

## **CHAPTER 12 TRANSPORTATION ELEMENT**

### **INTRODUCTION**

#### **Purpose**

The Transportation Element provides an inventory and assessment of existing conditions and trends covering several modes of transportation. In addition, it describes characteristics of the roadway, bicycle and sidewalk networks. This information will assist the City in determining transportation needs to support future population and employment growth.

An accessible, efficient and safe transportation network is a vital component of the City's general well being. The transportation network enables residents to travel to work, receive services, obtain goods, and interact with others. Transportation is especially crucial in the area of economic development where access to transportation facilities plays a major role in a prospective industry's decision to locate in a particular area. An assessment of the existing transportation network throughout Roswell is provided to help determine future transportation needs. The examination of travel characteristics, statistics, and trends undertaken in this chapter offers insight and solutions in terms of addressing Roswell's transportation issues and needs.

#### **Overview of the Transportation System**

Roswell's transportation system consists of state highways, arterial streets, collector streets, local streets, sidewalks, bicycle facilities, and multi-use trails. The City does not have air transportation, railroads or port facilities, so rail and water and air transportation planning do not apply in Roswell (although air transportation is addressed later in this chapter). Public transportation is currently limited to bus service along certain routes provided by the Metropolitan Atlanta Rapid Transit Authority (MARTA).

#### **Prior Transportation Planning Efforts**

The City of Roswell adopted a detailed transportation plan in 2000 as a part of its Comprehensive Plan 2020. At that time, a separate Transportation Element was not required. The Transportation Element included an inventory of existing conditions, a roads and highway plan, and a bicycle and pedestrian plan. Effective January 1, 2004, the Georgia Department of Community Affairs' revised Minimum Standards and Procedures for Local Comprehensive Planning went into effect, requiring a detailed Transportation Element for "advanced" planning jurisdictions. Per those requirements, there are tasks of data collection and assessment now required that were not fully addressed in the 2020 Comprehensive Plan.

This 2025 update to the Transportation Element consolidates the three chapters of the 2020 transportation plan into a single chapter and adds data and assessments as required by the State's administrative rules.

#### **Roswell's Previous Transportation Plan**

The City used a transportation model to develop the City's work program of transportation projects. The model revealed several transportation improvement projects designed to address

increasing congestion on the City's transportation network. Major improvement projects considered (and modeled) were, among others, the widening of Houze Road (SR 140), widening and extending Marietta Highway (SR 120) through the historic district and Big Creek Unit of the National Recreation Area to connect with east Roswell, widening of Hardscrabble Road (to connect SR 92 and Old Milton Parkway with a multi-lane route), and parallel collector-distributor roads along Georgia 400. However, virtually every major road improvement project identified in the 2020 transportation planning process as helping to alleviate traffic congestion was found to have unacceptable impacts on businesses and neighborhoods. Major road improvements were rejected by Roswell's citizens and elected officials. There is still little if any support for widening existing roads or constructing new roads.

### **Objectives for the Transportation Plan Update**

While traffic congestion has increased regionally and Roswell's tolerance for enduring extreme traffic congestion has weakened some since the 2020 plan was adopted, the overall course of transportation planning in 2005 (for 2025) has not changed significantly since the 2020 plan was adopted in 2000. In fact, Roswell's City Council is still reluctant to support major road widenings, because they are viewed as helping move regional (non-City) traffic through Roswell at the expense (impact wise) of its citizens. Roswell's leadership recognizes the City has a role to play in helping to address regional transportation issues. However, Roswell has also been disproportionately impacted by major regional east-west and north-south routes (e.g., SR 92, SR 140, and SR 9) and does not desire to increase adverse impacts in the City as a result of road widenings. Hence, the overall direction of Roswell's transportation is consistent with the planning process and plan produced in 2000 – *to focus attention on roadway improvements that improve operations and safety (and to some extent, intersection capacities) and work toward improving the pedestrian and bicycle systems and connections to major origins and destinations.*

