stormwater System Inspector position
- FY 2020: Reduce (2) full-time custodial positions, and Add (1) full-time Service Writer position
- FY 2021: Add (1) full-time Water Construction/Backflow Specialist position
- FY 2022: Add (1) Transfer Station Attendant



# Environmental/Public Works Department

## Water/Sewer Fund

The mission of the Roswell Water Utility is to produce and distribute the highest quality of drinking water to customers.

## Who we are

The City serves approximately 18,300 Roswell water utility customers (approximately 5,700 metered service connections) in and around the downtown area with high quality drinking water meeting all state and federal drinking water quality standards. The Roswell Water Utility maintains a water treatment facility near Big Creek, a groundwater treatment system for drought protection, and approximately 86.5 miles of water distribution lines to deliver water to our customers. All of the City's facilities and operations meet state and federal regulations under several permits. For four years in a row, the City of Roswell has been the recipient of the Gold Award, an honor awarded by the Georgia Association of Water Professionals for water treatment plants that meet all of the State standards for water production. The City also has interconnections with Fulton County for reliability and may purchase water on an as needed basis.

## Opportunities

The Roswell Water Treatment Plant and facilities will optimize operations as the City continues to strive to be a leader in water supply and water conservation in the region. The City of Roswell is part of the Metropolitan North Georgia Water Planning District whose primary purpose is to provide plans for the management of supply and conservation within the District. Roswell is prepared to fully comply with these plans while meeting the water needs of our customers.

## Challenges

The vision for water supply for the City and the region is forecast for 50 years. The City needs to continue to educate our customers about the City's vision and position for future water demands. The Roswell Water Utility holds a water withdrawal permit from the Georgia Environmental Protection Division and continually reviews operations of the water treatment plant to ensure that customers are delivered the highest service in water production, treatment and distribution. The Department will strive to continue to secure safe water supplies for generations to come and participate actively in the regional water supply planning.

## What we have Accomplished

- Awarded Plant of the Year Spring 2020 Georgia Association of Water Professionals.
- Participated in the Metropolitan North Georgia Water Planning District (MNGWPD) Conservation Plan activities such as the Toilet Rebate Program, Water Conservation Education and Drinking Water Week.
- Completed construction of the Farm Trace (Cul-de-Sac), Ridgefield Court (Cul-de-Sac), Corinth Court (Cul-de-Sac) waterline replacement projects. Completed construction of the Grove Way Waterline Replacement Project (CDBG funded). Completed construction of the Grove Place Waterline Replacement Project (CDBG Funded).
- Completed Installation of new SCADA communication at 2 of the Fulton County Interconnects, the water treatment plant, Hightower Water Tank, Woodstock Water Tank, Community Circle Tank, and well head.
- Met 100% of drinking water quality tests and all State and Federal Safe Drinking Water Act Regulations as required by withdrawal permit.
- Maintained "non-revenue" water below 10% using the GA Water System Audit and Water Loss analysis.
- Maintained purchased water from Fulton County below 2% of demand.

- We were found to be in compliance in the 2020 audit of the Metropolitan North Georgia Water Planning District (MNGWPD) Water Resources Plan.
- Replaced 500 water meters.
- Achieved approximately over 40% reduction in water consumption per person served since 2010.

## What we expect to Accomplish

- Maintain purchased water from Fulton County below 2% of water demand.
- Continue to meet 100% of drinking water quality tests and all State and Federal Safe Drinking Water Act Regulations as required by withdrawal and drinking water system operating permits.
- Renew water withdrawal permits.
- Continue annual meter replacement program (approximately 500 meters annually).
- Test and replace large water meters in the system as needed.
- Maintain “non-revenue” water below 10% using the GA Water System Audit and Water Loss analysis.
- Continue collaboration with Fulton County and the Chattahoochee Nature Center for groundwater exploration initiative.
- Complete construction of the following cul-de-sac line replacements: Saratoga Drive, Tuxedo Court, Periwinkle Drive, Lake Drive, Ridgefield Drive (cul-de-sacs), Sunset Court, Hunterhill Court (Cul-de-Sac), Cedar Cove.
- Expand the implementation of smart hydrant monitoring technology throughout the distribution system.



# Water/Sewer Fund

## Changes from FY 2021 to 2022

### FY 2022 - Fund 505 - Water and Sewer Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>299,532</b>
FY 2022 Revenues	\$	4,824,876
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>3,591,480</b>
Bank Fees/Charges Adjustment	\$	5,000
Budgeted Vacancy Savings Adjustment	\$	(5,579)
Defined Benefit Retirement Adjustment	\$	22,227
Defined Contribution Retirement Adjustment	\$	18,567
Fleet Rate and Lease Adjustment	\$	8,922
Group Health Adjustment	\$	14,937
Indirect Cost Adjustment	\$	(32,431)
Risk/Liability Adjustment	\$	13,936
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	238,683
Water Plant Debt Repayment Adjustment	\$	(9,367)
Capital Removed	\$	(227,000)
Utilities, Gasoline, and Oil Adjustment	\$	1,033
Worker's Comp Contribution Adjustment	\$	193
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>3,640,601</b>
Group Health Increase	\$	23,602
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$	20,184
Relocate AMI Antennae on Hightower Tank	\$	20,000
Valve Replacement/ Insertion	\$	35,000
<b>Operating Request Total</b>	<b>\$</b>	<b>98,786</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>3,739,387</b>
Water Line Replacement	\$	400,000
Replace SCADA Communication System	\$	27,000
<b>Maintenance Capital Request Total</b>	<b>\$</b>	<b>427,000</b>
Water Plant Surveillance	\$	22,000
Water Plant Duress System	\$	21,100
<b>One Time Capital Request Total</b>	<b>\$</b>	<b>43,100</b>
<b>FY 2022 Capital Total</b>	<b>\$</b>	<b>470,100</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>4,209,487</b>
FY 2022 Reserve by Policy	\$	180,793
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>734,128</b>

## Unfunded Requests

### Operating

Add (1) Full-Time Fire Apparatus Technician at 100% Funding	\$	1,752
Add Funding for Fleet Telematics	\$	1,594
<b>Operating Total</b>	<b>\$</b>	<b>3,346</b>

### Maintenance Capital

Bay Door Replacement	\$	1,898
Tool and Auto Repair Equipment Replacement Program	\$	256
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>2,154</b>

### One Time Capital

Diesel Exhaust Fluid Dispenser	\$	797
Facility Generator for Inclement Weather	\$	2,411
Abandon Vehicle Floor Lift	\$	285

<b>One Time Capital Total</b>	<b>\$</b>	<b>3,493</b>
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<b>Unfunded Request Total</b>	<b>\$</b>	<b>8,993</b>
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## Water/Sewer Fund Revenues by Line Item

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Broken down by

**Revenues**
▾ Water and Sewer Fund

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Charges for Service	\$ 4,067,417	\$ 4,331,819	\$ 4,706,775	\$ 4,706,775	\$ 4,824,876
▸ Interest Income	25,322	61,816	16,539	16,539	0
▸ Miscellaneous Revenues	20,602	0	0	0	0
▸ Licenses & Permits	225	90	0	0	0
<b>Total</b>	<b>\$ 4,113,565</b>	<b>\$ 4,393,725</b>	<b>\$ 4,723,314</b>	<b>\$ 4,723,314</b>	<b>\$ 4,824,876</b>

# Water Fund Expenditures by Type

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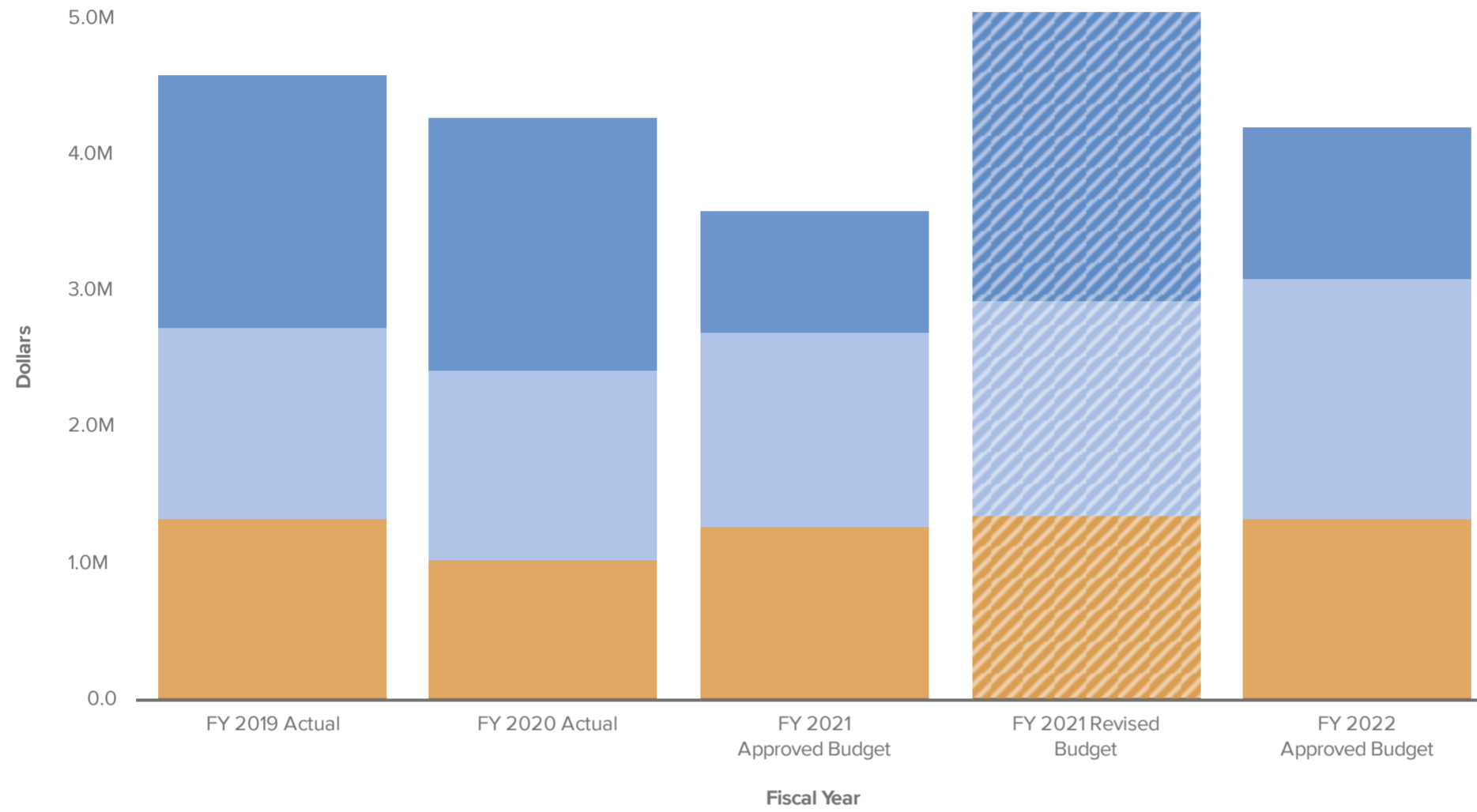
**Expenses** Water and Sewer Fund



Sort Large to Small ▾

- Transfers, Capital, Other
- Salaries and Benefits
- Operating

## Visualization



# Water/Sewer Fund Expenditures by Line Item

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Broken down by

**Expenses** Water and Sewer Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 1,860,035	\$ 1,857,158	\$ 887,992	\$ 2,108,212	\$ 1,115,916
▶ Salaries and Benefits	1,399,317	1,395,425	1,427,522	1,581,391	1,760,336
▶ Operating	1,333,689	1,027,658	1,275,966	1,352,812	1,333,235
<b>Total</b>	<b>\$ 4,593,041</b>	<b>\$ 4,280,241</b>	<b>\$ 3,591,480</b>	<b>\$ 5,042,414</b>	<b>\$ 4,209,487</b>

# Water/Sewer Fund Expenditures by Cost Centers

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Broken down by

Environmental / Public Works Department Water and Sewer Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Water Distribution	\$ 1,854,204	\$ 1,197,485	\$ 1,398,897	\$ 2,276,423	\$ 1,828,947
Water Administration	1,589,072	1,961,627	1,069,735	1,414,731	1,178,380
Water Plant	1,148,024	1,120,696	1,117,220	1,345,632	1,196,532
Water Support Services	1,741	434	5,628	5,628	5,628
<b>Total</b>	<b>\$ 4,593,041</b>	<b>\$ 4,280,241</b>	<b>\$ 3,591,480</b>	<b>\$ 5,042,414</b>	<b>\$ 4,209,487</b>

# Water/Sewer Fund Expenditures by Cost Centers

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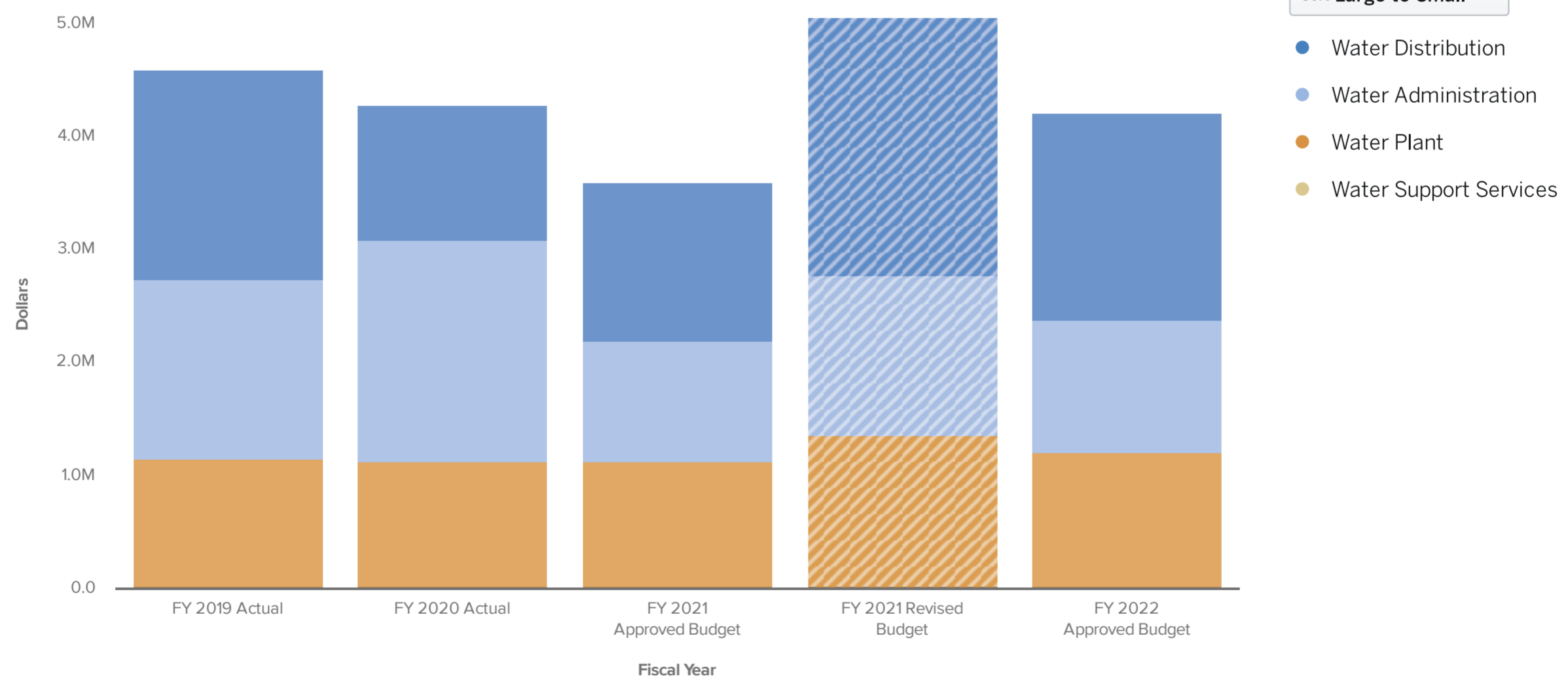
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Environmental / Public Works Department Water and Sewer Fund Expenses



## Visualization





# Environmental/Public Works Department

## Stormwater Utility Fund

To deliver outstanding customer service while providing maintenance and quality assurance to all City maintained stormwater structures and stormwater that leaves the municipal system and reaches waters of the State.



## Who we are

The Stormwater Utility is an enterprise fund that provides stormwater services throughout the City. The City Stormwater staff responds to citizen calls and inquiries involving nuisance flooding, system failure or collapse, stream and ditch erosion as well as illicit discharge and illegal dumping calls throughout the City. The division is responsible for the maintenance and inspection of over 12,000 individual structures, over 140 miles of gravity pipe, more than 20 detention ponds, and over 20 miles of drainage ditches.

## Opportunities

The full implementation of the Stormwater Management Program through the funding of the Stormwater Utility has allowed for an improvement of customer service by reducing the time required to respond to routine maintenance calls. The Utility provides funding for a consistent level of compliance with Federal and State clean water regulations, prioritization and completion of Operation and Maintenance work orders and Capital projects. The City of Roswell is part of the Metropolitan North Georgia Water Planning District and is required to comply with the Watershed Management Plan and is prepared to fully comply with these plans while meeting the demands of our customers.

## Challenges

Staff must work to ensure efficiency and fiscal responsibility while continuing to provide superior customer service. An improved capital improvement matrix facilitates decision making on outsourcing project engineering and construction through on call contracts. Staff development and training remains a focus along with appropriate use of technology and innovations such as portable communication devices, remote camera inspection, and in the field GIS. Future budget planning for capital equipment purchases must be balanced with the need to repair and maintain the City stormwater infrastructure as well as compliance with increasing levels of Federal and State regulations. Economic and construction market conditions are resulting in higher capital project costs.

## What we have Accomplished

- Completed approximately half of our cross drain inspection program, well ahead of our projected schedule.
- Completed multiple reinforced concrete pipe replacement projects using new excavation and compaction equipment and construction techniques.
- Implemented cross training regimen for all SWU staff.
- Completed required inspection of 20% of the City owned Stormwater System.
- Continued the citywide training program on Green Infrastructure (GI)/Low Impact Development (LID) practices and fertilizer use and storage.
- Completed the Compliance Stormwater Evaluation Inspection for the Municipal Separate Storm Sewer System (MS4) Permit.
- New SWMP submitted and approved.
- Established interdepartmental collaboration and consultation related to stormwater issues.
- Initiated enforcement actions resulting in private infrastructure repairs and maintenance.

## What we expect to Accomplish

- Achieve 100% completion of all Capital Improvement Projects for the Fiscal Year.
- Complete evaluation of the remaining stormwater cross drains.
- Implement highest priority Stormwater Master Plan recommendations.
- Evaluate City projects for potential green infrastructure components.
- Complete required inspection of 20% of the City owned stormwater system.
- Continue to demonstrate, in the road right of way, the use of green infrastructure and low impact development practices and their benefits to the overall stormwater program.
- Address MS4 Annual Report Permit review comments.
- Complete an update to the Big Creek Watershed Improvement Plan.
- Complete planting for Sun Valley water quality bioretention.



# Stormwater Fund

## Changes from FY 2021 to 2022

### FY 2022 - Fund 507 - Stormwater Utility Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>309,292</b>
FY 2022 Revenues	\$	3,373,750
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>2,853,977</b>
Bank Fees/Charges Adjustment	\$	5,000
Budgeted Vacancy Savings Adjustment	\$	(5,436)
Defined Benefit Retirement Adjustment	\$	11,086
Defined Contribution Retirement Adjustment	\$	8,338
Fleet Rate and Lease Adjustment	\$	12,454
Group Health Adjustment	\$	(6,495)
Indirect Cost Adjustment	\$	35,330
Risk/Liability Adjustment	\$	3,900
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	84,019
Capital Removed	\$	(500,000)
Utilities, Gasoline, and Oil Adjustment	\$	(350)
Worker's Comp Contribution Adjustment	\$	241
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>2,502,064</b>
Group Health Increase	\$	17,293
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$	14,112
<b>Operating Request Total</b>	<b>\$</b>	<b>31,405</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>2,533,469</b>
Stormwater Master Project List (Partially Funded)	\$	900,000
<b>Maintenance Capital Request Total</b>	<b>\$</b>	<b>900,000</b>
Large Equipment Replacement	\$	65,000
<b>One Time Capital Request Total</b>	<b>\$</b>	<b>65,000</b>
<b>FY 2022 Capital Total</b>	<b>\$</b>	<b>965,000</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>3,498,469</b>
FY 2022 Reserve by Policy	\$	139,726
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>44,847</b>

## Unfunded Requests

### Operating

Add (1) Full-Time Fire Apparatus Technician at 100% Funding	\$	1,939
Add Funding for Fleet Telematics	\$	1,765
<b>Operating Total</b>	<b>\$</b>	<b>3,704</b>

### Maintenance Capital

Stormwater Master Project List (Partially Unfunded)	\$	135,000
Bay Door Replacement	\$	2,101
Tool and Auto Repair Equipment Replacement Program	\$	284
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>137,385</b>

### One Time Capital

Diesel Exhaust Fluid Dispenser	\$	882
Facility Generator for Inclement Weather	\$	2,668
Abandon Vehicle Floor Lift	\$	315
<b>One Time Capital Total</b>	<b>\$</b>	<b>3,865</b>

<b>Unfunded Request Total</b>	<b>\$</b>	<b>144,954</b>
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## Stormwater Fund Revenues by Line Item

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Updated On 17 Aug, 2021

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Broken down by

**Revenues** Stormwater Utility Fund

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Charges for Service	\$ 3,094,569	\$ 3,195,924	\$ 3,285,264	\$ 3,285,264	\$ 3,373,750
▸ Interest Income	58,535	64,221	16,200	16,200	0
▸ Miscellaneous Revenues	0	32,009	0	0	0
<b>Total</b>	<b>\$ 3,153,103</b>	<b>\$ 3,292,153</b>	<b>\$ 3,301,464</b>	<b>\$ 3,301,464</b>	<b>\$ 3,373,750</b>

# Stormwater Fund Expenditures by Type

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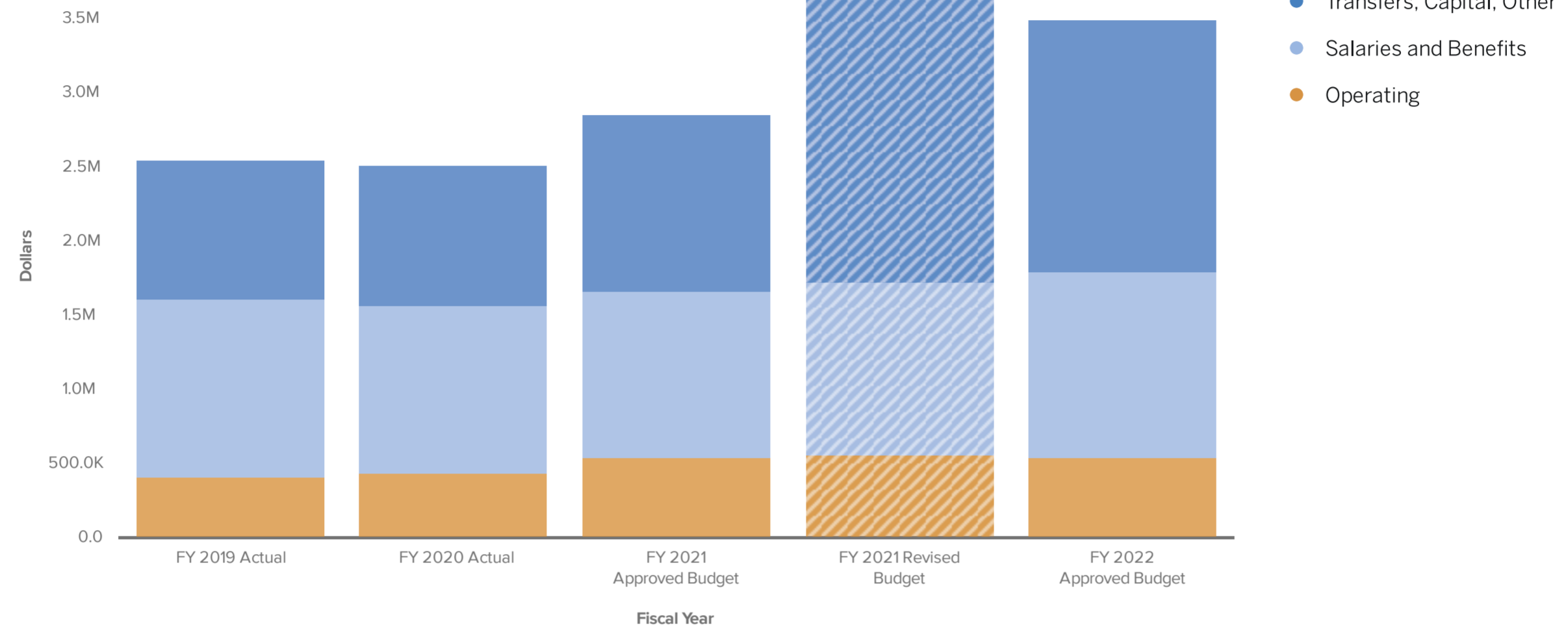
Broken down by

**Expenses** Stormwater Utility Fund



Visualization

Sort Large to Small ▾



# Stormwater Fund Expenditures by Line Item

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Updated On 17 Aug, 2021

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Broken down by

**Expenses** Stormwater Utility Fund

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 937,815	\$ 942,733	\$ 1,187,516	\$ 2,082,595	\$ 1,702,224
▶ Salaries and Benefits	1,197,816	1,126,670	1,126,453	1,165,194	1,249,611
▶ Operating	413,733	440,992	540,008	563,252	546,634
<b>Total</b>	<b>\$ 2,549,365</b>	<b>\$ 2,510,395</b>	<b>\$ 2,853,977</b>	<b>\$ 3,811,040</b>	<b>\$ 3,498,469</b>

# Stormwater Fund Expenditures by Cost Centers

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Broken down by

Environmental / Public Works Department Stormwater Utility Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Stormwater Management	\$ 2,540,297	\$ 2,506,226	\$ 2,844,132	\$ 3,801,195	\$ 3,488,624
Storm Water Support Services	9,068	4,170	9,845	9,845	9,845
<b>Total</b>	<b>\$ 2,549,365</b>	<b>\$ 2,510,395</b>	<b>\$ 2,853,977</b>	<b>\$ 3,811,040</b>	<b>\$ 3,498,469</b>

# Stormwater Fund Expenditures by Cost Centers

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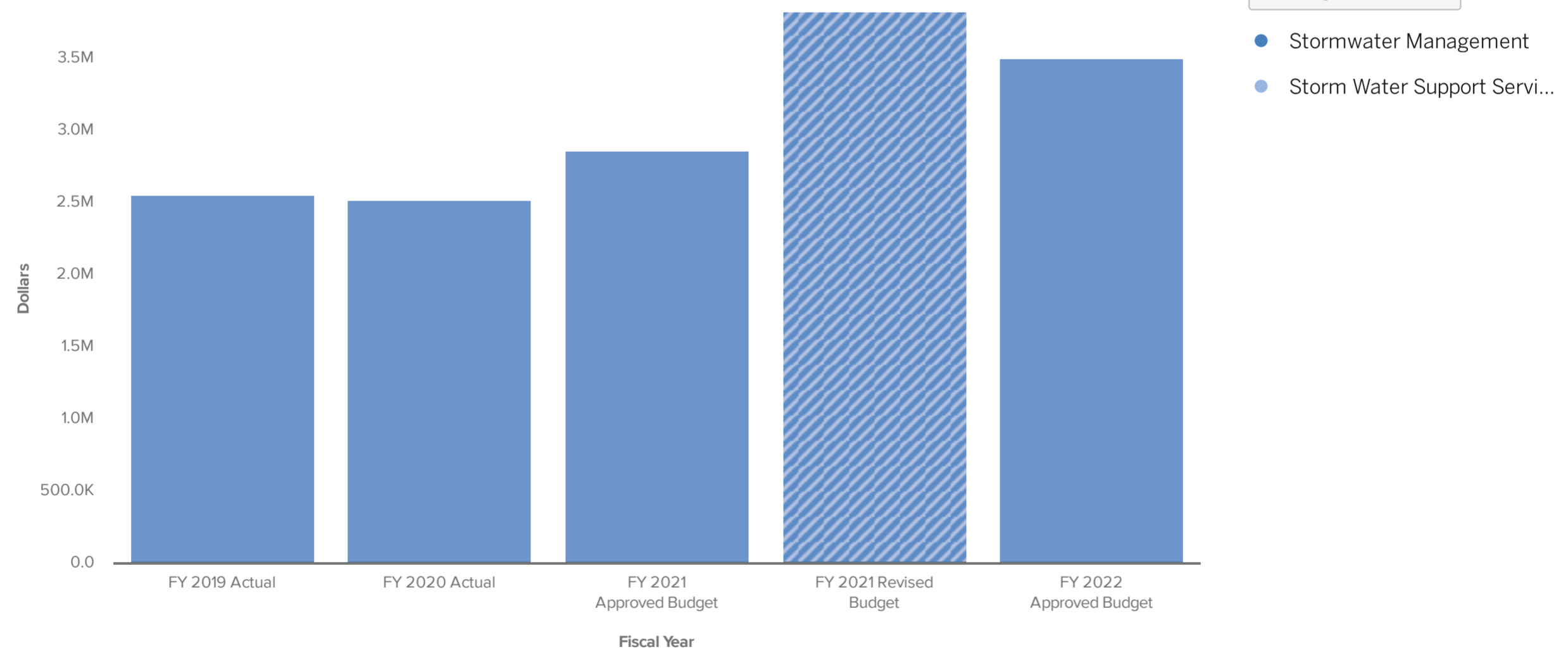
Broken down by

Environmental / Public Works Department Stormwater Utility Fund Expenses



## Visualization

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# Environmental/Public Works Department

Solid Waste Fund

To provide efficient and effective solid waste management and recycling services.



## Who we are

The Solid Waste Fund is an enterprise fund that provides solid waste collection and recycling services throughout the City. Disposal services are provided for over 26,000 residential customers for weekly garbage, recycling, and yard waste collection. There are approximately 1,000 commercial customers for whom garbage collection and disposal services are provided. The City owns and operates a fully-staffed Recycling Center operating five days per week in addition to a Transfer Station available to all Roswell residents and businesses. Included in the Solid Waste Fund is large item collection services provided to residential customers, for a fee, as requested. In addition, recyclables are collected from City facilities and schools and a public education program promotes sustainable practices in waste management.

## Opportunities

The Solid Waste Division continues to strive to provide efficient customer service to residential and commercial customers in addition to specialized programs such as large item pick-ups, curbside exemptions, and Household Hazardous Waste Collection Events. The Recycling Center continues to look for opportunities to increase efficiency of services and type of services, educate, interact and partner with the businesses and residents of Roswell on solid waste and recycling issues.

## Challenges

The primary challenge in Solid Waste continues to be maintaining adequate staffing levels, particularly licensed commercial truck drivers. Challenges exist with ongoing equipment maintenance and replacement in order to ensure timely and efficient collection services. Ensuring that sanitation trucks have unobstructed access to commercial dumpsters continues to be a daily challenge. Fluctuating recycling markets require staff to seek alternative vendors to determine the most cost effective method of recycling or reusing of material.

## What we have Accomplished

- Evaluated the cost and effectiveness of the semi-automated residential sanitation collection program citywide.
- Completed update of Solid Waste Business Plan.
- Managed contract services for the provision of residential curbside yard waste and recycling services to ensure responsive and responsible disposal options for the residents of the City of Roswell.
- Managed the Transfer Station operation disposal contract.
- Managed and extended the East Alley Compactor contract.
- Completed design and started construction of a new replacement Transfer Station.

## What we expect to Accomplish

- Complete construction of the new Transfer Station.
- Recruit and retain highly qualified staff.
- Onboard a full time Transfer Station attendant.
- Evaluate opportunities for new compactor installation.
- Implement the recommendations identified in the Solid Waste Business Plan.





# Solid Waste Fund

## Changes from FY 2021 to 2022

### FY 2022 - Fund 540 - Solid Waste Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 2,260,401</b>
FY 2022 Revenues	\$ 11,699,947
<b>FY 2021 Approved Budget</b>	<b>\$ 14,277,681</b>
Bank Fees/Charges Adjustment	\$ 15,000
Budgeted Vacancy Savings Adjustment	\$ (12,511)
Defined Benefit Retirement Adjustment	\$ 37,802
Defined Contribution Retirement Adjustment	\$ 24,462
Department Adjustments	\$ 156,079
Fleet Rate and Lease Adjustment	\$ 57,597
Group Health Adjustment	\$ (3,896)
Indirect Cost Adjustment	\$ (135,538)
Risk/Liability Adjustment	\$ 23,830
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 345,208
Capital Removed	\$ (3,330,000)
Utilities, Gasoline, and Oil Adjustment	\$ (8,895)
Worker's Comp Contribution Adjustment	\$ 2,006
<b>FY 2022 Base Budget</b>	<b>\$ 11,448,825</b>
Group Health Increase	\$ 66,723
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 43,629
Add Funding for Additional Garbage Bins	\$ 20,000
Add (1) Full-Time Transfer Station Attendant Position at 50% Funding	\$ 34,526
<b>Operating Request Total</b>	<b>\$ 164,878</b>
<b>FY 2022 Operating Total</b>	<b>\$ 11,613,703</b>
Residential Rear Loading Garbage Truck Replacement	\$ 206,000
Commercial Front Loader Garbage Truck Replacement	\$ 270,000
<b>Maintenance Capital Request Total</b>	<b>\$ 476,000</b>
Dumpster Delivery Vehicle	\$ 130,000
Forklift Replacement	\$ 35,000
<b>One Time Capital Request Total</b>	<b>\$ 165,000</b>
<b>FY 2022 Capital Total</b>	<b>\$ 641,000</b>
<b>FY 2022 Total Budget</b>	<b>\$ 12,254,703</b>
FY 2022 Reserve by Policy	\$ 361,922
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 1,343,723</b>

## Unfunded Requests

### Operating

Add (1) Full-Time Fire Apparatus Technician at 100% Funding	\$	20,003
Add Funding for Fleet Telematics	\$	18,206
<b>Operating Total</b>	<b>\$</b>	<b>38,209</b>

### Maintenance Capital

Bay Door Replacement	\$	21,674
Tool and Auto Repair Equipment Replacement Program	\$	2,926
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>24,600</b>

### One Time Capital

Diesel Exhaust Fluid Dispenser	\$	9,107
Facility Generator for Inclement Weather	\$	27,525
Abandon Vehicle Floor Lift	\$	3,252
<b>One Time Capital Total</b>	<b>\$</b>	<b>39,884</b>

<b>Unfunded Request Total</b>	<b>\$</b>	<b>102,693</b>
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## Solid Waste Fund Revenues by Line Item

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Broken down by

**Revenues** Solid Waste Fund

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Charges for Service	\$ 9,991,507	\$ 11,034,111	\$ 11,385,333	\$ 11,385,333	\$ 11,673,947
▶ Miscellaneous Revenues	3,827	-70,007	3,100,000	3,100,000	0
▶ Interest Income	106,609	103,065	30,800	30,800	26,000
<b>Total</b>	<b>\$ 10,101,943</b>	<b>\$ 11,067,168</b>	<b>\$ 14,516,133</b>	<b>\$ 14,516,133</b>	<b>\$ 11,699,947</b>

# Solid Waste Fund Expenditures by Type

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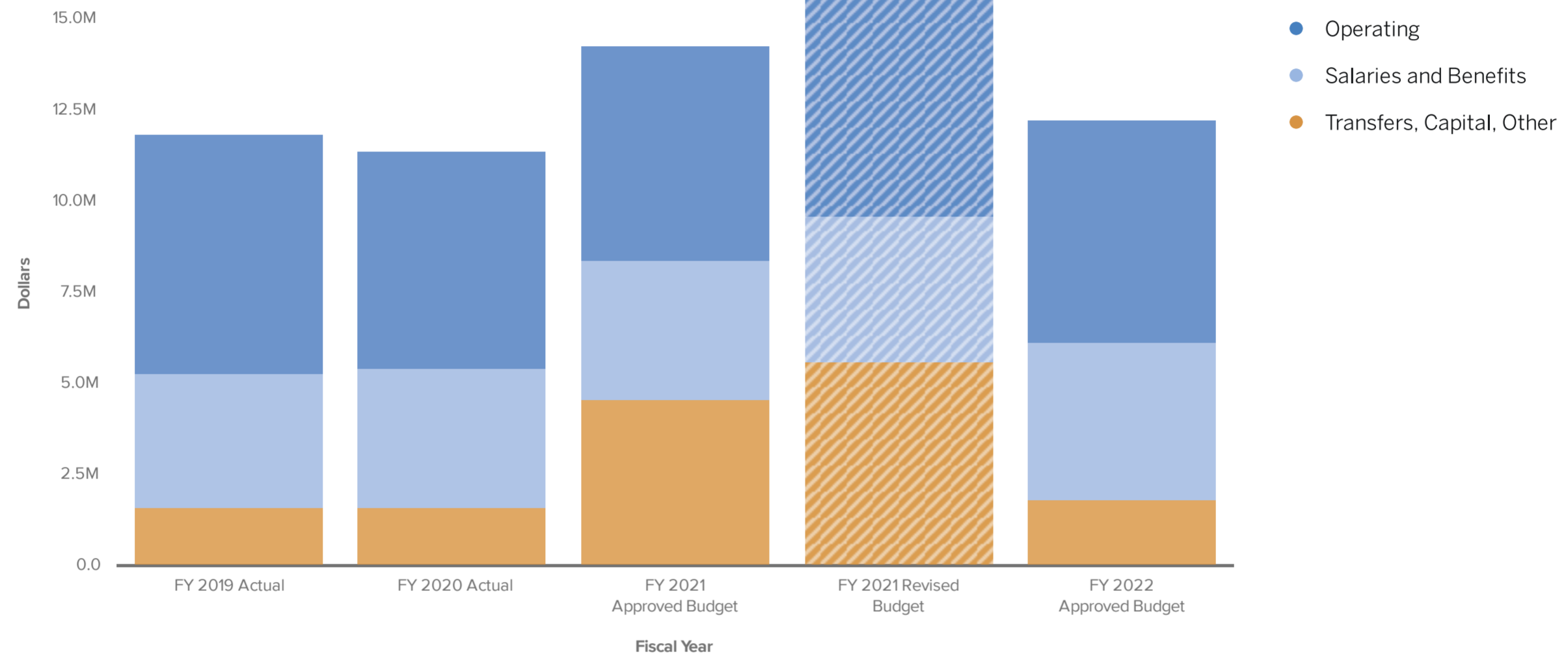
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Expenses Solid Waste Fund



Visualization



# Solid Waste Fund Expenditures by Line Item

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Broken down by

Expenses Solid Waste Fund

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 6,551,757	\$ 5,976,180	\$ 5,882,947	\$ 5,907,450	\$ 6,102,207
▶ Salaries and Benefits	3,687,879	3,815,612	3,816,297	4,004,132	4,342,246
▶ Transfers, Capital, Other	1,601,738	1,598,276	4,578,437	5,608,806	1,810,250
<b>Total</b>	<b>\$ 11,841,375</b>	<b>\$ 11,390,068</b>	<b>\$ 14,277,681</b>	<b>\$ 15,520,388</b>	<b>\$ 12,254,703</b>

# Solid Waste Fund Expenditures by Cost Centers

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Broken down by

**Environmental / Public Works Department** ▾ Solid Waste Fund ▾ Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Solid Waste &amp; Recycling Admin</b>	\$ 2,493,852	\$ 2,486,455	\$ 5,444,002	\$ 5,711,344	\$ 2,493,666
<b>Solid Waste Yard Trimmings</b>	2,710,070	3,231,662	3,016,610	3,016,610	3,095,300
<b>Solid Waste Resident Collect</b>	3,710,995	2,609,506	2,532,551	2,652,337	2,861,845
<b>Solid Waste Disposal</b>	1,390,600	1,585,653	1,625,331	1,628,871	1,700,900
<b>Solid Waste Commercial Collect</b>	947,621	857,190	1,024,911	1,607,177	1,361,707
<b>Recycling Center</b>	581,757	612,440	619,312	889,085	726,321
<b>Solid Waste Public Education</b>	4,331	1,769	9,337	9,337	9,337
<b>Solid Waste Support Services</b>	2,149	5,395	5,627	5,627	5,627
<b>Total</b>	\$ 11,841,375	\$ 11,390,068	\$ 14,277,681	\$ 15,520,388	\$ 12,254,703

# Solid Waste Fund Expenditures by Cost Centers

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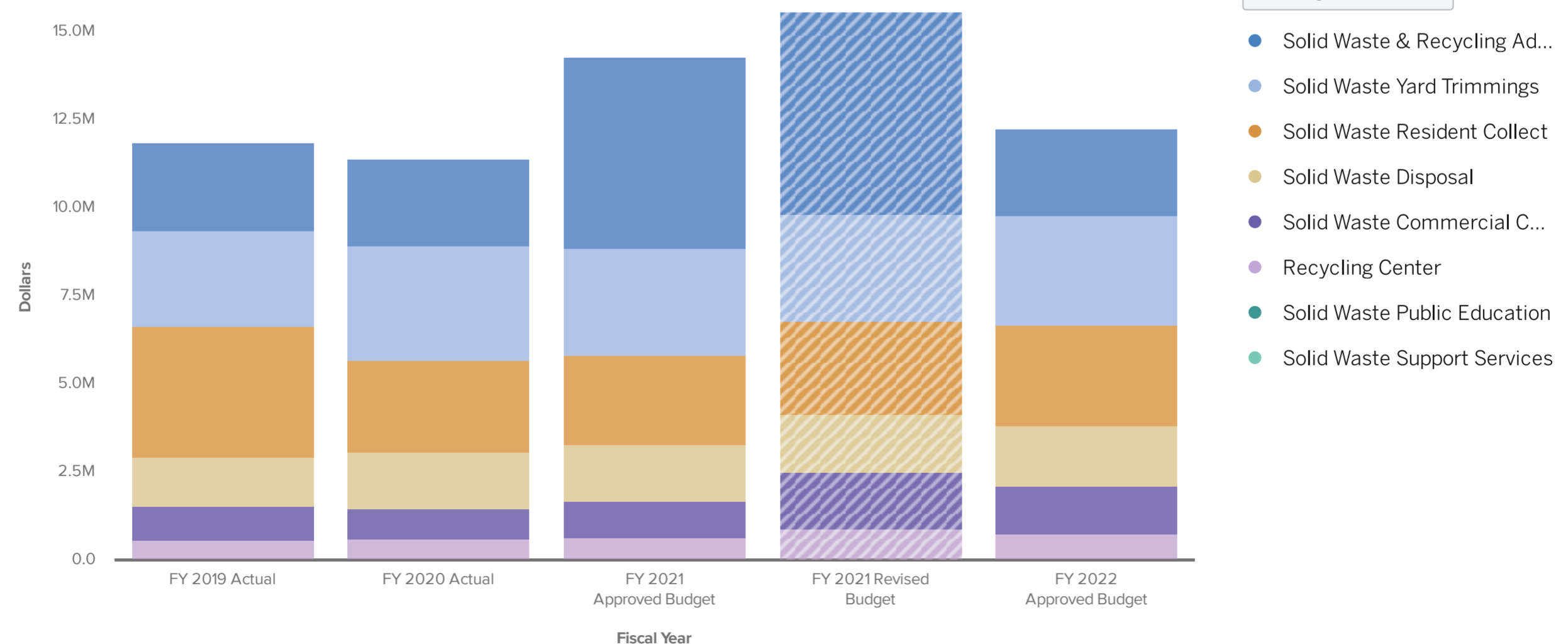
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Broken down by

**Environmental / Public Works Department** ▾ Solid Waste Fund ▾ Expenses



## Visualization



# Environmental/ Public Works Department

## Fleet Fund

To provide safe, dependable equipment and fueling services in support of user Departments' missions as a competitive maintenance cost in the most effective and efficient manner possible.



## Who we are

The Fleet Services Fund maintains the City of Roswell's vehicle fleet, fueling systems, and support equipment. Fleet Services is responsible for preventative maintenance, repair parts inventory, tire servicing, vehicle towing, equipment and vehicle repairs, and recordkeeping. Fleet Services is also responsible for maintaining, servicing and ordering the City's fuel and the administration of fueling contracts.

## Opportunities

The Fleet Services Fund is an internal services fund created to provide tracking, reporting and overall efficient services to fleet user Departments. Fleet Services has identified key performance indicators and workload statistics that will be tracked in order to improve services, reduce costs, optimize operational efficiencies and lessen the Fleet's environmental impact. Using the City work order module for fleet will provide opportunities to track life-cycle aspects of the fleet vehicles and equipment.

## Challenges

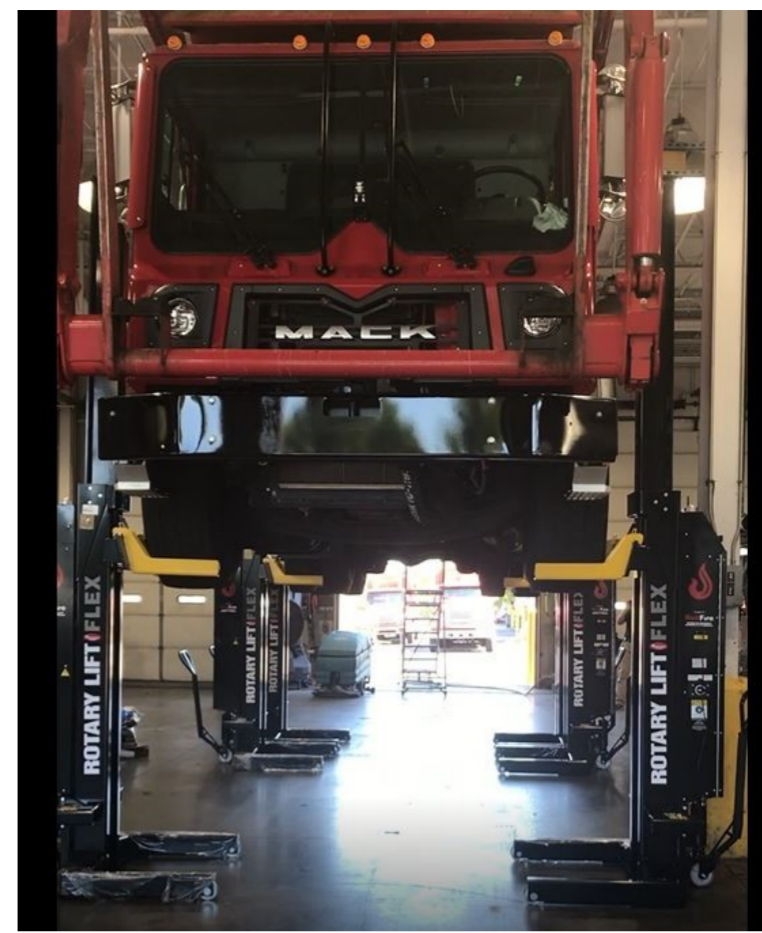
Challenges exist with developing, tracking and accounting for all city vehicles and equipment to ensure maximum life and effective internal services, such as an efficient comprehensive preventive maintenance schedule for the entire City's fleet. Scheduling and communication are essential elements of this program to ensure this program works successfully.