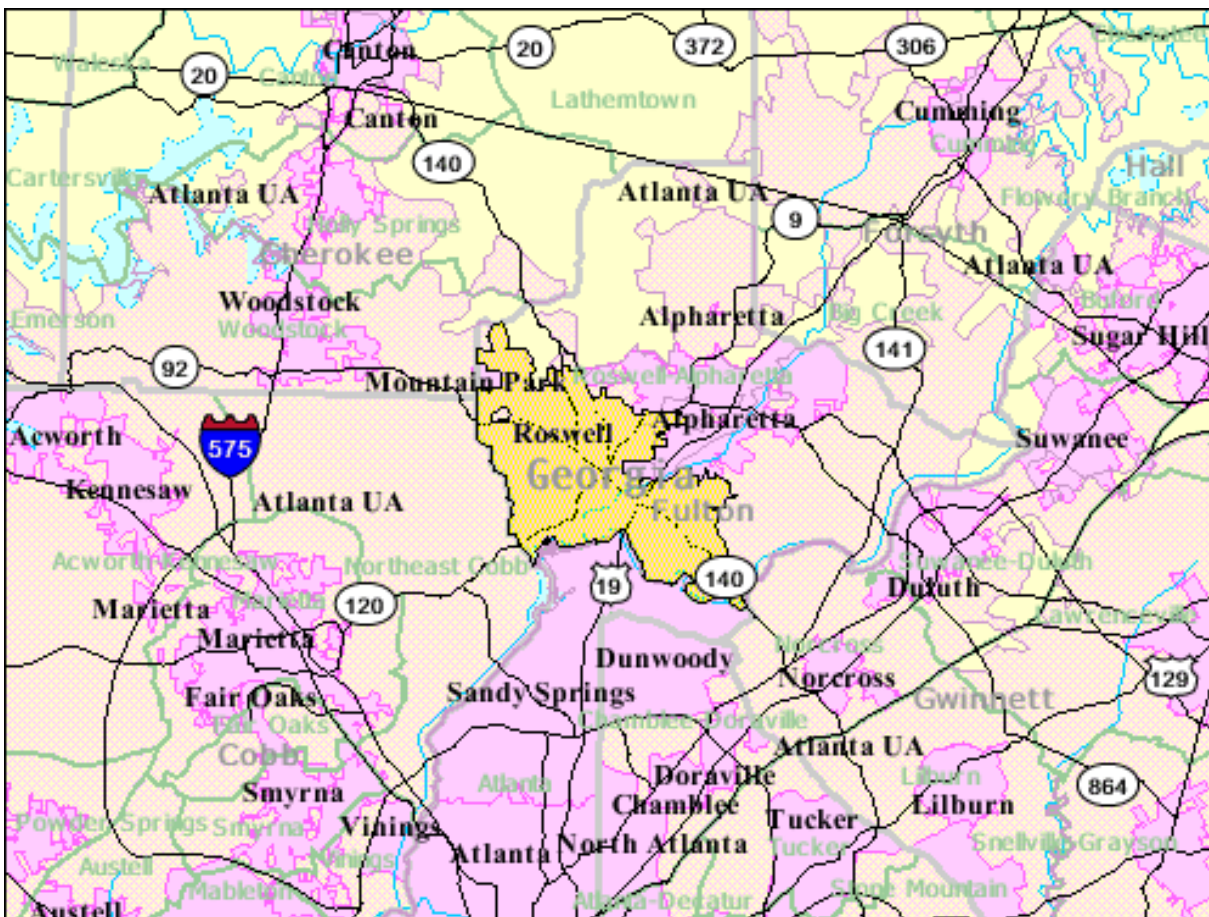
### **Transportation Planning is an Ongoing Process**

It is important to note that, at the time this chapter was written (March 2005), Roswell had budgeted for and was poised to undertake more detailed transportation planning. Hence, this chapter was written with the understanding that its primary purpose is compliance with the State's new minimum standards for transportation plans, since more detailed planning is imminent.