## What we have Accomplished

- Maintain an accurate Preventative Maintenance program accounting for all vehicles and equipment utilizing the new Hiperweb software.
- Implement an improved parts inventory system in Hiperweb.
- Reclassified a new Law Enforcement Vehicle Mechanic position to better service the Police Department.
- Purchased heavy equipment lifts to service large Fire and Sanitation trucks.
- Improved use of diagnostic software to pinpoint mechanical repairs to vehicles.
- Maintained staffing levels to provide the best customer service possible.
- Replaced purchasing light duty (F-250 size and below) through leasing vehicles with Enterprise.
- Updated standard operating procedures and staff training programs.

## What we expect to Accomplish

- Improve the use of Hiperweb software by mechanics to provide real time updates to parts inventory.
- Improve communication and customer satisfaction through the use of the online work request system for all maintenance and repairs to the City Fleet.
- Track and evaluate the cost required to maintain each vehicle in the Fleet in Hiperweb.
- Reduce Emergency Vehicle downtime and reduce costs through the addition of an Emergency Vehicle Technician.
- Complete the yearly lease request to replace old vehicles.



## Fleet Fund

### Changes from FY 2021 to 2022

#### FY 2022 - Fund 604 - Fleet Services Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ -</b>
FY 2022 Revenues	\$ 1,965,570
<b>FY 2021 Approved Budget</b>	<b>\$ 1,787,420</b>
Budgeted Vacancy Savings Adjustment	\$ (2,790)
Defined Benefit Retirement Adjustment	\$ (13,807)
Defined Contribution Retirement Adjustment	\$ 18,849
Fleet Rate and Lease Adjustment	\$ (8,298)
Group Health Adjustment	\$ 8,443
Indirect Cost Adjustment	\$ 38,198
Risk/Liability Adjustment	\$ 2,411
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 112,961
Utilities, Gasoline, and Oil Adjustment	\$ 1,350
Worker's Comp Contribution Adjustment	\$ 39
<b>FY 2022 Base Budget</b>	<b>\$ 1,944,776</b>
Group Health Increase	\$ 11,133
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 9,661
<b>Operating Request Total</b>	<b>\$ 20,794</b>
<b>FY 2022 Operating Total</b>	<b>\$ 1,965,570</b>
<b>FY 2022 Capital Total</b>	<b>\$ -</b>
<b>FY 2022 Total Budget</b>	<b>\$ 1,965,570</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ -</b>



**Unfunded Requests**

Operating

Add (1) Full-Time Fire Apparatus Technician at 100% Funding	\$	98,759
Add Funding for Fleet Telematics	\$	84,547
Facility Generator for Inclement Weather	\$	2,000
<b>Operating Total</b>	<b>\$</b>	<b>185,306</b>

Maintenance Capital

Bay Door Replacement	\$	100,651
Tool and Auto Repair Equipment Replacement Program	\$	13,588
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>114,239</b>

One Time Capital

Diesel Exhaust Fluid Dispenser	\$	42,273
Facility Generator for Inclement Weather	\$	125,826
Abandon Vehicle Floor Lift	\$	15,095
<b>One Time Capital Total</b>	<b>\$</b>	<b>183,194</b>

<b>Unfunded Request Total</b>	<b>\$</b>	<b>482,739</b>
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# Fleet Fund Revenues by Line Item

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Broken down by  
**Revenues** Fleet Services Fund

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Charges for Service	\$ 1,840,453	\$ 1,820,963	\$ 1,728,467	\$ 1,728,467	\$ 1,965,570
▶ Miscellaneous Revenues	0	14,365	0	0	0
<b>Total</b>	\$ 1,840,453	\$ 1,835,328	\$ 1,728,467	\$ 1,728,467	\$ 1,965,570

# Fleet Fund Expenditures by Type

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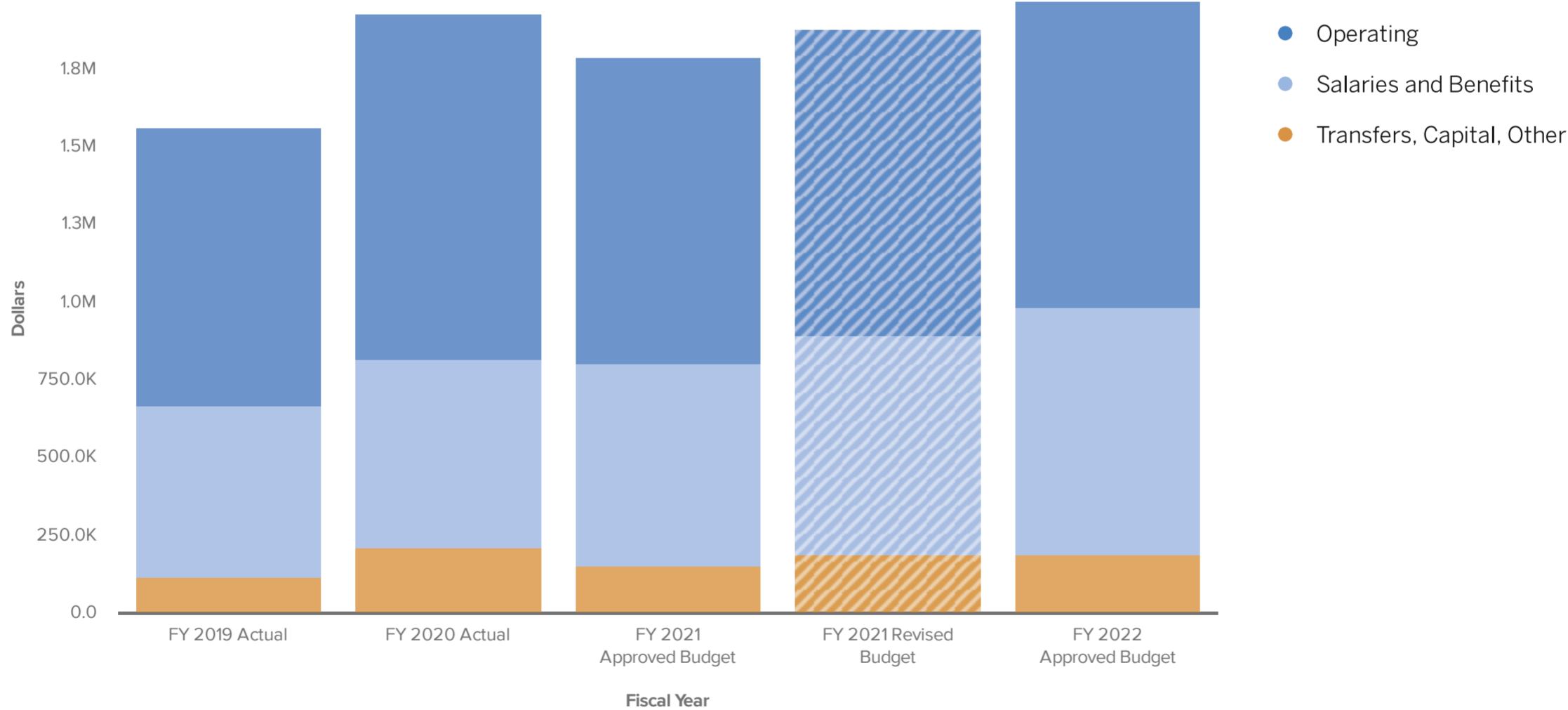
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**Expenses** Fleet Services Fund Environmental / Public Works ...



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Visualization





# Fleet Fund Expenditures by Line Item

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Broken down by

**Expenses** Fleet Services Fund Environmental / Public Works ...

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 895,683	\$ 1,110,784	\$ 981,925	\$ 985,522	\$ 979,646
▶ Salaries and Benefits	550,413	609,090	649,823	703,502	794,312
▶ Transfers, Capital, Other	119,278	210,778	155,672	189,087	191,612
<b>Total</b>	<b>\$ 1,565,374</b>	<b>\$ 1,930,652</b>	<b>\$ 1,787,420</b>	<b>\$ 1,878,111</b>	<b>\$ 1,965,570</b>

# Fleet Fund Expenditures by Cost Centers

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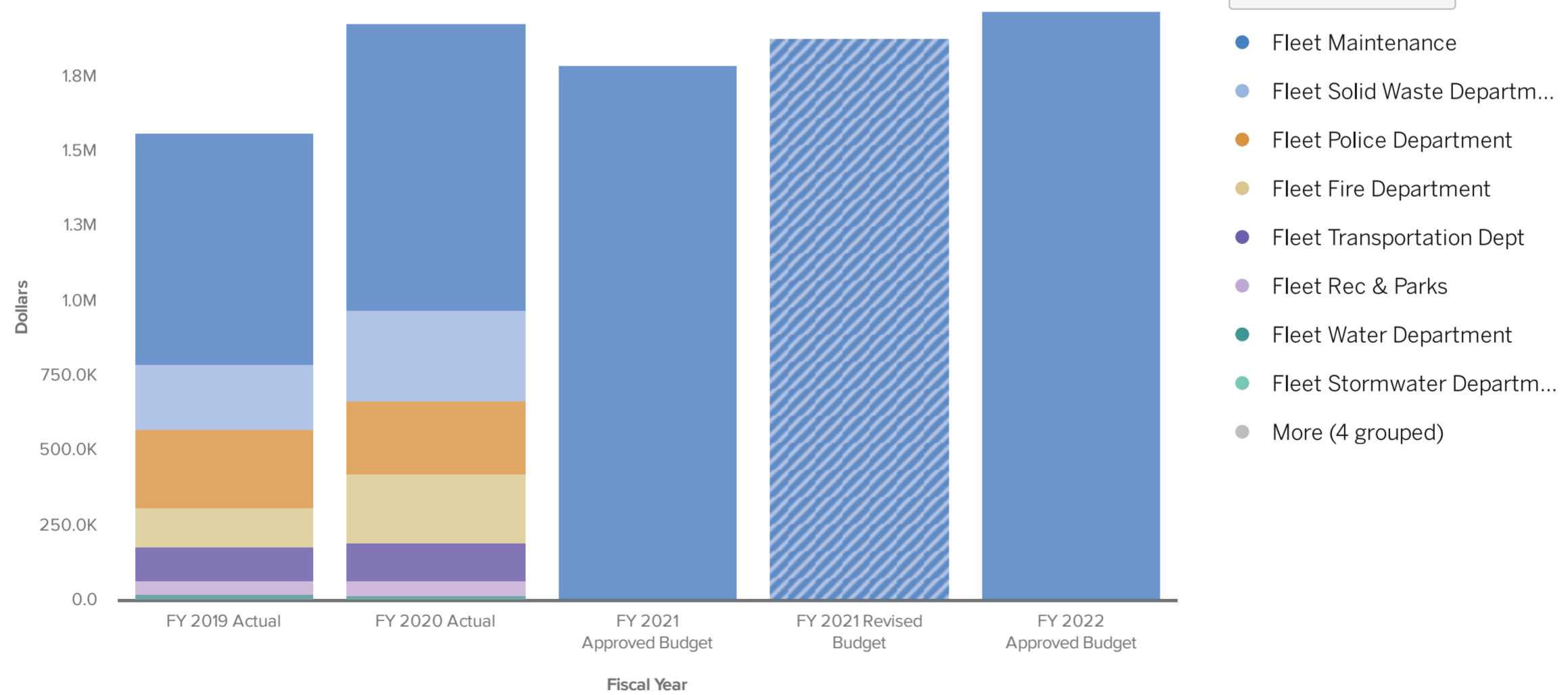
Broken down by

**Environmental / Public Works Department** Fleet Services Fund Expenses



## Visualization

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# Fleet Fund Expenditures by Cost Centers

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Broken down by

**Environmental / Public Works Department**

▾ Fleet Services Fund

▾ Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Fleet Maintenance</b>	\$ 774,730	\$ 959,656	\$ 1,787,420	\$ 1,874,514	\$ 1,965,570
Fleet Solid Waste Department	218,319	302,279	0	0	0
Fleet Police Department	259,612	244,340	0	164	0
Fleet Fire Department	130,715	230,885	0	1,062	0
Fleet Transportation Dept	115,936	126,692	0	0	0
Fleet Rec & Parks	42,242	50,281	0	2,372	0
Fleet Water Department	13,731	5,661	0	0	0
Fleet Stormwater Department	7,789	7,625	0	0	0
Fleet Administration Dept	939	2,214	0	0	0
Fleet Com Dev Department	1,230	969	0	0	0
Fleet Finance Department	131	0	0	0	0
Fleet Rec Part Fund	0	49	0	0	0
<b>Total</b>	<b>\$ 1,565,374</b>	<b>\$ 1,930,652</b>	<b>\$ 1,787,420</b>	<b>\$ 1,878,111</b>	<b>\$ 1,965,570</b>



# Finance Department

To provide premier financial stewardship by effectively managing the fiscal activities of the city.



## Who we are

The Finance Department is responsible for the financial aspects of Roswell's government. The Department is comprised of Administration, Accounting, Accounts Payable, Strategic Planning and Budgeting, Financial Services, and Purchasing. These offices work together to ensure the City is managing its funds appropriately and in a cost effective manner.

## Opportunities

Upon Mayor and Council adoption, work to implement relevant components of the Citywide Strategic Plan.

Make use of available technology to improve internal processes as well as customer service to our residents.

Review and update business processes as well as policies and procedures.

## Challenges

The availability of resources to devote to improvements/efficiencies.

Changes in GASB rules.



## What we have Accomplished

- Recognized for developing the City's first ever Interactive Budget Book.
- Successfully transitioned the Business Registration Division from Community Development to Finance.
- Successfully implemented the City's first online procurement software allowing vendors to respond to solicitations electronically.
- Hired the City's first Investment Advisory Firm to assist with the management of the City's investment portfolio.
- Successfully completed the FY 2020 year-end close process, Comprehensive Annual Financial Report, and outside audit with no findings for the City organization.
- Increased the number of customers receiving electronic utility bills to over 8,800, an eleven percent increase over the last year.
- Increased the number of customers paying utility bills via automatic draft to over 5,800, a five percent increase over the last year.
- Successfully completed the 2020 property tax billing process (over 30,000 accounts).
- Published the City's third Popular Annual Financial Report for FY 2020. This brief report takes the 200+ page Comprehensive Annual Financial Report and summarizes it into a more easily understood document.



## What we expect to Accomplish

- Upon Mayor and Council adoption, work to implement relevant components of the Citywide Strategic Plan.
- Continue development and implementation of the City's performance management program.
- Work with Financial Advisor to complete the capital planning model to analyze options for investing in major capital needs across the City.
- Evaluate and implement new processes and technologies to increase efficiencies in the Finance Department.
- Update City financial policies and procedures.
- Develop training program for City employees to provide education on Finance-related policies and procedures.
- Continue transition to paperless environment through the use of various technologies.

# Finance Department Expenditures by Type

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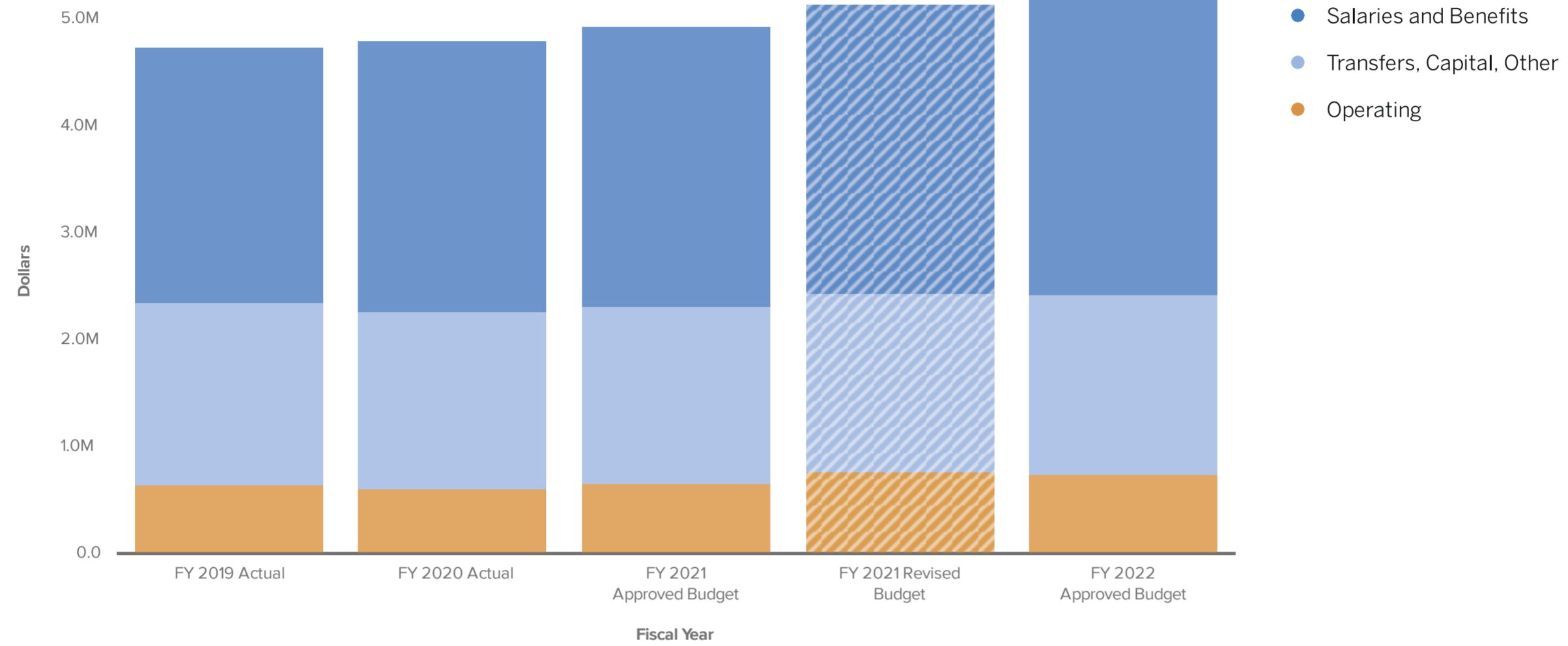
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Expenses Finance Department



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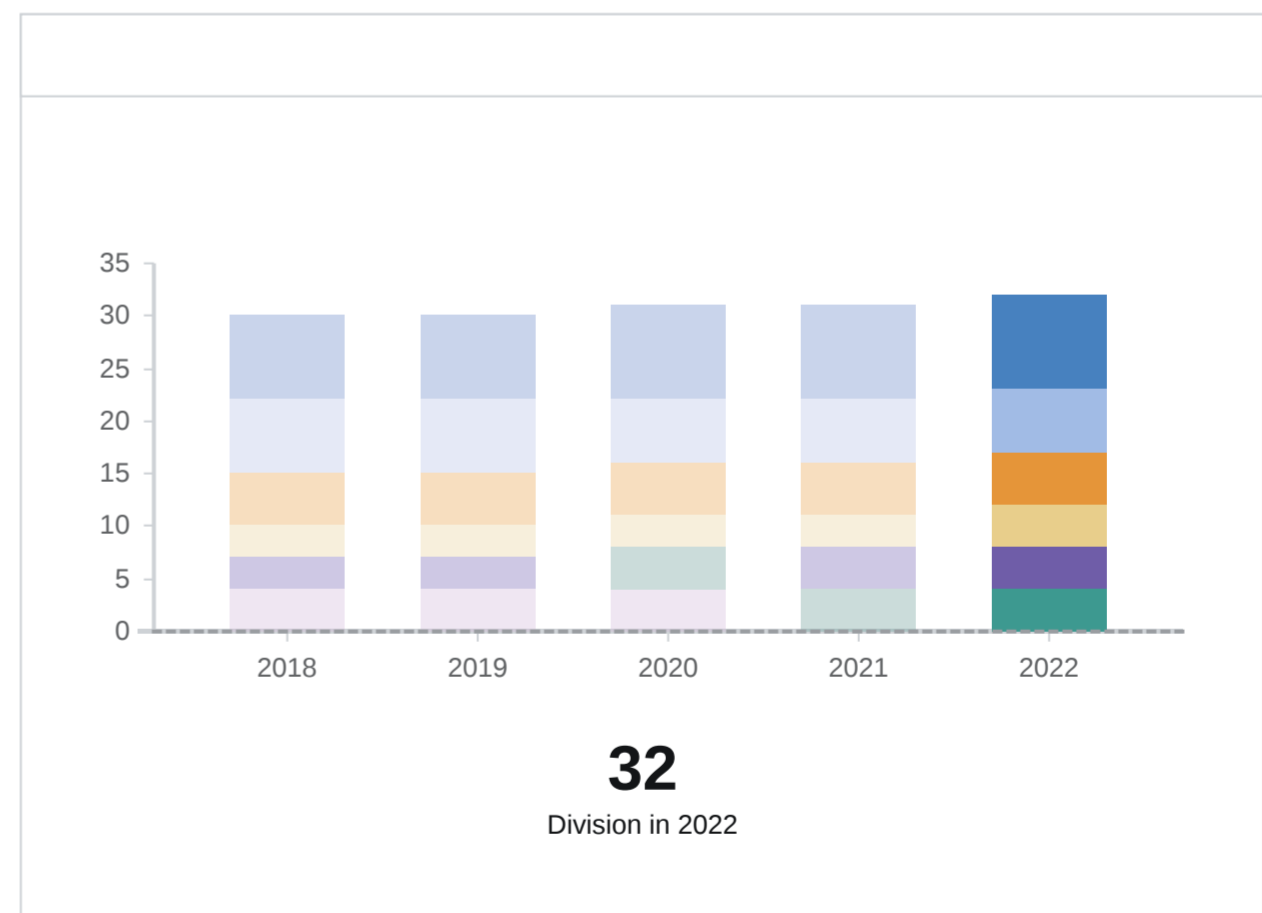
Visualization



## Finance Expenditures by Fund

Category	2022
General Fund	\$3,645,171.00
Bond Fund (Debt Service)	\$1,655,000.00

## Finance Personnel History



Here is a summary of the Finance Department in table form, illustrating direct costs and indirect costs. Click on the table to explore greater detail.

### Personnel Changes

FY 2018: Added (2) full time Accountant positions (in support of Occupation Tax Program)  
 FY 2020: Relocated the Business Registration Division from Community Development to the Finance Department during FY 2020.  
 FY 2022: Added (1) full time Budget Analyst

## Services Provided by Finance Department



For a full list of services [click here](#).

## Performance Measure Information



For a full list of Performance Measures as they relate to the City Goals by Department [click here](#).

# Finance Department

General Fund

## Finance Department in General Fund Changes from FY 2021 to 2022

### **FY 2022 General Fund - Finance**

<b>FY 2021 Approved Budget</b>	<b>\$ 3,288,990</b>
Bank Fees/Charges Adjustment	\$ 70,000
Budgeted Vacancy Savings Adjustment	\$ (641)
Defined Benefit Retirement Adjustment	\$ (10,412)
Defined Contribution Retirement Adjustment	\$ 41,371
Department Adjustments	\$ 25,000
Fleet Rate and Lease Adjustment	\$ (1,717)
Risk/Liability Adjustment	\$ 3,368
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 164,601
Worker's Comp Contribution Adjustment	\$ 11
<b>FY 2022 Requested Base</b>	<b>\$ 3,580,571</b>
Add (1) Full-Time Budget Analyst Positions at 75% Funding	\$ 64,600
<b>Operating Request Total</b>	<b>\$ 64,600</b>
<b>FY 2022 Operating Total</b>	<b>\$ 3,645,171</b>
<b>FY 2022 Total Budget</b>	<b>\$ 3,645,171</b>

### **Unfunded Requests**

#### Operating

Add (1) Full-Time Budget Analyst Positions at 75% Funding	\$ 64,600
<b>Operating Total</b>	<b>\$ 64,600</b>
<b>Unfunded Request Total</b>	<b>\$ 64,600</b>

# Finance Department General Fund Expenditures by Line Item

Help ▾ Share ▾

Updated On 19 Jun, 2021

← Back History ▾ Reset

Broken down by

Expenses General Fund Finance Department

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 2,398,270	\$ 2,537,958	\$ 2,620,603	\$ 2,704,663	\$ 2,877,533
▶ Operating	647,484	605,153	651,894	778,644	749,321
▶ Transfers, Capital, Other	10,510	12,402	16,493	16,493	18,317
<b>Total</b>	<b>\$ 3,056,264</b>	<b>\$ 3,155,514</b>	<b>\$ 3,288,990</b>	<b>\$ 3,499,800</b>	<b>\$ 3,645,171</b>

# Finance Department General Fund by Type

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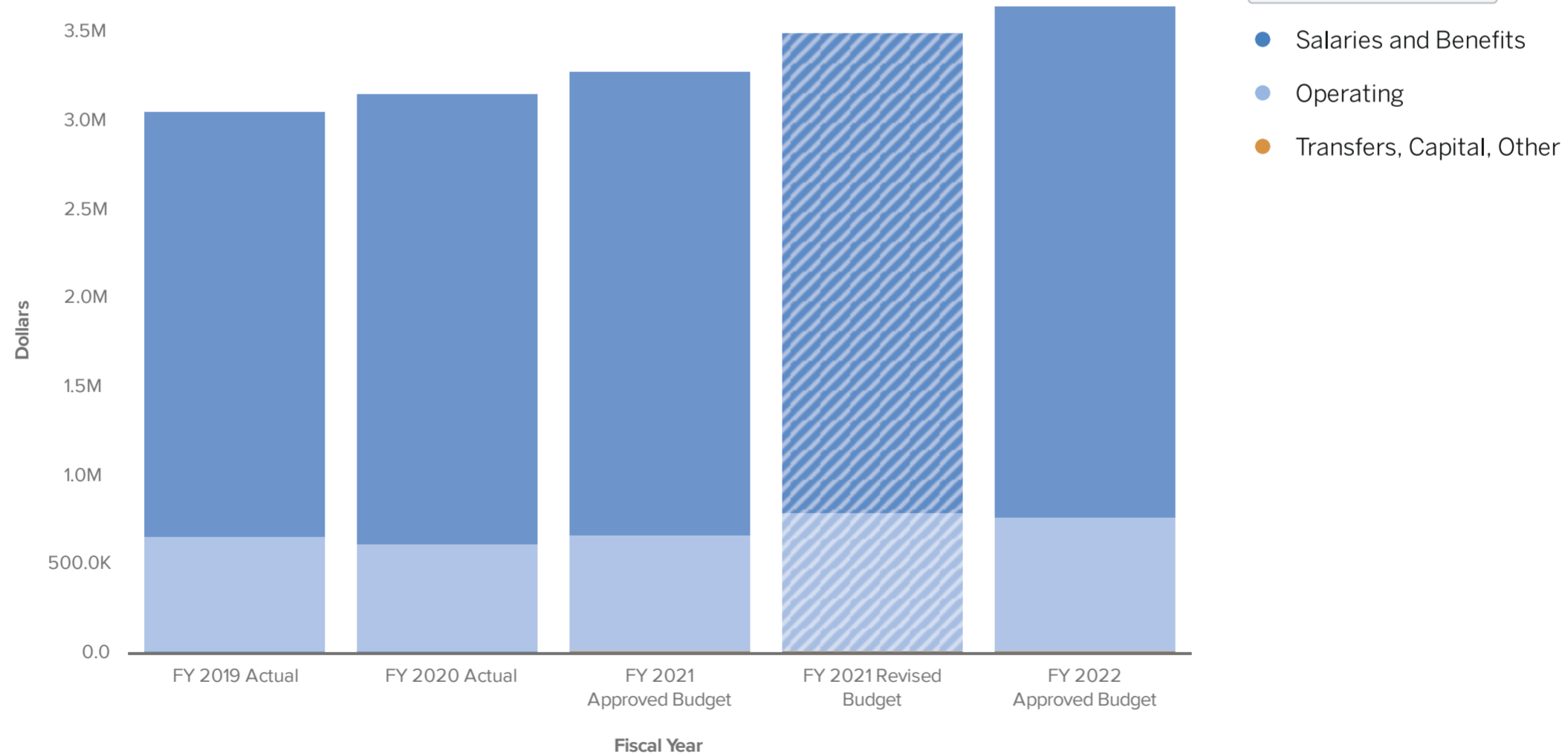
Broken down by

Expenses General Fund Finance Department



Sort Large to Small ▾

## Visualization





# Finance Department General Fund Expenditures by Cost Centers

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Broken down by

**Finance Department** General Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Finance Administration</b>	\$ 671,046	\$ 757,543	\$ 754,230	\$ 859,545	\$ 822,098
<b>Accounts Receivable</b>	665,019	684,839	718,436	833,343	825,598
<b>Accounting</b>	650,862	638,299	656,849	675,277	688,498
<b>Purchasing</b>	295,510	334,903	398,871	417,830	409,931
<b>Strategic Planning &amp; Budget</b>	351,255	324,547	318,745	330,299	420,968
<b>Cash Disbursements</b>	201,735	188,703	211,397	217,462	299,477
<b>Cash Receipting</b>	158,719	164,025	160,258	166,044	167,326
<b>Business Registration</b>	62,118	62,656	70,204	0	11,275
<b>Total</b>	\$ 3,056,264	\$ 3,155,514	\$ 3,288,990	\$ 3,499,800	\$ 3,645,171



# Finance Department General Fund Expenditures by Cost Centers

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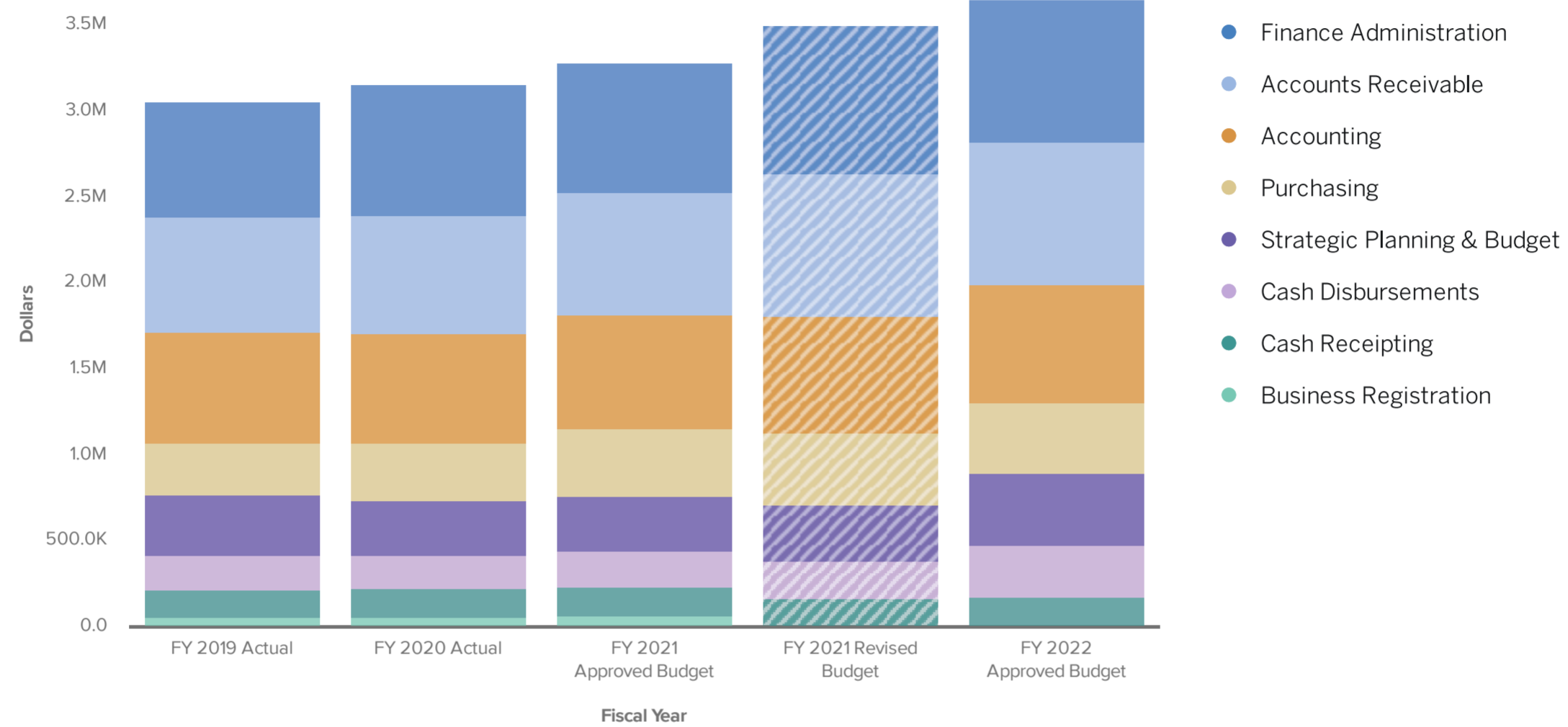
Broken down by

Finance Department General Fund Expenses



Visualization

Sort Large to Small ▾



For FY 2021, there is one change to the Organizational Chart. Business Registration moved from Community Development to Finance. For comparative purposes, the history is shown with Finance Department.

# FY 2022 Proposed Budget

## Debt Service Fund

### Debt Service Fund

The Debt Service Fund is utilized to account for the accumulation and disbursement of funds needed to comply with the interest and principal redemption requirements. The City of Roswell has earned an “AAA” bond rating, the highest possible rating, consistently each year since 2000.

This section provides financial data on the City's long term financial obligation, current debt obligation, debt levels and legal limits.

### Changes from FY 2021 to 2022

#### **FY 2022 - Fund 410 - Debt Service Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 2,268,807</b>
FY 2022 Revenues	\$ 1,483,000
<b>FY 2021 Approved Budget</b>	<b>\$ 1,650,000</b>
Debt Service Fund Adjustment	\$ 5,000
<b>FY 2022 Base Budget</b>	<b>\$ 1,655,000</b>
<b>FY 2022 Operating Total</b>	<b>\$ 1,655,000</b>
<b>FY 2022 Total Budget</b>	<b>\$ 1,655,000</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 2,096,807</b>

# DEBT AND TAX DIGEST INFORMATION

In November, 2012 Roswell voters overwhelmingly approved a \$14.7 million bond referendum for transportation, recreation, and public safety improvements for our community. Specific projects include:

- Holcomb Bridge/GA 400 Interchange Improvements: \$6 million
- Replacement of Fire Station #4: \$1.5 million
- Eves Road multi-use path and bike lanes: \$1.2 million
- Holcomb Bridge Road multi-use Trail (segment 4): \$1.5 million
- Adult Recreation Center Therapeutic Pool: \$2.5 million
- Synthetic Turf Fields (4 fields): \$2 million

## Principal and Interest Requirements on City's General Obligation Debt

Following are the estimated principal and interest requirements on the City's outstanding general obligation bonds and the previously issued outstanding general obligation bonds of the City for the fiscal **years ending June 30, 2020 and thereafter.**

**Series 2013 Bonds**

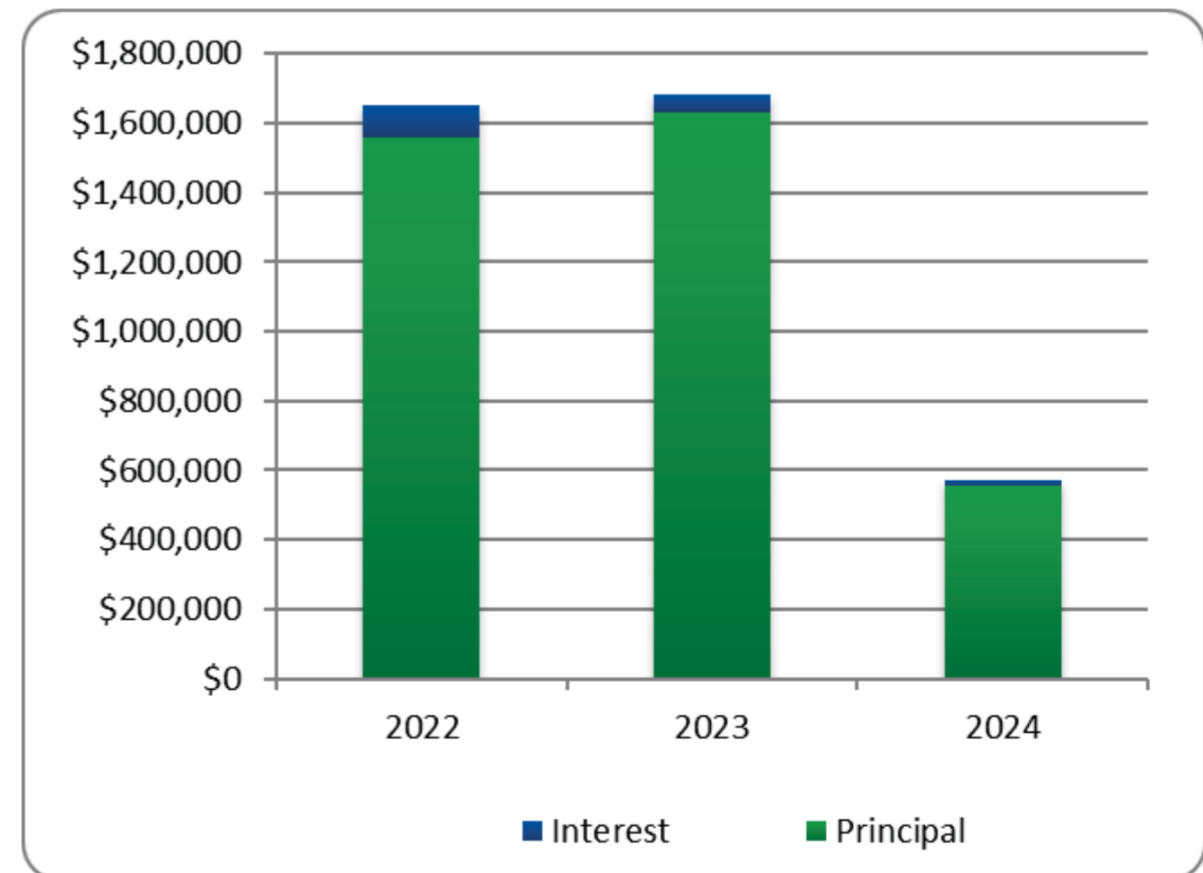
FYE	Principal	Interest	Total
June 30th			
2022	\$1,025,000	\$41,400	\$1,066,400
2023	\$1,045,000	\$20,900	\$1,065,900
<b>TOTAL</b>	<b>\$2,070,000</b>	<b>\$62,300</b>	<b>\$2,132,300</b>

**Series 2014 Bonds**

FYE	Principal	Interest	Total
June 30th			
2022	\$535,000	\$50,250	\$585,250
2023	\$585,000	\$34,200	\$619,200
2024	\$555,000	\$16,650	\$571,650
<b>TOTAL</b>	<b>\$1,675,000</b>	<b>\$101,100</b>	<b>\$1,776,100</b>

**TOTAL - All Bonds**

FYE	Principal	Interest	Total
June 30th			
2022	\$1,560,000	\$91,650	\$1,651,650
2023	\$1,630,000	\$55,100	\$1,685,100
2024	\$555,000	\$16,650	\$571,650
<b>TOTAL</b>	<b>\$3,745,000</b>	<b>\$163,400</b>	<b>\$3,908,400</b>



# Legal Debt Margin Calculation

## Comprehensive Annual Financial Report Fiscal Year 2020

### City of Roswell, Georgia

The City of Roswell has a formal debt service policy that is utilized along with the regulations governed by the State of Georgia. The Constitution for the State of Georgia states that “The debt incurred by any county, municipality, or other political subdivision of this state, including debt incurred on behalf of any special district, shall never exceed 10% of the assessed value of all taxable property within such county, municipality, or political subdivision; and no such county, municipality, or other political subdivision shall incur any new debt without the assent of a majority of the qualified voters of such county, municipality, or political subdivision voting in an election held for that purpose as provided by law.”<sup>1</sup> Specifically, the City of Roswell has utilized both general obligation and revenue bonds to finance capital improvements too large to be financed from current revenues. The most recent bond issue sold April, 2014 with an uninsured AAA rating.

<u>(amounts expressed in thousands)</u>	<u>Amount</u>
<u>Assessed Value</u>	<u>\$6,118,257</u>
<u>Add back tax exempt property</u>	<u>\$400,608</u>
<u>Total assessed Value</u>	<u>\$6,518,865</u>
<u>Debt limit (10% of assessed value)</u>	<u>\$651,886.50</u>
Debt applicable to limit:	
<u>General Obligation Bonds</u>	<u>\$5,363</u>
Less: Amount set aside for repayment of general obligation debt	<u>(\$2,118)</u>
<u>Total Net Debt Applicable toward Limit</u>	<u>\$3,245</u>
<u>Legal Debt Margin</u>	<u>\$648,642</u>

<sup>1</sup> State of Georgia Constitution, Article IX, Section V



# Fire Department

Protecting the lives and property of all individuals throughout the City of Roswell.

## Who we are

The Roswell Fire Department is made up of 208 part time firefighters that staff seven stations 24/7/365. The Department operates seven fire engines, two aerial trucks, two light duty rescue units, and a heavy duty rescue unit daily with a maximum of 38 on duty firefighters, when staffing allows.

The Roswell Fire Department has experienced a .82% increase in requests for emergency services over the past year. Total calls for service were 9,617. Fire Station #1 was the busiest station running 2,818 calls (up .90%), Station #4 was the second busiest with around 2,175 calls (up 4.11%), and Station #2 came in third with around 1,125 calls (down 20.04%). The main reason for the decrease in calls at individual stations and the unusually low overall increase is the COVID pandemic.

The Fire Department responds to many types of emergency requests for service. Emergency Medical Service (EMS) calls made up 53.0% of the requests for services. This is a 9.3% decrease from the previous year. There was a 0% increase in building fires from FY19 to FY20. Of the 167 fires, 75 were building fires while last year there were 72 building fires (up 4.1%). The other 92 fires were vehicle fires, grass fires, dumpster fires, and other types of fires. Good Intent calls and Service calls make up 34% of the Department's requests for services. Good intent calls include fog or steam mistaken for smoke, smoke from chimneys mistaken for buildings on fire and other such instances. Service calls include responses to turning off water when a pipe breaks, smoke removal, trees down, invalid assist, and various other assistance calls. False Alarms made up 8.1% of the responses (785 calls).

The average response time for the Department is 06:56 (6 minutes, 56 seconds) and is a 5.5% increase from last year. For seven years in a row Station #5 has the fastest average response time but this past year Station #1 had the fastest average response time with 6:03 (6 minutes, 3 seconds). For the last fifteen years Station #6 has had the highest response time but this year Station #7 had the highest response time with 07:58 (7 minutes, 58 seconds). The busiest day for the fire department moved from Thursday to Friday and the busiest hour has moved from 12 noon to 4PM.



## Opportunities

The Fire Department continues to work with the Mayor and Council to construct a new fire station on Mountain Park Road (Fire Station # 8). It is forecasted that the increase in call volume in that area over the next ten years is 189.3% (782 calls to 1480 calls). The Fire Department is also seeking funding to move Fire Station #2 from its current location and remain in the Crabapple area and needs land acquisition to proceed. Fire Station #3 is also a sister station to fire station # 2 and we advocate for its replacement at its current location. Fire Station # 2 and Fire Station # 3 are both approaching 45 plus years of service and cannot support the increasing demands, growth, and staff that is needed. The Department staff is exploring many different combinations of building materials and designs to ensure cost efficiency but as we are aware the cost of replacement and building grows annually.

The Fire Department has started planning for a transformation from part time fire captains to a full time officer model including fire captains and fire lieutenants. This is similar to the staffing models used by surrounding jurisdictions. The described deficits in our staffing model can largely be resolved with consistent supervision at each station. Fire officers will aide in the implementation of policies, the completion of station duties, payroll validation, the completion of daily reports, and other response and administrative responsibilities. The station officer, in turn, will be held accountable by the Battalion Chiefs in charge of the shifts. Consistent supervision and staffing promotes pride and teamwork at the station level. The cost of hiring full time station officers will be offset with savings from the part time staffing budget of current station captains.

Other opportunities include: Replacing aging apparatus, fire hose and nozzles, communications equipment and a EMS Utility vehicle. All of these initiatives continue to maintain the Roswell Fire Department as a state of the art fire department.

## Challenges

The Fire Department has approved funding for 38 firefighters per day but maintaining a staffing level of 38 firefighters each day has been a huge challenge. The department has to look at other staffing models to ensure consistent staffing levels in order to respond to the ever increasing calls for service per day. The hiring of full time station officers and eventually full time firefighters will stabilize staffing in the future.

2020 was a difficult year and the COVID virus affected every city organization and department. While the fire department met these challenges head on, it's a fair assumption this was a year like no other. We used a steadfast staff and continued to make it a successful year, however we found we were sensitive and vulnerable to all of our part time firefighters' full time departments. Our staff in its entirety was resilient and helped us meet this challenge.

The Fire Marshal Office has seen an 85% increase in the number of building plans submitted for approval over the last five years. Last year saw a 17% increase. Each set of building plans submitted require up to eight special construction inspections. With the increase in construction plans the Fire Marshal Office has become overwhelmed.

The Fire Department has outgrown Fire Stations #2 and #3. Both stations were constructed in the late 1970's and were intended to serve as volunteer stations. Today they are being staffed with four to six firefighters with no space to store individual personal protective equipment (fire gear), cramped living quarters, and engine bays that modern fire trucks barely fit into. The department is seeking relief by rebuilding both fire stations.



## What we have Accomplished

FY21 was an unusually slow year for the Fire Department. It was the first time in 20 years the number of calls for service were below a 1% increase (.82%). The COVID pandemic slowed the economy and therefore funding for major projects were placed on hold.

- The Roswell Fire Department did not have a documented COVID exposure from firefighters treating patients or from firefighter to firefighter in the stations.
- The Fire Marshal's Office implemented new software that allowed their division to go all digital. Plans and review was very taxing and time consuming. This vision has allowed them to speed up detail oriented planning and eliminate rolls of plans and documents that were wasted after review.
- The Roswell Alpharetta Public Safety Training Center was re-opened after being totally reconstructed when snow caused the roof truss system to fail.
- ISO completed the Fire Suppression Rating Survey for the City of Roswell. We are awaiting the results of that survey.

## What we expect to Accomplish

- Replace the aging 2001 Aerial Ladder truck and the replacement has been funded and ordered. The new aerial will feature a new cab design known as a "Clear Cab".
- Gear lockers will be added to many of the fire stations to accommodate storage shortfalls.
- The kitchen at Fire Station #5 will be renovated and updated to better serve the firefighters stationed at that station.
- We hope to purchase a portable Safety Town to teach kids safety. The Fire Department is currently seeking grant money to make the purchase.
- Replacement of the communication headsets in the fire apparatus so that firefighters can hear the radio and each other above the noise of the engine and sirens.



# Fire Department Expenditures by Type

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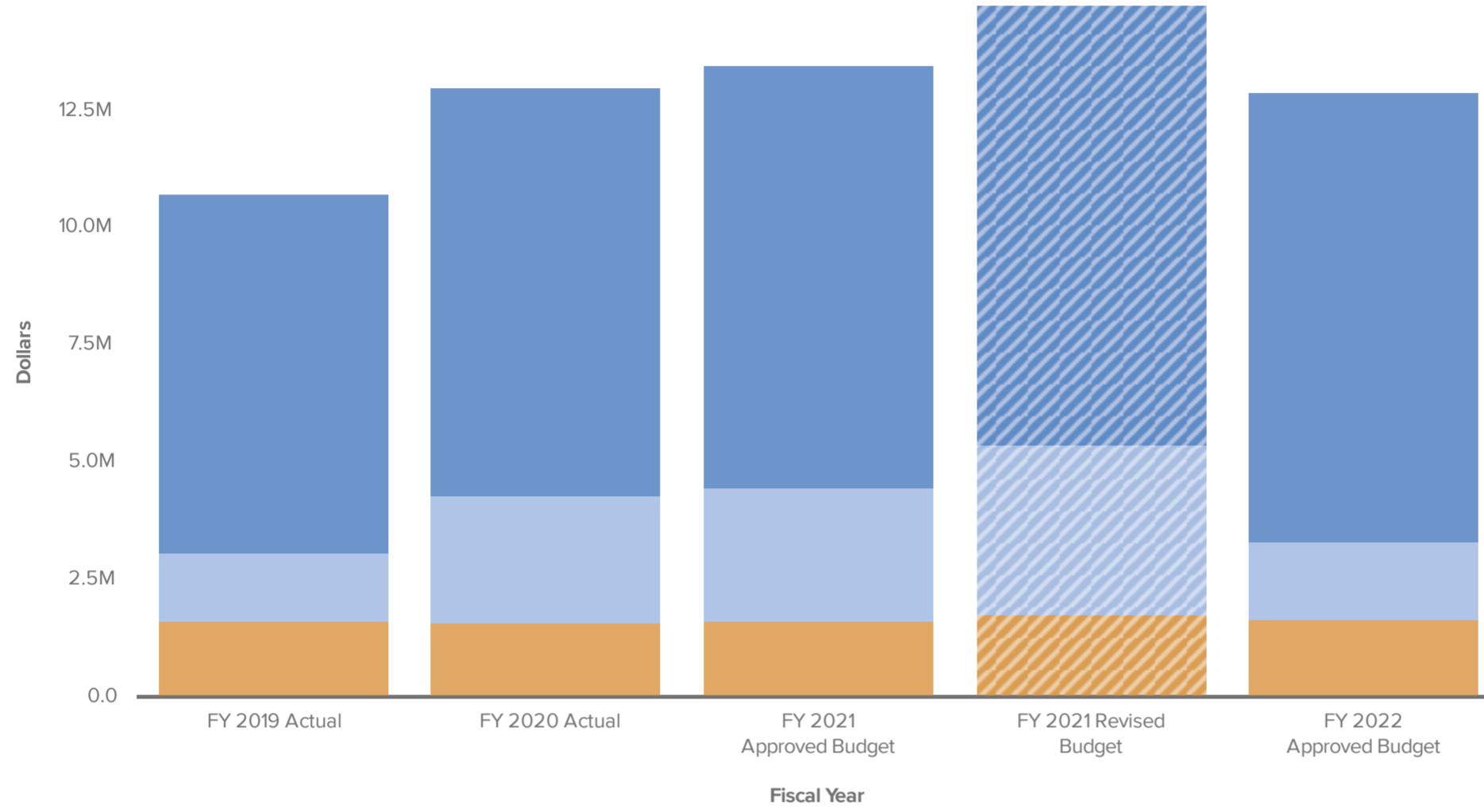
Expenses ▾ Fire Department



Sort Large to Small ▾

- Salaries and Benefits
- Transfers, Capital, Other
- Operating

Visualization

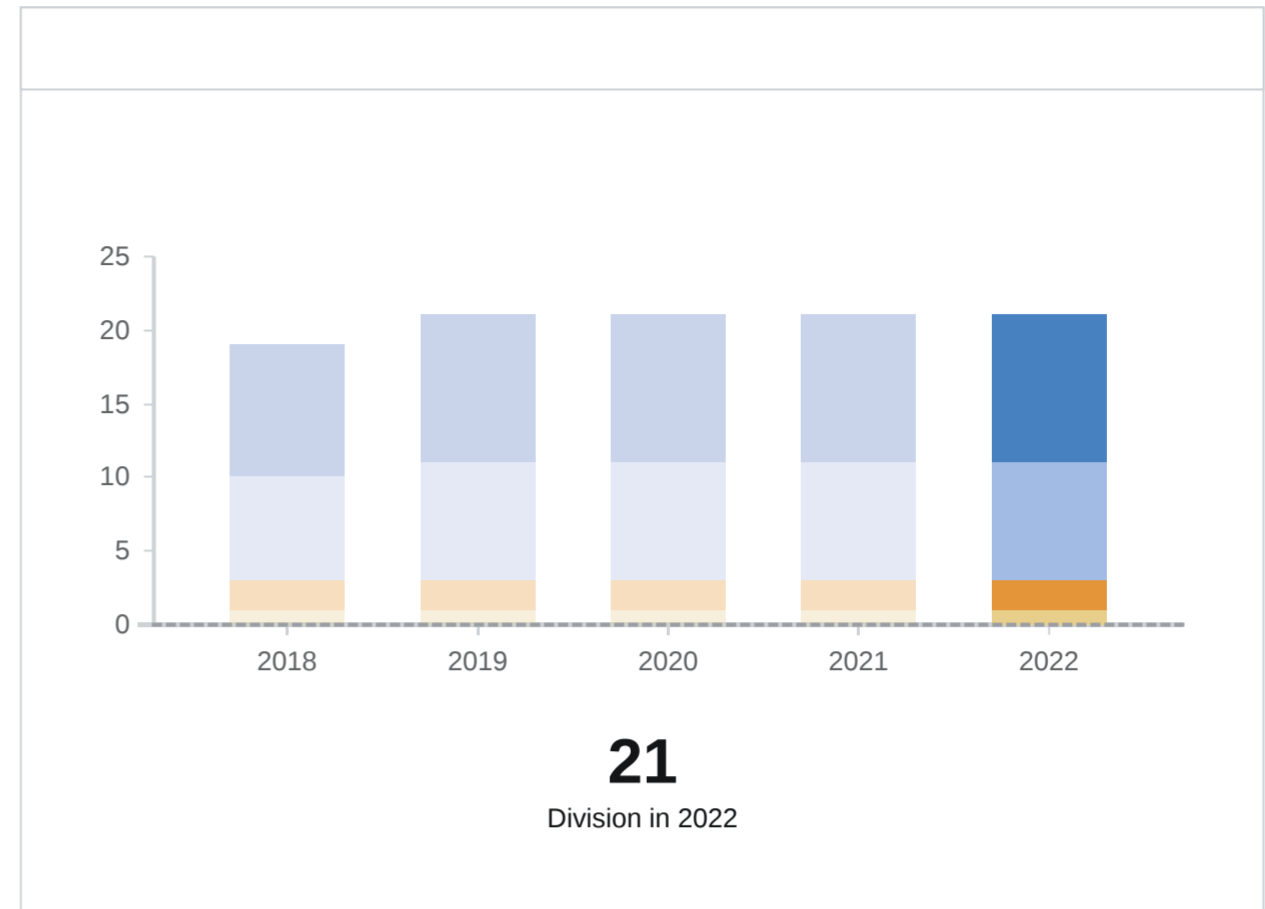


## Fire Department Expenditures by Fund

Category	2022
General Fund	\$12,093,696.00
Capital Project Fund	\$787,500.00

Here is a summary of the Fire Department by fund. Click on the graph to explore greater detail.

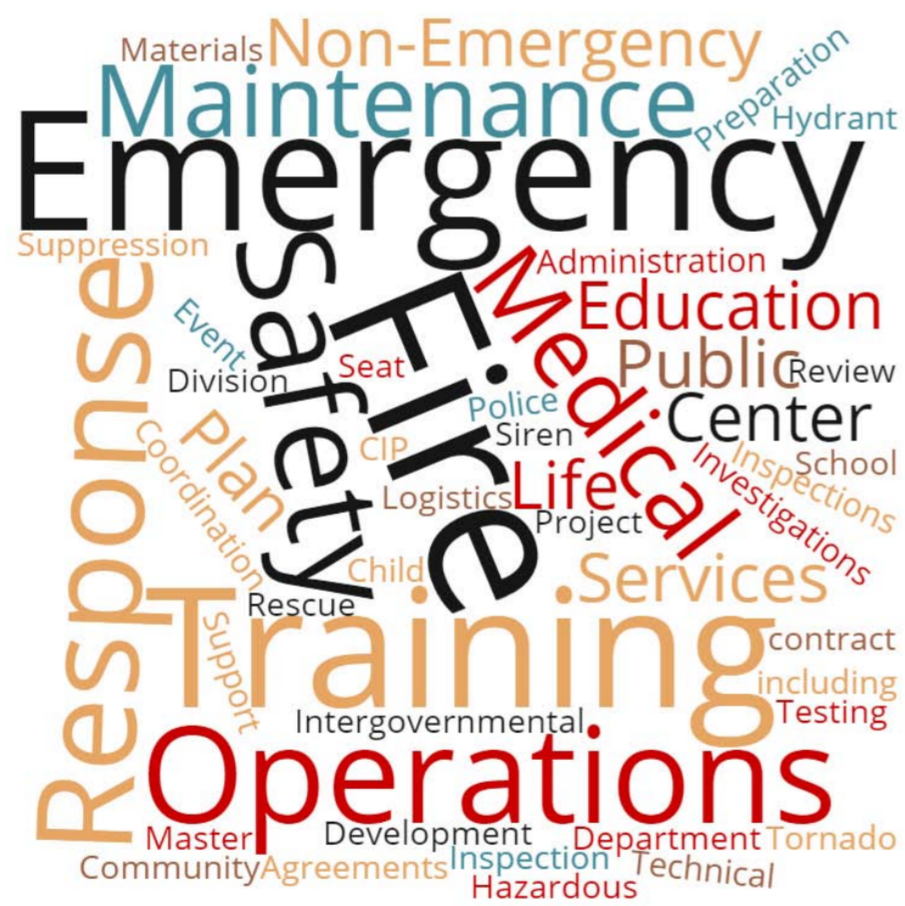
## Fire Personnel History



### Personnel Changes

FY 2019: Add (2) full-time positions: (1) Battalion Chief for training and special operations and (1) Assistant Fire Marshal

## Services Provided by Fire Department



For a full list of services [click here](#).

## Performance Measure Information



For a full list of Performance Measures as they relate to the City Goals by Department [click here](#).

# Fire Department

General Fund

## Fire Department in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - Fire

<b>FY 2021 Approved Budget</b>	<b>\$ 11,474,267</b>
Budgeted Vacancy Savings Adjustment	\$ (5,854)
Defined Benefit Retirement Adjustment	\$ (31,988)
Defined Contribution Retirement Adjustment	\$ 27,629
Department Adjustments	\$ (16,820)
Fire Apparatus Lease Adjustments	\$ (8,587)
Fleet Rate and Lease Adjustment	\$ (4,245)
Risk/Liability Adjustment	\$ 62,908
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 577,811
Utilities, Gasoline, and Oil Adjustment	\$ 15,719
Worker's Comp Contribution Adjustment	\$ 2,856
<b>FY 2022 Base Budget</b>	<b>\$ 12,093,696</b>
<b>FY 2022 Operating Total</b>	<b>\$ 12,093,696</b>
Fire Department Communications Equipment	\$ 37,500
<b>One Time Capital Request Total</b>	<b>\$ 37,500</b>
<b>FY 2022 Capital Total</b>	<b>\$ 37,500</b>
<b>FY 2022 Total Budget</b>	<b>\$ 12,131,196</b>



## Unfunded Requests

### Operating

Add (30) Full-Time Fire Station Officers	\$	2,674,237
Add (1) Full-Time Assistant Fire Marshal Position	\$	120,928
<b>Operating Total</b>	<b>\$</b>	<b>2,795,165</b>

### Maintenance Capital

Personal Protective Equipment Replacement Program	\$	73,500
EMS Utility Terrain Vehicle Replacement	\$	30,000
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>103,500</b>

### One Time Capital

Station #3 Replacement	\$	4,256,520
Add (1) iPlanTable Workstation for Fire Marshals Office	\$	17,328
Fire Station #2 Replacement (Land Acquisition)	\$	1,800,000
Fire Station Lighting Upgrade	\$	82,400
Fire Safety Education Safety Town Village	\$	23,501
<b>One Time Capital Total</b>	<b>\$</b>	<b>6,179,749</b>

<b>Unfunded Request Total</b>	<b>\$</b>	<b>9,078,414</b>
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## Fire Department General Fund Expenditures by Type

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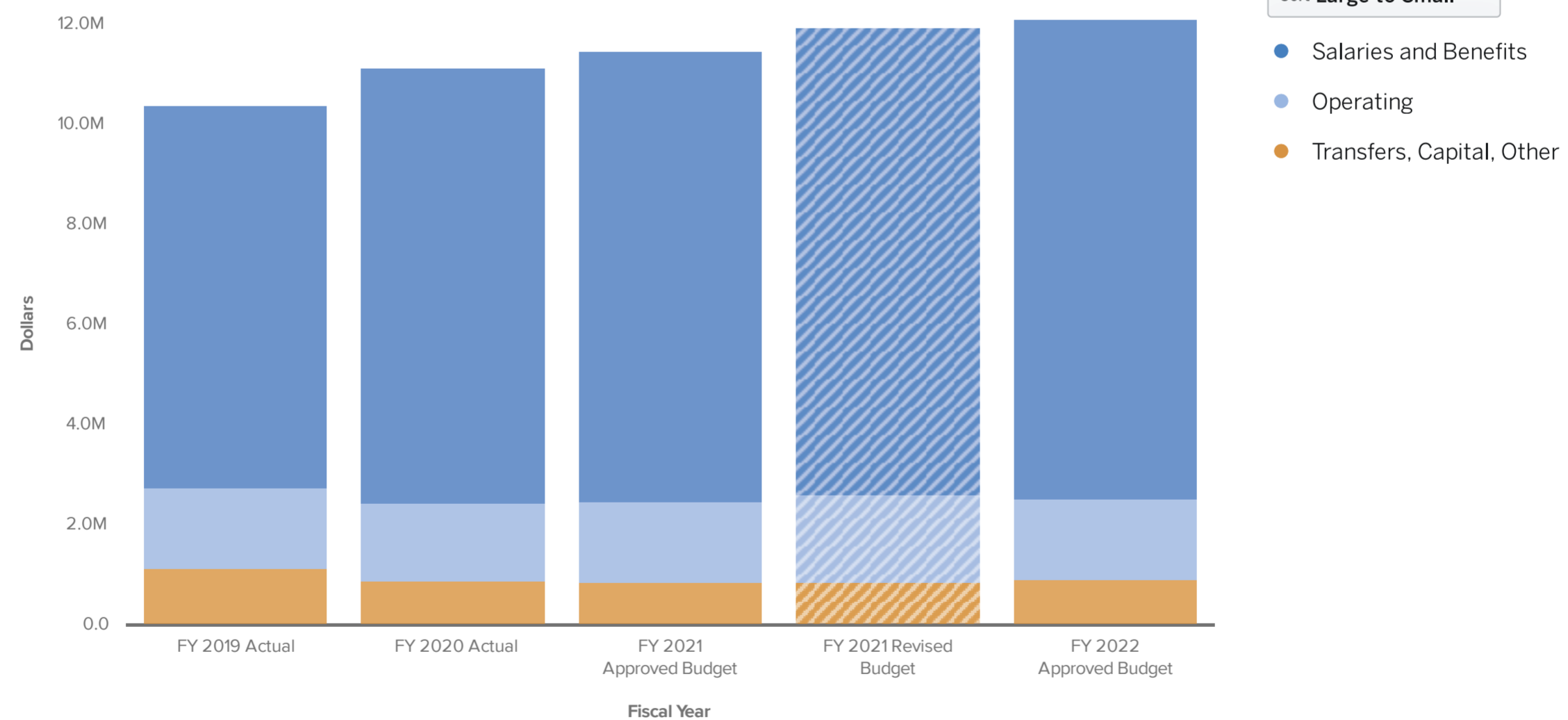
Broken down by

**Expenses**  General Fund  Fire Department



Sort Large to Small ▾

### Visualization



# Fire Department General Fund Expenditures by Line Item

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Updated On 17 Aug, 2021

← Back History ▾ Reset

Broken down by

**Expenses** General Fund Fire Department

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Salaries and Benefits	\$ 7,645,068	\$ 8,698,477	\$ 8,994,532	\$ 9,347,867	\$ 9,564,986
▸ Operating	1,607,148	1,564,160	1,625,683	1,761,144	1,616,715
▸ Transfers, Capital, Other	1,145,367	880,683	854,052	854,052	911,995
<b>Total</b>	<b>\$ 10,397,583</b>	<b>\$ 11,143,321</b>	<b>\$ 11,474,267</b>	<b>\$ 11,963,063</b>	<b>\$ 12,093,696</b>

# Fire Department General Fund Expenditures by Cost Center

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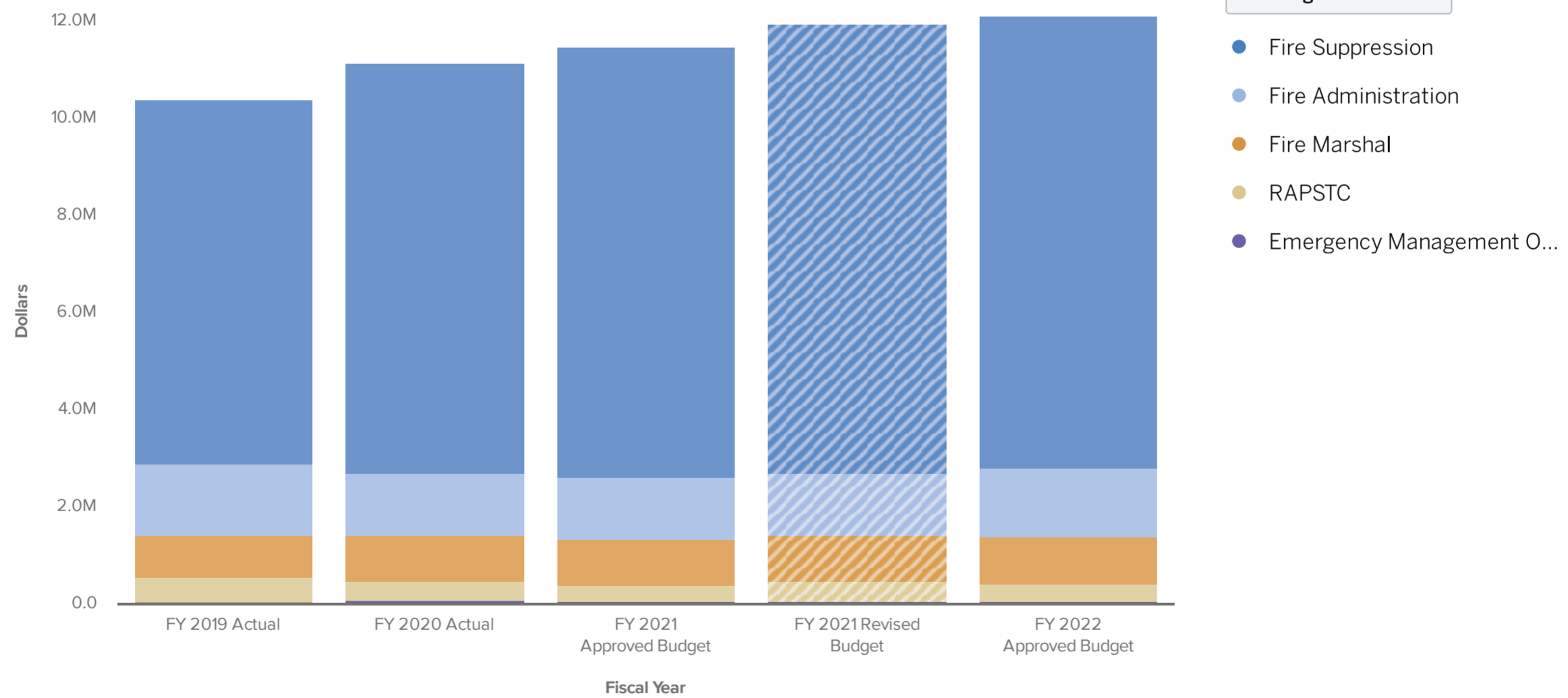
Updated On 17 Aug, 2021

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Broken down by

**Fire Department** General Fund Expenses

## Visualization



# Fire Department General Fund Expenditures by Cost Center

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Broken down by

**Fire Department** **General Fund** **Expenses**

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
<b>Fire Suppression</b>	\$ 7,512,709	\$ 8,438,103	\$ 8,856,809	\$ 9,256,197	\$ 9,294,648
<b>Fire Administration</b>	1,457,943	1,296,557	1,283,357	1,284,949	1,396,969
<b>Fire Marshal</b>	875,463	924,338	947,030	959,647	993,587
<b>RAPSTC</b>	535,545	407,893	329,484	399,556	353,982
<b>Emergency Management Office</b>	15,922	76,431	57,587	62,714	54,510
<b>Total</b>	\$ 10,397,583	\$ 11,143,321	\$ 11,474,267	\$ 11,963,063	\$ 12,093,696





# Police Department

The Roswell Police Department vows to protect life and property, preserve the peace, and strives to prevent crime, fear, and disorder in the City of Roswell in partnership with all of those who live, work, and travel through our city.



## Who we are

The Police Department provides a range of quality police services to the community 24 hours a day. This includes answering citizens' calls for service; providing preventative patrol and other crime prevention programs; the enforcement of Federal, State, and local laws; and conducting investigations into known criminal activity and arresting violators of the law. The Police Department is also responsible for the operation of an emergency dispatch center.

The Roswell Police Department is a progressive organization and continues to explore new methods to meet the needs of the community.

## Opportunities

The Police Department's greatest asset is our human capital. Recruiting, developing and maintaining employees in the Uniform Patrol Division has been identified as a key opportunity. To that end we will continue to plan to provide quality recruiting, job training, and career development opportunities. Our Fiscal Year 2022 goal is to continue to maintain a consistent low crime and victimization rate while providing the highest level of service to our citizens, to provide the highest overall workforce satisfaction, and continue to build and maintain community trust and collaboration

## Challenges

Our challenges are similar to other departments across the country. Recruiting and retention continue to be difficult, though we have made significant progress in this area. As the criminal element advances in technological tools so must we. Older technology must be replaced with newer and more relevant assets. We must also keep up with increased demands for community engagement and transparency.

## What we have Accomplished

- Completed monthly open range training, patrol rifle qualifications, shotgun qualifications, and basic patrol rifle school in addition to the State required qualifications for all sworn employees. Department wide completed 22,061 hours of training.
- Responded to 50,617 calls for service, wrote 11,566 incident reports, 2,948 accident reports, 6,132 traffic citations, and 4,312 traffic warnings.
- We adapted our emergency response to protect the public and our officers as much as possible and added additional PPE to reduce the spread of the COVID-19 virus.
- Opened a functional fitness facility and successfully on boarded over 1/3 of the department to further increase physical fitness, confidence, and teamwork department wide.

- Implemented a new city ordinance to help address the nationwide street racing issue occurring throughout the metro Atlanta area.
- Successfully purchased and trained a new K9 which has been placed into active service to support key policing efforts.
- Added a dedicated K9 Supervisor position to the highly specialized unit.
- Increased the number of police applicants by approximately 50% due to the successful implementation of PoliceApp.
- Hired 33 new employees calendar year 2020 (16 of those through the first half of Fiscal year 2021).
- Added a dedicated Internal Affairs Investigator position.
- Received funding for Pistol Mounted Optics.
- Replaced expiring Narcan, in order to ensure that officers have this life-saving medication at their disposal in overdose situations.
- Replaced tourniquets, in order to ensure that Officers have this life-saving equipment at their disposal.
- Replaced current Tasers with new Taser 7's.
- Ranked second in the State for the number of forensic files examined and proactive sexual predator investigations handled by detectives working Internet Crimes Against Children.
- Dismantled a nationwide mail theft ring that led to the discovery of hundreds of victims and nearly 400 felony charges filed.
- Replacement of current Axon Body Camera 2 with Axon Body Camera 3.
- Added a Live Scan machine providing digital fingerprinting for permits.
- Re-aligned vehicle key control.
- Raised over \$24K in Property Room weapon court orders.
- Processed over 1600 Open Records Requests.
- Transitioned Records to digital files.
- Implemented online appointments for citizen needs.
- Implementation of Drone Forensic mapping technology for both criminal and traffic investigations to provide greater investigative analysis and more detailed data.



## What we expect to Accomplish

- Continue to grow the CSI unit and capabilities through the use of a forensic 3D imaging scanner, allowing our CSI personnel to become more self-sufficient on homicide scenes and other high profile cases.
- Continue to grow our Investigative Analysis Unit through the use of cutting edge public records technology.
- Fill vacant positions in specialized investigative units in CID, to allow for more proactive Internet Crimes Against Children investigations.

- Continue to grow our information gathering/sharing initiatives to enhance the safety of our citizens.
- Continue recruiting efforts to hire the most qualified candidates who want to become a Roswell Police Officer.
- Increase the number of electric bikes to enhance the response capabilities of the Bicycle unit and continue to keep the unit operational.
- Grow the automated school speed enforcement program in order to improve school safety.
- Replacement of aging ALPR technologies to maintain the investigative resource and improve the capabilities of old technology.
- Purchase appropriate Crowd Control equipment and implement training to enhance the department's ability to address issues of civil unrest.
- Increase the number of ballistic shields on each shift to allow for mobile ballistic protection to enhance the abilities of patrol to address rapidly evolving situations.
- Replacement of the SWAT team's long distance weapons platforms.
- Fill all existing Police vacancies (12) and then request that the 9 defunded positions be re-funded so that they can also be filled. This will require the use of PoliceApp.com and will increase the number of Polygraph examiners required to screen applicants.
- Increase staffing from one PIO to a Media Team.
- Continue evaluating and updating the fleet for safer, newer, better, and cost effective equipment.
- Fill existing Administrative Specialist vacancies.
- Continue active, safe, and robust Community Outreach.
- Continue partnership with the Special Olympics.
- Increase Citizens Police Academy (CPA) to twice per year.

## Police Department Expenditures by Type

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Updated On 12 Aug, 2021

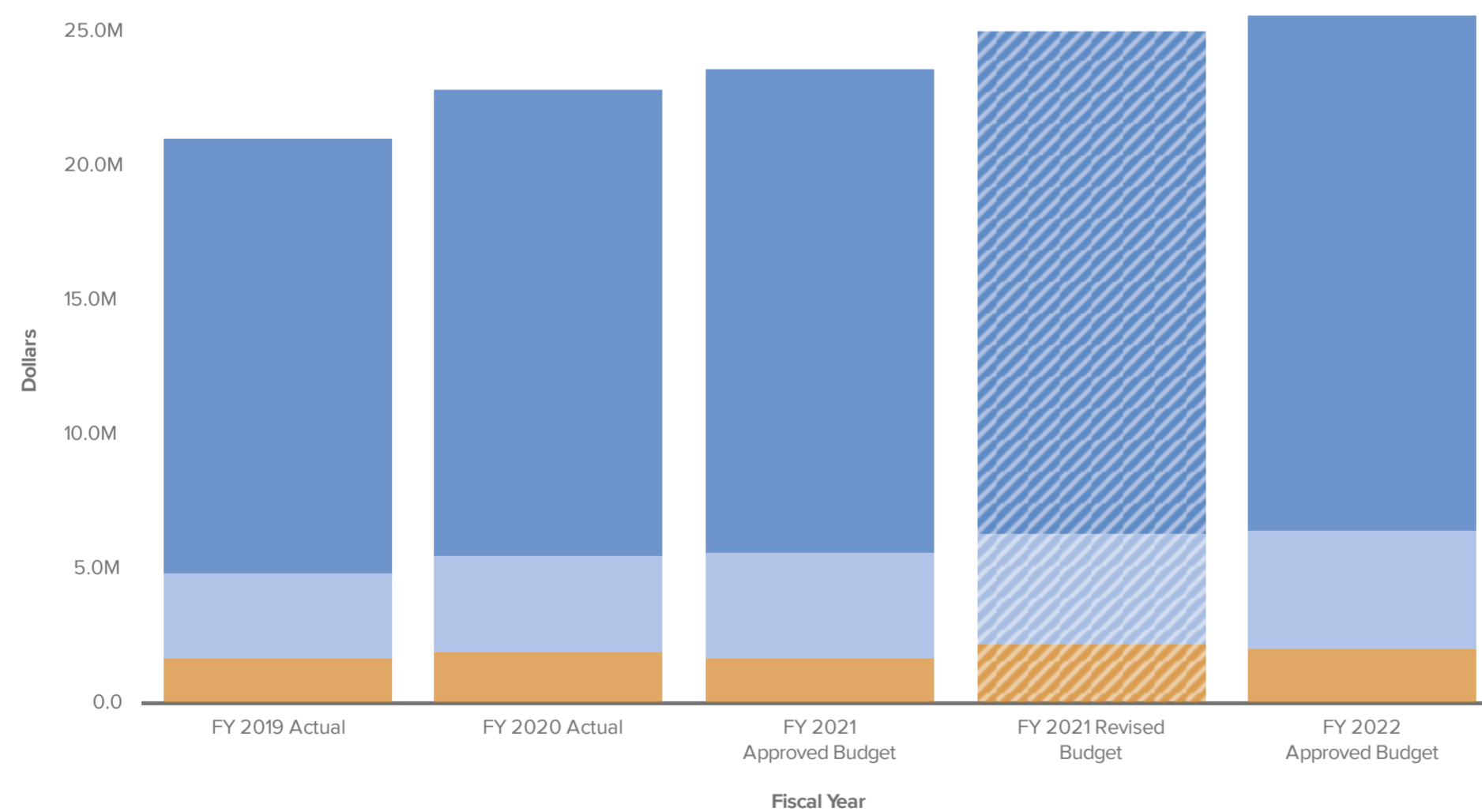
← Back History ▾ Reset

Broken down by

Expenses Police Department



Visualization



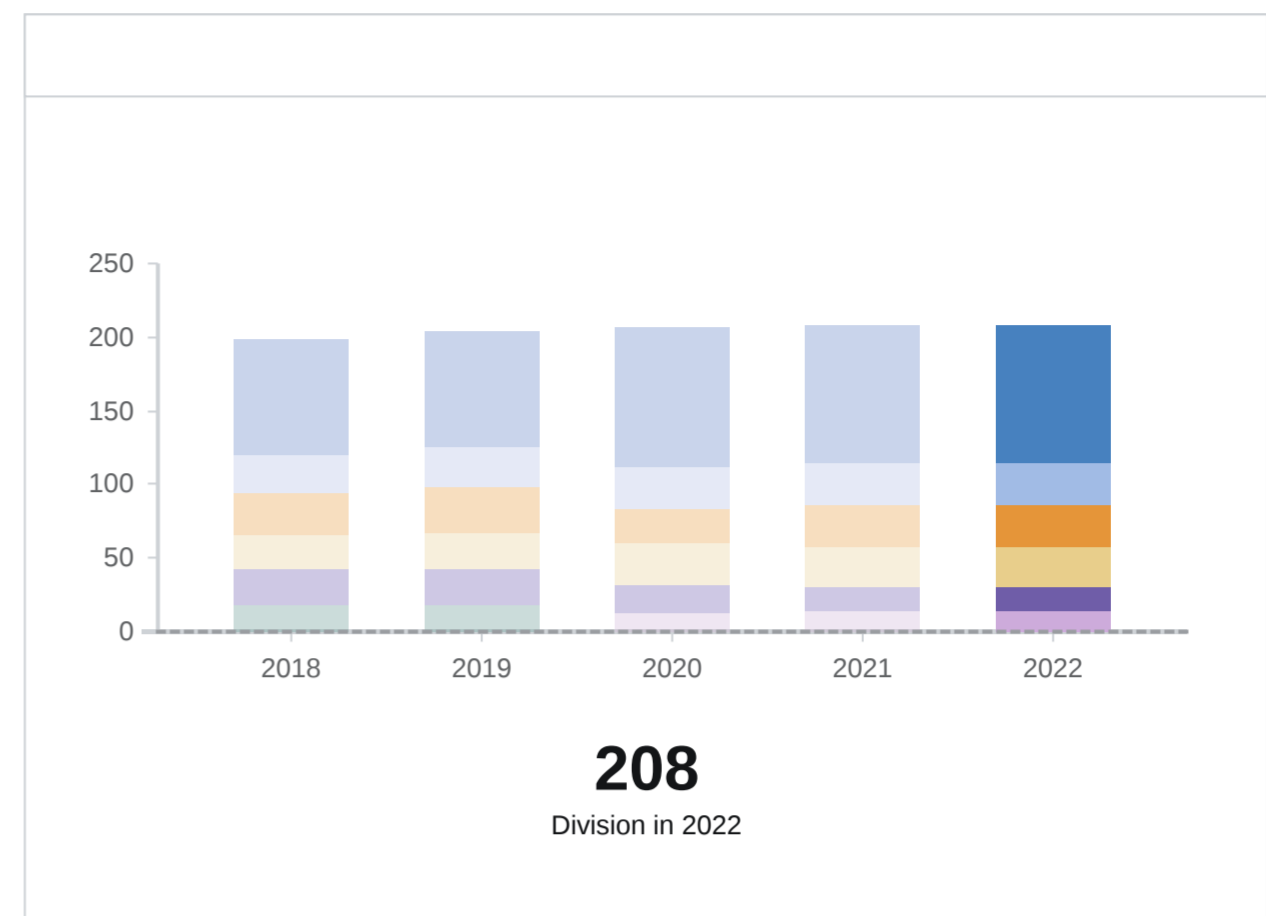
Sort Large to Small ▾

- Salaries and Benefits
- Operating
- Transfers, Capital, Other

## Police Expenditures by Fund

Category	2022
General Fund	\$21,837,470.00
E-911 Fund	\$3,006,279.00
Confiscated Assets Fund	\$749,500.00
Capital Project Fund	\$10,000.00

## Police Personnel History



Here is a summary of the Police Department in table form, illustrating direct costs and indirect costs. Click on the graph to explore greater detail.

### Personnel Changes

FY 2018: Reduced staff by (18) positions with the decommissioning of the Detention Center  
 FY 2019: Add (2) Support Services Sergeant positions; add (1) Traffic Enforcement Lieutenant; add (1) OPS Lieutenant; add (1) Deputy Director for the E911 Center. During FY 2019, (9) Police Officer I were unfunded.  
 FY 2020: Add (2) Communications Supervisor Positions for E-911  
 FY 2021: Add (1) K9 Sergeant and add (1) Internal Affairs Investigator





# Police Department

General Fund

## Police Department in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - Police

<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>20,017,568</b>
Recurring amounts related to Q1 Budget Amendment	\$	1,000
Budgeted Vacancy Savings Adjustment	\$	79,198
Defined Benefit Retirement Adjustment	\$	51,578
Defined Contribution Retirement Adjustment	\$	86,890
Department Adjustments	\$	(78,231)
Fleet Rate and Lease Adjustment	\$	669,766
Group Health Adjustment	\$	25,978
Recurring amounts related to Mid Year Budget Amendment	\$	107,200
Risk/Liability Adjustment	\$	107,308
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	491,823
One Time Costs Removed	\$	(10,000)
Utilities, Gasoline, and Oil Adjustment	\$	(5,464)
Worker's Comp Contribution Adjustment	\$	2,856
<b>FY 2022 Requested Base</b>	<b>\$</b>	<b>21,547,470</b>
Transfer to E911 Fund	\$	290,000
<b>Operating Request Total</b>	<b>\$</b>	<b>290,000</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>21,837,470</b>
Tactical Vest and Helmet Replacement Program (Partially Funded)	\$	10,000
<b>Maintenance Capital Request Total</b>	<b>\$</b>	<b>10,000</b>
<b>FY 2022 Capital Total</b>	<b>\$</b>	<b>10,000</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>21,847,470</b>

## Unfunded Requests

### Operating

Add (1) Full-Time Media Relations Specialist Position at 100% Funding	\$	116,313
Add (1) Full-Time Deputy Police Chief Position at 100% Funding	\$	174,673
Add Funding for Crowd Control Protective Equipment	\$	63,320
Add Funding for FLIR Infrared Handheld Devices	\$	14,000
<b>Operating Total</b>	<b>\$</b>	<b>368,306</b>

### Maintenance Capital

Tactical Vest and Helmet Replacement Program (Partially Unfunded)	\$	40,000
Motorcycle Replacement Program	\$	119,000
Bicycle Patrol Replacement	\$	10,000
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>169,000</b>

### One Time Capital

Additional Automated License Plate Recognition Device	\$	50,500
3D Scanner for Investigations	\$	70,000
K-9 Training Area	\$	25,000
New 911 Emergency Communications Center (Construction)	\$	5,250,000
<b>One Time Capital Total</b>	<b>\$</b>	<b>5,395,500</b>
<b>Unfunded Request Total</b>	<b>\$</b>	<b>5,932,806</b>

## Police Department General Fund Expenditures by Type

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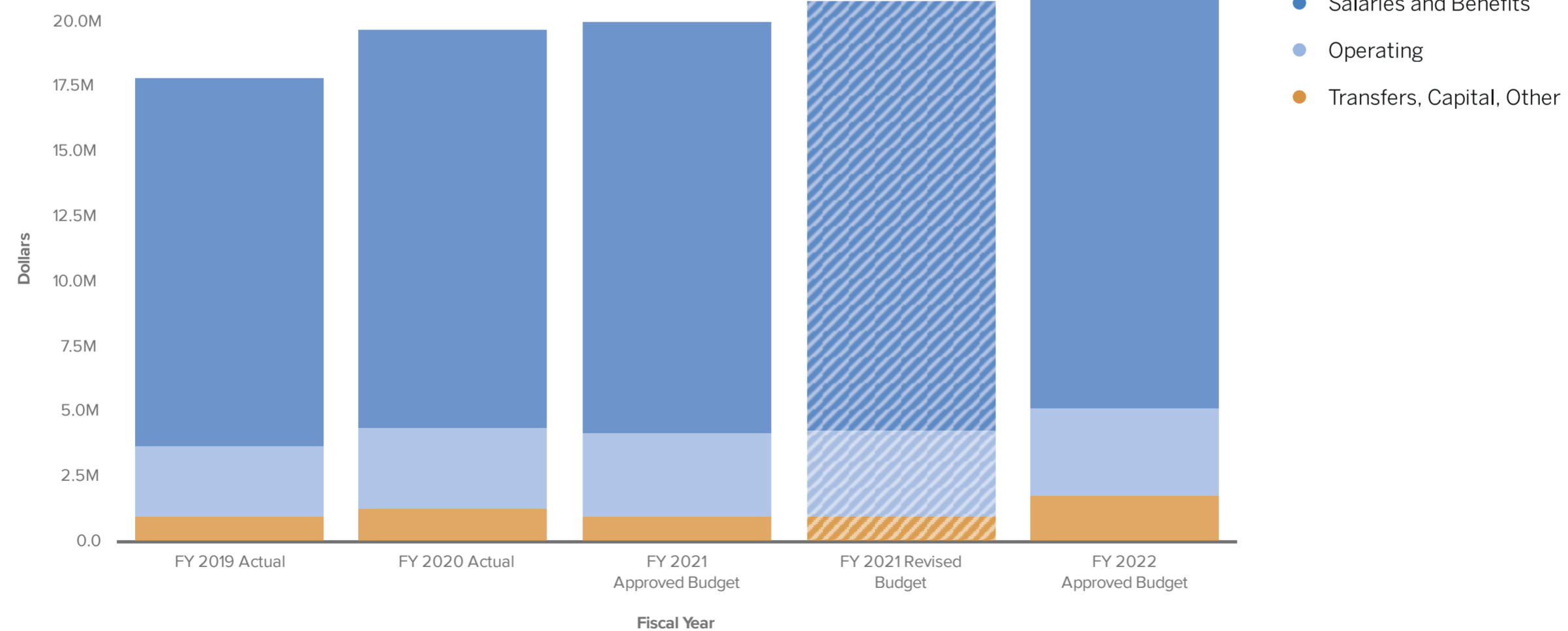
Broken down by

Expenses General Fund Police Department



Visualization

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# Police Department General Fund Expenditures by Line Item

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Broken down by

**Expenses** General Fund Police Department

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 14,149,645	\$ 15,321,883	\$ 15,824,341	\$ 16,495,752	\$ 16,662,664
▶ Operating	2,714,187	3,134,093	3,212,749	3,318,588	3,352,728
▶ Transfers, Capital, Other	985,652	1,280,231	980,478	1,021,952	1,822,078
<b>Total</b>	<b>\$ 17,849,484</b>	<b>\$ 19,736,206</b>	<b>\$ 20,017,568</b>	<b>\$ 20,836,292</b>	<b>\$ 21,837,470</b>

# Police Department General Fund Expenditures by Cost Centers

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**Police Department** General Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Uniform Patrol	\$ 7,919,992	\$ 9,088,140	\$ 8,953,071	\$ 9,354,342	\$ 8,655,593
Police Support Services	2,487,540	2,764,611	3,126,978	3,232,478	3,076,761
Police Administrative Services	1,449,718	2,208,878	1,792,481	1,966,745	3,278,277
General Investigation	2,145,014	1,857,996	2,143,767	2,178,143	2,046,034
Special Investigation	1,517,488	1,308,486	1,309,011	1,363,383	1,670,811
Traffic Enforcement Unit	1,228,483	1,323,893	1,420,689	1,446,740	1,511,884
Police Off of Prof Standards	990,546	1,145,493	1,161,571	1,280,282	1,488,110
Detention Center	110,702	38,709	110,000	14,180	110,000
<b>Total</b>	<b>\$ 17,849,484</b>	<b>\$ 19,736,206</b>	<b>\$ 20,017,568</b>	<b>\$ 20,836,292</b>	<b>\$ 21,837,470</b>



# Police Department General Fund Expenditures by Cost Centers

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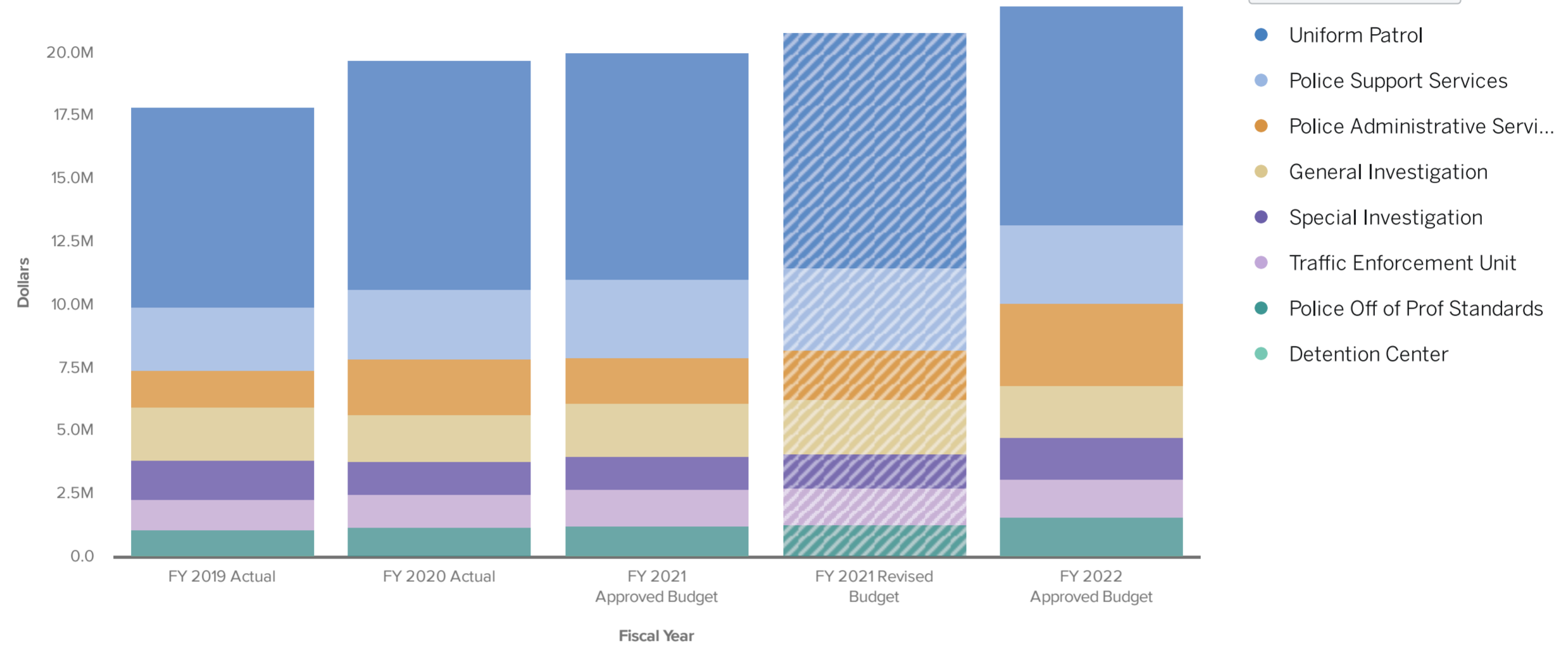
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Police Department General Fund Expenses



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# Police Department

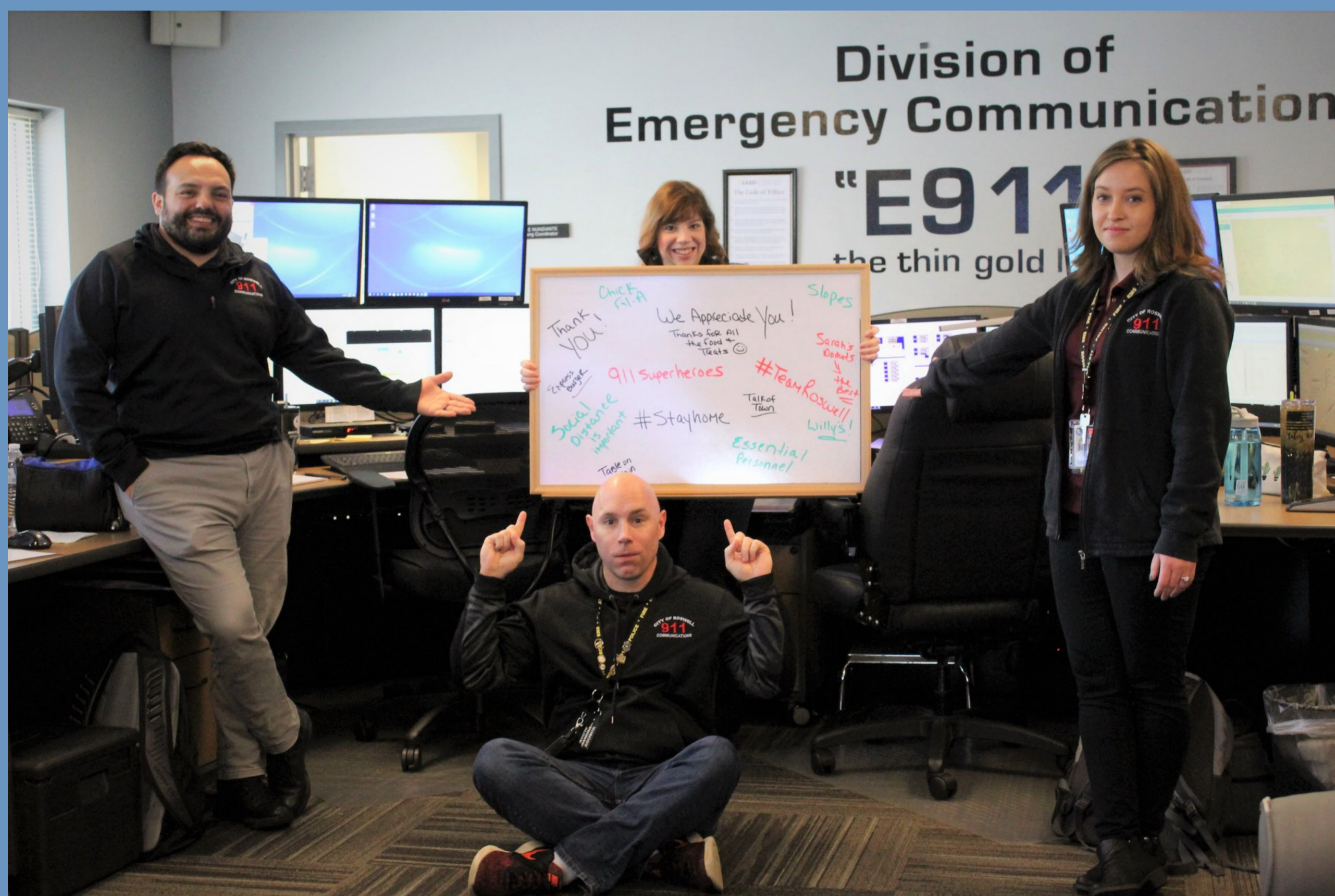
## E-911 Fund

Our mission is to serve as the critical and vital link between the citizens of the City of Roswell and the public safety agencies that serve them.