### **The Transportation-Air Quality Connection**

Roswell is in the metropolitan Atlanta non-attainment area with regard to nationally designated ambient air quality standards (Federal Clean Air Act). See Map 12.1 for Roswell's location with regard to the north part of the metro Atlanta region. In metro Atlanta, 52 percent of nitrogen oxides (NOx) emissions (one of the pollutants that, with sunlight and heat, create ozone, a primary component of smog) come from on-road mobile sources: cars and trucks. As such, local land use and transportation policies of the City are expected to comply with regional transportation plans and work toward implementation of the State Implementation Plan. Violations of air quality standards are regional, but all local governments need to investigate transportation-related sources that contribute to air quality non-attainment and propose and implement plans, programs, and regulations that will help implement regional and State plans for removing non-attainment status. Roswell's transportation plan, which emphasizes multi-modal transportation access over widening major thoroughfares, is consistent with the need to improve air quality in the region.

Metropolitan Atlanta is a service-oriented region. In the 13-County non-attainment area, 35 percent of the employee population is devoted to the service industry. This figure is above both the State and national levels. Travel and the subsequent NOx emissions precipitate from a need to deliver those services. Only 12 percent of the employee population is devoted to manufacturing, which is below both the State and national levels. A substantial percentage of the Atlanta's employment base (wholesale/retail trade, transportation, etc.) obviously results in mobile emissions and reliance on the automobile.



Source: U.S. Census Bureau, Census 2000 Summary File 1, Matrix P1; (40 miles across)

**Map 12.1**  
**Roswell, Georgia, Area in Regional Context**

Atlantans now travel more miles per day per capita than their counterparts in any other major metropolitan area in the U.S.: 33.96 miles per person per day (1997 data). In the 13-County Atlanta nonattainment area, residents drive an estimated 110.4 million miles per day. This is an increase of 35.5 percent over 1990 total vehicle miles traveled (VMT). It is estimated that metro-Atlantans will be driving 171 million miles a day by 2020. The average commute time is 50.8 minutes (round-trip) and that has grown by six minutes over the last 14 years. VMT increased 28 percent in the 1990s in Fulton County. In Roswell, 23 percent of the working population drove more than 45 minutes to work.

The Clean Air Campaign (CAC) was formed in 1996 by government, business, civic, health, environmental and educational organizations as a way to mitigate mobile source pollution. CAC is a not-for-profit organization that serves as a clearinghouse for a multitude of organizations that have programs in place to address traffic congestion and air pollution. CAC works with more than 900 employers in the region to mitigate traffic congestion and improve air quality. CAC offers a variety of voluntary programs and services, including free employer assistance, public information and children's education. Currently CAC is working with nine partner employers in Rowell.

Fulton County has one Transportation Management Association (TMA), the Perimeter Transportation Coalition (PTC) which is a business-sponsored nonprofit organization dedicated to helping businesses work together to improve mobility and access throughout the Central Perimeter area of Fulton County. The City of Alpharetta once considered starting a TMA; the Greater North Fulton Chamber of Commerce may now take up this cause.

### **Transportation Modeling**

In 1999 and 2000, as a part of its 2020 Comprehensive Plan, the City of Roswell derived its own transportation model using Traffic Analysis Zones (TAZs) from the 1990 Census.<sup>1</sup> TAZs are small areas used in transportation planning to summarize demographic characteristics and travel data. Based on model data for Fulton County, the City hired a consultant who spilt the existing TAZs to better reflect transportation patterns. The consultant projected conditions until the year 2020. The City did not seek an update of its transportation model in conjunction with the 2025 Comprehensive Plan update. Roswell's Transportation Element for the year 2025 thus does not include additional transportation modeling.

The City's reasons for not engaging in further model refinement as part of this 2025 Comprehensive Plan update deserve further explanation. First, as already noted, Roswell's transportation process is ongoing, with detailed transportation planning programmed during 2005 while the Comprehensive Plan is required to be submitted for State and regional review in order to meet the City's recertification date for maintaining its qualified local government status.