## Who we are

The Division of Emergency Communications/E911 center is responsible for all non-emergency and emergency calls for persons requiring police, fire, or medical assistance within the city limits of Roswell. The 911 Center also handles all after hour emergency calls for water, streets, and public works. We are responsible for maintaining warrants, GCIC/NCIC entries and cancellations and all associated documentation. The Roswell 911 Center Communications Officers are the first of the first responders who interact with those who call for assistance. All 911 personnel receive extensive, high-level training and are certified through POST, GCIC, APCO, and triple-certified through the International Academies of Emergency Dispatch (IAED) for police, fire, and medical protocols. The Roswell 911 Center is consistently recognized for our professionalism and commitment to public safety, leadership, and innovation.

The Roswell 911 Center implemented text-to-911– a Next Generation 911 capability that allows citizens to text their emergency when unable to speak; a service that is not yet mandated statewide. The Roswell 911 Center also utilizes the RapidSOS software for improved location accuracy of 20–50 feet on wireless calls.



## Opportunities

Increase our call-processing compliance in order to become accredited by the International Academy of Emergency Dispatch in Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD).

Increase our employee's knowledge and exposure to skills and abilities that directly result in the efficiency and effectiveness of our personnel to complete their job tasks to the highest level of expectation.

Provide a high level of customer service to the public and maintain customer satisfaction at an extraordinary level.

## Challenges

We are challenged to improve all areas of daily operations and performance by continuing to maintain a full Quality Assurance program.

All current and on-boarding staff will be trained and provided continuing dispatch education to maintain national standards in 911 Center call processing.

We will be working to develop a strategic plan for the implementation of Next Generation 9-1-1 (NG9-1-1) and First Net technology in accordance with the state Georgia Emergency Communications Authority (GECA).

## What we have Accomplished

- Roswell 911's call volume for 2020 was 118,812 total, an expected decrease due to the public health pandemic. Of these total calls, 97.25% were answered in 10 seconds or less, far exceeding national standards. Total processed incidents included 108,688 broken down as follows:
  - Police – 79,688
  - Fire – 10,118
  - EMS – 7,354
  - Other – 11,530
- The communication center is the 17th emergency dispatch center in the world to attain International Academies of Emergency Dispatch® (IAED™) status as an Accredited Center of Excellence (ACE) for its use of the Police Priority Dispatch System™ (PPDS®). This distinction places it among the very highest-performing emergency dispatch agencies in the world.
- Roswell 911 has maintained Agency Training Program Certification, a Project 33® Initiative, from the Association of Public-Safety Communications Officials (APCO) International. Public safety agencies use the APCO International Agency Training Program Certification as a formal mechanism to ensure their training programs meet APCO American National Standards (ANS).
- Roswell 911 successfully completed their second annual remote-based assessment for CALEA accreditation, maintaining 100% compliance.
- Maintained a Quality Assurance program for all personnel to include case reviews, continuing dispatch education and performance reporting and achieved protocol compliance at an exceptional average on all three disciplines.
- The Roswell 911 Center maintains a partnership RapidSOS, an emergency technology company that delivers accurate location and life-saving rich emergency data to better respond to incidents. This 9-1-1 Integration Device Location Technology has partnered with Uber and launched in the City of Roswell to enhance the safety of Uber rides. In addition to the improved location accuracy enhancement to 9-1-1 call processing, Roswell 911 receives additional emergency data from Uber passengers (or drivers) who initiates a call to 9-1-1 via the Uber app's "9-1-1 Assistance" feature. RapidSOS supplied features in 2020 that supply additional information including emergency health profiles and emergency response data.

## What we expect to Accomplish

- Continue to develop and implement a full interoperable communications plan for the North Fulton Regional Radio Systems Authority with the surrounding jurisdictions.
- Improve and maintain top Quality Assurance for fire and medical (EFD and EMD) to achieve the tri-ACE Accreditation through the International Academy of Emergency Dispatch (IAED).
- Maintain APCO P33 Training Certification.
- Maintain EPD ACE accreditation.
- Maintain CALEA accreditation.
- The ability to receive incident related imagery (picture text messages) via TWXT, a software provided via Nexgen Public Safety Solutions.
- The implementation of what3words. What3words is a web-based tool that has a specific location marker for large areas such as parks and fields where field responders can easily identify the exact location within that large area.

## E-911 Fund

### Changes from FY 2021 to 2022

#### **FY 2022 - Fund 215 - E-911 Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>347,821</b>
FY 2022 Revenues	\$	2,659,648
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>2,759,209</b>
Budgeted Vacancy Savings Adjustment	\$	(3,698)
Defined Benefit Retirement Adjustment	\$	20,608
Defined Contribution Retirement Adjustment	\$	11,164
Fleet Rate and Lease Adjustment	\$	1,649
Indirect Cost Adjustment	\$	(11,563)
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	167,605
Utilities, Gasoline, and Oil Adjustment	\$	100
Worker's Comp Contribution Adjustment	\$	15
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>2,945,089</b>
Group Health Increase	\$	35,873
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$	25,317
<b>Operating Request Total</b>	<b>\$</b>	<b>61,190</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>3,006,279</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>3,006,279</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>1,190</b>

## Unfunded Requests

### Operating

Add (2) Full-Time Communications Officer Positions at 50% Funding	\$	73,616
Add (1) Full-Time Fire Apparatus Technician at 100% Funding	\$	79
Add Funding for Fleet Telematics	\$	72
<b>Operating Total</b>	<b>\$</b>	<b>73,767</b>

### Maintenance Capital

Bay Door Replacement	\$	86
Tool and Auto Repair Equipment Replacement Program	\$	12
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>98</b>

### One Time Capital

Diesel Exhaust Fluid Dispenser	\$	36
Facility Generator for Inclement Weather	\$	109
Abandon Vehicle Floor Lift	\$	13
<b>One Time Capital Total</b>	<b>\$</b>	<b>158</b>

<b>Unfunded Request Total</b>	<b>\$</b>	<b>74,023</b>
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## E-911 Fund Revenues by Line Item

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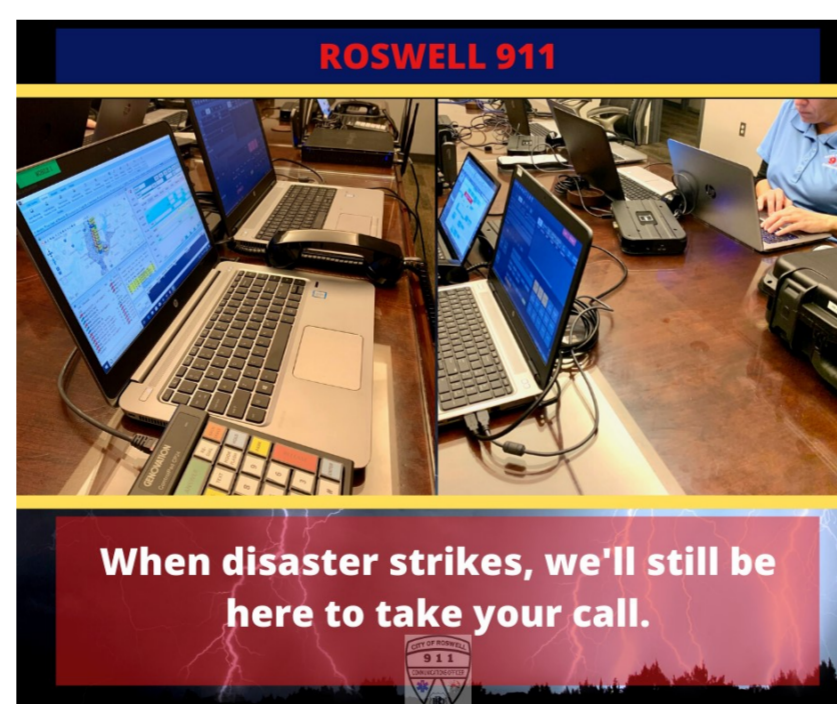
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Broken down by

Revenues ▾ E-911 Fund

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Charges for Service	\$ 2,359,540	\$ 2,309,423	\$ 2,360,953	\$ 2,360,953	\$ 2,369,648
▸ Miscellaneous Revenues	0	0	0	0	290,000
▸ Interest Income	3,430	0	0	0	0
▸ Business Taxes	603	620	0	0	0
<b>Total</b>	<b>\$ 2,363,573</b>	<b>\$ 2,310,043</b>	<b>\$ 2,360,953</b>	<b>\$ 2,360,953</b>	<b>\$ 2,659,648</b>



# E-911 Fund Expenditures by Type

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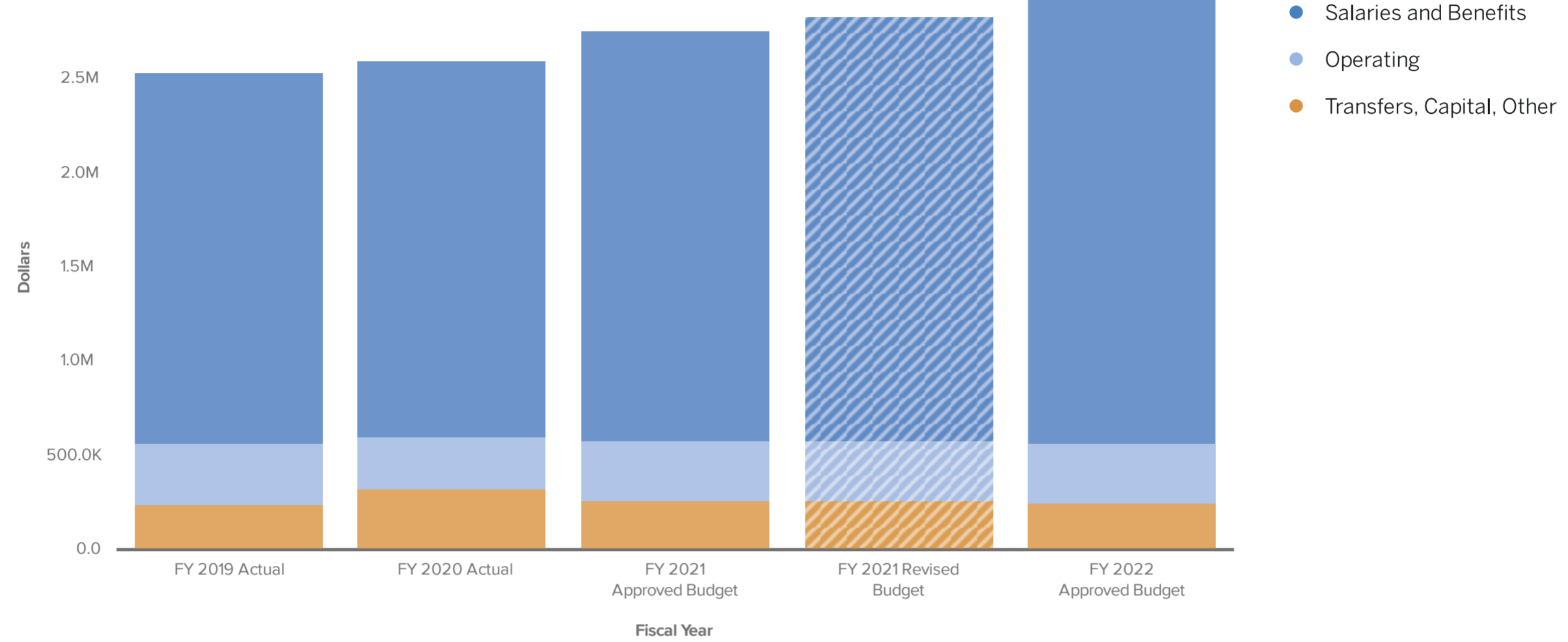
Expenses E-911 Fund



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Visualization

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# E-911 Fund Expenditures by Line Item

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Expenses E-911 Fund

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 1,969,237	\$ 1,996,617	\$ 2,180,350	\$ 2,255,149	\$ 2,437,234
▶ Operating	319,137	280,592	318,102	318,102	319,851
▶ Transfers, Capital, Other	244,697	322,143	260,757	260,757	249,194
<b>Total</b>	<b>\$ 2,533,071</b>	<b>\$ 2,599,352</b>	<b>\$ 2,759,209</b>	<b>\$ 2,834,008</b>	<b>\$ 3,006,279</b>

# Police Department

Confiscated Assets Fund



## Who are we

The Confiscated Assets Fund is a special revenue fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures from the sale of confiscated assets. This fund enhances the Special Investigations Section general fund cost center, as well as other special projects within the Police General Fund. This cost center is funded solely through property and asset forfeitures. State law specifically prohibits the use of forfeited assets for the payment of salaries or rewards to law enforcement personnel. There are no employees assigned to this cost center; however, overtime associated with investigations is included and allowable.

## Opportunities

Our partnerships and networking with Federal, State, and Local agencies and organizations.

## Challenges

The continued growth of the opioid crisis, changes in legislation that conflict with the State's current testing process for marijuana, shortage in sworn personal causing a reduction in specialized staff.

## What we have Accomplished

- Participated in the Drug Enforcement Agency (DEA) High Intensity Drug Trafficking Area (HIDTA) task force.
- Conducted multiple undercover investigations regarding illicit massage parlors and prostitution.
- Conducted alcohol licensing compliance checks.
- Adapted quickly to the street racing phenomenon that plagued the Metro Atlanta area during the latter half of the year, and deployed resources and initiatives that proved successful in keeping Roswell's roadways safe.

## What we expect to Accomplish

- Continue to participate in the DEA High Intensity Drug Trafficking Area (HIDTA) task forces, and add personnel to fill recently vacated Roswell positions in both the DEA Division and DEA HIDTA task forces.

- Continue to target specific crimes and high criminal activity areas with added patrols, surveillance, and Intel driven enforcement.
- Continue to detect, investigate, and prosecute those persons who violate the laws in regards to illegal narcotics production, manufacturing, distribution, transportation, sale, and chronic use of said narcotics.
- Continue to detect, investigate, and prosecute those who engage in illicit sexual activity for money, including prostitution and other related offenses.
- Continue to attend advanced training courses with curriculum focusing on investigations, narcotics, leadership, gangs, risk management, surveillance, and terrorism.



## Confiscated Assets Fund

### Changes from FY 2021 to 2022

#### **FY 2022 - Fund 210 - Confiscated Assets Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>749,652</b>
FY 2022 Revenues	\$	30,000
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>424,528</b>
Department Adjustments	\$	329,472
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	(4,500)
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>749,500</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>749,500</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>30,152</b>



# Confiscated Assets Fund Revenues by Line Item

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**Revenues** Confiscated Assets Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Fines & Forfeitures	\$ 242,444	\$ 558,935	\$ 0	\$ 0	\$ 0
▸ Charges for Service	22,645	33,670	30,000	30,000	30,000
▸ Miscellaneous Revenues	0	99	0	0	0
<b>Total</b>	<b>\$ 265,090</b>	<b>\$ 592,704</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>	<b>\$ 30,000</b>

# Confiscated Assets Fund Expenditures by Type

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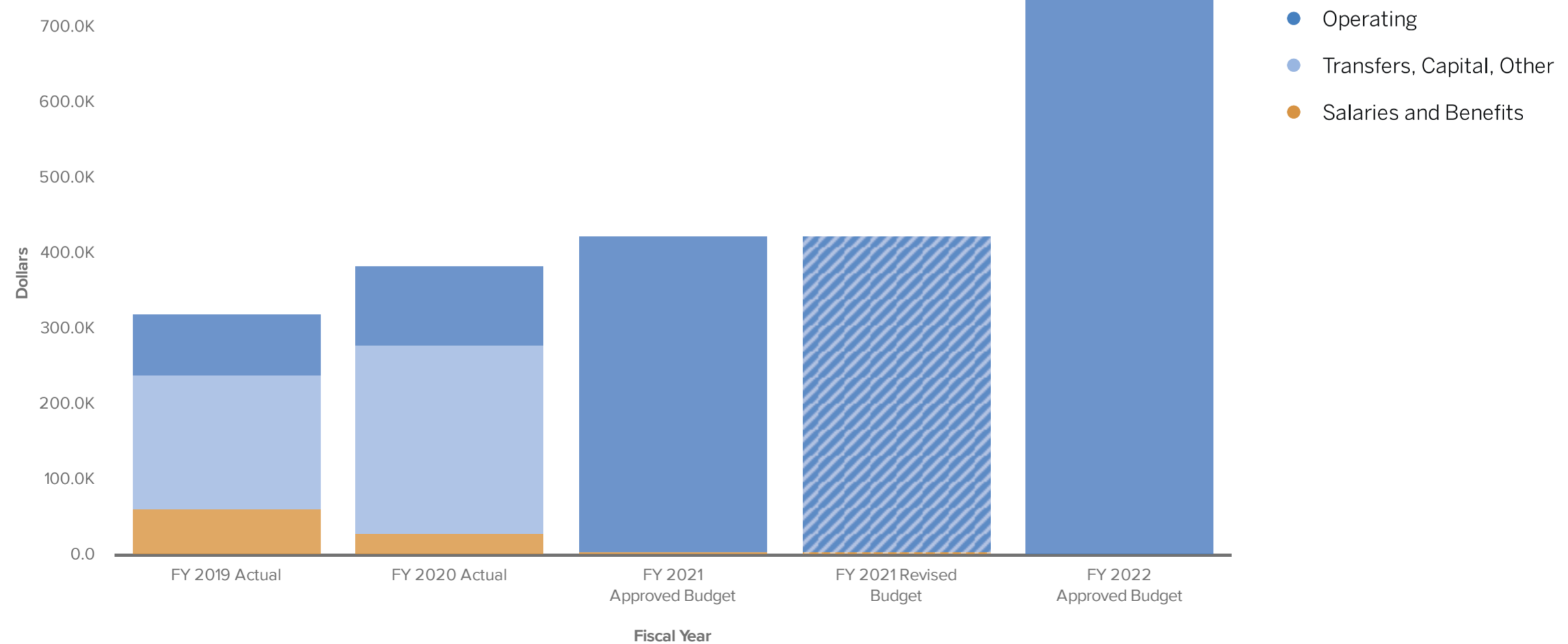
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**Expenses** Confiscated Assets Fund



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## Visualization



# Confiscated Assets Fund Expenditures by Line Item

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**Expenses** Confiscated Assets Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Operating	\$ 80,848	\$ 105,407	\$ 420,028	\$ 420,028	\$ 749,500
▶ Transfers, Capital, Other	177,322	249,829	0	0	0
▶ Salaries and Benefits	62,447	29,333	4,500	4,500	0
<b>Total</b>	<b>\$ 320,616</b>	<b>\$ 384,569</b>	<b>\$ 424,528</b>	<b>\$ 424,528</b>	<b>\$ 749,500</b>



# Recreation, Parks, Historic & Cultural Affairs Department

Meet the leisure needs of the citizens of Roswell by providing quality, comprehensive recreational opportunities, parks and facilities.



## Who we are

The Recreation, Parks, Historic & Cultural Affairs Department is responsible for meeting the leisure needs of the Citizens of Roswell, offering diverse opportunities to engage in recreational, historical, and cultural programs or activities, and providing meaningful place-making destinations that increase the enjoyment and better the lives of citizens within our community.

## Opportunities

Developing programs in a virtual environment that will allow us to engage diverse sectors of the Community. This includes examining the potential for the department to enter into the E-Sports market to reach a new segment of our community.

Improving our marketing and communication to better connect with our community on a variety of platforms and languages.

Developing new program delivery and operational strategies, guidelines and policies due to the impact of COVID-19 including virtual programming, ticketed events, and new reservation systems for activities, programs and events.

## Challenges

Maintaining our level of service to the community while managing the health and regulatory impacts of COVID-19.

Establishing funding sources for the implementation of the Roswell River Parks Master Plan.

Evaluating the long term financial and human resources needed to continue to maintain our existing facilities at the current level of service.

Revising the Department's 5 year parks and facilities strategic plan to meet the current and future needs of our community.

Developing a long term (2050) active park and facilities needs assessment. Identify land acquisition needs and creating a facility development plan for the future of our community.

## What we have Accomplished

- Revised all programs, activities and facilities operational guidelines to meet the expectations and regulatory requirements of COVID-19.
- Reassigned staff to the Emergency Operation Center and support team to roles that included safety management, logistic and inventory management, PPE supply chain coordination, policy development, senior welfare checks, building safety support and other roles and responsibilities for the COVID-19 pandemic response.
- Completed the design of Ace Sand Park.

- Simplified the online registration process through updated registration landing pages and a more robust search engine that allows participants to easily find and register for programs.
- Completed exterior door replacement at the Bill Johnson Community Activity Building.
- Installed a new feature at the dog park located at Leita Thompson Park through a donation from the Friends of the Roswell Parks Inc.
- Implemented a new payroll software for part time and Park Maintenance staff to improve the accuracy and efficiency of the payroll process.
- Continued long term maintenance and repairs to the Roswell Area Park Outdoor Pool, which included fixing a significant water leak.
- Completed siding/window repair/replacement at the Adult Recreation Center.
- Completed repairs to 260 linear feet of Boardwalk at Big Creek Park.
- Secured CDBG-CV grant funding to upgrade HVAC system at the Adult Recreation Center to provide better air filtration.
- Completed Mimosa Hall reflection pond paver replacement project and lower back porch roof replacement.
- Completed Roswell Area Park Ballfield #2 Retaining Wall replacement.
- Completed Visual Arts Center Back Deck replacement.
- Completed Roswell Area Park Maintenance Fence replacement.
- Continued Bill Johnson Community Activity Building maintenance and repairs, including Standing Seam Roof replacement and door replacement.
- Completed Art Center East Phase II landscape project.

## What we expect to Accomplish

- Implement a portion of the Ace Sand Park design including the fitness trail loop.
- Complete the Department's 5 year park development and strategic plan.
- Assess all facilities and infrastructure to develop a 10 year maintenance and replacement plan to be implemented beginning in FY23.
- Maintain consistent and relevant social media engagement on relevant social media.
- Implement a proactive plan for marketing in digital and physical spaces.
- Complete the Old Mill Park retaining wall.
- Revise the Historic Assets Division operation and training model to ensure staff has the knowledge and skills to work at any of our historic properties.
- Replace the east playground at Riverside Park with a theme that is in line with the approved River Parks Master Plan.
- Repair the Historic Stone Grill located behind the Waller Park Recreation Center.

# Recreation and Parks Expenditures by Type

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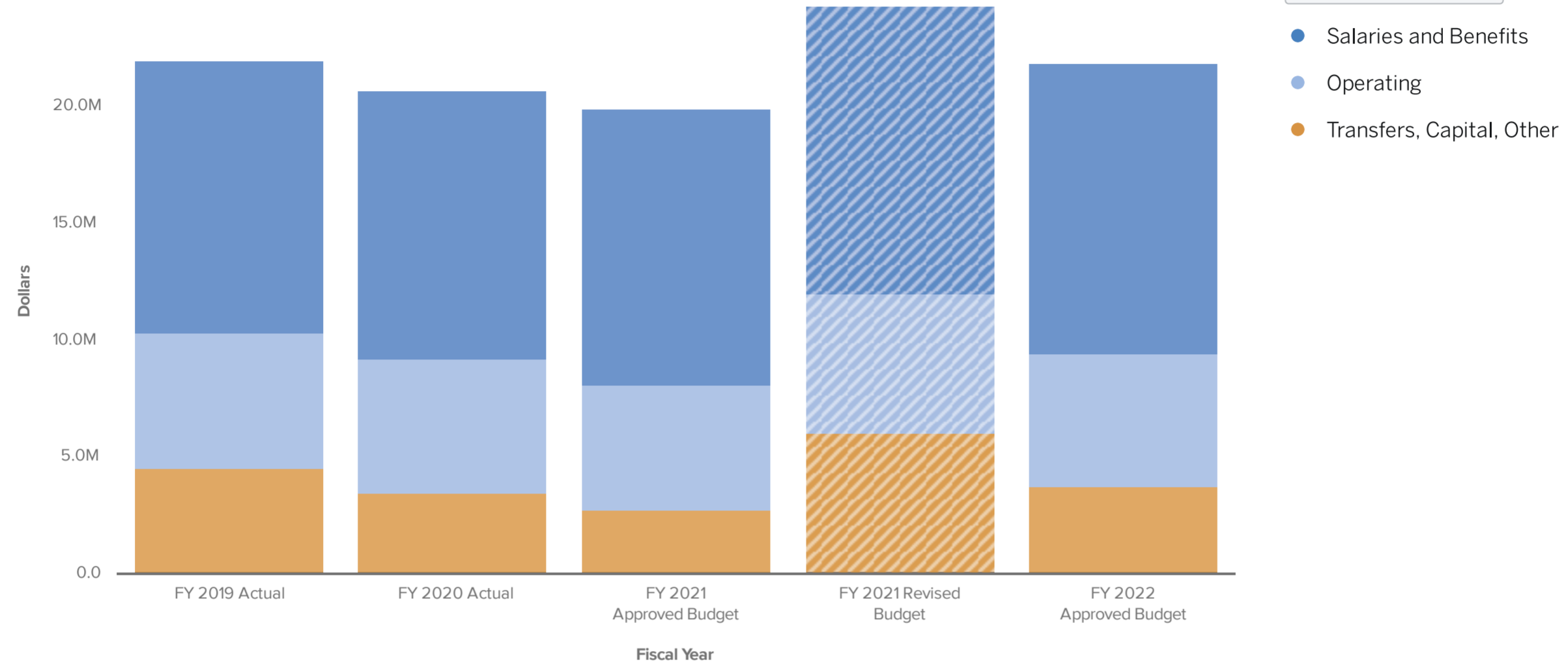
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**Expenses** Recreation, Parks, Historic & C...



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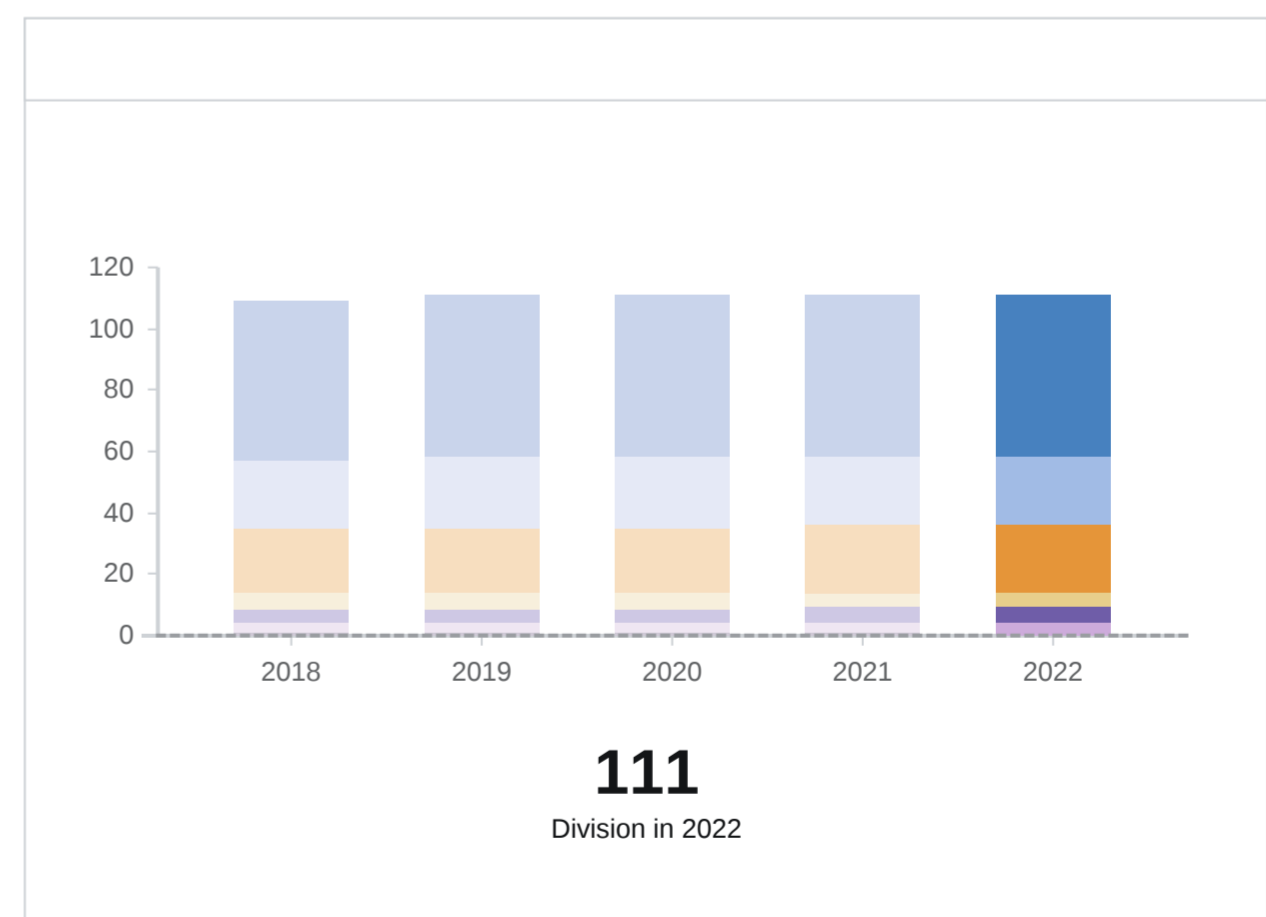
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## Recreation and Parks Expenditures by Fund

Category	2022
General Fund	\$14,815,539.00
Participant Recreation Fund	\$5,963,084.00
Capital Project Fund	\$523,000.00
Impact Fees Fund	\$474,734.00
Leita Thompson Fund	\$76,220.00
Other	\$50.00

## Recreation and Parks Personnel History



Here is a summary of the Recreation and Parks Department in table form, illustrating direct costs and indirect costs. Click on the table to explore greater detail.

### Personnel Changes

FY 2018: Add (1) Crew Worker Position. During FY 2019, (1) Historic Assets Manager transferred from Administration

FY 2019: Convert (1) part-time Rental Supervisor to full-time



# Recreation, Parks, Historic & Cultural Affairs Department

General Fund

## Recreation and Parks in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - Recreation, Parks, Historic and Cultural Affairs

<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>13,817,688</b>
Recurring amounts related to Q1 Budget Amendment	\$	178,000
Budgeted Vacancy Savings Adjustment	\$	(46,211)
Defined Benefit Retirement Adjustment	\$	19,061
Defined Contribution Retirement Adjustment	\$	75,970
Fleet Rate and Lease Adjustment	\$	(10,100)
General Fund Support of Recreation Participation Fund (Net Cost \$350,000)	\$	6,512
Group Health Adjustment	\$	6,884
Recreation Land and Other Lease Adjustments	\$	(2,200)
Recurring amounts related to Mid Year Budget Amendment	\$	115,000
Risk/Liability Adjustment	\$	62,200
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$	487,858
Utilities, Gasoline, and Oil Adjustment	\$	61,896
Worker's Comp Contribution Adjustment	\$	981
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>14,773,539</b>
Increase Funding for Janitorial Services at Recreation and Parks Facilities	\$	30,000
Increase Funding for July Fourth Fireworks Event	\$	12,000
<b>Operating Request Total</b>	<b>\$</b>	<b>42,000</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>14,815,539</b>
Recreation and Parks Maintenance Program (Partially Funded)	\$	75,000
<b>Maintenance Capital Request Total</b>	<b>\$</b>	<b>75,000</b>
Cultural Arts Center (CAC) Space Renovation for Roswell Historical Society	\$	150,000
Facility Condition Assessment	\$	150,000
Replacement of HVAC Controls for Parks Headquarters at Groveway Community Park and The Adult Recreation Center	\$	32,000
Cultural Arts Center Seat Replacement	\$	85,000
Roswell Area Park Outdoor Pool Renovation Plan	\$	31,000
<b>FY 2022 Capital Total</b>	<b>\$</b>	<b>523,000</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>15,338,539</b>

## Unfunded Requests

### Operating

Increase Funding for Holiday Lighting and Tree Replacement for Historic Roswell Town Square	\$	23,000
Add (1) Full-Time Management Analyst/Project Manager Position at 100% Funding	\$	93,858
Increase Funding for Part Time in Historic Assets Org	\$	47,366
Add Funding for Vehicles for Parks Facility Supervisors	\$	14,070
Add (1) Natural Resource and Trails Maintenance Crew Supervisor at 100% Funding including F550 and Work Utility Vehicle (Operating and One Time Capital)	\$	96,197
Add (2) Natural Resource and Trails Maintenance Crew Worker Positions at 100% Funding	\$	112,430
<b>Operating Total</b>	<b>\$</b>	<b>386,921</b>

### Maintenance Capital

Recreation and Parks Maintenance Program (Partially Unfunded)	\$	310,000
System Wide Park Improvements (Beautification)	\$	100,000
Trail Repairs	\$	150,000
Athletic Field Improvements - Light Pole Replacement	\$	52,600
Small Equipment Replacement Program	\$	53,045
Historic House Properties Maintenance	\$	135,000
Playground Replacements	\$	200,000
Large Equipment Replacement Program	\$	125,000
Asphalt: Parking Lot, Driveway and Access Road Replacement Plan	\$	70,000
Operational and Energy Efficiency - Athletic Field Light Upgrades	\$	78,000
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>1,273,645</b>

### One Time Capital

Add (1) Natural Resource and Trails Maintenance Crew Supervisor at 100% Funding including F550 and Work Utility Vehicle (Operating and One Time Capital)	\$	87,000
Recreation Center Security Cameras	\$	40,000
Park Security Camera Program (Pedestrian and Parking Areas)	\$	40,000
Groveland Community Master Plan Implementation	\$	50,000
ADA Compliance of City Facilities	\$	50,000
Physical Activity Center Dance Floor Replacement	\$	30,000
Equipment Wash Stations	\$	135,000
Replacement of Gym Floor at the Physical Activity Center	\$	30,000
Tennis Court Rebuild of Roswell Area Park 11 & 12	\$	70,000
Fiber Connectivity for Historic Home Properties	\$	45,000
Fiber Connectivity	\$	50,000
<b>One Time Capital Total</b>	<b>\$</b>	<b>627,000</b>
<b>Unfunded Request Total</b>	<b>\$</b>	<b>2,287,566</b>



# Recreation and Parks Department General Fund Expenditures by Type

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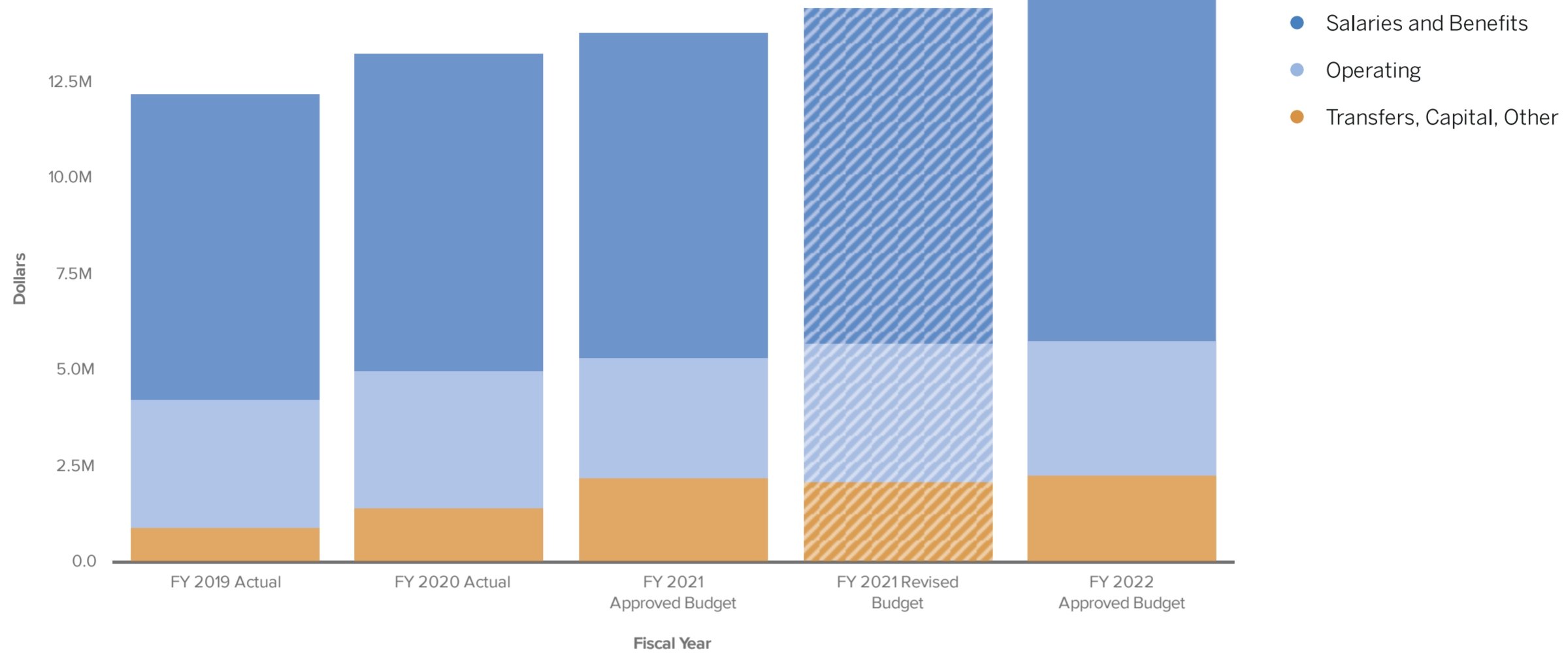
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**Expenses** General Fund Recreation, Parks, Historic & C...



Visualization

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# Recreation and Parks Department General Fund Expenditures by Line Item

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Broken down by

**Expenses** General Fund Recreation, Parks, Historic & C...

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 7,983,652	\$ 8,252,249	\$ 8,483,232	\$ 8,769,232	\$ 9,026,922
▶ Operating	3,322,785	3,572,867	3,117,378	3,615,445	3,505,173
▶ Transfers, Capital, Other	935,804	1,440,854	2,217,078	2,100,125	2,283,444
<b>Total</b>	<b>\$ 12,242,241</b>	<b>\$ 13,265,971</b>	<b>\$ 13,817,688</b>	<b>\$ 14,484,802</b>	<b>\$ 14,815,539</b>

# Recreation and Parks Department General Fund Expenditures by Cost Centers

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Broken down by

Recreation, Parks, Historic & Cultural Affairs Department General Fund Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Parks / Park Areas	\$ 6,680,671	\$ 6,837,869	\$ 6,566,331	\$ 7,005,164	\$ 7,296,385
Recreation Support Services	2,157,076	2,107,652	3,042,611	3,184,294	3,188,726
Recreation Administration	1,173,884	2,048,077	1,943,104	1,836,835	2,032,819
Park Police	479,348	489,229	583,640	598,134	648,828
Cultural Affairs	498,760	516,568	266,480	246,576	288,514
Cultural Arts Center	260,861	268,847	274,111	299,043	295,132
Smith Plantation	235,131	222,668	263,647	272,167	227,797
Bulloch Hall	209,213	219,877	263,272	252,579	245,683
Barrington Hall	231,667	205,588	261,125	259,004	221,520
Municipal Complex Grounds	196,263	233,599	235,627	242,763	253,465
Historic Cemetery Care	61,278	73,696	37,500	195,343	37,000
Mimosa Hall and Gardens	58,088	42,301	80,240	92,900	79,670
<b>Total</b>	<b>\$ 12,242,241</b>	<b>\$ 13,265,971</b>	<b>\$ 13,817,688</b>	<b>\$ 14,484,802</b>	<b>\$ 14,815,539</b>

# Recreation and Parks Department General Fund Expenditures by Cost Centers

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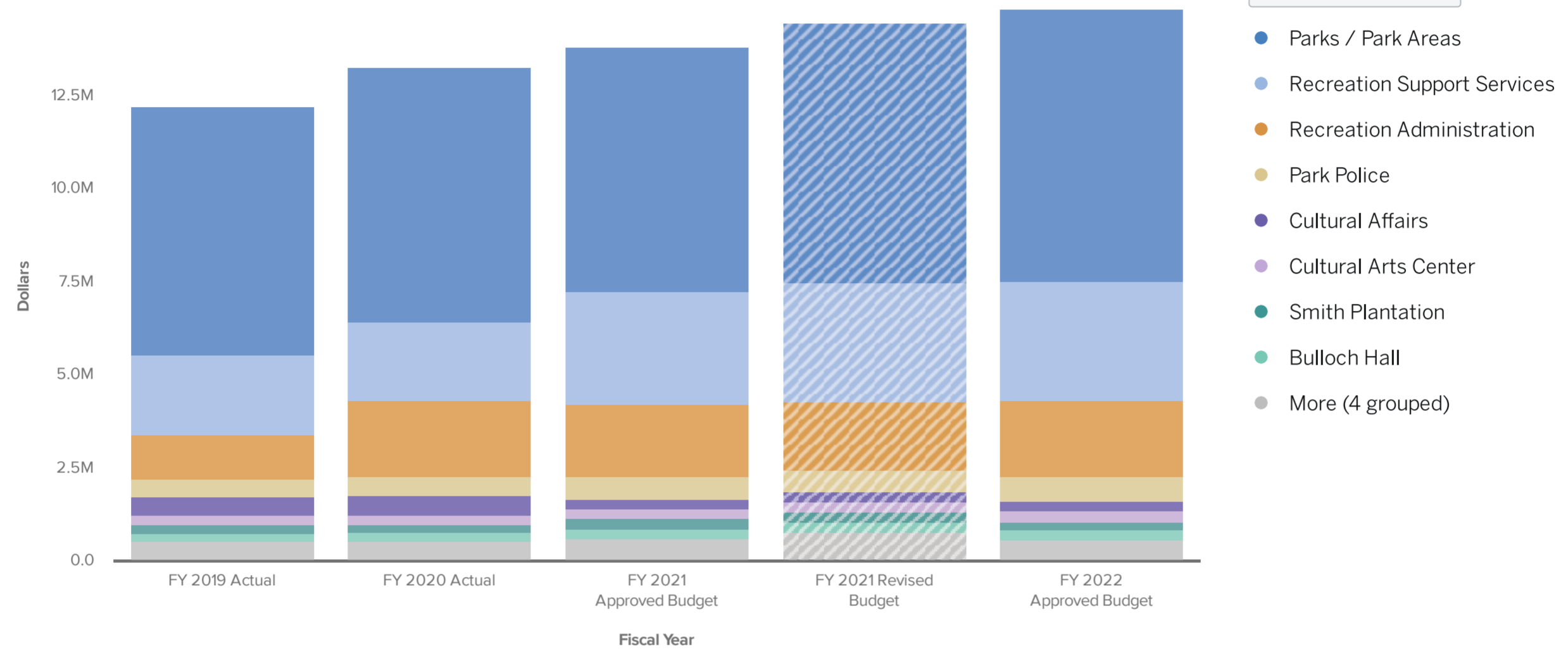
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Recreation, Parks, Historic & Cultural Affairs Department General Fund Expenses



Visualization

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The FY 2019 and FY 2020 Actuals of the Cultural Affairs cost center include the funding for the Roswell Arts Fund. In FY 2021 a separate cost center was created for the Roswell Arts Fund under Citywide and the budget is shown there. ([Link for interactive version](#))

The FY 2019 and FY 2020 Actuals of the Recreation Administration and Historic Cemetery Care cost centers include the funding for the Roswell Historical Society. In FY 2021 a separate cost center was created for the Roswell Historical Society under Citywide and the budget is shown there.

# Recreation, Parks, Historic & Cultural Affairs Department

Recreation Participation Fund



## Who we are

The Recreation Participation Fund is an enterprise fund that provides recreation programs throughout the City. This fund strives to offer quality fee-based programs, activities and special events that meet the present and future leisure needs of all Roswell Citizens.