Second, more recent data are available from the Atlanta Regional Commission's model forecasts (i.e., regional mobility for the year 2030), but Roswell believes that the data on which its own transportation model was built are more accurate. As a part of the 2025 Comprehensive Planning effort, Roswell's planning consultants examined ARC's projections by Census Tract and found that the population projections were too low and the employment projections were generally too high.<sup>2</sup> This finding, coupled with its prior finding that regional TAZ household and employment data were evenly spread (inappropriately) among TAZs, led Roswell's Comprehensive Planning consultants to conclude it was more accurate to rely on the prior City-sponsored projections used in the City's 2000 transportation model.<sup>3</sup>

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<sup>1</sup> Roswell's planning staff provided revisions to regional TAZ data on population, housing and employment, since it was found that the regional data available at that time had not been calibrated well to Roswell's specific conditions. For instance, regional TAZ data often allocate population, households, and jobs evenly among TAZs in a given Census Tract. Such practice was found to show employment in parts of the City were exclusively residential.

<sup>2</sup> See Chapter 1, Population Element, and Chapter 3, Economic Development Element, for projections of population, households and employment.

<sup>3</sup> One significant drawback to this decision is an inability to extend transportation network conditions to the horizon year of 2025. The City's Comprehensive Planning consultants considered this point and discussed the tradeoffs with

Third, an update to the Citywide transportation model would not be expected to reveal additional information that would influence the overall direction or specific projects of Roswell's adopted transportation plan. For instance, Roswell's transportation plan adopted in 2000 projected that levels of service projections in the year 2020 on most arterial roadways and collectors will be at a level of service "F" (see Table 12.8 in this Chapter).

Finally, the transportation plan presented in this Chapter needs to maintain consistency in its analysis. Selective use of Regional Transportation Plan (Mobility 2030) data might impair the methodological consistency of the 2020 transportation planning approach. The reliability of this Chapter's findings might be undermined with selected (rather than full) use of regional data. In short, use of ARC's 2030 data was mostly an "all or nothing" proposition: either it needed to be used in total (with or without a local model refinement) or the City was better off using its own data (which were based on ARC's previous Regional Transportation Plan and model).

## **TRANSPORTATION CHARACTERISTICS OF ROSWELL'S CITIZENRY**

### **Vehicles Per Household**

The 2000 Decennial Census provides data that help understand the transportation behavior of Roswell's citizenry. Though already five years old, the data in this section are considered a reasonable depiction of current conditions.

**Table 12.1**  
**Vehicles Per Household By Type of Housing Occupancy, 2000**  
**City of Roswell**

<b>Vehicle Availability</b>	<b>Owner-Occupied Housing Units</b>	<b>%</b>	<b>Renter-Occupied Housing Units</b>	<b>%</b>	<b>All Housing Units</b>	<b>%</b>
No vehicle available	226	1.1	705	7.1	931	3.0
1 vehicle available	4,212	20.7	4,697	47.2	8,909	29.4
2 vehicles available	11,168	54.9	3,866	38.8	15,034	49.6
3 vehicles available	3,817	18.8	536	5.4	4,353	14.4
4 vehicles available	763	3.7	86	0.9	849	2.8
5+ vehicles available	163	0.8	65	0.7	228	0.8
<b>Total</b>	<b>20,349</b>	<b>100%</b>	<b>9,955</b>	<b>100%</b>	<b>30,304</b>	<b>100%</b>

Source: U.S. Census Bureau, Census 2000 Summary File 3, Tables H7, H44, H46, HCT11, and HCT12.

First, as indicated in Table 12.1, there was a small percentage (3%) of households in 2000, mostly renters, that did not have a vehicle available. The vast majority of households in Roswell in 2000 had at least two vehicles available. While the small number of households without a vehicle available is not an excuse to ignore the needs of the transportation disadvantaged, it underscores the fact that mobility in Roswell in 2000 was almost exclusively by vehicle.

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plan review staff of the Georgia Department of Community Affairs. Considering that the future forecasted levels of congestion in the 2020 plan would not be materially different from any updated forecasts for the year 2025, it was suggested to DCA staff that the 2020 data would be more reliable.

## **Means of Transportation to Work**

Table 12.2 depicts work commute travel modes for the year 2000. When compared to the surrounding counties in the Atlanta metropolitan area, Roswell is at the high end median for workers traveling alone by autos, trucks and vans. Approximately nine out of ten (90 percent) of all workers age 16 and over drive to work alone compared to over eighty percent (80%) in Fayette and Henry Counties and just over seventy percent (70%) in Fulton and DeKalb Counties. This reflects the more suburban nature of north Fulton County as compared to other counties.

Almost ninety-five percent (95%) of workers age 16 and over in Roswell traveled by car, truck, or van in the year 2000. Only one percent (1%) of Roswell workers used public transportation, including MARTA bus and heavy rail to travel to work, whereas one percent (1%) walked to work and more than five percent (5%) worked from home. While these percentages illustrate the dependence on private automobile for home-based work trips, the percentages also illustrate the potential opportunities to reduce travel demand through mixed-use developments where employees can walk to work and recreation and through telecommuting where employees could work from home in Roswell.

**Table 12.2**  
**Means of Transportation to Work, 2000**  
**Workers 16 Years and Over**  
**City of Roswell**

<b>Means of Transportation to Work</b>	<b>Number of Persons</b>	<b>Percent of Total</b>
Car, truck, or van:	39,534	89.8%
-----Drove alone	34,940	79.4%
-----Carpooled	4,594	10.4%
Public transportation:	842	1.9%
Motorcycle	24	0.1%
Bicycle	50	0.1%
Walked	475	1.1%
Other means	585	1.3%
Worked at home	2,514	5.7%
<b>Total</b>	<b>44,024</b>	<b>100%</b>

Source: U.S. Census Bureau, Census 2000.

## **Travel Time to Work**

Travel time to work is a function of distance traveled and levels of congestion. A worker may have to travel only a short distance, but if in congested conditions, travel time can still be higher than average. The average commute time was generally about thirty (30) minutes in the year 2000 in metropolitan Atlanta. Table 12.3 illustrates three distinct groups regarding travel time to work within Roswell.

**Table 12.3**  
**Travel Time to Work, 2000 for Workers 16 Years and Older**  
**City of Roswell**

<b>Travel Time to Work</b>	<b>Number of Workers</b>	<b>Percent of All Workers</b>
Less than 5 minutes	449	1.0%
5 to 9 minutes	2,433	5.5%
10 to 14 minutes	4,108	9.4%
15 to 19 minutes	5,259	11.9%
20 to 24 minutes	5,519	12.5%
25 to 29 minutes	2,513	5.7%
30 to 34 minutes	7,136	16.2%
35 to 39 minutes	1,765	4.0%
40 to 44 minutes	2,819	6.4%
45 to 59 minutes	5,497	12.5%
60 to 89 minutes	2,951	6.7%
90 or more minutes	1,061	2.4%
Worked at home	2,514	5.8%
<b>Total</b>	<b>44,024</b>	<b>100%</b>

Source: U.S. Census Bureau Census 2000, SF 3.

Those Roswell workers whose travel times were less than 30 minutes in 2000 constituted 46 percent of all workers 16 years of age or more residing in the City. About the same percentage had commute times between 30 and 60 minutes in 2000. Roswell's close proximity to Alpharetta is consistent with the significant percentage of travel times that are less than ½ hour, while the same percentage for higher travel times is most likely associated with workers accessing more remote employment centers such as Midtown Atlanta, where most routes, such as I-285 and the I-75/85 connector, are heavily congested during large portions of the day.

### **Time Leaving for Work**

Table 12.4 illustrates the times that Roswell workers were leaving home for work in the year 2000. The relatively high numbers of commuters leaving after 6:30 a.m. reflect the travel times above and mimic the phenomena of "peak spreading," where the traditional peak hour has extended to multiple hours due to traffic congestion. The data in Table 12.4 also reflect the associated travel demand reduction strategies, such as flexible work shifts, which allow workers to miss the heaviest congestion during the peak period.