## What we have Accomplished

- Completed collaboration with the Roswell Soccer Club to install Athletic Field Lights on the Grimes Bridge Soccer Fields.
- Completed collaboration with Roswell's Clay Collective and the Recreation Association to build the regions only wood fired train kiln at Art Center West.
- Recovered \$800,000 in revenue loss to the Recreation Participation fund and developed strategies to balance the fund during the COVID-19 crisis.
- Utilized the CampDoc, a medical document management software, to reduce administration time and costs to collect and store medical and emergency information while making families' lives easier and safer in the event of an emergency.
- Successfully reorganized all programs during the COVID-19 pandemic while following all state and CDC recommended guidelines to maintain the safety of our participants and their families.
- Bettye Prescott was awarded the 2020 Georgia Recreation and Parks Association Volunteer of the Year Award for her work with the Roswell Ramblers.
- Secured CDBG-CV grant funding for Adaptive Friendship Camp for 2021.
- Developed and implemented an online reservation systems for lap swimming, tennis, and special programs to manage participant numbers, safety and social distancing requirements.
- Gym Recruit Pros ranked our Gymnastics Program 9th nationally for Men's Gymnastics recruiting.

## What we expect to Accomplish

- Revise our special event programming plan to adapt to the COVID-19 recovery process and support our communities needs for health, wellness and community connection.
- Safely reintroduce increased programming, occupancy and use of community facilities throughout the COVID-19 recovery plan.
- Expand outdoor programming through our partnership with Nantahala Outdoor Center.
- Improve customer access to reserve pickleball courts, racquet ball courts and certain facilities through our registration software system.
- Develop brochures and newsletters targeted specifically for our Adaptive and Active Adult Communities.
- Collaborate across divisions to develop new program and event offerings for the community.
- Offer programs within the E-Sports market.

# Recreation Participation Fund

## Changes from FY 2021 to 2022

### **FY 2022 - Fund 555 - Recreation Participation and Special Events Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ -</b>
FY 2022 Revenues	\$ 5,971,284
<b>FY 2021 Approved Budget</b>	<b>\$ 5,936,839</b>
Bank Fees/Charges Adjustment	\$ (8,000)
Budgeted Vacancy Savings Adjustment	\$ (1,140)
Defined Benefit Retirement Adjustment	\$ 29,363
Defined Contribution Retirement Adjustment	\$ 7,928
Department Adjustments	\$ (160,779)
Group Health Adjustment	\$ (6,882)
Indirect Cost Adjustment	\$ 6,512
Risk/Liability Adjustment	\$ 15,425
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 102,336
Worker's Comp Contribution Adjustment	\$ 816
<b>FY 2022 Base Budget</b>	<b>\$ 5,922,418</b>
Group Health Increase	\$ 22,512
Employee Salary Increase (Average of 3%) Starting January 1, 2022	\$ 18,154
<b>Operating Request Total</b>	<b>\$ 40,666</b>
<b>FY 2022 Operating Total</b>	<b>\$ 5,963,084</b>
<b>FY 2022 Total Budget</b>	<b>\$ 5,963,084</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 8,200</b>

# Recreation Participation Fund Revenues by Line Item

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Broken down by

**Revenues** Participant Recreation Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Charges for Service	\$ 5,354,847	\$ 4,480,172	\$ 5,039,391	\$ 5,039,391	\$ 5,179,900
▶ Miscellaneous Revenues	74,345	0	784,872	858,061	791,384
▶ Interest Income	65,672	21,734	14,290	14,290	0
<b>Total</b>	<b>\$ 5,494,864</b>	<b>\$ 4,501,906</b>	<b>\$ 5,838,553</b>	<b>\$ 5,911,742</b>	<b>\$ 5,971,284</b>



# Recreation Participation Fund Expenditures by Type

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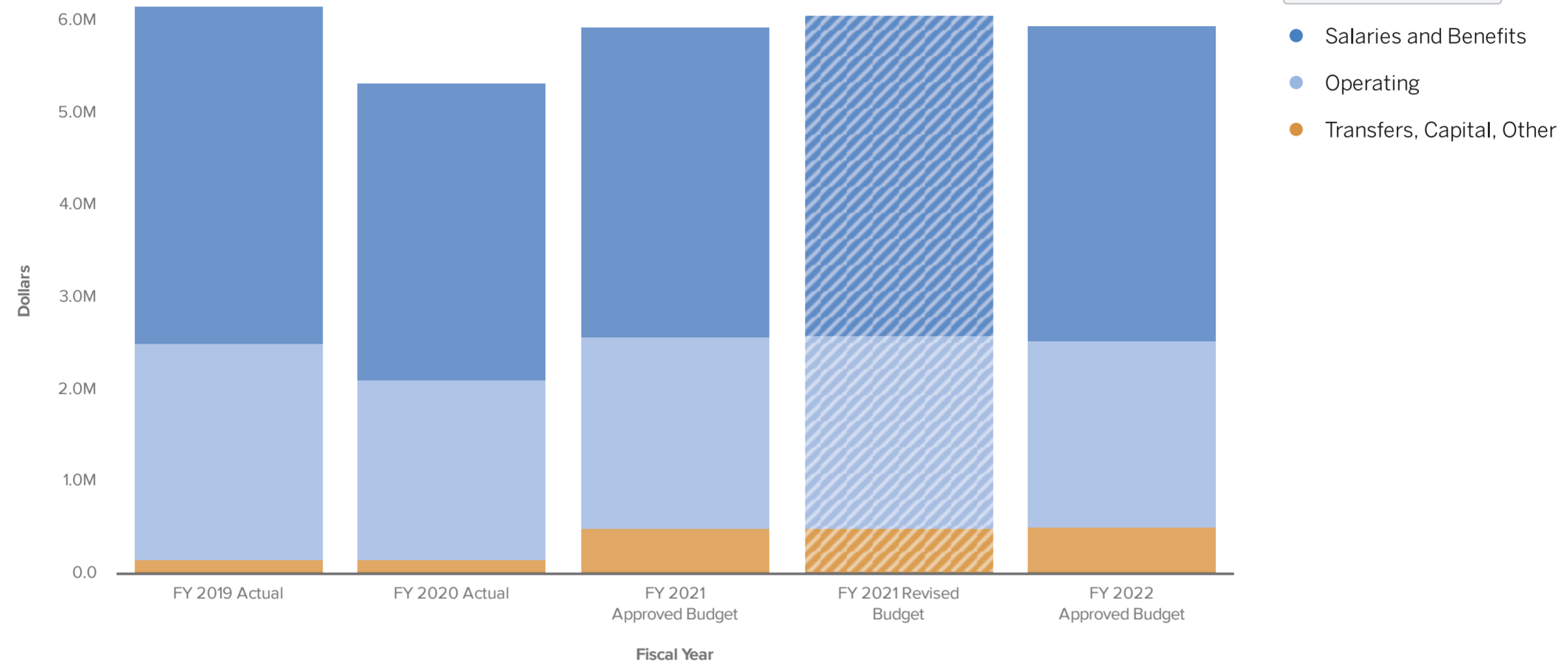
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**Expenses** Participant Recreation Fund



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# Recreation Participation Fund Expenditures by Line Item

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**Expenses** Participant Recreation Fund

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Salaries and Benefits	\$ 3,654,388	\$ 3,224,068	\$ 3,356,738	\$ 3,482,923	\$ 3,426,042
▶ Operating	2,340,499	1,946,183	2,088,444	2,090,636	2,023,448
▶ Transfers, Capital, Other	159,546	158,232	491,657	499,308	513,594
<b>Total</b>	<b>\$ 6,154,433</b>	<b>\$ 5,328,483</b>	<b>\$ 5,936,839</b>	<b>\$ 6,072,866</b>	<b>\$ 5,963,084</b>

# Recreation Participation Fund Expenditures by Cost Centers

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Recreation, Parks, Historic & Cultural Affairs Department

Participant Recreation Fund

Expenses

## Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Rec Part Fund - Admin	\$ 1,297,558	\$ 1,113,648	\$ 1,489,264	\$ 1,537,254	\$ 1,554,965
Rec Part Fund - Athletics	1,519,743	1,359,884	1,275,419	1,293,879	1,292,243
Rec Part Fund - Gymnastics	947,739	947,231	1,005,093	1,036,956	1,032,879
Rec Part Fund - ARC	539,065	373,119	416,528	298,735	401,006
Rec Part Fund - Dance Drama Musi	302,874	313,040	297,644	305,823	311,632
Rec Part Fund - Tennis	314,406	279,246	301,377	306,081	300,009
Rec Part Fund - Gen Prog	193,730	142,583	231,277	234,475	228,793
Rec Part Fund - ERRP	211,195	158,516	221,443	225,725	212,881
Rec Part Fund - Swim/Spray	232,452	141,286	186,305	186,690	182,405
Rec Part Fund - CAC	141,852	112,076	177,900	178,977	178,599
Rec Part Fund - Arts & Crafts	141,635	136,506	125,928	127,594	127,859
Special Events	136,919	142,806	0	22,571	0
Rec Part Fund - Rentals	58,451	50,756	60,365	63,462	59,798
Rec Part Fund - Smith	60,982	29,114	56,173	56,173	19,223
Rec Part Fund - Barrington	48,052	28,176	53,269	53,269	30,012
Roswell Adult Aquatic Center	0	98	16,283	145,202	29,580
Rec Part Fund - City Events	0	0	22,571	0	1,200
Rec Part Fund - H&CA	7,779	0	0	0	0
Participant Recreation	0	400	0	0	0
<b>Total</b>	<b>\$ 6,154,433</b>	<b>\$ 5,328,483</b>	<b>\$ 5,936,839</b>	<b>\$ 6,072,866</b>	<b>\$ 5,963,084</b>



# Recreation Participation Fund Expenditures by Cost Centers

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Recreation, Parks, Historic & Cultural Affairs Department

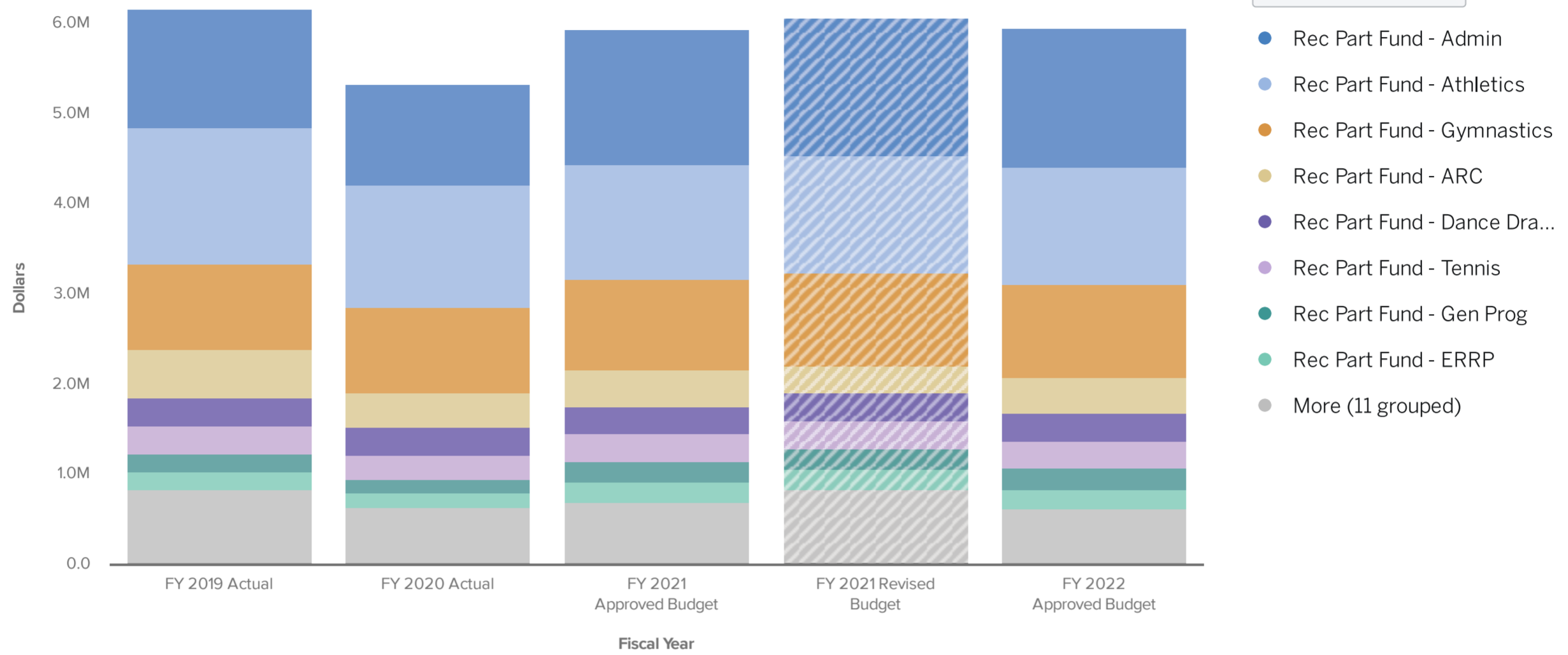
Participant Recreation Fund

Expenses



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# Recreation, Parks, Historic & Cultural Affairs Department

Leita Thompson Fund



## Who we are

The Leita Thompson Rental Property Fund is utilized to account for revenues and expenditures associated with the apartments located on the donated 107 acres of property known as the Leita Thompson property. In accordance with an agreement between the City of Roswell and the Leitalift Foundation for the acceptance of the donated land and its assets in May 2001, the City provides a safe, clean, and comfortable quality of lifestyle for the elderly retired residents who live in the apartments on the property for a period of five years. While the City continues to operate the rental property, the obligation has ended.

## Leita Thompson Fund Changes from FY 2021 to 2022

### FY 2022 - Fund 290 - Leita Thompson Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>153,625</b>
FY 2022 Revenues	\$	73,740
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>78,540</b>
Department Adjustments	\$	(2,000)
Utilities, Gasoline, and Oil Adjustment	\$	(320)
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>76,220</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>76,220</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>151,145</b>

# Leita Thompson Fund Revenues by Line Item

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**Revenues** Leita Thompson Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
► Miscellaneous Revenues	\$ 92,053	\$ 115,169	\$ 78,540	\$ 78,540	\$ 73,740
<b>Total</b>	\$ 92,053	\$ 115,169	\$ 78,540	\$ 78,540	\$ 73,740

# Leita Thompson Fund Expenditures by Line Item

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**Expenses** Leita Thompson Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
► Operating	\$ 108,248	\$ 101,850	\$ 78,540	\$ 78,540	\$ 76,220
<b>Total</b>	\$ 108,248	\$ 101,850	\$ 78,540	\$ 78,540	\$ 76,220

# Recreation, Parks, Historic & Cultural Affairs Department

Scholarship Fund

## Scholarship Fund Changes from FY 2021 to 2022

### FY 2022 - Fund 771 - Scholarship Fund

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>10,274</b>
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FY 2022 Revenues	\$	-
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<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>50</b>
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<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>50</b>
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<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>50</b>
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FY 2022 Reserve by Policy	\$	-
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<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>10,224</b>
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## Scholarship Fund Expenditures by Line Item

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**Expenses** [Scholarship Endowment Fund](#)

Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 0	\$ 0	\$ 50	\$ 50	\$ 50
<b>Total</b>	\$ 0	\$ 0	\$ 50	\$ 50	\$ 50

# Transportation Department

Count on us to Keep Roswell Moving!



## Who we are

The Roswell Transportation Department (RDOT) is responsible for the Roswell transportation system. This includes the safe and efficient movement of pedestrian, bicycle, vehicular traffic, and freight. RDOT responsibilities include planning, design, construction and operation of major and minor multi-modal transportation facilities; maintaining 358 miles of roads and 101 traffic signals; all traffic signs and pavement markings; managing and maintaining the City's rights-of-way; and responding to emergencies 24 hours/7 days a week.

## Opportunities

Conduct robust public outreach to create a project list for renewal of Transportation Special Purpose Local Option Sales Tax (TSPLOST) in November 2021.

Closely work with GDOT and MARTA to ensure Express Lanes and Transit projects along GA400 keep Roswell's interests secured.

## Challenges

Increasing cost of infrastructure projects.  
Identifying funding sources for multiple high-dollar projects in future fiscal years.

Maintaining support through the life of large and lengthy transportation infrastructure projects.

Retainage and hiring of staff.



## What we have Accomplished

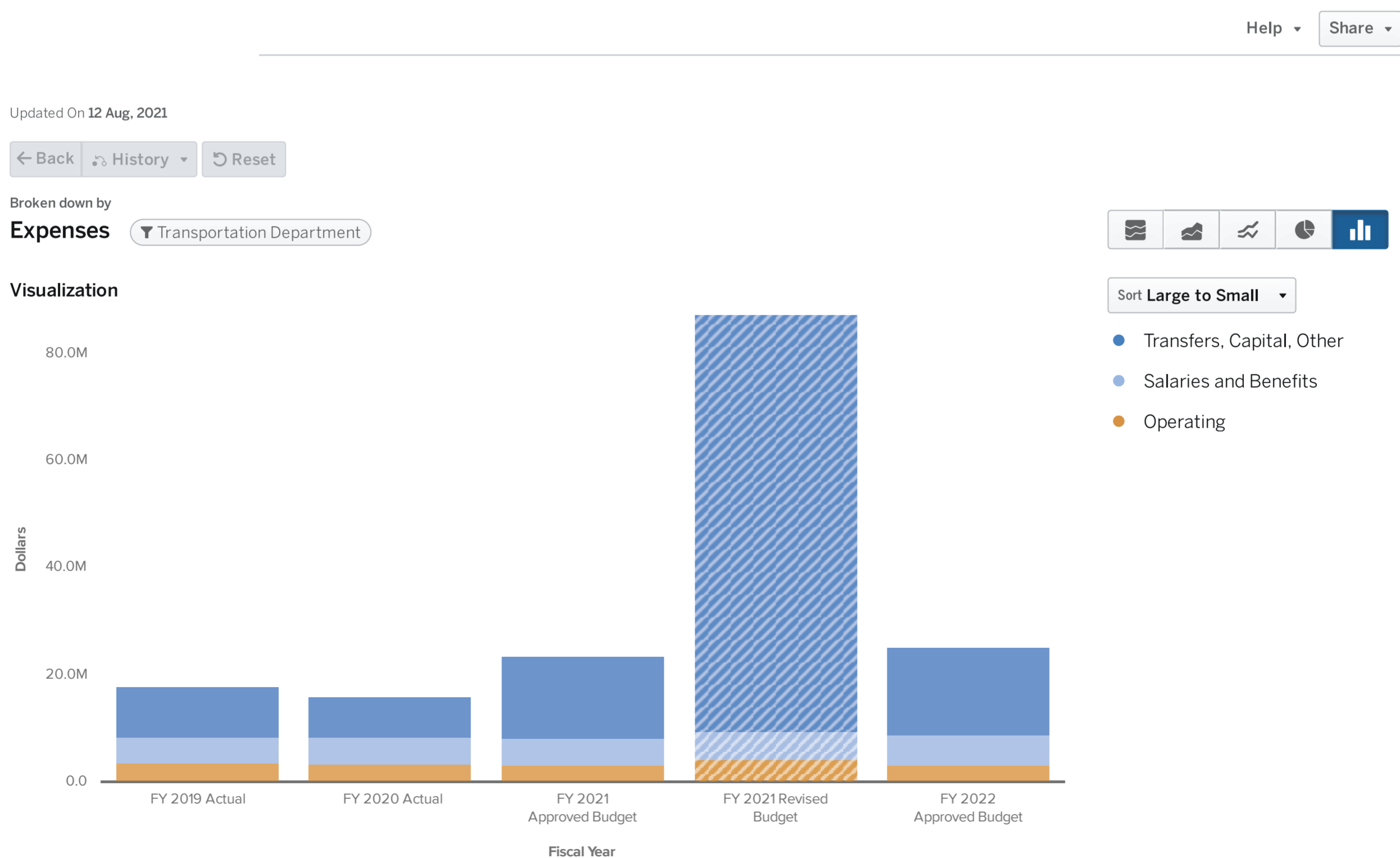
- Earned prestigious American Public Works Association (APWA) re-accreditation in 2020.
- Completed construction of the Rucker Road Complete Street TSPLOST project.
- Completed the Hardscrabble Road Green Loop project.
- Installed new traffic signal on Woodstock Road at North Coleman Road.
- Installed the city's first mini-roundabout on North Coleman Road and Lake Crest Drive.
- Started construction on phase 1 of the Big Creek Parkway TSPLOST Project.

- Started construction of SR 9 at Oxbo Rd TSPLOST Project.
- Finalize Intergovernmental Agreement with GDOT for GA 400 Express Lane Project including reconstruction of HBR/GA400 interchange.
- Resurfaced 9.62 miles of roadway.
- Secured new Federal funding for SR-9 Historic Gateway Project.
- Secured new Federal funding for SR-9 Chattahoochee River Pedestrian Bridge Project.
- Secured new State grant funding for SR-9 Oxbo Intersection Project.
- Installed new pay parking system on Canton Street.
- Started design work on various sidewalk and trail projects.
- Kept public updated on progress of our TSPLOST program via information on our website.

## What we expect to Accomplish

- Continue construction on phase 1 of the Big Creek Parkway and start procurement of phase 2 TSPLOST project.
- Begin construction on the Willeo Bridge Replacement Project.
- Complete construction of the SR 9 at Oxbo Intersection TSPLOST Project.
- Complete construction of the new PHB (Pedestrian Hybrid Beacon) on State Route 9 near Elizabeth Way.
- Complete construction of a new multi-use trail on SR-140 / Houze Road north of Hembree Road.
- Start construction of trail along Hardscrabble Rd from King Rd to SR 92.
- Obtain Approval of Environmental Document for Historic Gateway and Chattahoochee River Pedestrian Bridge Projects.
- Continue coordination with GDOT/MARTA on GA 400 Express Lanes, future Transit options and impact to the Northwest Quadrant of the GA-400/ Holcomb Bridge Road interchange.
- Maintain certification as a Bike Friendly Community.
- Achieve certification as a Walk Friendly Community.

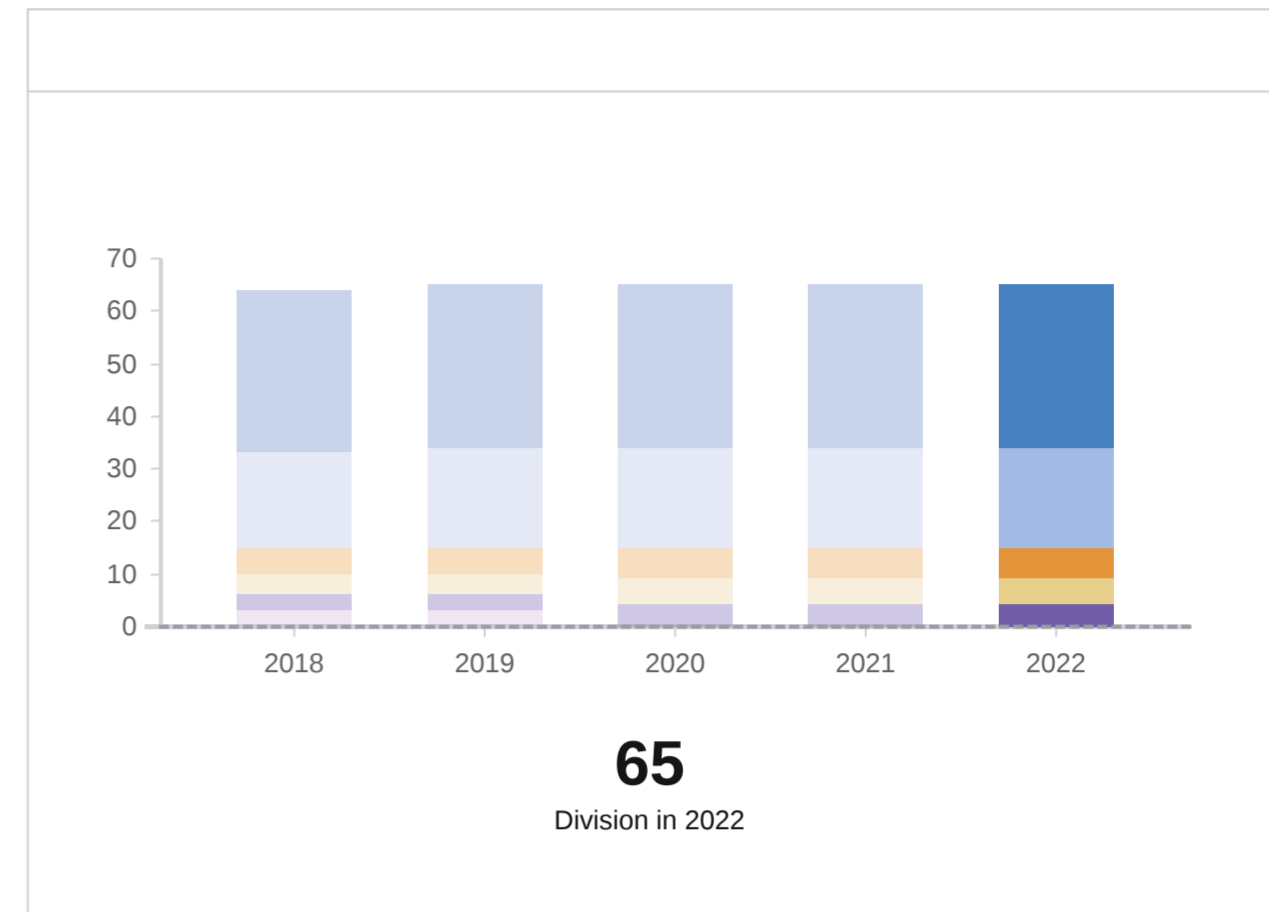
## Transportation Department Expenditures by Type



## Transportation Department Expenditures by Fund

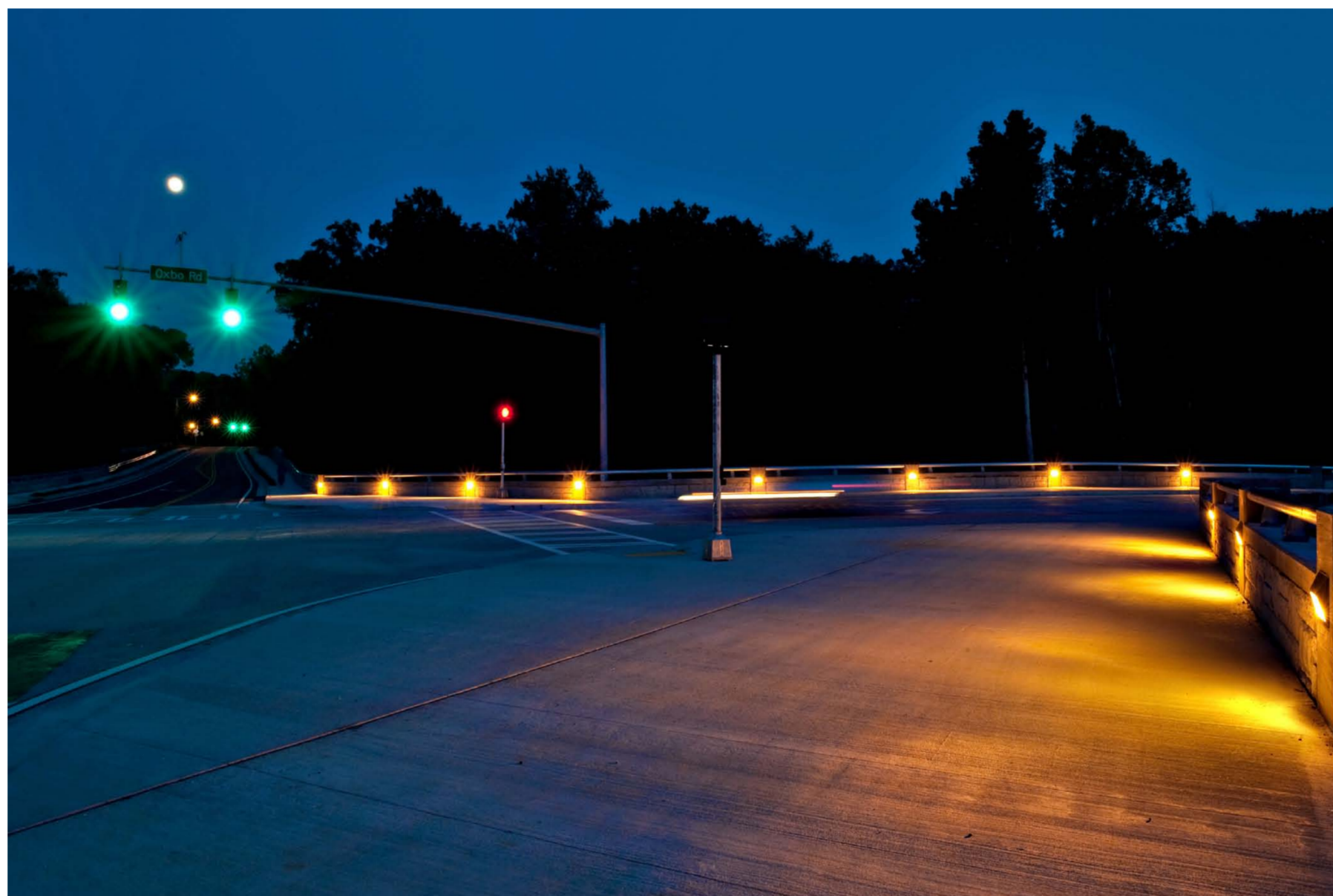
Category	2022
TSPLOST Fund	\$13,941,438.00
General Fund	\$9,310,942.00
Capital Project Fund	\$1,225,286.00
Impact Fees Fund	\$656,000.00

## Transportation Department Personnel History



Here is a summary of Transportation Department in table form illustrating direct costs and indirect costs. Click on the table to explore greater detail.

Personnel Changes:  
FY 2019: Add (1) full-time Traffic System Operator 1







# Transportation Department

General Fund

## Transportation Department in General Fund Changes from FY 2021 to 2022

### FY 2022 General Fund - Transportation

<b>FY 2021 Approved Budget</b>	<b>\$ 8,286,937</b>
Budgeted Vacancy Savings Adjustment	\$ (14,391)
Defined Benefit Retirement Adjustment	\$ 45,153
Defined Contribution Retirement Adjustment	\$ 42,073
Fleet Rate and Lease Adjustment	\$ 65,914
Risk/Liability Adjustment	\$ 25,142
Salary Adjustments Based on Current Roster and Full Year Compensation Adjustment	\$ 456,337
Utilities, Gasoline, and Oil Adjustment	\$ 37,323
Worker's Comp Contribution Adjustment	\$ 1,454
Georgia Transportation Infrastructure Bank (GTIB) Loan for Transportation Resurfacing	\$ 365,000
<b>FY 2022 Requested Base</b>	<b>\$ 9,310,942</b>
<b>FY 2022 Operating Total</b>	<b>\$ 9,310,942</b>
Citywide Road Resurfacing and Reconstruction Program (Partially Funded)	\$ 400,000
Bridge Maintenance and Safety Program	\$ 100,000
Leaf Vacuum/Truck Loader	\$ 14,000
16' Dump Trailer	\$ 10,000
48 Bull Hog Mowing Attachment	\$ 22,000
Grimes Bridge Road Corridor	\$ 150,000
Woodstock NB Left Turn Lane at Crabapple Middle School	\$ 350,000
<b>One Time Capital Request Total</b>	<b>\$ 1,046,000</b>
<b>FY 2022 Capital Total</b>	<b>\$ 1,046,000</b>
<b>FY 2022 Total Budget</b>	<b>\$ 10,356,942</b>

## Unfunded Requests

### Operating

Convert (2) Part-Time Crew Worker Positions to Full-Time at 100% Funding	\$	107,669
<b>Operating Total</b>	<b>\$</b>	<b>107,669</b>

### Maintenance Capital

Citywide Road Resurfacing and Reconstruction Program (Partially Unfunded)	\$	2,600,000
Asphalt Compaction Roller	\$	65,000
Traffic Signal Pole Replacement Program	\$	50,000
<b>Maintenance Capital Total</b>	<b>\$</b>	<b>2,715,000</b>

### One Time Capital

King Road Turn Lane Improvement	\$	100,000
Sidewalk Connectivity Program	\$	1,000,000
Speed Management and Pedestrian Safety Program	\$	35,000
Pole Truck & Trailer	\$	100,000
Pine Grove Road Corridor	\$	300,000
Norcross Street Bridge Replacement	\$	400,000
Crabapple Road at Hembree Road Intersection	\$	300,000
Connected Vehicles Initiative	\$	51,500
Grapple Bucket	\$	6,000
Kent Rd Road Construction	\$	1,800,000
<b>One Time Capital Total</b>	<b>\$</b>	<b>4,092,500</b>
<b>Unfunded Request Total</b>	<b>\$</b>	<b>6,915,169</b>

## Transportation Department General Fund Expenditures by Line Item

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**Expenses**
[General Fund](#)
[Transportation Department](#)

### Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▸ Salaries and Benefits	\$ 4,831,948	\$ 4,962,829	\$ 5,115,078	\$ 5,289,743	\$ 5,645,704
▸ Operating	2,905,362	2,982,230	3,033,612	3,055,537	3,082,789
▸ Transfers, Capital, Other	234,657	118,155	138,247	138,247	582,449
<b>Total</b>	<b>\$ 7,971,968</b>	<b>\$ 8,063,214</b>	<b>\$ 8,286,937</b>	<b>\$ 8,483,527</b>	<b>\$ 9,310,942</b>

# Transportation Department General Fund Expenditures by Type

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**Expenses**

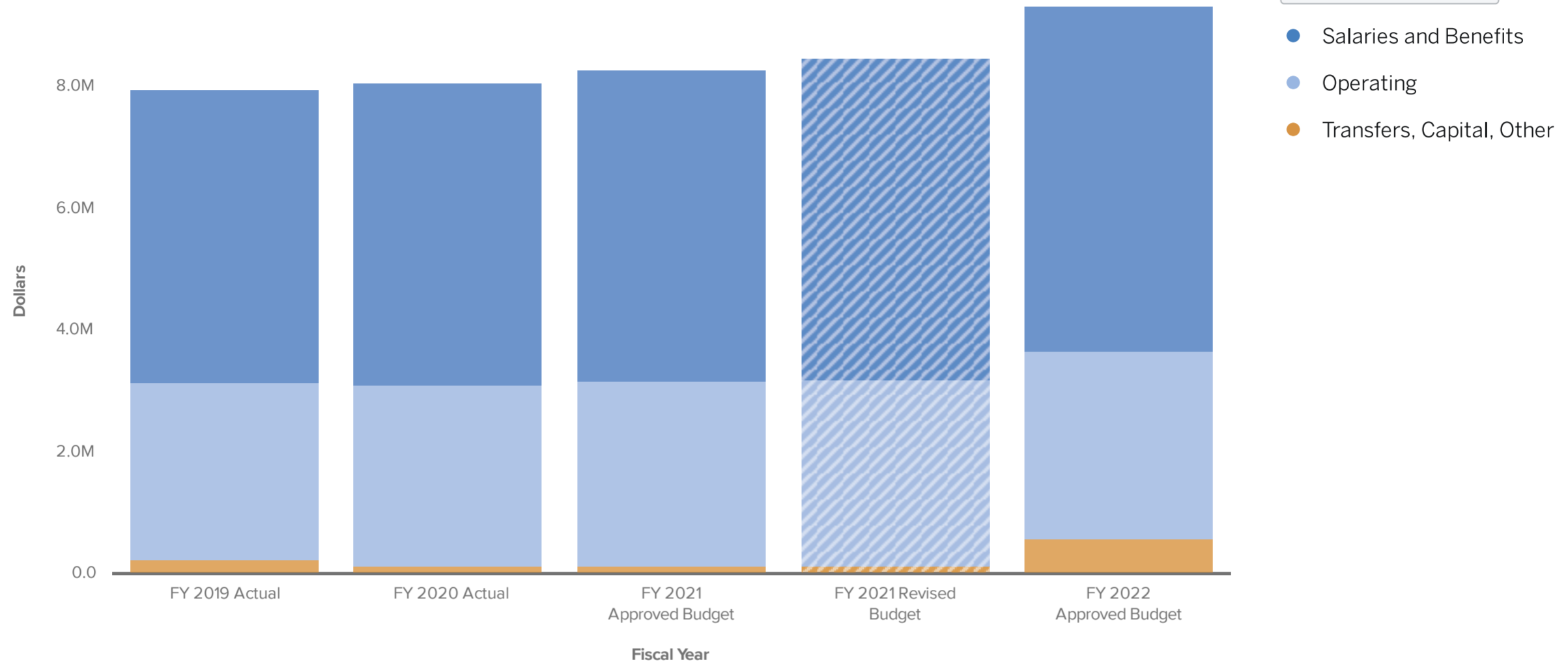
General Fund

Transportation Department



Visualization

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# Transportation Department General Fund Expenditures by Cost Centers

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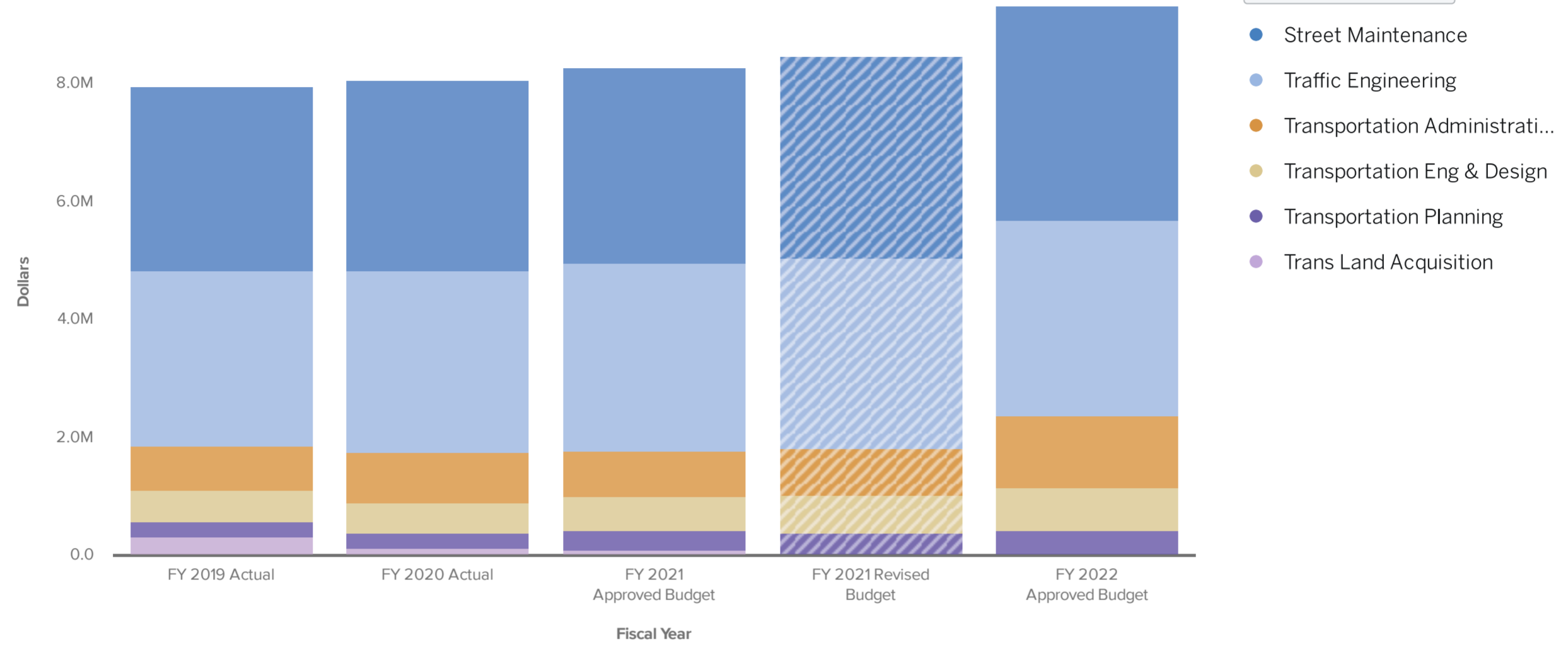
Broken down by

Transportation Department General Fund Expenses



Visualization

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# Transportation Department General Fund Expenditures by Cost Centers

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Transportation Department General Fund Expenses

Data

	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
Street Maintenance	\$ 3,134,533	\$ 3,220,386	\$ 3,320,318	\$ 3,425,849	\$ 3,612,619
Traffic Engineering	2,980,090	3,093,443	3,183,011	3,235,857	3,315,147
Transportation Administration	752,272	850,336	787,627	801,186	1,221,732
Transportation Eng & Design	520,875	506,460	574,706	625,354	728,941
Transportation Planning	269,958	268,601	308,122	395,282	430,703
Trans Land Acquisition	314,239	123,988	113,153	0	1,800
<b>Total</b>	<b>\$ 7,971,968</b>	<b>\$ 8,063,214</b>	<b>\$ 8,286,937</b>	<b>\$ 8,483,527</b>	<b>\$ 9,310,942</b>



# Transportation Department

T-SPLOST Fund



## Who we are

On November 8, 2016, Fulton County voters approved the Transportation Special Purpose Local Option Sales Tax (T-SPLOST) referendum to fund transportation projects in their cities. In the City of Roswell, the measure passed 53.75% to 46.25%. County wide the measure passed 52.80% to 47.20%. T-SPLOST will bring in an estimated \$93 million to the City of Roswell for transportation improvements. In April 2017, collection of a 0.75% (3/4 of a cent) sales tax was implemented to fund transportation projects specifically recommended by each Fulton County city.

## Transportation T-SPLOST Fund Changes from FY 2021 to 2022

### **FY 2022 - Fund 336 - TSPLOST Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>1,545,131</b>
FY 2022 Revenues	\$	13,050,000
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>12,375,129</b>
Capital Removed	\$	(12,375,129)
GDOT GA400 Holcomb Bridge Interchange and Aesthetic Enhancement Features	\$	13,941,438
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>13,941,438</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>13,941,438</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>13,941,438</b>
FY 2022 Reserve by Policy	\$	-
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>653,693</b>

# Transportation T-SPLOST Fund Revenues by Line Item

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**Revenues** TSPLOST Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Sales Tax	\$ 16,700,984	\$ 16,165,960	\$ 11,973,781	\$ 16,773,781	\$ 12,900,000
▶ Interest Income	668,377	928,434	401,348	401,348	150,000
<b>Total</b>	<b>\$ 17,369,361</b>	<b>\$ 17,094,395</b>	<b>\$ 12,375,129</b>	<b>\$ 17,175,129</b>	<b>\$ 13,050,000</b>

# Transportation T-SPLOST Fund Expenditures by Line Item

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**Expenses** TSPLOST Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 2,423,560	\$ 3,580,731	\$ 12,375,129	\$ 52,397,834	\$ 13,941,438
▶ Operating	253,765	385,886	0	894,937	0
<b>Total</b>	<b>\$ 2,677,326</b>	<b>\$ 3,966,617</b>	<b>\$ 12,375,129</b>	<b>\$ 53,292,771</b>	<b>\$ 13,941,438</b>

# Impact Fee Fund

Impact Fees Fund accounts for the collection of impact fees to pay for system improvements for fire, recreation and parks and transportation facilities as projected in the Roswell Comprehensive Land Use Plan.