**Table 12.4**  
**Time Leaving Home to Work, 2000**  
**Employed Workers 16 Years and Over**  
**City of Roswell**

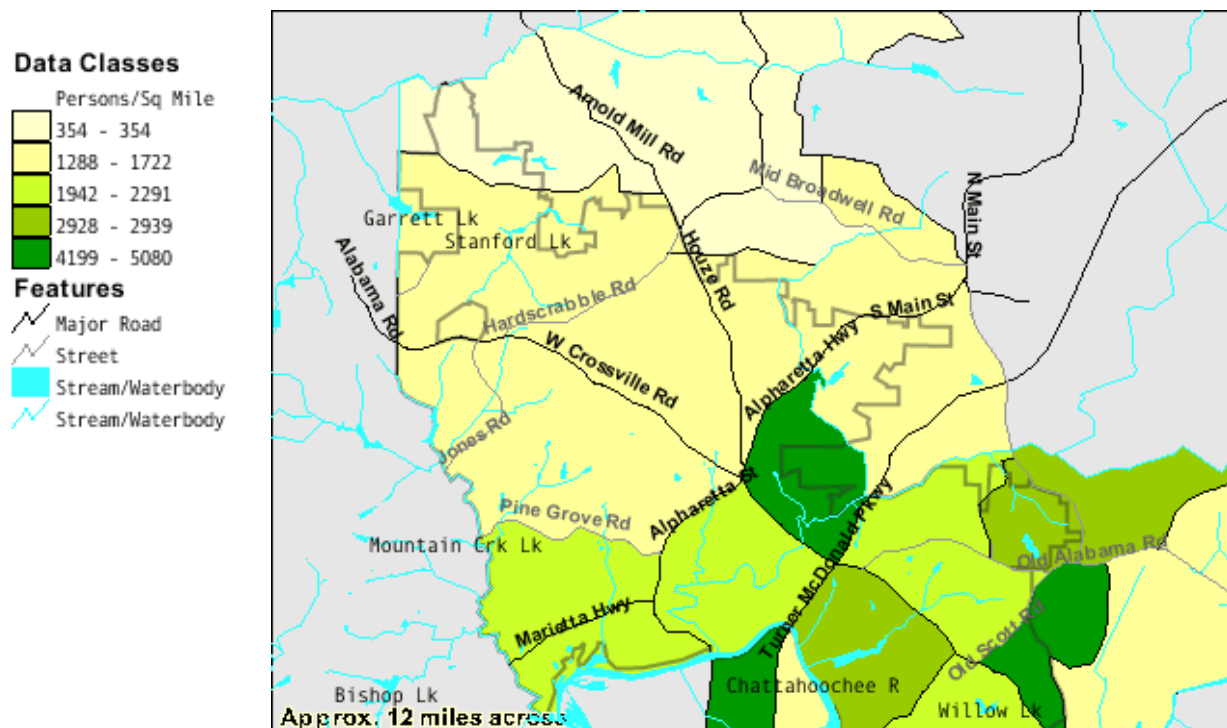
<b>Time of Day Leaving for Work</b>	<b>Number of Workers</b>	<b>Percentage of Total Workers</b>
12:00 a.m. to 4:59 a.m.	541	1.2%
5:00 a.m. to 5:29 a.m.	478	1.1%
5:30 a.m. to 5:59 a.m.	946	2.1%
6:00 a.m. to 6:29 a.m.	2,959	6.7%
6:30 a.m. to 6:59 a.m.	4,920	11.2%
7:00 a.m. to 7:29 a.m.	8,243	18.7%
7:30 a.m. to 7:59 a.m.	6,225	14.1%
8:00 a.m. to 8:29 a.m.	5,023	11.4%
8:30 a.m. to 8:59 a.m.	3,061	7.0%
9:00 a.m. to 9:59 a.m.	3,711	8.4%
10:00 a.m. to 10:59 a.m.	1,300	3.0%
11:00 a.m. to 11:59 a.m.	555	1.3%
12:00 p.m. to 3:59 p.m.	1,482	3.4%
4:00 p.m. to 11:59 p.m.	2,066	4.7%
Worked at home	2,514	5.7%
<b>Total</b>	<b>44,024</b>	<b>100%</b>

Source: U.S. Census Bureau Census 2000, SF 3.

### **Other Findings and Trends**

From the Population and Economic Development Elements, other trends that have transportation implications are observed. The population of Roswell increased substantially during the last three decades, but the population increase was also largely due to annexations. The labor force increased by 20 percent from 1990-2000. This means that more people are commuting daily to work and the vast majority of those, some 90 percent, travel alone in an automobile.

Roswell's population density also is a factor. The City of Roswell is a vital retail, residential, and entertainment center and has a good deal of population density at the core and in the south and eastern parts of the City. Higher density residential areas in the central City, combined with commercial development, make the inner City Census Tracts more likely to experience traffic congestion (see Map 12.2).



Source: U.S. Census Bureau, Census 2000 Summary File 1

**Map 12.2**  
**Population Density by Census Tract, 2000**  
**City of Roswell**

### **CROSS-JURISDICTIONAL TRAFFIC**

Although the preceding discussion of the transportation behavior of Roswell's residents is important, it is well known that Roswell's transportation issues are affected by adjacent cities, North Fulton County, and other parts of the Atlanta region, especially Cherokee County. Rapid increases in traffic congestion on the City's roadway network during the last ten years have had a profound impact on residents and businesses, as well as the local economy. While traffic growth is attributable to new development and redevelopment that has occurred inside the City, there is also traffic generated from people in other jurisdictions that pass through Roswell. There are a number of large office buildings and technology complexes located north of the City in Alpharetta (such as Windward) and in unincorporated Fulton County (such as Johns Creek). Therefore, the number of peak period trips emanating from the City to other employment centers has increased over time. In addition, off-peak trips internal to the City have likely also increased. The magnitude of the problem becomes clear when one examines the data and realizes that the amount of vehicle miles traveled in the region increased 72 percent from 1980 to 2000, while the amount of road mileage/capacity held almost steady. (Roadway lane-miles increased by only 3.6 percent in the region during the same time period, according to the Bureau of Transportation Statistics.)

The City's transportation planning consultants in 1999-2000 assessed the impact that growth in surrounding communities has on Roswell's road system by studying the traffic passing through the City on major thoroughfares. This was accomplished by closely examining the transportation

patterns from the TAZs emanating within Roswell and outside of the City limits. Results from this investigation are shown in Table 12.5.

**Table 12.5**  
**Estimated Year 2000 to 2020 Pass-Through Traffic,**  
**Selected Major Roads, City of Roswell**

Road Name	Location (City Border)	Years/Change	Daily Pass-Through Traffic Volume	Pass-Through Share	Daily Local Traffic Volume	Total Daily Traffic
Woodstock Road(SR 92)	At Cobb County Border	Yr. 2000	34,330	48%	36,871	71,201
		Yr. 2020	41,576	47%	46,058	87,634
		% Change	21%	NA	25%	23%
Houze Road (SR 140)	North of Crabapple	Yr. 2000	6,116	28%	15,808	21,924
		Yr. 2020	12,713	45%	15,777	28,490
		% Change	108%	NA	0%	30%
Alpharetta Highway (SR 9/SR120)	North of Hembree Road	Yr. 2000	5,845	26%	16,306	22,151
		Yr. 2020	14,340	34%	27,852	42,192
		% Change	145%	NA	71%	90%
Holcomb Bridge Road (SR 140)	East of Nesbit Ferry Road	Yr. 2000	13,249	22%	47,654	60,903
		Yr. 2020	17,332	22%	60,893	78,225
		% Change	31%	NA	28%	28%
South Atlanta Street (SR 9)	North of Chattahoochee River	Yr. 2000	18,543	42%	25,817	44,360
		Yr. 2020	22,656	38%	37,755	60,411
		% Change	22%	NA	46%	36%
Marietta Highway (SR 120)	Cobb County Line	Yr. 2000	14,664	39%	22,717	37,381
		Yr. 2020	19,536	42%	27,184	46,720
		% Change	33%	NA	20%	25%
Pine Grove Road	East of Shallowford Road	Yr. 2000	6,751	43%	9,001	15,752
		Yr. 2020	6,864	36%	12,153	19,017
		% Change	2%	NA	35%	21%

Source: Fulton County Travel Model

Crossville Road (SR 92), which links Roswell and Cobb and Cherokee Counties, has the highest percentage of “through” traffic in the City. Approximately 71,200 vehicles per day traveled into and out of Roswell on this stretch of highway in 2000. Of those, 34,330 or 48 percent were “through” trips because they do not make any stops within the City’s boundaries. Other entry and exit facilities having a high percentage of “through” trips in 2000 were South Atlanta Street (SR 9), Marietta Highway (SR 120), and Pine Grove Road.