## Impact Fee Fund Changes from FY 2021 to 2022

### **FY 2022 - Fund 230 - Impact Fee Fund**

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$ 919,510</b>
FY 2022 Revenues	\$ 2,702,015
<b>FY 2021 Approved Budget</b>	<b>\$ 1,663,000</b>
Bank Fees/Charges Adjustment	\$ 18,000
Capital Removed	\$ (1,650,000)
<b>FY 2022 Base Budget</b>	<b>\$ 31,000</b>
<b>FY 2022 Operating Total</b>	<b>\$ 31,000</b>
Chattahoochee River Pedestrian Bridge	\$ 625,000
Implementation of River Park Master Plan	\$ 474,734
<b>One Time Capital Request Total</b>	<b>\$ 1,099,734</b>
<b>FY 2022 Capital Total</b>	<b>\$ 1,099,734</b>
<b>FY 2022 Total Budget</b>	<b>\$ 1,130,734</b>
FY 2022 Reserve by Policy	\$ -
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$ 2,490,791</b>



# Impact Fee Fund Revenues by Line Item

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Revenues ▾ Impact Fees Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
► Charges for Service	\$ 1,380,660	\$ 1,306,748	\$ 1,639,558	\$ 5,031,096	\$ 2,702,015
► Interest Income	-346	0	0	36,596	0
<b>Total</b>	<b>\$ 1,380,314</b>	<b>\$ 1,306,748</b>	<b>\$ 1,639,558</b>	<b>\$ 5,067,692</b>	<b>\$ 2,702,015</b>

# Impact Fee Fund Expenditures by Type

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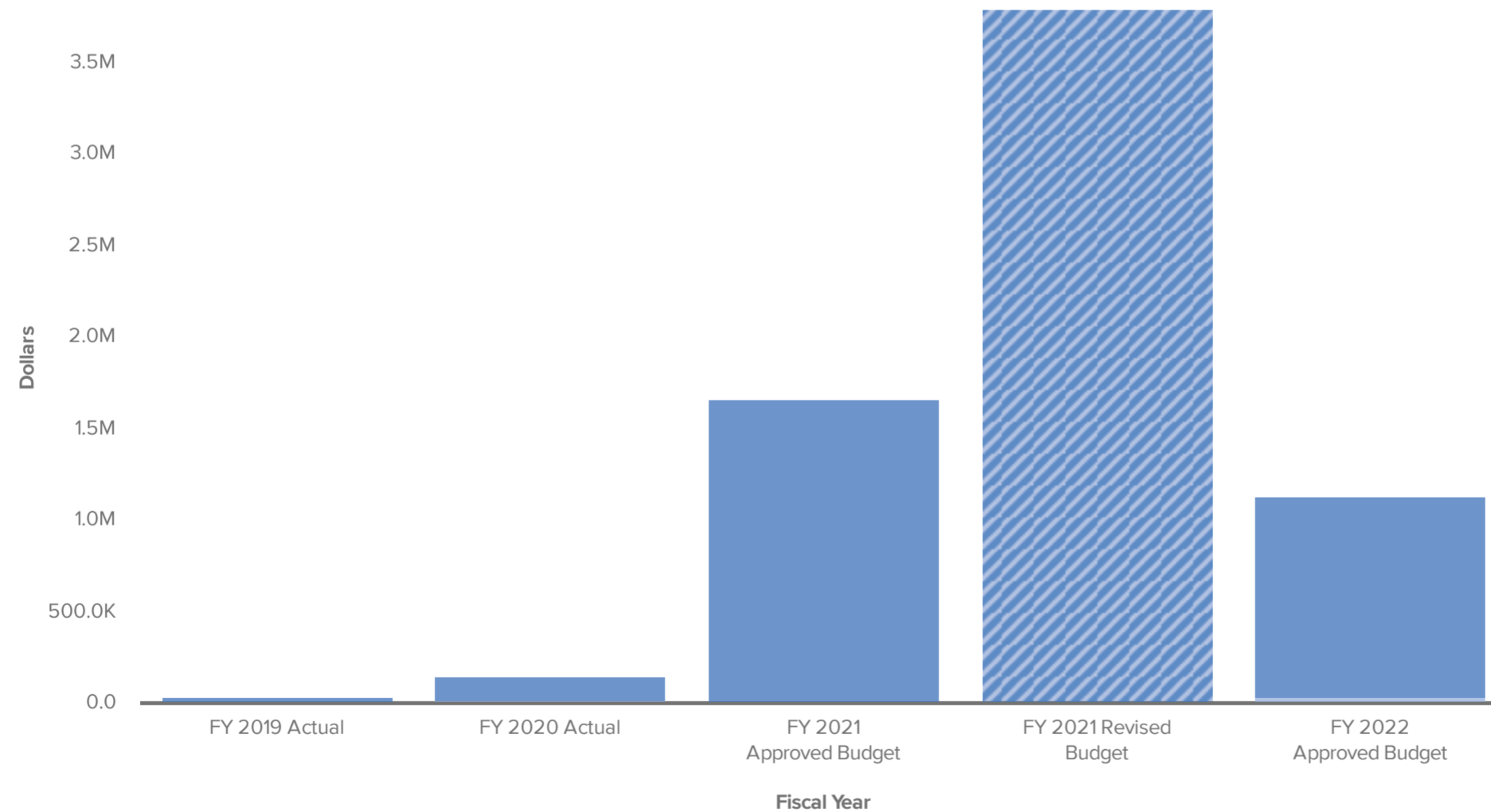
Expenses ▾ Impact Fees Fund



Sort Large to Small ▾

- Transfers, Capital, Other
- Operating

## Visualization



# Impact Fee Fund Expenditures by Line Item

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**Expenses** Impact Fees Fund

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2021 Revised Budget	FY 2022 Approved Budget
▶ Transfers, Capital, Other	\$ 24,700	\$ 126,717	\$ 1,650,000	\$ 3,771,831	\$ 1,099,734
▶ Operating	10,344	19,002	13,000	13,000	31,000
<b>Total</b>	<b>\$ 35,044</b>	<b>\$ 145,719</b>	<b>\$ 1,663,000</b>	<b>\$ 3,784,831</b>	<b>\$ 1,130,734</b>

# Impact Fee Fund Expenditures by Cost Centers

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**Departments** Impact Fees Fund Expenses

## Data

Expand All	FY 2019 Actual	FY 2020 Actual	FY 2021 Approved Budget	FY 2022 Approved Budget
▶ Transportation Department	\$ 10,344	\$ 19,002	\$ 763,000	\$ 656,000
▶ Recreation, Parks, Historic & Cultural Affairs Department	17,940	50,600	0	474,734
▶ Police Department	0	57,600	450,000	0
▶ Fire Department	6,760	18,517	450,000	0
<b>Total</b>	<b>\$ 35,044</b>	<b>\$ 145,719</b>	<b>\$ 1,663,000</b>	<b>\$ 1,130,734</b>

# Impact Fee Fund Expenditures by Department

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Departments

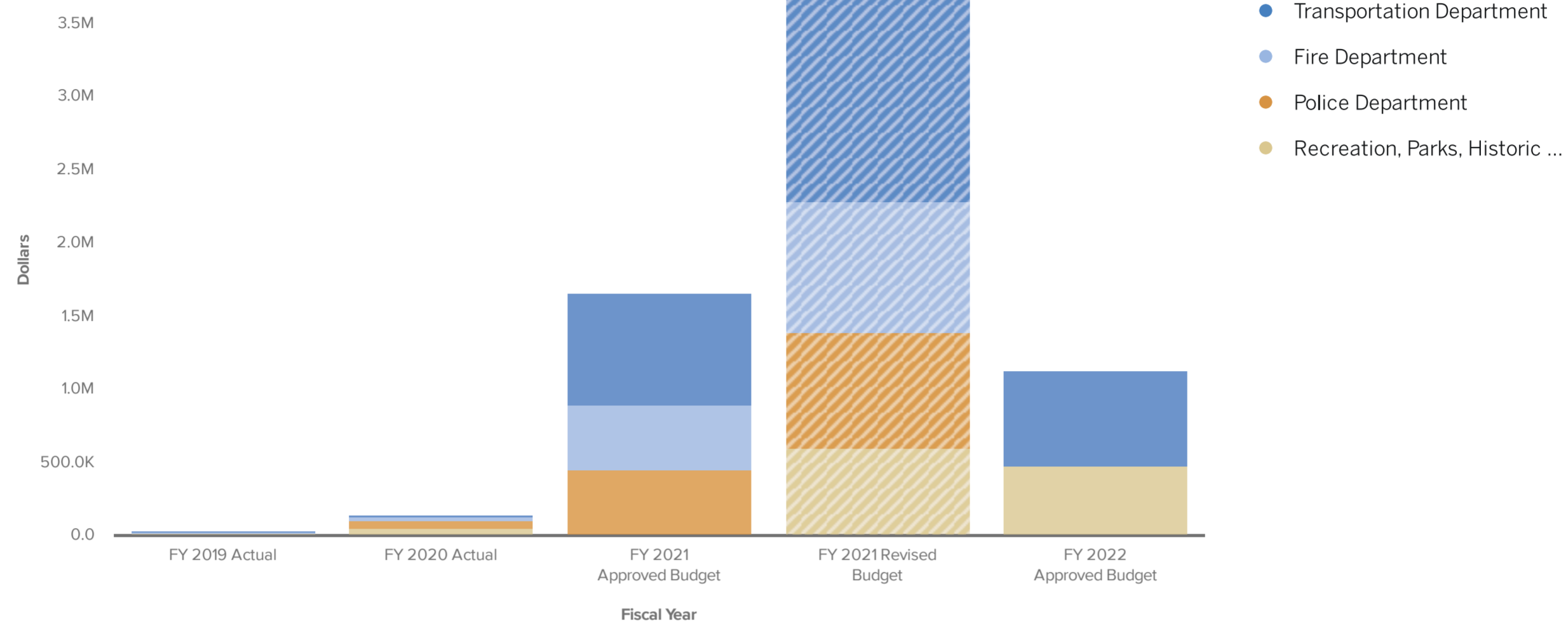
Impact Fees Fund

Expenses



Sort Large to Small ▾

Visualization





# Capital Improvement Program

A five-year Capital Improvement Program (CIP) is developed and updated annually. The capital budget is the first year of the CIP and provides the basis for control of expenditures for the acquisition of significant City assets and construction of all capital facilities.

## Capital Improvement Program

The Capital Improvement Program (CIP) is a five-year program and details anticipated expenditures as well as the approved sources of funding. Capital requests are funded through fund balance, bond proceeds, grants, impact fees, or other specially designated revenue sources.

The first year of the CIP is incorporated into the Annual Budget and Program for Services and is commonly known as the Capital Budget for the fiscal year. The Capital Budget is the governing body's annual appropriation for capital spending and authorized specific projects and authorizes specific funding for these projects. The subsequent or outlying years of the CIP are updated and revised each year to reflect the changing needs and priorities of the City. Projects and financing sources listed in the CIP for years other than the first year are not authorized until the Annual Budget and Program for Services for those years is legally adopted.

The outlying years serve only as a guide for future planning and are subject to further review and modification in subsequent years. Funding decisions are based upon the type of project. Recurring or maintenance projects are funded using operating revenues just like an operating expense. One time projects can use undesignated, unreserved fund balance as a funding source. Other funding sources include federal and state grants, impact fees, bond issues, hotel/motel tax, and enterprise funds.

The Capital Projects Fund was created to effectively manage and track approved projects and funding sources. With the exception of enterprise funds, confiscated assets fund and the E-911 fund, acquisition of all capital assets including all capital projects will be conducted through the Capital Projects Fund.

As capital improvement projects are completed they are capitalized and the operations and maintenance are funded in the annual operating budget. Operating Impacts are requested in the current year's Operating Budget and as part of the Project Planning if in a future year. After the annual audit has been completed, the unspent and unencumbered balance of each approved capital project will be reallocated in the following fiscal year to their respective projects.

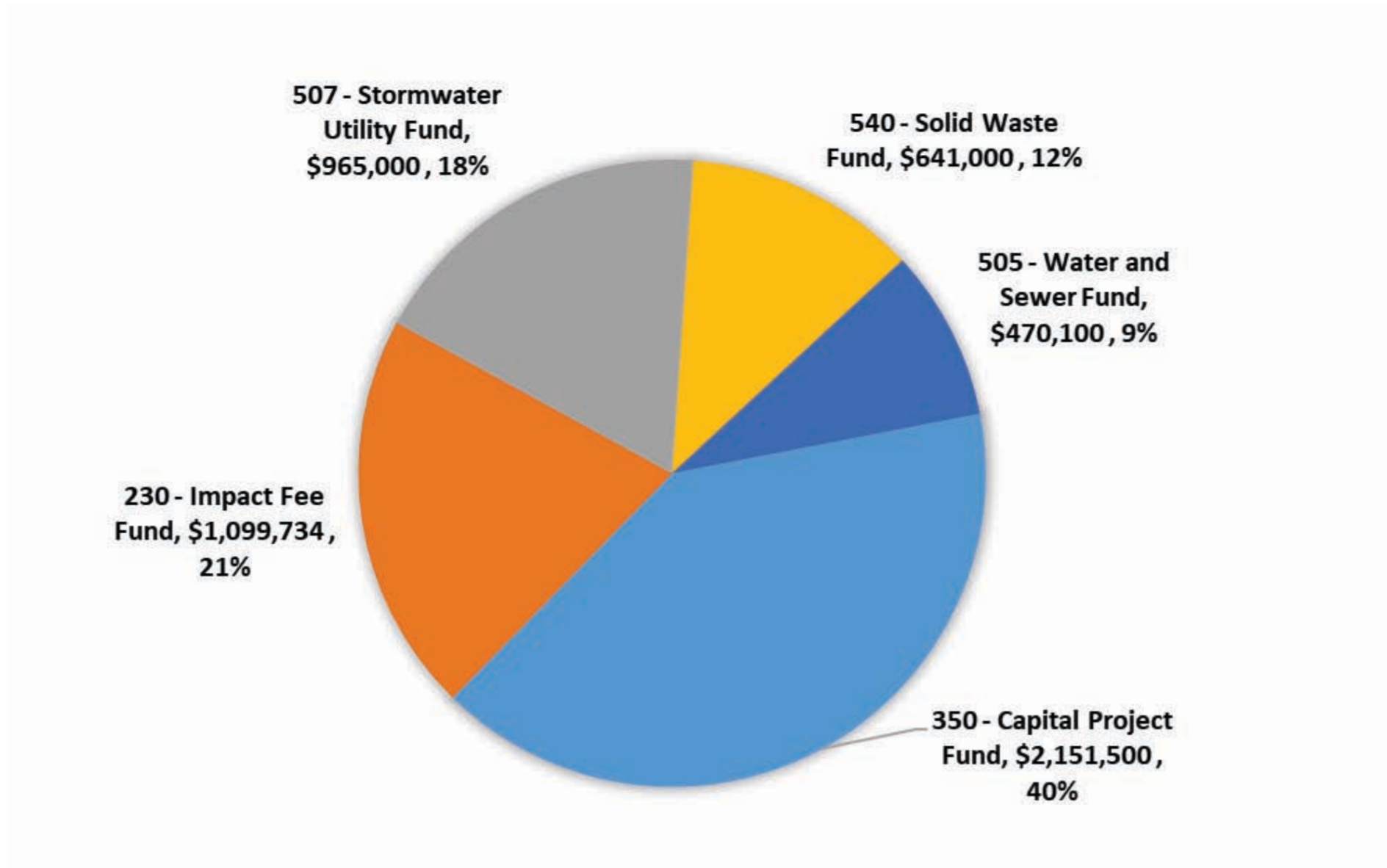
The City is currently developing a five year strategic plan. This plan will establish goals and priorities for the next five years and will result in a revised capital improvement plan. The strategic plan is expected to be completed in FY 2022.

# Capital Project Fund 350

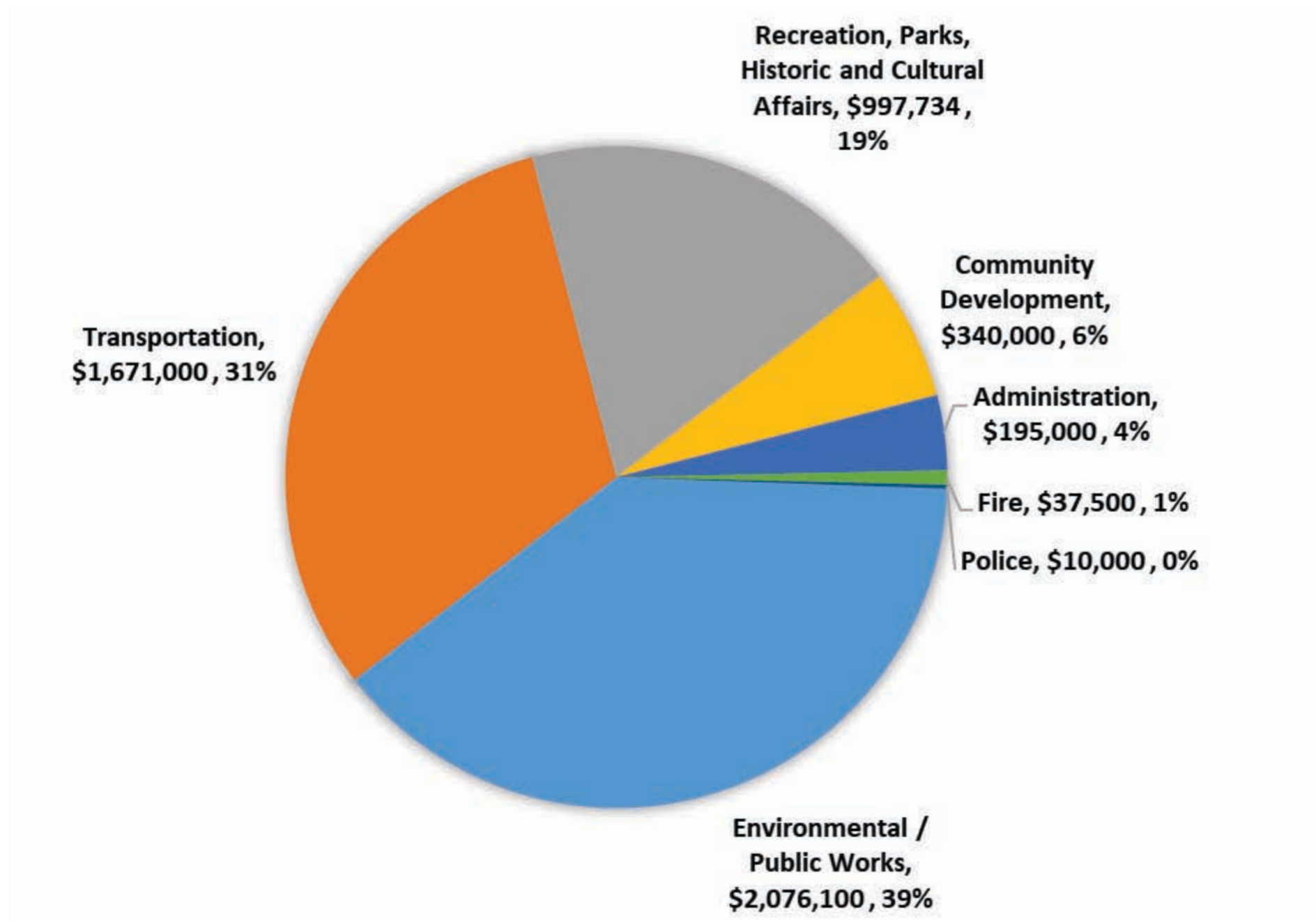
## Changes from FY 2021 to 2022

<b>FY 2022 Estimated Available Fund Balance</b>	<b>\$</b>	<b>1,788,390</b>
FY 2022 Revenues	\$	4,847,759
<b>FY 2021 Approved Budget</b>	<b>\$</b>	<b>6,046,885</b>
Fleet Rate and Lease Adjustment	\$	2,280,327
Capital Removed	\$	(6,046,885)
GDOT GA400 Holcomb Bridge Interchange and Aesthetic Enhancement Features	\$	179,286
Transfer to Capital Projects Fund (Proposed Community Development Vehicle Lease Amount)	\$	6,173
<b>FY 2022 Base Budget</b>	<b>\$</b>	<b>2,465,786</b>
<b>FY 2022 Operating Total</b>	<b>\$</b>	<b>2,465,786</b>
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Funded)	\$	195,000
Recreation and Parks Maintenance Program (Partially Funded)	\$	75,000
Tactical Vest and Helmet Replacement Program (Partially Funded)	\$	10,000
Fire Vehicle Replacement Engine #26	\$	750,000
<b>Maintenance Capital Request Total</b>	<b>\$</b>	<b>1,030,000</b>
Cultural Arts Center (CAC) Space Renovation for Roswell Historical Society	\$	150,000
Procure Elevations Certificates	\$	40,000
Citywide Road Resurfacing and Reconstruction Program (Partially Funded)	\$	400,000
Facility Condition Assessment	\$	150,000
Formal Recodification of Unified Development Code	\$	300,000
Bridge Maintenance and Safety Program	\$	100,000
Leaf Vacuum/Truck Loader	\$	14,000
16' Dump Trailer	\$	10,000
48 Bull Hog Mowing Attachment	\$	22,000
Replacement of HVAC Controls for Parks Headquarters at Groveway Community Park and The Adult Recreation Center	\$	32,000
Fire Department Communications Equipment	\$	37,500
Cultural Arts Center Seat Replacement	\$	85,000
Grimes Bridge Road Corridor	\$	150,000
Roswell Area Park Outdoor Pool Renovation Plan	\$	31,000
Woodstock NB Left Turn Lane at Crabapple Middle School	\$	350,000
<b>One Time Capital Request Total</b>	<b>\$</b>	<b>1,871,500</b>
<b>FY 2022 Capital Total</b>	<b>\$</b>	<b>2,901,500</b>
<b>FY 2022 Total Budget</b>	<b>\$</b>	<b>5,367,286</b>
FY 2022 Reserve by Policy	\$	1,094,583
<b>FY 2022 Estimated Ending Available Fund Balance</b>	<b>\$</b>	<b>174,280</b>

## FY 2022 Approved Capital by Fund



## FY 2022 Approved Capital by Department



# Maintenance Capital

Maintenance Capital projects are intended to maintain or replace existing assets.

## Maintenance Capital by Fund

	FY 2022					
	Approved Budget	FY 2023 CIP Request	FY 2024 CIP Request	FY 2025 CIP Request	FY 2026 CIP Request	FY 2027 CIP Request
<b>350 - Capital Project Fund</b>						
Add Funding for Classification and Compensation Study	\$0	\$20,000	\$0	\$50,000	\$0	\$0
Aerial Photography	\$0	\$0	\$0	\$45,000	\$0	\$0
Asphalt Equipment Replacement	\$0	\$140,000	\$0	\$0	\$0	\$0
Asphalt Paving Machine	\$0	\$0	\$90,000	\$0	\$0	\$0
Building Office Retrofit	\$0	\$2,000,000	\$0	\$0	\$0	\$0
Camera Replacement and Update in Mayor and Council Chambers	\$0	\$0	\$0	\$45,000	\$0	\$0
Chipper Machine	\$0	\$0	\$0	\$160,000	\$0	\$0
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Funded)	\$195,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
F550 Crew Dump Truck	\$0	\$0	\$100,000	\$0	\$0	\$0
Jones Road Bridge Replacement	\$0	\$400,000	\$50,000	\$2,000,000	\$0	\$0
Oxbo Road Bridge Replacement	\$0	\$0	\$400,000	\$50,000	\$2,000,000	\$0
Recreation and Parks Maintenance Program (Partially Funded)	\$75,000	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000
Stormwater Best Management Practice	\$0	\$0	\$150,000	\$0	\$0	\$0
Tactical Vest and Helmet Replacement Program (Partially Funded)	\$10,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>505 - Water and Sewer Fund</b>						
Replace SCADA Communication System	\$27,000	\$0	\$0	\$0	\$0	\$0
Water Line Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
<b>507 - Stormwater Utility Fund</b>						
Stormwater Master Project List (Partially Funded)	\$900,000	\$1,040,000	\$1,010,000	\$1,060,000	\$1,050,000	\$1,050,000
<b>540 - Solid Waste Fund</b>						
Commercial Front Loader Garbage Truck Replacement	\$270,000	\$278,100	\$286,443	\$295,036	\$303,887	\$313,004
Recycling Center Semi-Trailer Replacement Program	\$0	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Residential Rear Loading Garbage Truck Replacement	\$206,000	\$212,180	\$218,545	\$225,102	\$231,855	\$238,810
Scout Trucks Replacement Program	\$0	\$0	\$0	\$0	\$0	\$220,000
<b>604 - Fleet Services Fund</b>						
Diagnostics Software	\$0	\$0	\$14,000	\$0	\$0	\$0
<b>Grand Total</b>	<b>\$2,083,000</b>	<b>\$6,931,780</b>	<b>\$5,160,488</b>	<b>\$6,771,638</b>	<b>\$6,427,242</b>	<b>\$4,663,314</b>



## Maintenance Capital by Department

	FY 2022					
	Approved Budget	FY 2023 CIP Request	FY 2024 CIP Request	FY 2025 CIP Request	FY 2026 CIP Request	FY 2027 CIP Request
<b>Administration</b>						
Add Funding for Classification and Compensation Study	\$0	\$20,000	\$0	\$50,000	\$0	\$0
Camera Replacement and Update in Mayor and Council Chambers	\$0	\$0	\$0	\$45,000	\$0	\$0
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Funded)	\$195,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000
<b>Community Development</b>						
Aerial Photography	\$0	\$0	\$0	\$45,000	\$0	\$0
<b>Environmental / Public Works</b>						
Commercial Front Loader Garbage Truck Replacement	\$270,000	\$278,100	\$286,443	\$295,036	\$303,887	\$313,004
Diagnostics Software	\$0	\$0	\$14,000	\$0	\$0	\$0
Recycling Center Semi-Trailer Replacement Program	\$0	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500
Replace SCADA Communication System	\$27,000	\$0	\$0	\$0	\$0	\$0
Residential Rear Loading Garbage Truck Replacement	\$206,000	\$212,180	\$218,545	\$225,102	\$231,855	\$238,810
Scout Trucks Replacement Program	\$0	\$0	\$0	\$0	\$0	\$220,000
Stormwater Best Management Practice	\$0	\$0	\$150,000	\$0	\$0	\$0
Stormwater Master Project List (Partially Funded)	\$900,000	\$1,040,000	\$1,010,000	\$1,060,000	\$1,050,000	\$1,050,000
Water Line Replacement	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000	\$400,000
<b>Police</b>						
Building Office Retrofit	\$0	\$2,000,000	\$0	\$0	\$0	\$0
Tactical Vest and Helmet Replacement Program (Partially Funded)	\$10,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
<b>Recreation, Parks, Historic and Cultural Affairs</b>						
Recreation and Parks Maintenance Program (Partially Funded)	\$75,000	\$385,000	\$385,000	\$385,000	\$385,000	\$385,000
<b>Transportation</b>						
Asphalt Equipment Replacement	\$0	\$140,000	\$0	\$0	\$0	\$0
Asphalt Paving Machine	\$0	\$0	\$90,000	\$0	\$0	\$0
Chipper Machine	\$0	\$0	\$0	\$160,000	\$0	\$0
F550 Crew Dump Truck	\$0	\$0	\$100,000	\$0	\$0	\$0
Jones Road Bridge Replacement	\$0	\$400,000	\$50,000	\$2,000,000	\$0	\$0
Oxbo Road Bridge Replacement	\$0	\$0	\$400,000	\$50,000	\$2,000,000	\$0
<b>Grand Total</b>	<b>\$2,083,000</b>	<b>\$6,931,780</b>	<b>\$5,160,488</b>	<b>\$6,771,638</b>	<b>\$6,427,242</b>	<b>\$4,663,314</b>

## One Time Capital

One Time Capital projects are intended to expand the City's assets or programs.

# One Time Capital by Fund

	FY 2022					
	Approved Budget	FY 2023 CIP Request	FY 2024 CIP Request	FY 2025 CIP Request	FY 2026 CIP Request	FY 2027 CIP Request
<b>230 - Impact Fee Fund</b>						
Chattahoochee River Pedestrian Bridge	\$625,000	\$0	\$0	\$0	\$0	\$0
Implementation of River Park Master Plan	\$474,734	\$0	\$0	\$0	\$0	\$0
<b>350 - Capital Project Fund</b>						
16' Dump Trailer	\$10,000	\$0	\$0	\$0	\$0	\$0
48 Bull Hog Mowing Attachment	\$22,000	\$0	\$0	\$0	\$0	\$0
Asphalt Milling Machine	\$0	\$70,000	\$0	\$0	\$0	\$0
Bicycle and Pedestrian Improvements	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Big Creek Parkway Phase 3	\$0	\$0	\$1,000,000	\$0	\$3,000,000	\$10,000,000
Bridge Maintenance and Safety Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Bridge Replacement - Norcross Street	\$0	\$0	\$400,000	\$200,000	\$2,000,000	\$0
Bush Hog	\$0	\$0	\$10,000	\$0	\$0	\$0
CAD/RMS	\$0	\$1,500,000	\$0	\$0	\$0	\$0
City Hall Suite 235 Cubicle Renovation	\$0	\$25,000	\$0	\$0	\$0	\$0
Citywide Road Resurfacing and Reconstruction Program (Partially Funded)	\$400,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Citywide WiFi Infrastructure Replacement - Public	\$0	\$0	\$0	\$0	\$200,000	\$0
Cultural Arts Center (CAC) Space Renovation for Roswell Historical Society	\$150,000	\$0	\$0	\$0	\$0	\$0
Cultural Arts Center Seat Replacement	\$85,000	\$0	\$0	\$0	\$0	\$0
Dogwood Road Multi-Use Trail	\$0	\$0	\$250,000	\$1,000,000	\$0	\$0
Facility Condition Assessment	\$150,000	\$0	\$0	\$0	\$0	\$0
Fire Department Communications Equipment	\$37,500	\$0	\$0	\$0	\$0	\$0
Formal Recodification of Unified Development Code	\$300,000	\$0	\$0	\$0	\$0	\$0
Grimes Bridge Road Corridor	\$150,000	\$500,000	\$1,000,000	\$3,000,000	\$0	\$0
Hardscrabble Road at King Road Intersection	\$0	\$225,000	\$200,000	\$1,000,000	\$0	\$0
Historic Gateway (Construction Match)	\$0	\$0	\$2,000,000	\$0	\$0	\$0
Holcomb Bridge Road (HBR) Multi-Use Trail, Phase 5	\$0	\$0	\$0	\$100,000	\$800,000	\$0
Indoor Firing Range	\$0	\$70,000	\$250,000	\$0	\$0	\$0
Leaf Vacuum/Truck Loader	\$14,000	\$0	\$0	\$0	\$0	\$0
Liveable Community	\$0	\$350,000	\$0	\$0	\$0	\$0
Mansell Road at Sun Valley Road Intersection Improvement	\$0	\$0	\$100,000	\$200,000	\$750,000	\$0
Mansell Road Extension	\$0	\$0	\$300,000	\$0	\$2,000,000	\$4,000,000
Mini Roundabout Program	\$0	\$75,000	\$300,000	\$0	\$0	\$0
National Park Mitigation	\$0	\$1,250,000	\$0	\$0	\$1,250,000	\$0
New Fire Station #8 (Construction)	\$0	\$0	\$4,800,761	\$817,500	\$0	\$0
Oxbo Road Retaining Wall	\$0	\$0	\$0	\$100,000	\$1,000,000	\$0
Pine Grove Road at Hightower Road (Int. Improvement)	\$0	\$0	\$0	\$175,000	\$500,000	\$0
Pine Grove Road at North Coleman Road (Intersection Improvement)	\$0	\$170,000	\$500,000	\$0	\$0	\$0
Procure Elevations Certificates	\$40,000	\$0	\$0	\$0	\$0	\$0
Remote /Distance Learning Center for City Personnel including Public Safety	\$0	\$75,000	\$0	\$0	\$0	\$0
Replacement of HVAC Controls for Parks Headquarters at Groveway Community Park and The Adult Recreation Center	\$32,000	\$0	\$0	\$0	\$0	\$0
Riverside Road Complete Street (Design)	\$0	\$500,000	\$500,000	\$4,000,000	\$0	\$0
Roswell Area Park Outdoor Pool Renovation Plan	\$31,000	\$100,000	\$150,000	\$0	\$0	\$0
Stump Grinder	\$0	\$10,000	\$0	\$0	\$0	\$0
Sun Valley Drive - Phase 2 (Old Ellis Extension)	\$0	\$3,900,000	\$0	\$12,800,000	\$0	\$0
Transit enhancements	\$0	\$0	\$2,000,000	\$0	\$0	\$0
Woodstock NB Left Turn Lane at Crabapple Middle School	\$350,000	\$0	\$0	\$0	\$0	\$0
Woodstock Road @ Highway 92 Turn Lane	\$0	\$0	\$0	\$350,000	\$0	\$0
<b>505 - Water and Sewer Fund</b>						
City Hall Suite 235 Cubicle Renovation	\$0	\$8,325	\$0	\$0	\$0	\$0
Water Plant Duress System	\$21,100	\$0	\$0	\$0	\$0	\$0
Water Plant Surveillance	\$22,000	\$0	\$0	\$0	\$0	\$0
<b>507 - Stormwater Utility Fund</b>						
City Hall Suite 235 Cubicle Renovation	\$0	\$8,350	\$0	\$0	\$0	\$0
Large Equipment Replacement	\$65,000	\$60,000	\$90,000	\$40,000	\$50,000	\$50,000
<b>540 - Solid Waste Fund</b>						
City Hall Suite 235 Cubicle Renovation	\$0	\$8,325	\$0	\$0	\$0	\$0
Dumpster Delivery Vehicle	\$130,000	\$0	\$0	\$0	\$0	\$0
Forklift Replacement	\$35,000	\$0	\$0	\$0	\$0	\$0
Recycling Center Fan Replacement	\$0	\$0	\$0	\$0	\$10,000	\$0
<b>Grand Total</b>	<b>\$3,244,334</b>	<b>\$12,005,000</b>	<b>\$19,450,761</b>	<b>\$29,382,500</b>	<b>\$17,160,000</b>	<b>\$19,650,000</b>

# One Time Capital by Department

	FY 2022					
	Approved Budget	FY 2023 CIP Request	FY 2024 CIP Request	FY 2025 CIP Request	FY 2026 CIP Request	FY 2027 CIP Request
<b>Administration</b>						
Citywide WiFi Infrastructure Replacement - Public	\$0	\$0	\$0	\$0	\$200,000	\$0
Remote /Distance Learning Center for City Personnel including Public Safety	\$0	\$75,000	\$0	\$0	\$0	\$0
<b>Community Development</b>						
Formal Recodification of Unified Development Code	\$300,000	\$0	\$0	\$0	\$0	\$0
Procure Elevations Certificates	\$40,000	\$0	\$0	\$0	\$0	\$0
Liveable Community	\$0	\$350,000	\$0	\$0	\$0	\$0
<b>Environmental / Public Works</b>						
City Hall Suite 235 Cubicle Renovation	\$0	\$25,000	\$0	\$0	\$0	\$0
Dumpster Delivery Vehicle	\$130,000	\$0	\$0	\$0	\$0	\$0
Forklift Replacement	\$35,000	\$0	\$0	\$0	\$0	\$0
Large Equipment Replacement	\$65,000	\$60,000	\$90,000	\$40,000	\$50,000	\$50,000
Recycling Center Fan Replacement	\$0	\$0	\$0	\$0	\$10,000	\$0
Water Plant Duress System	\$21,100	\$0	\$0	\$0	\$0	\$0
Water Plant Surveillance	\$22,000	\$0	\$0	\$0	\$0	\$0
<b>Fire</b>						
New Fire Station #8 (Construction)	\$0	\$0	\$4,800,761	\$817,500	\$0	\$0
Fire Department Communications Equipment	\$37,500	\$0	\$0	\$0	\$0	\$0
<b>Police</b>						
CAD/RMS	\$0	\$1,500,000	\$0	\$0	\$0	\$0
Indoor Firing Range	\$0	\$70,000	\$250,000	\$0	\$0	\$0
<b>Recreation, Parks, Historic and Cultural Affairs</b>						
Cultural Arts Center Seat Replacement	\$85,000	\$0	\$0	\$0	\$0	\$0
Facility Condition Assessment	\$150,000	\$0	\$0	\$0	\$0	\$0
Implementation of River Park Master Plan	\$474,734	\$0	\$0	\$0	\$0	\$0
Replacement of HVAC Controls for Parks Headquarters at Groveway Community Park and The Adult Recreation Center	\$32,000	\$0	\$0	\$0	\$0	\$0
Roswell Area Park Outdoor Pool Renovation Plan	\$31,000	\$100,000	\$150,000	\$0	\$0	\$0
Cultural Arts Center (CAC) Space Renovation for Roswell Historical Society	\$150,000	\$0	\$0	\$0	\$0	\$0
<b>Transportation</b>						
Chattahoochee River Pedestrian Bridge	\$625,000	\$0	\$0	\$0	\$0	\$0
16' Dump Trailer	\$10,000	\$0	\$0	\$0	\$0	\$0
48 Bull Hog Mowing Attachment	\$22,000	\$0	\$0	\$0	\$0	\$0
Asphalt Milling Machine	\$0	\$70,000	\$0	\$0	\$0	\$0
Bicycle and Pedestrian Improvements	\$0	\$0	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Big Creek Parkway Phase 3	\$0	\$0	\$1,000,000	\$0	\$3,000,000	\$10,000,000
Bridge Maintenance and Safety Program	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
Bridge Replacement - Norcross Street	\$0	\$0	\$400,000	\$200,000	\$2,000,000	\$0
Bush Hog	\$0	\$0	\$10,000	\$0	\$0	\$0
City Hall Suite 235 Cubicle Renovation	\$0	\$25,000	\$0	\$0	\$0	\$0
Citywide Road Resurfacing and Reconstruction Program (Partially Funded)	\$400,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000	\$3,000,000
Dogwood Road Multi-Use Trail	\$0	\$0	\$250,000	\$1,000,000	\$0	\$0
Grimes Bridge Road Corridor	\$150,000	\$500,000	\$1,000,000	\$3,000,000	\$0	\$0
Hardscrabble Road at King Road Intersection	\$0	\$225,000	\$200,000	\$1,000,000	\$0	\$0
Historic Gateway (Construction Match)	\$0	\$0	\$2,000,000	\$0	\$0	\$0
Holcomb Bridge Road (HBR) Multi-Use Trail, Phase 5	\$0	\$0	\$0	\$100,000	\$800,000	\$0
Leaf Vacuum/Truck Loader	\$14,000	\$0	\$0	\$0	\$0	\$0
Mansell Road at Sun Valley Road Intersection Improvement	\$0	\$0	\$100,000	\$200,000	\$750,000	\$0
Mansell Road Extension	\$0	\$0	\$300,000	\$0	\$2,000,000	\$4,000,000
Mini Roundabout Program	\$0	\$75,000	\$300,000	\$0	\$0	\$0
National Park Mitigation	\$0	\$1,250,000	\$0	\$0	\$1,250,000	\$0
Oxbo Road Retaining Wall	\$0	\$0	\$0	\$100,000	\$1,000,000	\$0
Pine Grove Road at Hightower Road (Int. Improvement)	\$0	\$0	\$0	\$175,000	\$500,000	\$0
Pine Grove Road at North Coleman Road (Intersection Improvement)	\$0	\$170,000	\$500,000	\$0	\$0	\$0
Riverside Road Complete Street (Design)	\$0	\$500,000	\$500,000	\$4,000,000	\$0	\$0
Stump Grinder	\$0	\$10,000	\$0	\$0	\$0	\$0
Sun Valley Drive - Phase 2 (Old Ellis Extension)	\$0	\$3,900,000	\$0	\$12,800,000	\$0	\$0
Transit enhancements	\$0	\$0	\$2,000,000	\$0	\$0	\$0
Woodstock NB Left Turn Lane at Crabapple Middle School	\$350,000	\$0	\$0	\$0	\$0	\$0
Woodstock Road @ Highway 92 Turn Lane	\$0	\$0	\$0	\$350,000	\$0	\$0
<b>Grand Total</b>	<b>\$3,244,334</b>	<b>\$12,005,000</b>	<b>\$19,450,761</b>	<b>\$29,382,500</b>	<b>\$17,160,000</b>	<b>\$19,650,000</b>

## Unfunded Capital Requests for FY 2022

	Unfunded Amount
<b>Administration</b>	
<b>Maintenance Capital</b>	
Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA) (Partially Unfunded)	\$2,077,806
IT Equipment Replacement Program	\$25,000
<b>Maintenance Capital Total</b>	<b>\$2,102,806</b>
<b>Administration Total</b>	<b>\$2,102,806</b>
<b>Community Development</b>	
<b>One Time Capital</b>	
Impact Fee Review and Update	\$100,000
Unified Development Code Design Guidelines	\$50,000
<b>One Time Capital Total</b>	<b>\$150,000</b>
<b>Community Development Total</b>	<b>\$150,000</b>
<b>Environmental Public Works - Fleet and Transfer to Fleet</b>	
<b>Maintenance Capital</b>	
Bay Door Replacement	\$300,000
Tool and Auto Repair Equipment Replacement Program	\$40,500
<b>Maintenance Capital Total</b>	<b>\$340,500</b>
<b>One Time Capital</b>	
Abandon Vehicle Floor Lift	\$45,000
Diesel Exhaust Fluid Dispenser	\$126,000
Facility Generator for Inclement Weather	\$379,000
<b>One Time Capital Total</b>	<b>\$550,000</b>
<b>Environmental Public Works - Fleet and Transfer to Fleet Total</b>	<b>\$890,500</b>
<b>Environmental Public Works - Stormwater</b>	
<b>Maintenance Capital</b>	
Stormwater Master Project List (Partially Unfunded)	\$135,000
<b>Maintenance Capital Total</b>	<b>\$135,000</b>
<b>Environmental Public Works - Stormwater Total</b>	<b>\$135,000</b>
<b>Fire</b>	
<b>Maintenance Capital</b>	
EMS Utility Terrain Vehicle Replacement	\$30,000
Personal Protective Equipment Replacement Program	\$73,500
<b>Maintenance Capital Total</b>	<b>\$103,500</b>
<b>One Time Capital</b>	
Add (1) iPlanTable Workstation for Fire Marshals Office	\$17,328
Fire Safety Education Safety Town Village	\$23,501
Fire Station #2 Replacement (Land Acquisition)	\$1,800,000
Fire Station Lighting Upgrade	\$82,400
Station #3 Replacement	\$4,256,520
<b>One Time Capital Total</b>	<b>\$6,179,749</b>
<b>Fire Total</b>	<b>\$6,283,249</b>
<b>Police</b>	
<b>Maintenance Capital</b>	
Bicycle Patrol Replacement	\$10,000
Motorcycle Replacement Program	\$119,000
Tactical Vest and Helmet Replacement Program (Partially Unfunded)	\$40,000
<b>Maintenance Capital Total</b>	<b>\$169,000</b>
<b>One Time Capital</b>	
3D Scanner for Investigations	\$70,000
Additional Automated License Plate Recognition Device	\$50,500
K-9 Training Area	\$25,000
New 911 Emergency Communications Center (Construction)	\$5,250,000
<b>One Time Capital Total</b>	<b>\$5,395,500</b>
<b>Police Total</b>	<b>\$5,564,500</b>

## Unfunded Capital Requests for FY 2022 (continued)

	Unfunded Amount
<b>Recreation, Parks, Historic and Cultural Affairs</b>	
<b>Maintenance Capital</b>	
Asphalt: Parking Lot, Driveway and Access Road Replacement Plan	\$70,000
Athletic Field Improvements - Light Pole Replacement	\$52,600
Historic House Properties Maintenance	\$135,000
Large Equipment Replacement Program	\$125,000
Operational and Energy Efficiency - Athletic Field Light Upgrades	\$78,000
Playground Replacements	\$200,000
Recreation and Parks Maintenance Program (Partially Unfunded)	\$310,000
Small Equipment Replacement Program	\$53,045
System Wide Park Improvements (Beautification)	\$100,000
Trail Repairs	\$150,000
<b>Maintenance Capital Total</b>	<b>\$1,273,645</b>
<b>One Time Capital</b>	
ADA Compliance of City Facilities	\$50,000
Add (1) Natural Resource and Trails Maintenance Crew Supervisor at 100% Funding including F550 and Work Utility Vehicle (Operating and One Time Capital)	\$87,000
Equipment Wash Stations	\$135,000
Fiber Connectivity	\$50,000
Fiber Connectivity for Historic Home Properties	\$45,000
Grovesway Community Master Plan Implementation	\$50,000
Park Security Camera Program (Pedestrian and Parking Areas)	\$40,000
Physical Activity Center Dance Floor Replacement	\$30,000
Recreation Center Security Cameras	\$40,000
Replacement of Gym Floor at the Physical Activity Center	\$30,000
Tennis Court Rebuild of Roswell Area Park 11 & 12	\$70,000
<b>One Time Capital Total</b>	<b>\$627,000</b>
<b>Recreation, Parks, Historic and Cultural Affairs Total</b>	<b>\$1,900,645</b>
<b>Transportation</b>	
<b>Maintenance Capital</b>	
Asphalt Compaction Roller	\$65,000
Citywide Road Resurfacing and Reconstruction Program (Partially Unfunded)	\$2,600,000
Traffic Signal Pole Replacement Program	\$50,000
<b>Maintenance Capital Total</b>	<b>\$2,715,000</b>
<b>One Time Capital</b>	
Connected Vehicles Initiative	\$51,500
Crabapple Road at Hembree Road Intersection	\$300,000
Grapple Bucket	\$6,000
Kent Rd Road Construction	\$1,800,000
King Road Turn Lane Improvement	\$100,000
Norcross Street Bridge Replacement	\$400,000
Pine Grove Road Corridor	\$300,000
Pole Truck & Trailer	\$100,000
Sidewalk Connectivity Program	\$1,000,000
Speed Management and Pedestrian Safety Program	\$35,000
<b>One Time Capital Total</b>	<b>\$4,092,500</b>
<b>Transportation Total</b>	<b>\$6,807,500</b>
<b>Grand Total</b>	<b>\$23,834,200</b>

# Maintenance Capital Project Details

For FY 2022: Details are provided for the 4 major projects that are approved.

## Citywide Facilities Maintenance - Planned Maintenance for up to 70 Buildings Based on Facility Condition Assessment (FCA)

**Project Start Date:** Ongoing, 7/1/2021

**Estimated Completion Date:** Ongoing, 12/31/2022

**Department:** Administered by Administration

**Strategic Initiative:** Outstanding City Services

**Description:** This budget request is for citywide facility maintenance, repairs, and replacement of equipment by using systematic scheduling and predictable budgeting practices. This request includes budget for large deficiency items such as HVAC replacement, for equipment that has reached its useful life, roofing projects, and major flooring replacements.

This project originated in 2009 when a facility condition assessment was performed on the 80 plus city facilities. At that time, the plan was extended out ten years to identify and estimate costs for deficiencies. This plan was updated in 2015 and is currently being updated again in 2021.

This program is ongoing and is recommended to be funded each year. It would be detrimental to defer or not fund the maintenance of our city facilities. If not funded, there will be increase in emergencies, unscheduled repairs, and decreased system(s) reliability. The paint and flooring are typically the items that first get deferred with lower funding levels, resulting in disrepair and unkempt building appearance.

Maintenance in progress or planned for FY 2022 includes City Hall roof repair, City Hall air handler replacement, Cultural Arts Center boiler replacement, Station 5 kitchen updates, and painting.

**Operating Budget Impact:** This project allows the operating budget to maintain assets through maintenance agreements and not inflate operating budget by maintenance. Since this project is typically replacing existing equipment/structures, this project does not typically add or remove operating costs.



# Current Capital Funding and Capital Improvement Plan for Citywide Facilities Maintenance

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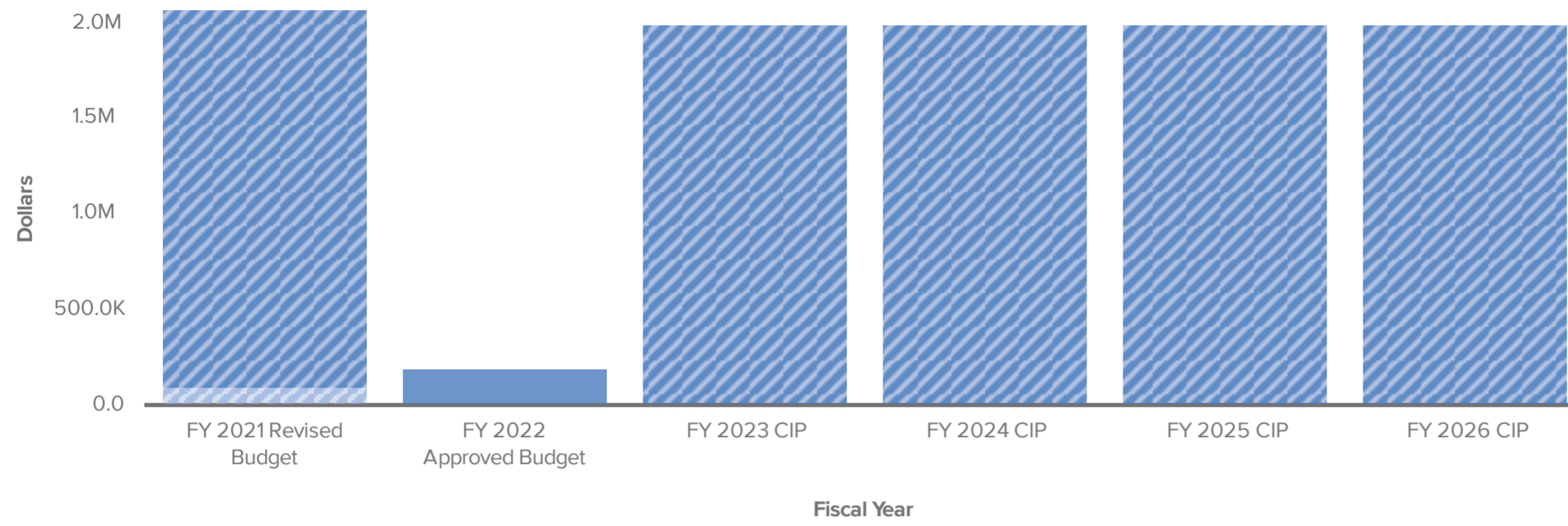
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**Expenses** Citywide Facilities Maintenance



## Visualization



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- (541300) Buildings
- (522205) Repairs And Main...

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**Expenses** Citywide Facilities Maintenance

## Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541300) Buildings	\$ 1,973,990	\$ 195,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
(522205) Repairs And Maintenance	92,408	0	0	0	0	0
<b>Total</b>	<b>\$ 2,066,398</b>	<b>\$ 195,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>	<b>\$ 2,000,000</b>

# Stormwater Master Project List

**Project Start Date:** Ongoing, 7/1/2021

**Estimated Completion Date:** Ongoing, 12/31/2022

**Department:** Environmental/ Public Works

**Strategic Initiative:** Dynamic Transportation Network that Optimizes Mobility



**Description:** This project allows staff to prioritize and schedule projects based on the specific repair that is needed. Stormwater repair projects will include total pipe replacement, pipe lining and pipe system repair as well as Watershed Improvement Projects which incorporate Green Infrastructure/Low Impact Development initiatives. Projects considered for FY 2022 include culverts on Branch Valley, Brightened Crest, Crabapple Road, Brooks Glen, Saddle Horn Circle and Martin Road. The Stormwater Management program (funded by the Stormwater Utility) has included infrastructure repairs that will typically last over 50 years based on improved and updated technology. It is imperative that each year money be directed to outstanding Capital Improvement Projects to reduce the backlog of projects and to manage these assets responsibly.

The priority ranked projects list consists of projects identified from citizen reporting, routine Municipal Separate Storm Sewer System (MS4) inspections, and our crossdrain inspection program. Every time we identify a new potential project it is ranked using our priority ranking criteria (risk to health and safety, risk of property damage, ease of construction, paving schedule, and other factors) and the overall project list is reassessed to accommodate the new project. This has the impact of potentially changing our list of projects for the year at any time.

The proposed CIP projects are the highest ranking issues that we have to deal with and if we fail to address them, further deterioration of the storm system in question will cause additional damage and increase the cost to remedy. In extreme cases the potential for injury exists. This project will be managed by the Stormwater Utility Manager and is a critical part of the Stormwater Master Plan.

**Operating Budget Impact:** Since this project is typically maintaining or replacing existing structures, this project does not typically add or remove operating costs.



# Current Capital Funding and Capital Improvement Plan for Stormwater Master Project List

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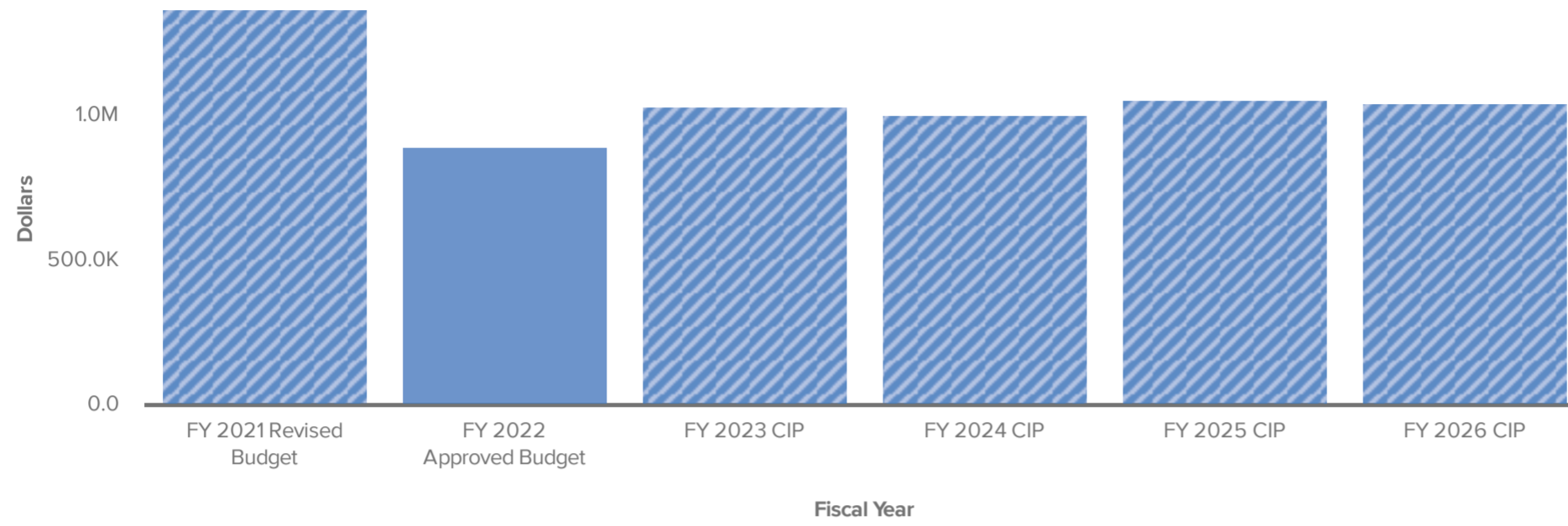
**Expenses** ▾ Stormwater-Master Work Orde...



## Visualization

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● (541200) Site Improvements



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**Expenses** ▾ Stormwater-Master Work Orde...

## Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
<b>(541200) Site Improvements</b>	\$ 1,370,079	\$ 900,000	\$ 1,040,000	\$ 1,010,000	\$ 1,060,000	\$ 1,050,000
<b>Total</b>	\$ 1,370,079	\$ 900,000	\$ 1,040,000	\$ 1,010,000	\$ 1,060,000	\$ 1,050,000

# Water Line Replacement



**Project Start Date:** Ongoing, 7/1/2021  
**Estimated Completion Date:** Ongoing, 12/31/2022

**Department:** Environmental/ Public Works

**Strategic Initiative:** Outstanding City Services

**Description:** Maintenance of the City's Water Line Infrastructure.

Over the years, we have had issues with the galvanized steel water lines in regards to the number of leaks and water quality complaints.

In 2017, Mayor and Council have expressed interest replacing all galvanized steel lines within the system as a priority. The Water utility has been replacing these lines with a plastic HDPE/ PEX-A line in the cul-de-sacs where these 2" lines loop.

All projects are subject to change based on the needs of the system and coordination efforts with other departments/ developers. Based on the Waterline Priority Replacement List:

FY22: Cul-de-sacs: Lake Drive, Periwinkle Drive, Ridgefield Drive, Ridgefield Drive, Saratoga Drive, Tuxedo Court, Sunset Court, Hunterhill Court, Cedar Cove

FY23: Cul-de-sacs: Boulder Drive, Grimes Place, Meadowood Court, Meadowood Drive, Grimes Bridge Landing, Birchmead Drive, Farm Cove Court, Farm Dale, Farm Trace, Ramsdale Drive

FY24: Pine Street, Bush Street (Oak Street to Grove Way), Land O Lakes Drive (Cul-de-sac), Skyland Drive (Cul-de-sac), Jones Drive (from Connemara to south side of Jones Drive and Hwy 9), Bush Street (Oak Street to Grove Way)-Phase 2, La View Way (Cul-de-sac), Farm Cove Court (Cul-de-sac)

FY25: Prospect Street, Maxwell Road

FY26: Oak Street (From Waller Park to Dobbs Drive); Ties into new WTP.

**Operating Budget Impact:** Since this project is typically maintaining or replacing existing structures, this project does not typically add or remove operating costs.

# Current Capital Funding and Capital Improvement Plan for Water Line Replacement

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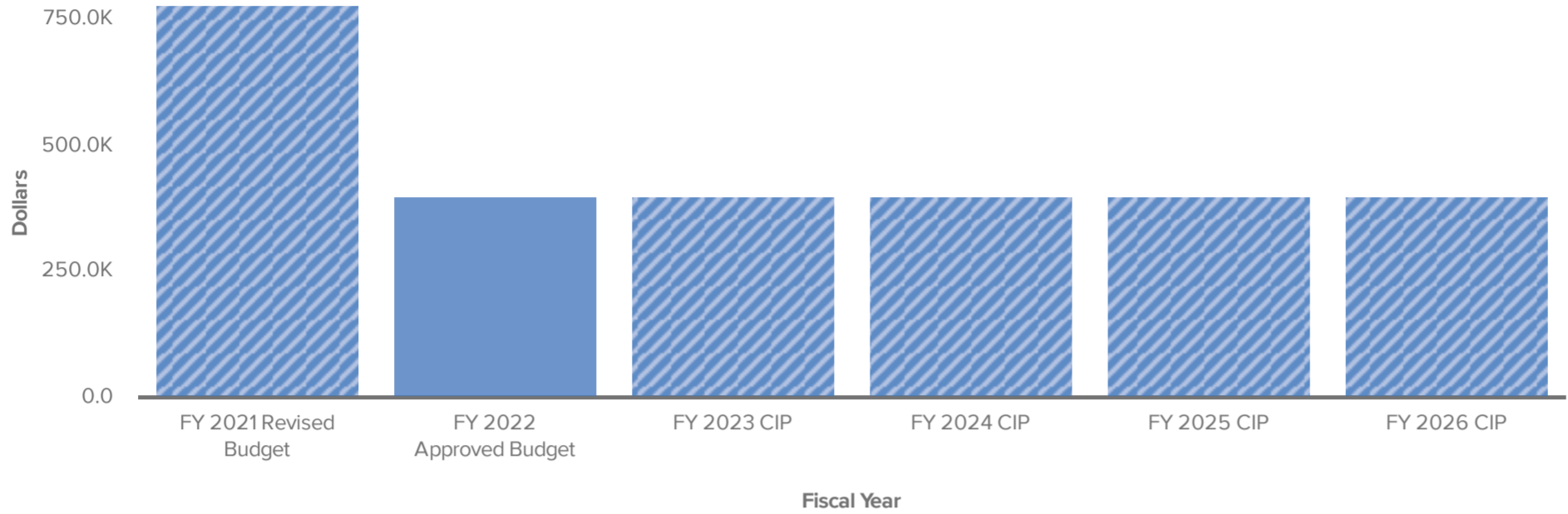
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**Expenses** Water Line Replacement



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● (541420) Water Lines

**Visualization**



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**Expenses** Water Line Replacement

**Data**

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541420) Water Lines	\$ 777,373	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
<b>Total</b>	\$ 777,373	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000

# Recreation and Parks Maintenance Program



**Project Start Date:** Ongoing, 7/1/2021  
**Estimated Completion Date:** Ongoing, 12/31/2022

**Department:** Recreation, Parks, Historic and Cultural Affairs Department

**Strategic Initiative:** Intentional and Balanced Community Growth

**Description:** The Recreation and Parks Maintenance Program request is a repair and maintenance plan for tennis court resurfacing, retaining walls, shade structures, asphalt repairs, fence/windscreen/netting, aquatic maintenance, field maintenance, and lobby/office renovations. This maintenance program is on a cyclic schedule to maintain aging parks and facilities amenities. In FY 22, we will continue our cyclic schedule of repair and maintenance needs. This program allows us to invest in our aging parks and facilities. The Department currently maintains a 5 year plan of assets to be maintained. Our department has requested a Facility Condition Assessment to include all amenities that are not currently recognized in the Citywide Facility Maintenance Project. The plan will include an evaluation of our parks and infrastructures to further our capital maintenance investment in our parks and facilities.

The funding of this project will enable us to update our facilities in a safe, effective, and efficient manner and decrease liability risk and increase property values.

**Operating Budget Impact:** Since this project is typically maintaining or replacing existing structures, this project does not typically add or remove operating costs.

## Current Capital Funding and Capital Improvement Plan for Recreation and Parks Maintenance Program

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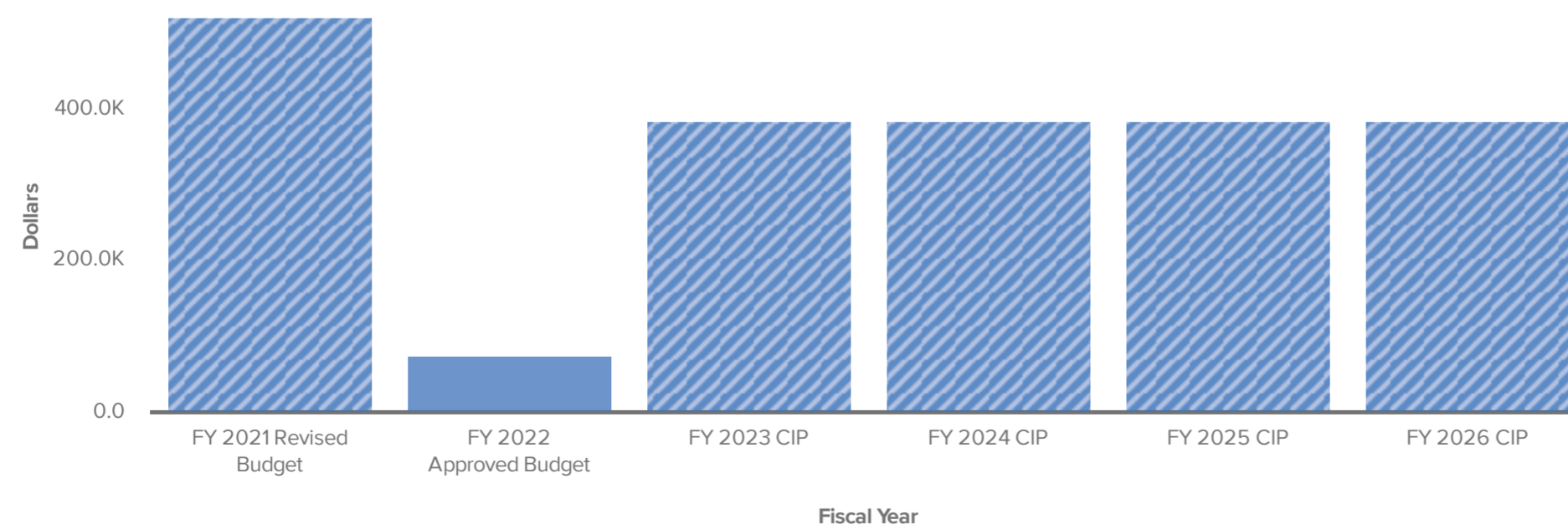
**Expenses** ▾ Rec/Pks Maint Capital (Rp Sub ...



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● (541210) Recreation Faciliti...

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**Expenses**

 ▼ Rec/Pks Maint Capital (Rp Sub ...

**Data**

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
<b>(541210) Recreation Facilities</b>	\$ 518,718	\$ 75,000	\$ 385,000	\$ 385,000	\$ 385,000	\$ 385,000
<b>Total</b>	\$ 518,718	\$ 75,000	\$ 385,000	\$ 385,000	\$ 385,000	\$ 385,000

# One Time Capital Project Details

For FY 2022: Details are provided for the 6 major projects that are approved.

## Implementation of River Park Master Plan

(Children's Storm Water Garden phase)

**Project Start Date:** 7/1/2021

**Estimated Completion Date:** 6/30/2022

**Department:** Recreation, Parks, Historic and Cultural Affairs

**Strategic Initiative:** Outstanding City Services

**Description:** The River Park Master Plan was developed and adopted in 2016 with estimated development costs at \$35 million for completion. Once completed, all 5 parks and associated trail connections located in this corridor will provide the community exceptional opportunities for river oriented recreation and additional economic impact for the City.

The Department is currently developing portions of the River Park Master Plan including the Ace Sand Property. In FY 20, a landscape architect consulting firm was selected to design the conceptual drawings and start the implementation phase.

In FY 2021, a Land and Water Conservation Fund Grant (LWCF) was awarded to the Department through a matching grant to start development on the Fitness Loop, purchase of outdoor exercise equipment, and grading of the Children's Storm water Garden. In FY 22, the Department is requesting impact fee funds to continue towards the completion of the Children's Storm Water Garden.

**Operating Budget Impact:** This phase will be maintained by existing staff.



# Current Capital Funding and Capital Improvement Plan for Implementation of River Parks Master Plan

FY 2021 funding is for Design work and FY 2022 is for Children's Storm Water Garden construction and other work as needed.

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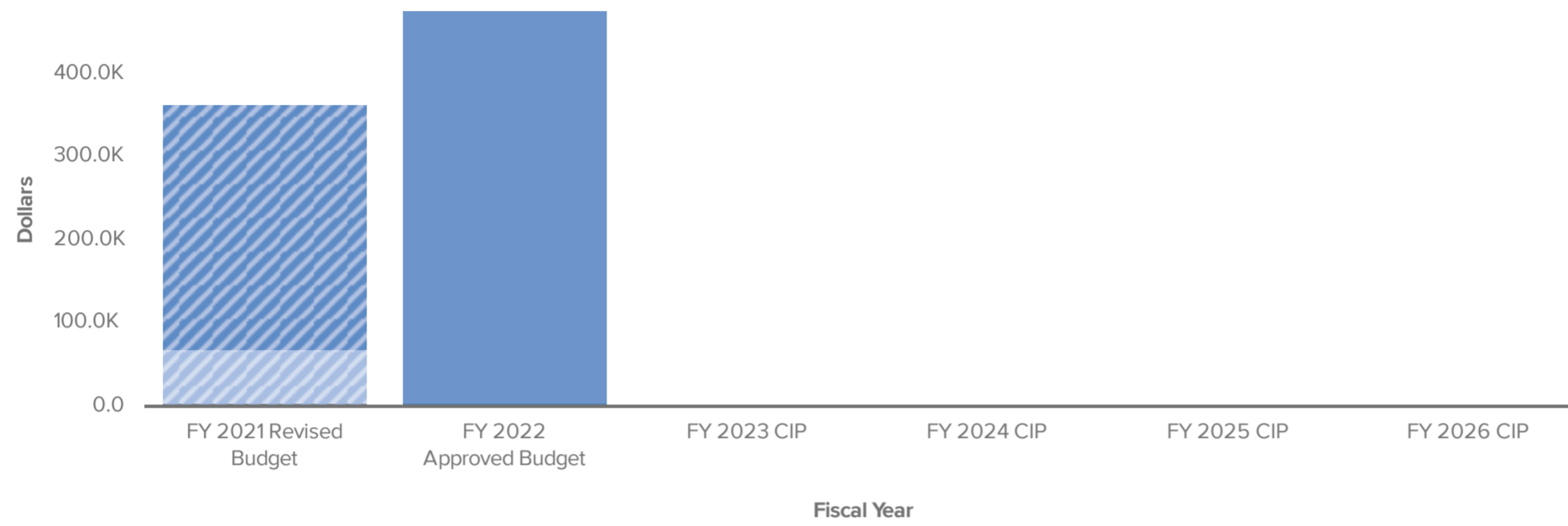
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**Expenses** ▾ River Parks Master Plan Imple...



Visualization



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- (541210) Recreation Faciliti...
- (543000) Consulting Contr...

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Broken down by

**Expenses** ▾ River Parks Master Plan Imple...

Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541210) Recreation Facilities	\$ 295,291	\$ 474,734	\$ 0	\$ 0	\$ 0	\$ 0
(543000) Consulting Contracts	68,000	0	0	0	0	0
<b>Total</b>	<b>\$ 363,291</b>	<b>\$ 474,734</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Chattahoochee River Pedestrian Bridge

**Project Start Date:** 7/1/2021

**Estimated Completion Date:** 12/30/2023

**Department:** Transportation

**Strategic Initiative:** Dynamic Transportation Network that Optimizes Mobility

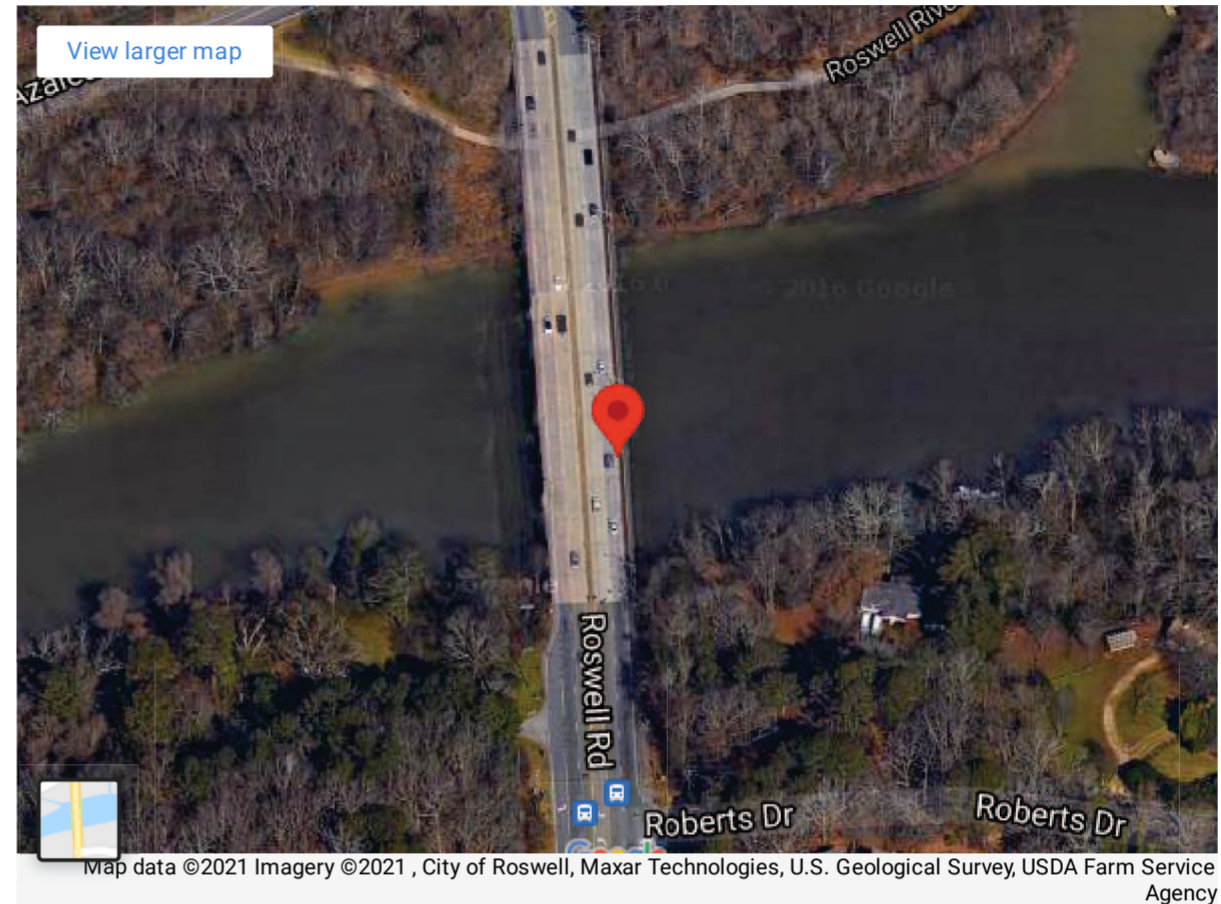
**Description:** This project will construct a new multi-use path bridge over the Chattahoochee River to the City of Sandy Springs. Due to the lack of sidewalks and bike lanes on the existing State Highway 9 roadway bridge, this project will add a safe route for pedestrians and cyclists to get across the river.

The project will also create a valuable connection in Metro Atlanta's Regional bicycle and pedestrian trail network as it will be part of the perceived Path 400 corridor between Atlanta and the Big Creek Greenway.

The project has a Federal earmark of \$2.4 million dollars. However, this has not fully covered the remaining construction costs. Sandy Springs and Roswell have previously agreed to fund the remaining cost of the project 50/50. In 2019, Roswell staff applied for new federal funding via the Atlanta Regional Commission (ARC) to close the gap in funding needed to build the project. The environmental approvals are currently anticipated during FY 2021 which would allow construction to begin shortly thereafter.

ARC has just awarded Roswell an additional \$2 million in new federal funding for this project's construction in FY 2022. These funds do require a local match amount and the new funds can be authorized in FY 2022. This new funding will be combined with the previous federal earmark funding. Assuming both Roswell and Sandy Springs fund the FY22 request, this project will be fully funded for Construction.

**Operating Budget Impact:** Bridges are maintained through a Bridge Maintenance and Safety Program in Capital.





# Current Capital Funding and Capital Improvement Plan for Implementation of Chattahoochee River Pedestrian Bridge

FY 2021 funding is for Design work and FY 2022 is for Children's Storm Water Garden construction and other work as needed.

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Broken down by

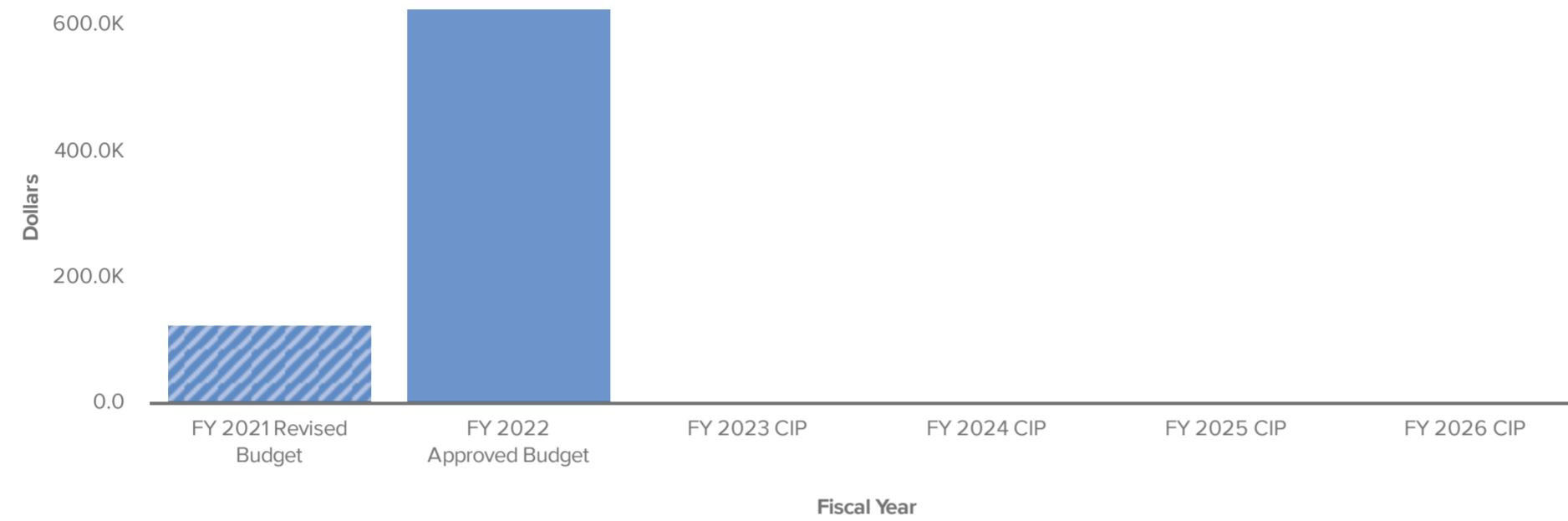
**Expenses** Bridge Over Chattahoochee



Sort Large to Small ▾

● (541415) Road Improvemen...

## Visualization



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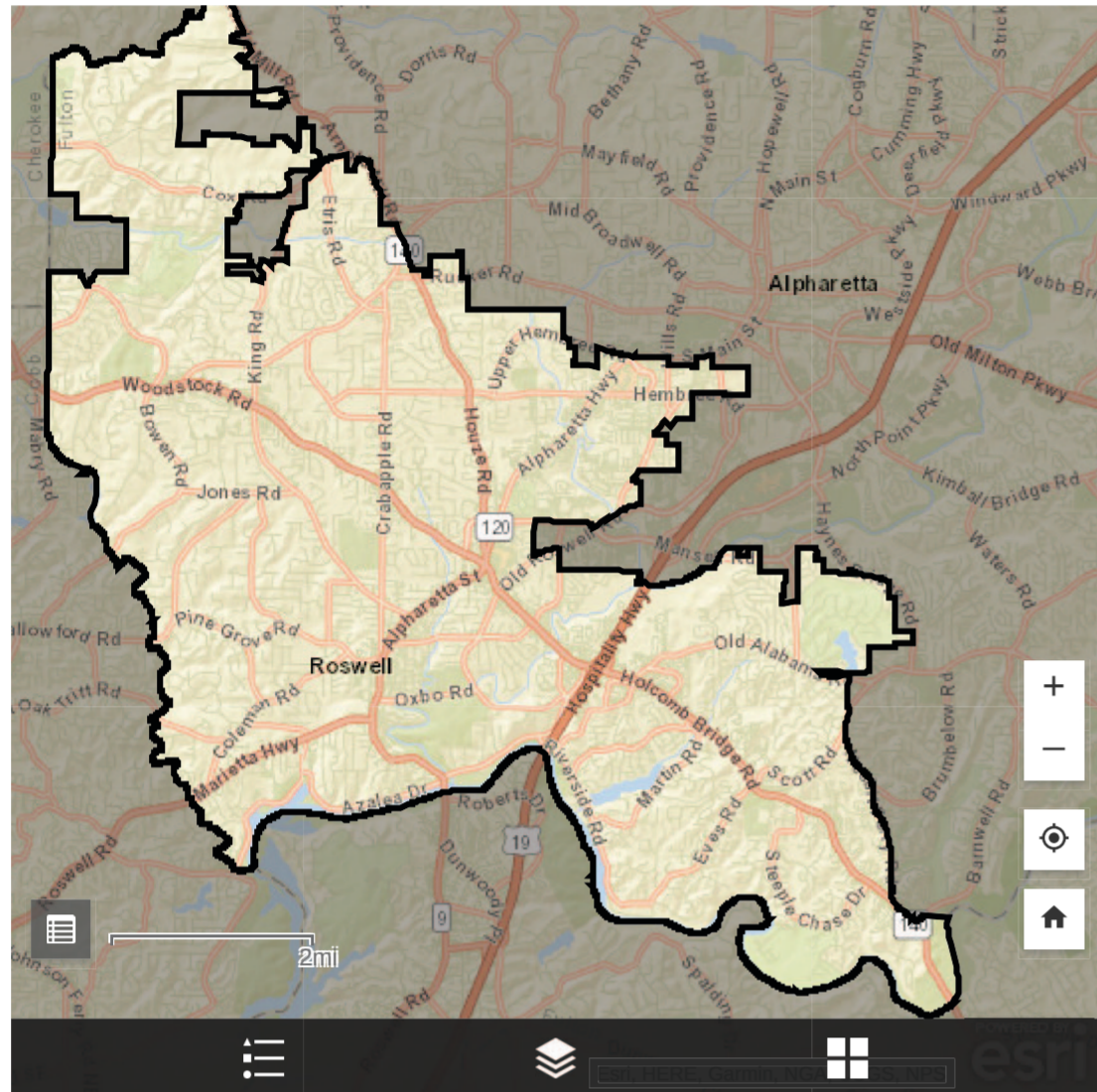
Broken down by

**Expenses** Bridge Over Chattahoochee

## Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541415) Road Improvements/ Sidewalks	\$ 125,507	\$ 625,000	\$ 0	\$ 0	\$ 0	\$ 0
<b>Total</b>	\$ 125,507	\$ 625,000	\$ 0	\$ 0	\$ 0	\$ 0

# Bridge Maintenance and Safety Program



**Project Start Date:** Ongoing, 7/1/2021

**Estimated Completion Date:** Ongoing, 12/31/2022

**Department:** Transportation

**Strategic Initiative:** Dynamic Transportation Network that Optimizes Mobility

**Description:** Bridge maintenance activities are an important part of maintaining our existing assets and will ensure safe operation and help prolong the life expectancy of bridges. A map of all bridges in the City is shown on the left. The Safety program also includes installing or replacing damaged infrastructure including safety guardrails.

Replacing guardrails is important as multiple locations around the city get damaged each year by vehicles departing the roadway. While the damage is unfortunate, the guardrail is doing its job and likely keeping vehicles from engaging more challenging off-road obstacles. Program activities include, but are not limited to: joint sealing, repairing guardrail or concrete parapet, removing excessive vegetation, examining the bridge for erosion and scouring, as well as clearing debris under the bridge that may adversely affect the hydrology.

Like roads, bridges and guardrails routinely need maintenance for public safety and to extend their life cycle. Proactive maintenance has shown a better return on investment and can proactively delay the need to replace a bridge while keeping the facility open to the traveling public. Replacing guardrails is important to keeping our facilities as safe as possible for the traveling public.

**Operating Budget Impact:** This project allows the operating budget to maintain assets through maintenance agreements and not inflate operating budget by maintenance. Since this project is typically replacing existing equipment/structures, this project does not typically add or remove operating costs.

# Current Capital Funding and Capital Improvement Plan for Bridge Maintenance and Safety Program

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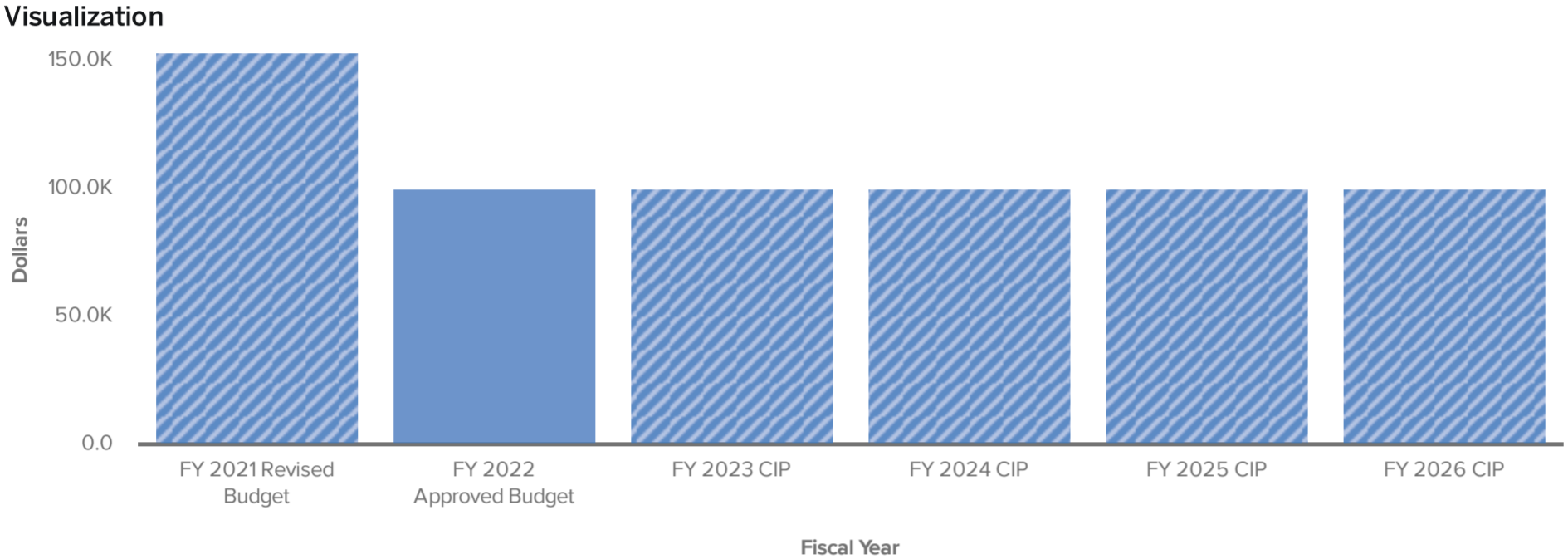
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Broken down by Expenses Bridge Maintenance Program



Sort Large to Small ▾

● (541415) Road Improvemen...



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Updated On 17 Aug, 2021

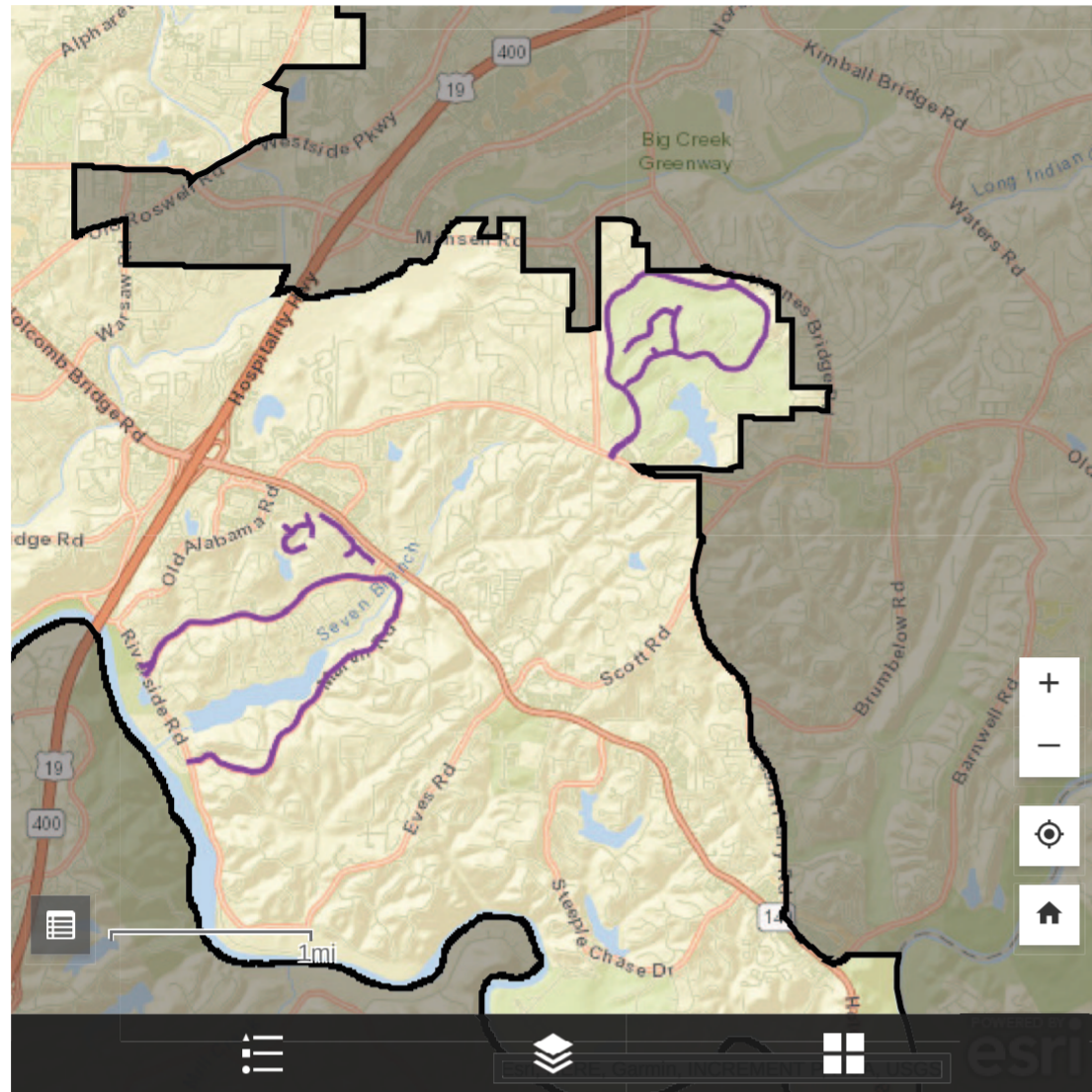
← Back History ▾ Reset

Broken down by Expenses Bridge Maintenance Program

## Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541415) Road Improvements/ Sidewalks	\$ 152,738	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
<b>Total</b>	<b>\$ 152,738</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>

# Citywide Road Resurfacing and Reconstruction Program



**Project Start Date:** Ongoing, 7/1/2021

**Estimated Completion Date:** Ongoing, 12/31/2022

**Department:** Transportation Department

**Strategic Initiative:** Dynamic Transportation Network that Optimizes Mobility

**Description:** This yearly program was discussed at the Transportation Committee meeting held on January 29, 2020. At that meeting various levels of funding were discussed and guidance was received by staff to request \$3 million in funding in FY 2021 and subsequent years without any new influx of funding.

This was just before the pandemic set in which impacted budget priorities for the City. This amount is separate from Georgia Department of Transportation Local Maintenance and Improvement Grant (LMIG) grant program in which the city currently receives approximately \$1 million.

City staff routinely inspects road conditions citywide to monitor pavement conditions. In addition, city staff utilize a Pavement Condition Index (PCI) to rate and score pavement quality. These findings are presented to the Mayor and Council annually.

Maintaining adequate pavement quality for the traveling public should be a top priority for any government. This ensures safe and efficient movement of people and goods for our residents and visitors. City staff continues to utilize preventive maintenance measures to prolong the lifespan of our pavements while yielding a higher return on investment. These strategies if adequately funded will help the City maintain a pavement rating average at or above the industry average. The pandemic of 2020 impacted the City's budget, however resurfacing needs are still present and will remain a top priority for Roswell's Transportation Department.

**Operating Budget Impact:** This project allows the operating budget to maintain assets through minor maintenance such as pot hole repair. Since this project is maintaining existing roadways, this project does not add or remove operating costs.

# Current Capital Funding and Capital Improvement Plan for Citywide Road Resurfacing and Reconstruction Program

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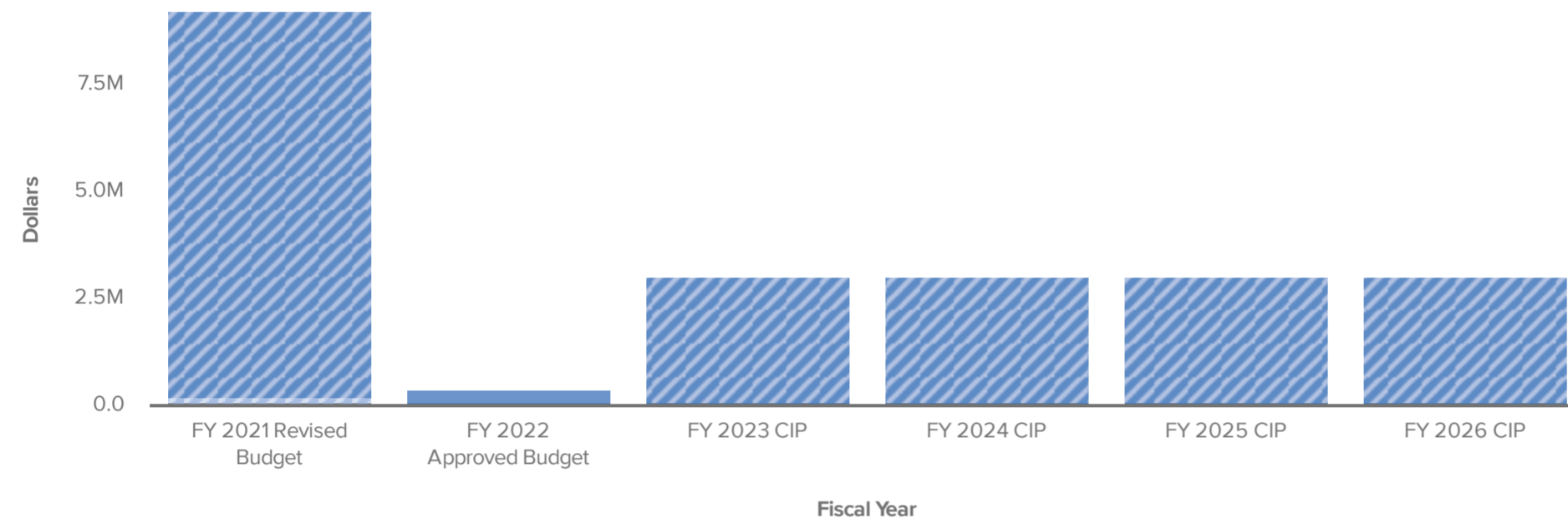
**Expenses** Citywide Resurface And Recon...



Sort Large to Small ▾

- (541415) Road Improvemen...
- (531105) Supplies

## Visualization



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Updated On 17 Aug, 2021

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Broken down by

**Expenses** Citywide Resurface And Recon...

## Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541415) Road Improvements/ Sidewalks	\$ 8,993,576	\$ 400,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000
(531105) Supplies	192,266	0	0	0	0	0
<b>Total</b>	<b>\$ 9,185,842</b>	<b>\$ 400,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>	<b>\$ 3,000,000</b>

# Grimes Bridge Road Corridor



**Project Start Date:** 7/1/2021

**Estimated Completion Date:** 6/30/2022

**Department:** Transportation Department

**Strategic Initiative:** Dynamic Transportation Network that Optimizes Mobility

**Description:** The corridor study will also look at the extent of possible impacts to the corridor from the Georgia Department of Transportation Managed Lanes project along GA-400.

Several intersections along Grimes Bridge Road will be analyzed with recommendations for short-term and long-term operational and safety improvements. Public input from residents will also be included during this process to better determine the work scope. This project will be a scoping phase to determine the needs of the Grimes Bridge Road corridor from Oxbo Road to Dogwood Road.

The scoping phase will examine many of the safety, access, and mobility concerns for residents located along the corridor. The scoping phase will also look at the various challenges associated with constructing measures along this corridor to solve some of the existing issues.

Staff is ready to move forward with the corridor study which will later require engineering design, right-of-way, and construction funding in future budget years.

**Operating Budget Impact:** No impact to operating budget.

# Current Capital Funding and Capital Improvement Plan for Grimes Bridge Road Corridor

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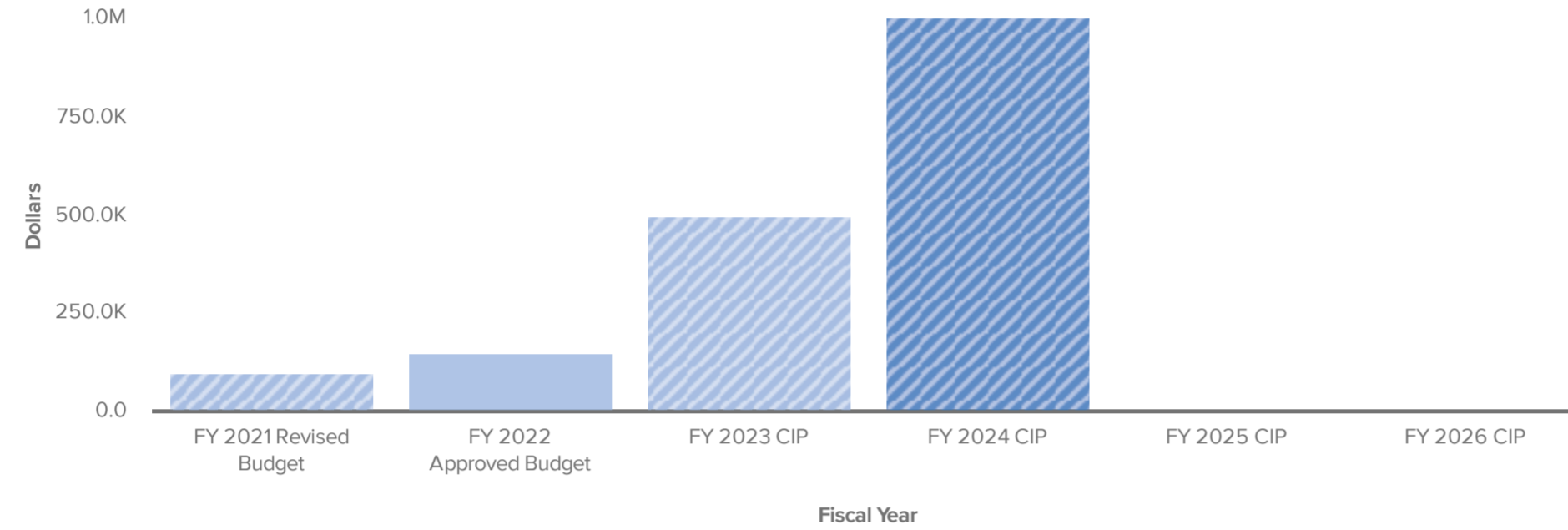
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Broken down by

**Expenses** Grimes Bridge Rd Corridor



Visualization



Sort Large to Small ▾

- (541100) Sites (land)
- (541415) Road Improvem...

Help ▾ Share ▾

Updated On 17 Aug, 2021

← Back History ▾ Reset

Broken down by

**Expenses** Grimes Bridge Rd Corridor

Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541100) Sites (land)	\$ 0	\$ 0	\$ 0	\$ 1,000,000	\$ 0	\$ 0
(541415) Road Improvements/ Sidewalks	100,000	150,000	500,000	0	0	0
<b>Total</b>	<b>\$ 100,000</b>	<b>\$ 150,000</b>	<b>\$ 500,000</b>	<b>\$ 1,000,000</b>	<b>\$ 0</b>	<b>\$ 0</b>

# Woodstock Northbound Left Turn Lane at Crabapple Middle School

**Date:** 7/1/2021

**Estimated Completion Date:** 6/30/2022

**Department:** Transportation Department

**Strategic Initiative:** Dynamic Transportation Network that Optimizes Mobility



**Description:** This project will construct a new left-turn lane along Woodstock Road to accommodate the new traffic pattern as a result of the construction of Crabapple Middle School by Fulton County Schools (FCS). Woodstock Road will widen to the north in order to construct the new left turn lane. The City will be responsible for constructing this project since this improvement does not physically touch the school property. Staff recommended this left-turn lane be constructed when the school plans were reviewed for the land disturbance permit. The school will be required to utilize a police officer to direct traffic until the left-turn lane improvement is in place.

The design of this project will be completed using in-house City staff. This project is needed in FY22 because the Crabapple Middle School is anticipated to open in Fall 2021.

**Operating Budget Impact:** No impact to operating budget.



# Current Capital Funding and Capital Improvement Plan for Woodstock Northbound Left Turn Lane at Crabapple Middle School

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Updated On 17 Aug, 2021

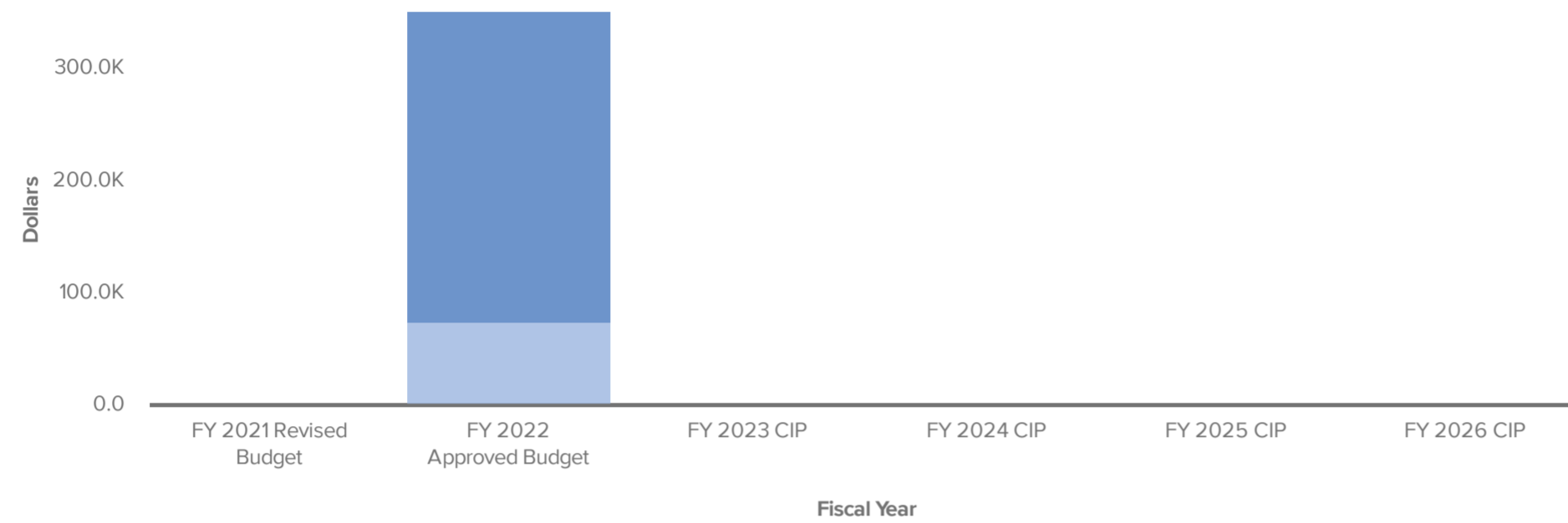
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Broken down by

**Expenses** Woodstock NB Turn Lane



Visualization



Sort Large to Small ▾

- (541415) Road Improvem...
- (541100) Sites (land)

Help ▾ Share ▾

Updated On 17 Aug, 2021

← Back History ▾ Reset

Broken down by

**Expenses** Woodstock NB Turn Lane

Data

	FY 2021 Revised Budget	FY 2022 Approved Budget	FY 2023 CIP	FY 2024 CIP	FY 2025 CIP	FY 2026 CIP
(541415) Road Improvements/ Sidewalks	\$ 0	\$ 275,000	\$ 0	\$ 0	\$ 0	\$ 0
(541100) Sites (land)	0	75,000	0	0	0	0
<b>Total</b>	<b>\$ 0</b>	<b>\$ 350,000</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>



# Appendix

## Roswell...Yesterday and Today

The City of Roswell, Georgia was incorporated over 150 years ago in 1854, and is located in northern Fulton County, 20 miles north of the City of Atlanta. The City of Roswell has a land area of 42.02 square miles and has an unparalleled quality of life for its 94,763 residents (per the U.S. Census Bureau, 2019).

Roswell's historical chronology begins around 1830 with founder Roswell King arriving on horseback from Darien, Georgia. On February 16, 1854, the Georgia General Assembly incorporated the City of Roswell. Roswell was a manufacturing village comprised of a cotton factory and later, a woolen mill run with waterpower from Vickery Creek, now known as Big Creek. Homes were large columned structures of the mill owners, smaller homes, and even apartments of the mill employees. Roswell was to be affected by the Civil War early in July, 1864.

Brigadier General Kenner Garrard's cavalry corps occupied the town. General Garrard and troops destroyed the factories and mills by fire, at General Sherman's order. General Garrard arrested the owners and employees for treason, and sent women and children north. Roswell's prominent families had refugeed to other parts of Georgia. The Presbyterian Church was used as a hospital. Barrington Hall and Great Oaks were used as headquarters, and Holly Hill as a garrison. The occupation of Roswell by thousands of troops is why so much of the original Roswell survived the war. After the war and the return of Roswell's leaders, the Roswell Manufacturing Company was rebuilt, and prospered until 1892. The major buildings were destroyed by lightning and never rebuilt. The ruins remain to remind us of what the town was like when incorporated in 1854. In the Historic District, many of the old homes remain from the hardworking village supported by an economy based on textiles.

Today, Roswell continues to be a prosperous municipality. The City of Roswell earned an uninsured "AAA" bond rating, the highest possible rating. Fiscally prudent practices on behalf of the elected officials and the city administration contribute to this superior rating and the City's excellent financial strength.

As of July 1, 2019, the U.S. Census Bureau determined that the annual estimated population of Roswell, Georgia was 94,763. The average household size is an estimated 2.73 persons with a median annual household income of \$99,726. The per capita income in Roswell is \$50,712.

In Roswell 93.2% of the population has a high school degree or above with 58.2% having obtained a college degree. Of the residents of Roswell 68.3% own their own home and the median value is \$374,700. (U.S. Census Bureau).

Roswell is nestled beneath a canopy of trees alongside the Chattahoochee River. The City is rich in heritage and preserves its past with a 640-acre Historic District. The Historic District has adopted a trend toward "new urbanism" where pedestrians are encouraged to get out of their cars to stroll along brick-paved, tree-lined sidewalks. Tourists and day visitors, drawn to Roswell's many historical homes and churches, often stay to shop in a number of popular restaurants, trendy art galleries, shops, and offices. The City's three historic house museums, Barrington Hall, Bulloch Hall, and Smith Plantation host thousands of visitors annually through the numerous tours and special events offered throughout the year. According to a Georgia Tech revenue model, tourism, and tourism-related activities bring in excess of \$76 million annually to the Roswell community.

City of Roswell essential services meet the highest customer service standards and the Mayor and Council are committed to maintaining a high quality of life for Roswell's citizens.

The City of Roswell provides a full range of services to its citizens. These services include police and fire protection; public works; court system; detention facility; the construction and maintenance of recreational pathways, streets, and infrastructure; solid waste collection and recycling; planning and zoning; building inspections; recreation activities and cultural events; water and storm water management; and inherent administrative and support activities. The City also operates a web site, citizen engagement, and broadcasts a youtube channel.

The Fulton County Board of Education provides public education for all of Fulton County, including Roswell. Within Roswell City limits there are 9 elementary schools, 3 middle schools, 2 high schools, and 13 private schools.

Cultural facilities include Roswell's Cultural Arts Center and many historic properties including Barrington Hall, Bulloch Hall, and Smith Plantation. Roswell is served by the Atlanta-Fulton County Library System.

## **City Organization**

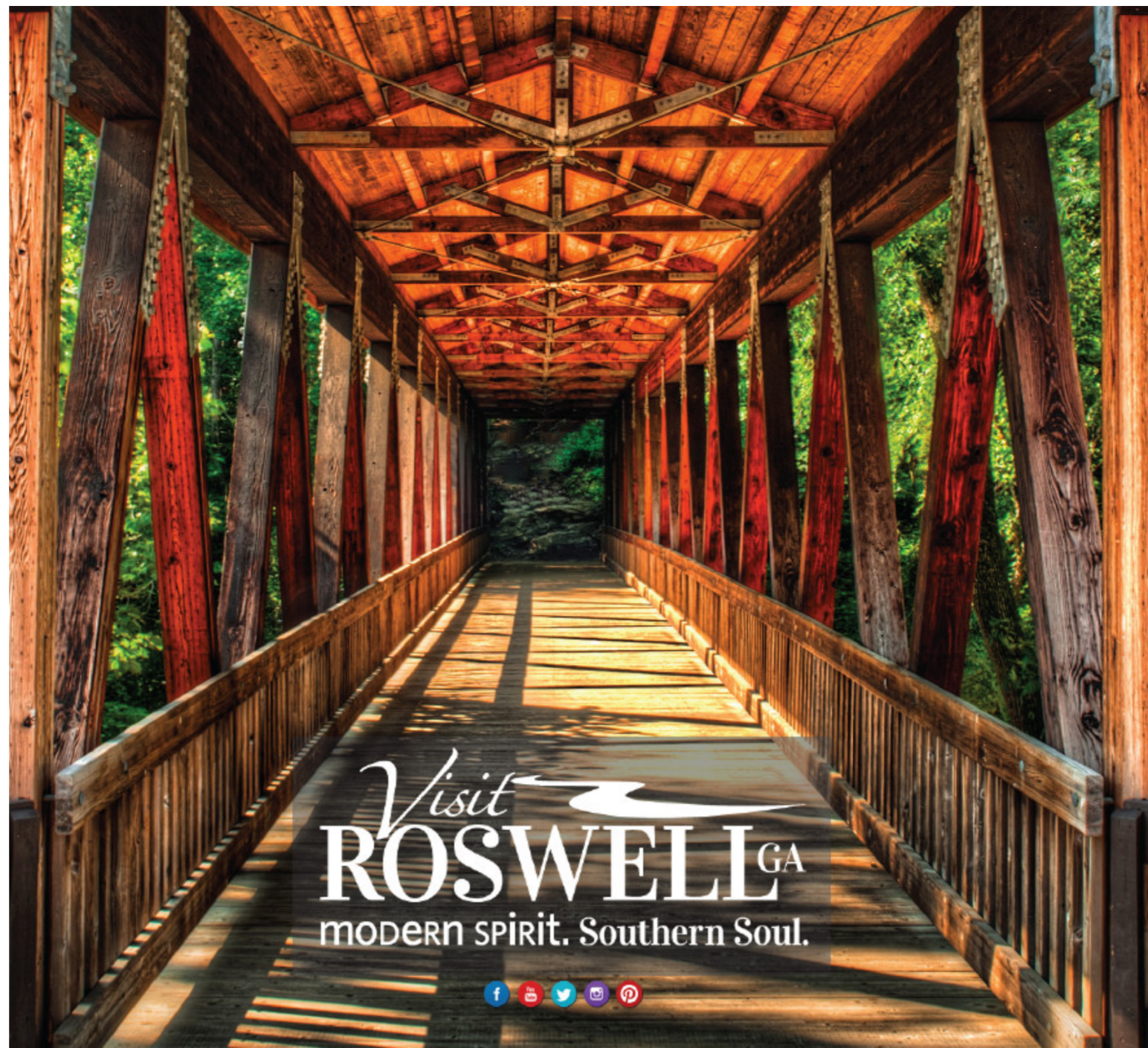
The City operates under a charter adopted in 1854 and revised on April 19, 2000, which provides for a Mayor-Council form of government with a city administrator. The Mayor and six council members are part-time employees. Each Council member is elected by the entire City and serves "at large" with post assignments. An election for one half of the council occurs every two years. While all six Council Members are elected at large, all must reside within the City of Roswell. The Mayor is elected to a term of four years to serve on a part-time basis. It is the duty of the Council members, in general, to set policy, set millage rates, to approve budgets, to pass ordinances, and to hear and act on requests for rezoning and annexation. The Chief Administrative and Operational Officer of the City is the City Administrator, who is appointed by the City of Roswell Mayor and Council to: implement Council policies; oversee the daily activities of the City; and supervise the City's department heads.

## **Local Economic Conditions and Outlook**

The City of Roswell has earned an "AAA" bond rating, the highest possible rating, consistently each year since 2000. The City is also a great place to do business. New business starts continue to increase in Roswell, with the largest increase in the home-based business sector. Given Roswell's access to GA 400 and proximity to Perimeter Center, Buckhead, Midtown and Downtown Atlanta, the City is well situated to capitalize on future expansion and relocation.

The City's population has increased approximately twelve percent in the last ten years. Historically, large population growth would likely result in further sprawl with the expansion of residential neighborhoods and chain-filled shopping centers. Now, however, local municipalities are looking inward and taking stock of their resources. They are reinvesting in current properties and implementing creative new zoning practices that will improve the quality of life within. Roswell's UDC, or Unified Development Code, is an invaluable tool in the City's redevelopment efforts. It allows for mixed-use zoning and simplifies the processes that have hindered new businesses in the past.

The aging shopping centers of the 80's and 90's are being converted into office, retail and even residential spaces that allow residents to live, work and play within a walkable area. These new live, work, play developments within the City combine restaurants, retail and office space and residential units. Roswell Exchange is one mixed use project that is currently under construction. Located on 18.1 acres at the intersection of Alpharetta Highway and Sun Valley Drive, this development will bring restaurants, retail, office space, 300 multifamily units and approximately 400 jobs to the local economy. Another mixed use development located steps from Roswell's City Hall and Canton Street is Southern Post. The former Roswell Plaza located on Alpharetta Highway between Norcross and Fraser Street will contain retail space, loft style and open concept office space, apartments and townhomes.



## City of Roswell Awards

2020 Digital Cities Survey from The Center for Digital Government (CDG)

Roswell Recreation and Parks - 2017 National Gold Medal Winner from the National Recreation and Parks Association.

Named One of the Best Affordable Suburbs in U.S. Roswell was added to the 25 Best Affordable Suburbs in the U.S. by BusinessWeek.com and Sperling's Best Places. The list is comprised of suburbs of the nation's largest metro areas and focuses on median home prices, cost of living, crime rates, and education systems.

Named One of the Top Three Cities in the Nation to Raise Your Family. Roswell was listed third in the book, Best Places to Raise Your Family, released by Frommer's.

Sixth Best Place in America to Retire (Black Enterprise Magazine, September 2008)

Ranked the 18th Safest City in the United States – City Crime Rankings

Named a Gold Certified Green Community by Atlanta Regional Commission in 2013, for leadership in its environmental and sustainability efforts. Certified Green Communities set an example by conserving energy, investing in renewable energy, conserving water, conserving fuel, reducing waste, and protecting and restoring the community's natural resources.

Georgia Trendsetter Award 2006 - Georgia Municipal Association - Roswell received the award for the Big Creek Wetlands demonstration project.

Create Community Award 2005 - The Atlanta Regional Commission's most prestigious award. Roswell was honored for its efforts in environmental sustainability.

City of Excellence 2003 – Georgia Municipal Association's most prestigious award. Only 50 cities in the state have been honored with the designation.

Designation as a Bicycle Friendly Community 2006 – League of American Bicyclists

Money Magazine's 19th Best City to Live in the Eastern US – Roswell was ranked 19th for cities with populations under 100,000.

Atlanta Magazine's Best Place to Live in Metro Atlanta– Roswell was honored twice by Atlanta Magazine as the best place to live in the metro area.

Internationally Accredited Police Department - Commission on Accreditation of Law Enforcement Agencies (CALEA).

Gold Award for the City of Roswell Cecil Wood Water Processing Plant from the Georgia Association of Water Professionals.

Nationally Accredited Recreation and Parks Department – Commission for Accreditation of Park and Recreation Agencies

2007 Gold Award for the City's Website from the Association of Marketing & Communication Professionals

Achievement of Excellence in Procurement – 2004-2020 – The National Institute of Governmental Purchasing

GFOA Distinguished Budget Presentation Award – 2005-2021: Government Finance Officer's Association

Certificate of Achievement for Excellence in Financial Reporting – 34 consecutive years: Government Finance Officer's Association.

Georgia Recreation and Parks Agency of the Year – 1974, 1979, 1984, 1988, 1990, 1998, 2000, 2004, 2011 and 2017.

Georgia Department of Transportation (GDOT) Best Innovative Solutions Award for the Grimes Bridge Road at Norcross Street/Warsaw Road Roundabout.

Georgia Engineering Alliance Honor Award for the Grimes Bridge Road at Norcross Street/Warsaw Road Roundabout.

Georgia Planning Association (GPA) Award - "2011 Great Places in Georgia - Great Street" Award for Canton Street.

Clean Air Campaign PACE award for being a Government Champion for offering its employees telecommute options, flexible work arrangements/compressed work week and carpool options.

# Demographics

## Demographic and Statistical Information

Date of Incorporation:	1854
Date First Charter Adopted:	1854
Date Present Charter Adopted:	January 3, 2000
Location:	20 minutes north of Atlanta
Total Estimated Population:	94,763
Number of Full-Time Employees - FY 21:	625
Form of Government:	Mayor and City Council

Median age:	39.3
Per Capita Personal Income:	\$50,712
Area - square miles:	42.02
Median Housing Value - 2019:	\$374,700
2020 Total Taxable Assessed Valuation:	\$6,118,257,000
City Bond Rating:	AAA

The City of Roswell government is a Mayor/Council style of government with a City Administrator. The Mayor and six Council Members are part time employees.

Each Councilmember is elected by the entire City and serves "at large" with post assignments. Elections for one half the council occur every two years. It is the duty of Council members, in general, to set policy, set millage rates, to approve budgets, to pass ordinances and to hear and act on requests for rezoning and annexation.

Council meetings are held the second and the fourth Monday of each month in Council Chambers of the Roswell City Hall, 38 Hill Street at 7:00 pm. Work Sessions are scheduled, and advertised, as needed. The fifth Monday of a month, when it occurs, is an open forum meeting where citizens may address Mayor and Council on any concern.

In addition to Mayor and Council, various boards and commissions assist in carrying out established policies.

Roswell Arts Commission	Meets the 1st Tuesday of the month, 7PM, City Hall
Design Review Board	Meets the 1st Tuesday of the month, 6:30PM, Council Chambers. Second meetings are held the 3rd Thursday as needed.
Board of Zoning Appeals	Meets the 2nd Tuesday of the month, 7:00PM, Council Chambers
Historic Preservation Commission	Meets the 2nd Wednesday of the month, 7:30PM, Council Chambers
Planning Commission	Meets the 3rd Tuesday of the month, 7:30PM, Council Chambers
Recreation Commission	Meets the last Thursday of the month, 7:00PM, Room 220-Roswell City Hall

### *Transportation*

Streets - Paved:	358
Traffic Signals:	101

### *Fire Protection*

Number of Stations:	7
Number of Full-Time Employees - FY 2021:	21
Number of Part-Time - FY 2021:	205

### *Police Protection*

Number of Employees - FY 2021:	195
Number of Stations:	1

### *Recreation*

Number of Parks and Playgrounds:	22
Acreage in Parks and Playgrounds:	1057
Number of Swimming Pools:	2
Number of Spraygrounds:	2
Number of Tennis Courts:	28
Number of Athletic Fields:	44
Number of Recreation Buildings:	18

### *Municipal Water System*

Miles of Water Mains:	89
Number of Fire Hydrants:	5,316
Water Production Annually:	328 million gallons

### *Municipal Sanitation Service*

Number of Residential Customers:	26,422
Number of Commercial Customers:	877
Number of Employees - FY 2021:	54.24

Due to COVID, please check our website [www.roswellgov.com/coronavirus](http://www.roswellgov.com/coronavirus) for scheduling and for online meeting links.

STATE OF GEORGIA  
 COUNTY OF FULTON

1<sup>st</sup> Reading: May 10, 2021  
 2<sup>nd</sup> Reading: May 24, 2021

**AN ORDINANCE ADOPTING A BUDGET FOR THE FISCAL YEAR 2022 FOR EACH FUND OF THE CITY OF ROSWELL, GEORGIA, PURSUANT TO ARTICLE VI, CHAPTER 6 OF THE CHARTER OF THE CITY, BEGINNING JULY 1, 2021, AND ENDING JUNE 30, 2022, APPROPRIATING THE AMOUNTS SHOWN IN EACH BUDGET AS EXPENDITURES, ADOPTING THE ITEM OF ANTICIPATED FUNDING SOURCES, PROHIBITING EXPENDITURES TO EXCEED APPROPRIATIONS, AND PROHIBITING EXPENDITURES FROM EXCEEDING ACTUAL FUNDING SOURCES AND AMENDING THE CODE OF ORDINANCES TO EFFECTUATE SUCH ADOPTION.**

**Whereas**, a proposed budget for each of the various funds of the city has been presented to the Mayor and City Council; and

**Whereas**, appropriate advertised public hearings have been held on the proposed budget, as required by law and regulations; and

**Whereas**, the Mayor and City Council have reviewed the proposed budget and have made certain amendments to funding sources or appropriations; and

**Whereas**, each of the funds has a balanced budget, such that anticipated funding sources equal or exceed proposed expenditures; and

**Whereas**, the Mayor and City Council intend to adopt an annual budget for the Fiscal Year 2022 and a Capital Improvement Plan for the Fiscal Years 2022 through 2027:

**Now, Therefore**, the Mayor and Council of the City of Roswell, pursuant to their authority, do hereby adopt the following Ordinance:

1.

The City of Roswell, Georgia hereby adopts an expenditure budget for Fiscal Year 2022, said budget being described below and shown on Schedule “A” for each fund of the City of Roswell, Georgia:

	<b>FY 2022 Proposed Budget</b>
100 - General Fund	\$82,324,395
210 - Confiscated Assets Fund	\$749,500
215 - E-911 Fund	\$3,006,279
225 - CDBG Grant	\$26,000
230 - Impact Fees Fund	\$1,130,734
275 - Hotel/Motel Fund	\$673,700
280 - Auto Rental Excise Tax Fund	\$277,500
290 - Leita Thompson Fund	\$76,220
291 - Special Events Fund	\$145,198
336 - TSPLOST Projects	\$13,941,438
350 - Capital Projects	\$5,367,286
410 - Bond Fund (Debt Service)	\$1,655,000
505 - Water and Sewer Fund	\$4,209,487



507 - Stormwater Utility Fund	\$3,498,469
540 - Solid Waste Fund	\$12,254,703
555 - Participant Recreation Fund	\$5,963,084
601 - Workers' Compensation Fund	\$846,434
602 - Group Health Insurance Fund	\$10,187,705
603 - Risk Management Fund	\$1,787,683
604 - Fleet Services Fund	\$1,965,570
771 - Scholarship Endowment Fund	\$50
<b>Total</b>	<b>\$150,086,435</b>

## 2.

Any increase or decrease in appropriations or revenue of any fund or for any department; the establishment of new capital projects; or the establishment of new grant projects other than those exceptions provided for herein, shall require approval of Mayor and City Council. The City Administrator or his/her designee may transfer within a department and fund or amend the budget to decrease appropriations for any completed capital or grant project to effectuate the close-out of the respective project. The City Administrator or his/her designee may amend the budget to increase or decrease appropriations to account for grants that have been formally accepted by Mayor and Council.

## 3.

A millage rate of 4.955 mills is estimated as part of the proposed budget. The millage rate has a component of 4.705 mills for the general fund, operating and capital improvements budget, and a component of 0.250 mills for servicing bonded indebtedness. The millage rate shall be adopted by Mayor and Council at a later date but prior to the issuance of tax bills for Tax Year 2021.

## 4.

This budget fixes the number of budgeted full-time positions of the City at 632. This number may only be increased or decreased through approval of the Mayor and City Council. The City Administrator or his/her designee is authorized to create policies and procedures for the pay grade, classification, and/or cost center assignment for employees, which may be changed throughout the year.

## 5.

The City Administrator or his/her designee is authorized to distribute funds reserved for the merit-based pay increase and the group benefits increase included in the FY 2022 budget to the various departments as necessary.

## 6.

Mayor and Council adopt a Capital Improvement Plan for Fiscal Years 2022 through 2027 as attached hereto and incorporated herein as Schedule "B." This plan does not indicate any promise of appropriations for future years or unfunded projects. This plan may only be modified through action of Mayor and City Council.

## 7.

Mayor and Council further approve the re-appropriation into FY 2022 of FY 2021 unspent funding in the General Fund in order to establish a General Fund Fuel and Utility Contingency in an amount not to exceed \$100,000. The City Administrator or his/her designee is authorized to distribute funds reserved for the fuel or utility contingency to the various departments as necessary.

8.

Mayor and Council further approve the re-appropriation into FY 2022 of FY 2021 unspent funding in the General Fund in order to establish a General Fund Operating Contingency in an amount not to exceed \$250,000.

9.

Mayor and Council further approve the re-appropriation into FY 2022 of FY 2021 unspent funding in the General Fund in order to establish a General Fund Grant Match Contingency in an amount not to exceed \$100,000.

10.

Mayor and Council further approve the re-appropriation of all approved capital projects, grant revenue, grant funding, as well as Capital Project Fund contingency funding, that is unspent or uncollected and available as of June 30, 2021 as shown in Schedule B.

11.

Mayor and Council further approve the re-appropriation into FY 2022 of FY 2021 unspent funding for the Employee Wellness Program, FY 2021 unspent funding for the City's Education Assistance Program, FY 2021 unspent funding for Roswell University, FY 2021 unspent funding for the Police School Zone Safety Project, FY 2021 unspent funding for Legal services, FY 2021 unspent funding for the Election, and FY 2021 unspent funding in the amount of \$124,020 for Police Tasers and Body Cameras.

12.

Mayor and Council further approve the re-appropriation into FY 2022 of unspent FY 2021 approved funding for Roswell Historical Society for the purpose of cemetery maintenance and improvements.

13.

Mayor and Council further approve the re-appropriation into FY 2022 of unspent FY 2021 approved funding in the Confiscated Assets Fund.

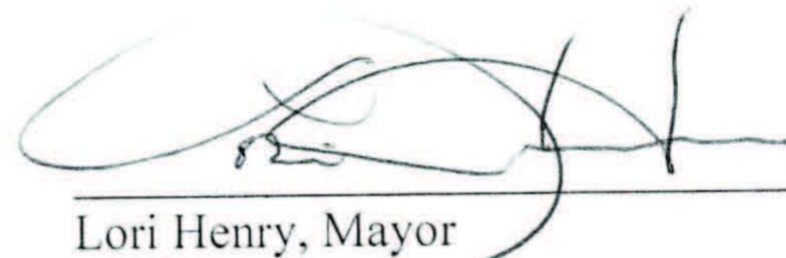
14.

Mayor and Council further approve the re-appropriation into FY 2022 of unspent FY 2021 COVID relief funds that were approved for residents and local businesses.

15.

The City Administrator and his/her designee may promulgate all necessary internal rules, regulations, and policies to ensure that this Budget Ordinance is followed.

The above Ordinance was read and approved by the Mayor and Council of the City of Roswell, Georgia on the 10<sup>th</sup> day of May and the 24<sup>th</sup> day of May, 2021.

  
Lori Henry, Mayor



Attest:  
  
Marlee Press, City Clerk  
(Seal)

## Tax Collection Procedure

The City of Roswell levies and collects ad valorem taxes. Real and personal taxes are generally billed in October of each year and are due in December. The City's tax collection rate has averaged 98.0% over the last five years. The chart below details the top ten principal property tax payers for FY 2020 and FY 2011 for comparison.

### CITY OF ROSWELL, GEORGIA

#### PRINCIPAL PROPERTY TAXPAYERS CURRENT YEAR AND NINE YEARS AGO (amounts expressed in thousands)

Taxpayer	2020			2011		
	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value	Taxable Assessed Value	Rank	Percentage of Total Taxable Assessed Value
Strata Roswell LLC	39,681	1	0.65%			
BR Roswell LLC	28,880	2	0.47%			
F7 MOO LLC	22,400	3	0.37%			
Kimberly Clark Corp	19,917	4	0.33%	23,356	2	0.50%
LC Avia LLC	18,811	5	0.31%			
River Trace LLC	18,767	6	0.31%			
LMREC CDO 1 REO 1X INC &	18,120	7	0.30%			
Holcomb Bridge GA Partners LLC	18,120	8	0.30%			
Willeo Creek Partners LLC	18,038	9	0.29%			
Walton Centennial LLC	17,360	10	0.28%			
Northmeadow Investors LLC	-	-	-	32,122	1	0.69%
A Colonial Three Hundred				22,993	3	0.50%
WLI IV Roswell LLC	-	-	-	20,187	4	0.44%
AMIREIT	-	-	-	19,181	5	0.41%
Orion Roswell Associates	-	-	-	18,312	6	0.39%
Sanctuary Park Realty Holdings	-	-	-	16,700	7	0.36%
BHR Landing LLC	-	-	-	11,363	8	0.24%
Jefferson at Champions Pkwy				11,329	9	0.24%
DRA Grande Oaks LLC	-	-	-	10,627	10	0.23%
	-	-	-			
Totals	\$ 220,094		3.60%	\$ 186,170		4.01%

Source: Financial Services Division within the City Finance Department.

For more statistical information including economic information, please refer to City of Roswell's Consolidated Annual Financial Report, pages 87 through 96 for FY 2020. All Consolidated Annual Financial Reports are located on our City's website <https://www.roswellgov.com/government/departments/finance/financial-reports> or [click here](#).

# Glossary and Abbreviations

## Glossary

The following is an abbreviated list of the specialized governmental budgeting and accounting terms used in this budget:

**ACCOUNT NUMBER** - A line item code defining an appropriation.

**ACCRUAL ACCOUNTING** - A basis of accounting in which revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period in which they occur.

**AD VALOREM TAXES** - Commonly referred to as property taxes, are levied on both real and personal property according to the property's valuation and the tax rate.

**AMORTIZATION** - The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

**APPROPRIATION** - A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**ASSESSED VALUATION** - A valuation set upon real estate or other property by a government as a basis for levying taxes.

**ASSET** - Resources owned or held by a government, which has monetary value.

**AVAILABLE FUND BALANCE** - Fund balance not assigned or allocated by Mayor and Council action or Policy. Comprehensive Annual Financial Reported Fund balance minus any allocation of fund balance and policy reserve.

**BALANCED BUDGET** - A budget in which planned revenues available equals planned expenditures.

**BASE BUDGET** - The on-going expense for personnel, operating services, supplies, and equipment to maintain service levels.

**BASIS OF ACCOUNTING** - A system used by an individual government to determine when revenues have been realized and when expenditures have been incurred. The City uses the modified accrual method.

**BASIS OF BUDGETING** - A system used by an individual government to determine when budgetary revenues have been realized and when budgetary expenditures have been incurred. The City uses the modified accrual method.

**BOND** - A written promise to pay a specified sum of money, called the par value or principal, at a specified date or dates in the future, together with periodic interest at a specified rate.

**BONDED DEBT** - That portion of indebtedness represented by outstanding bonds.

BUDGET - A service plan for a given period embodying estimated expenditures for providing services and the approved means of financing them. A balanced budget limits expenditures to available resources.

BUDGET AMENDMENT – A revision of the adopted budget that, when approved, replaces the original provision and increases or decreases the budget appropriation.

BUDGET CALENDAR - The schedule of key dates that a government follows in preparation and adoption of the budget.

BUDGET ORDINANCE - The governmental action which appropriates revenues and fund balances for specified purposes, functions, or activities for a budget period.

BUDGET PERIOD – The period for which a budget is approved or a budget ordinance is adopted. Normally coincides with the fiscal year.

BUDGET TRANSFER - A procedure utilized by City Departments to revise budget appropriations within the departmental operating budget accounts. Transfers monies from one account to another and does not increase or decrease the overall budget appropriation for the department.

BUDGETARY CONTROL - The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

CAPITAL ASSETS – Assets of significant value and having a useful life of several years. Capital assets for the City of Roswell have a purchase cost of \$5,000.00 or over and have a useful life of more than one year. See also Fixed Assets.

CAPITAL IMPROVEMENT PROGRAM (CIP) – A comprehensive five year plan, updated annually, of Capital projects for the City. Project costs, funding sources and future fiscal year funding needs are identified.

CAPITAL OUTLAY – Expenditures for the acquisition of capital assets.

CAPITAL PROJECT – A project that results in the purchase or construction of capital assets. Capital projects may encompass the purchase of land, construction of a building or facility, or purchase of a major piece of equipment.

CAPITAL PROJECTS FUND – A fund used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by resources from enterprise fund activities.

CHART OF ACCOUNTS – A numbering system that assigns a unique number to each type of transaction and to each budgetary unit in the organization. The City of Roswell utilizes the Uniform Chart of Accounts for Local Governments in Georgia as mandated by the Georgia Department of Community Affairs (DCA).

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) – U. S. Department of Housing and Urban Development (HUD) program where grants are awarded to entitlement community grantees to carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Grantees must give maximum feasible priority to activities which benefit low and moderate income persons, or where community development needs have a particular urgency

because existing conditions pose a serious and immediate threat to the health or welfare of the community, and where other financial resources are not available to meet such needs

COMPREHENSIVE ANNUAL FINANCIAL REPORT - The report that summarizes financial data for the previous fiscal year in a standardized format.

CONTINGENCY - Those funds included in the budget for the purpose of providing a means to cover unexpected costs during the budget year.

COST CENTER - An organizational budget/operating unit within each City department.

DEBT - An obligation resulting from the borrowing of money or from the purchase of goods and services over a period of time. Debts of government include bonds, time warrants, notes, and floating debts.

A. General Obligation Debt is secured by the pledge of the issuer's full faith, credit, and taxing power.

B. Revenue Debt is a bond, debt, or obligation for which principal and interest are payable exclusively for the earnings of a government enterprise. This term can refer more broadly to any state or local government debt that is not a general obligation.

DEBT LIMIT - The maximum amounts of gross or net debt that is legally outstanding debt.

DEBT SERVICE - Payment of principal and interest to lenders or creditors on outstanding debt.

DEBT SERVICE FUND - A fund that is used to account for the accumulation of resources for the payment of general long-term debt principal and interest.

DEFICIT - The excess of an entity's liabilities over its assets or the excess of expenditures or expenses over revenues during a single accounting period.

DEPRECIATION - Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence.

EFFECTIVENESS - Depicts the degree to which performance objectives are being achieved or otherwise reflects the quality of local government performance.

EFFICIENCY - Reflects the relationship between work performed and the resources required performing it. Compares outputs to input.

ENCUMBRANCE - The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

ENTERPRISE FUND - Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprise where the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed primarily through user charges. Services accounted for in enterprise funds are tangible, and it is possible to determine the extent to which they benefit individual service consumers.

EXPENDITURES - Decreases in net financial resources. Expenditures include current operating expenses, which require the current or future use of net current assets, debt service, and capital outlays.

EXPENSES - Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

FIDUCIARY FUND – Those trust and agency funds used to account for assets held by a local government in a trustee capacity or as an agent for individuals, private organizations, other governmental units, or other funds.

FINANCIAL INDICATORS - Comparison of planned vs. actual expenditures, cost, obligations, receipts, allocations or losses.

FISCAL YEAR - The accounting period for which an organization's budget is termed the fiscal year. In Roswell, the fiscal year runs from July 1 to June 30 of the following year.

FIXED ASSETS – Assets owned by the City with a purchase cost of less than \$5,000.00 each and usually have a useful life of one to three years. See also Capital Assets.

FUND - A fund is an independent financial and accounting entity. It has a balanced set of accounts and records, cash and other resources together with all related liabilities and residual equities or balances which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations. Though funds are independent entities with the financial records of a government, there need not be physical segregation of assets.

FUND ACCOUNTS - All accounts necessary to set forth the financial position and results of operations of a fund.

FUND BALANCE - The excess of a fund's revenues and other financing sources (assets) over the expenditures/expenses and other uses (liabilities).

GENERAL FUND - This fund accounts for the revenues and activities not required by law or administrative decision to be accounted for in a special fund. Ordinarily, the General Fund has a great variety of revenues and is used to finance many more activities than any other fund. The General Fund provides general-purpose governmental services.

GENERAL OBLIGATION (GO) BONDS – Bonds that are secured by the issuer's full faith and credit pledge. Most GO bonds are backed by the issuer's ability to level an ad valorem tax in an amount sufficient to meet debt service requirements.

GENERAL REVENUE - The revenue of a government other than those derived from and retained in an enterprise. If a portion of the net income in a Proprietary or Enterprise Fund is contributed to another non-enterprise fund, such as the General Fund, the amount transferred constitutes general revenue to the government.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) - Uniform minimum, standards used by state and local governments for financial accounting, recording, and reporting, encompassing the conventions, rules, and procedures that define accepted accounting principles; established by the Governmental Accounting Standards Board (GASB) created in 1987 to provide property and liability

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) – The body that sets accounting standards specifically for governmental entities at the state and local level.

GEORGIA INTERLOCAL RISK MANAGEMENT AGENCY (GIRMA) – Intergovernmental risk sharing fund created in 1987 to provide property and liability coverage to local government entities in Georgia. GIRMA is administered by GMA.

GEORGIA MUNICIPAL ASSOCIATION (GMA) – Organization representing municipal governments in Georgia.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB) – The body that sets accounting standards specifically for governmental entities at the state and local level.

GOVERNMENTAL FINANCE OFFICERS ASSOCIATION (GFOA) – Professional association of state/provincial and local finance officers in the United States and Canada dedicated to the sound management of government financial resources.

GRANTS – A financial gift, donation or award that is made from a funding source, usually a governmental entity, to the City for the acquisition of goods, services or land. The grant award agreement defines the City's responsibilities and duties to be exchanged for the grant. Grants are often earmarked for a specific purpose or program.

INDIRECT COSTS - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, information technology, human resources, budget and purchasing.

INTERNAL SERVICE FUNDS - A fund used to account for the financing of goods or services provided by one department to other departments within the City on a cost-reimbursement basis.

INVESTMENTS - Securities and real estate held for production of revenue in the form of interest, dividend, rentals or lease payments. The term does not include fixed assets used in governmental operations.

LEVY - To impose taxes, special assessments or service charges for the support of governmental activities.

LINE-ITEM BUDGET – A budget format in which departmental outlays are grouped according to the items that will be purchased, with one item or group of items on each line.

LONG-TERM DEBT - Debt with a maturity of more than one year after the date of issuance.

MILLAGE RATE – The rate used in calculating taxes based upon the value of property, expressed in mills per dollar of property value.

MISSION - The reason or purpose for the organizational unit's existence.

NET INCOME - Enterprise Fund in excess of operating revenues, non-operating revenues, and operating transfers-in over operating expenses, non-operating transfers-out.

OBJECTIVES - The specified end result expected and can include the time at which it will be achieved.

OPENGOV - Cloud based software used to develop the budget. [Opengov.com](http://Opengov.com)

OPERATING EXPENSES - Enterprise Fund expenses that are directly related to the fund's primary service activities.

OPERATING INCOME - The excess of Enterprise Fund operating revenues over operating expenses.

OPERATING REVENUES - Enterprise Fund revenues that are directly related to the fund's primary service activities. They consist of user charges for services.



PROPRIETARY FUND - Used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities - where net income and capital maintenance are measured - are accounted for through proprietary funds.

QUARTILE - Term used in Priority Based Budgeting to group programs based on their relevance to the City's Goals.

REVENUES - Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers.

SINKING FUND - Schedule of annual payments required on General Obligation Bonds Payable. Principal and interest are payable from an ad valorem tax upon all property of the City.

SPECIAL REVENUE - A fund used to account for revenues earmarked for a particular purpose.

TAX DIGEST - The total assessed value of all real estate property, motor vehicles, mobile homes, timber, and heavy-duty equipment in the city of Roswell, Georgia.

TAX RATE LIMIT - The maximum rate at which a government may levy a tax. Overall tax rate limits usually restrict levies for all purposes and of all governments, state or local, having jurisdiction in a given area. Taxes are levied via a Tax Levy Ordinance.

TAXES - Compulsory charges levied by a government for the purpose of financing services performed for a common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments.

TIMELINESS OF PRODUCT OR SERVICE - Measures of timeliness, which may be based on specific standards or past trends.

UNIFORM CHART OF ACCOUNTS - State mandated financial reporting format for governments. See "Chart of Accounts".

The following is an abbreviated list of the Acronyms used in this budget:

ACE - Action Code Enforcement

ACLS - Advanced Cardiac Life Support

ADA - Americans with Disabilities Act

ADT - Average Daily Traffic

AED - Automatic External Defibrillator

AFIS - Automated Fingerprint Identification System

AGA - Association of Government Accountants

APWA - American Public Works Association

ARC - Atlanta Regional Commission

ASCAP – American Society of Cultural Arts Professionals

ASCE – American Society of Civil Engineers

ASE - Automotive Service Excellence

ATMS – Advanced Traffic Management System

ATV - All Terrain Vehicle

AWWA – American Water Works Association

BTA - Bulky Trash Amnesty Days

CAB – Cultural Arts Board

CABY - Cultural Arts Board Award Show

CAC – Cultural Arts Center

CAD – Computer Aided Dispatch

CALEA – Commission on Accreditation of Law Enforcement Agencies

CAPRA - Commission for Accreditation of Park and Recreation Agencies

CBRN – Chemical, Biological, Radiological, Nuclear

CC – Cost Center

CDBG – Community Development Block Grant

CERT - Community Emergency Response Team

CFFP – Clean Fueled Fleet Program

CFS – Calls For Service

CIP – Capital Improvement Program

CORE - City of Roswell Enrichment Academy

CPPO - Certified Public Purchasing Officer

CSI - Crime Scene Investigation

CSU – Crime Suppression Unit

CVB – Convention and Visitors Bureau

CWS – Community Waste Services

DCA - Georgia's Department of Community Affairs

DDA - Downtown Development Authority

DEA – Drug Enforcement Agency

DO – Detention Officer

EMT – Emergency Medical Technician

EPA – Environmental Protection Agency

EPD – Environmental Protection Division

ERP – Enterprise Resource Project

FATS – Fire Arms Training Simulator

FB – Fund Balance

FCA - Facilities Condition Assessment

FEMA – Federal Emergency Management Agency

FHWA - Federal Highway Administration

FICA -Federal Insurance Contributions Act

FT/FTE – Full-Time Employee

FY – Fiscal Year

GAWP – Georgia Association of Water Professionals

GCCMA – Georgia City County Managers Association

GCIC – Georgia Crime Information Center

GDOT – Georgia Department of Transportation

GF – General Fund

GFOA – Government Finance Officers Association

GGFOA – Georgia Government Finance Officers Association

GIS – Geographic Information Services

GMA – Georgia Municipal Association

GPS – Global Positioning System

GRTA – Georgia Regional Transportation Authority

HBR – Holcomb Bridge Road

HHW – Household Hazardous Waste

HIDTA – High Intensity Drug Trafficking Area Task Force

HOA – Home Owners Association

HVAC – Heating Ventilation and Cooling

ICC - International Code Congress

ICMA – International County Managers Association

ICS - Incident Command System

ISO – Insurance Services Office

IT – Information Technology

KRB – Keep Roswell Beautiful

LCI – Livable Centers Initiative

LEC – Law Enforcement Center

MAG – Management Advisory Group

MARTA - Metro Atlanta Rapid Transit Authority

MC – Maintenance Capital

MDT – Mobile Data Terminal

MGD – Million Gallons per Day

MNGWPD - Metropolitan North Georgia Water Planning District

NCIC – National Crime Information Center

NFCID – North Fulton Community Improvement District

NFPA – National Fire Protection Association

NIMS - National Incident Management System

NPI – National Purchasing Institute

NPDES - National Pollutant Discharge Elimination System

NRPA – National Recreation and Parks Association

NS – New Service

OSHA – Occupational Safety and Health Administration

OT – Overtime

OTC – One Time Capital

PEPI – Paid Evidence Paid Information

PIMS – Project Information Management System

PM – Preventative Maintenance

POST – Peace Officer Standards and Training Council

PT – Part-Time

PTV - Personal Transportation Vehicle

PW – Public Works

RAP – Roswell Area Park

RAPSTC – Roswell Alpharetta Public Safety Training Center

RCTV – Roswell City Television

RDOT – Roswell Department of Transportation

RO – Repair Order

ROW – Right-of-Way

SAFE - Safety Awareness For Everyone Team

SI – Cost of Service Increase

SIS – Special Investigations Section

SOU – Special Operations Unit

SR – State Route

SWAT - Special Weapons and Tactics

TDMA – Time Division Multiple Access

T-SPLOST - Transportation Special Purpose Local Option Sales Tax

UPS – Uninterruptible Power Supply