In the future, Houze Road (SR 140) is expected to double in terms of “through” traffic, from 6,116 in 2000 to 12,713 in 2020. Modeling results show that the projected influx of new residences in Cherokee County will have a particularly large impact on Houze Road (SR 140). The relative share of “through” trips is expected to change from 28 percent in 2000 to 45 percent in 2020. If significant regional improvements are not made to alter major traffic patterns, little will change by 2025.

## **COUNTY ROAD SYSTEM OVERVIEW**

Fulton County contains a 5.9 mile stretch of Interstate 285, as well as other interstate highways including I-75 and I-85. The lane miles of roadways in Fulton County are shown by type of road mileage in Table 12.6.

**Table 12.6**  
**Fulton County Road Miles by Type of Road**

<b>Road Type</b>	<b>Miles</b>	<b>Percentage</b>
State Roads	387.10	11.3%
County Roads	1246.61	36.3%
City Streets	1798.65	52.4%
Total Roads	3432.36	100%

Source: DOT 441 Report 12/31/2002

## **FUNCTIONAL CLASSIFICATION OF STREETS**

In order to assess the adequacy of a transportation system, it is necessary to inventory various roadways according to the degree to which they fulfill two purposes: movement of traffic and access to facilities. These functions are inversely related, in that the more traffic volume a roadway can accommodate, the less access it provides (and vice versa). A functional classification describes the degree to which a particular roadway provides mobility and access. Many of the roads in the City are two lanes. However, if capacity improvements are made in the future, consideration of limited access roadways or divided roadways might be worthy of discussion. In addition, the volumes of traffic later in the planning horizon might warrant a change in roadway design. No recent legal changes have taken place regarding functional classification, but the Transportation Department would like to see some roads upgraded one class. The functional classification at its most basic level includes freeways (limited access throughways), arterials, collectors, and local streets.

Map 12.3 provides a Citywide view of the arterial (solid lines) and collector (dashed lines) system. All other roads are local roads. In addition, the inventory of roads in this chapter provides the functional classification of the most significant roads in Roswell. The classifications are based on traffic volumes. Note also that the functional classification can change over time, as improvements are made.

It is appropriate to consider a more detailed functional classification which provides more than one class of arterials and collector streets, as described in the paragraphs below.

### Map 12.3

#### Basic Functional Classification of Roads

### **Freeway**

A freeway is a multi-lane controlled access road which only allows access at designated interchanges. The purpose of the freeway is to transport people and goods over long distances at high speeds with a minimum amount of friction from entering and exiting traffic. Freeways typically have average daily traffic volumes of over 100,000 vehicles per day. Georgia 400 is the only freeway directly serving Roswell.

### **Principal Arterial**

A principal arterial is used to transport large volumes of traffic at moderate speeds and usually consist of multiple lanes. These roads provide immediate access to adjacent land uses through driveways and two-way-left-turn lanes or raised medians in the center of the multi-lane arterial. A principal arterial is designed for capacity ranging from 45,000 to 75,000 vehicles per day. It is desirable for major arterials to have right-of-way widths of 120 feet, which allows for six lanes, sidewalks on both sides, and a 20-foot median. Crossville Road (SR 92) and Holcomb Bridge Road (SR 140) are prime examples of principal arterials.

### **Minor Arterial**

A minor arterial is designed to provide cross-town and cross-County street access. These roadways are usually multi-lane, although in some less developed areas they may be two-lane roads. With access to development, there are often driveways that run directly into thoroughfares and, occasionally, on-street parking. Typical right-of-way widths are between 70 and 90 feet (with extra right-of-way for turn lanes within 500 feet of major intersections). Minor arterials carry between 20,000 and 50,000 vehicles per day.

### **Major Collectors**

A major collector is designed to move traffic from residential areas and other local traffic generators such as schools, parks, office, and retail areas to principal and minor arterials. Generally these are two- to four-lane roads with frequent intersections. Traffic volumes are typically between 15,000 and 30,000 vehicles per day. Collectors usually have 60-80 foot wide rights-of-way.

### **Minor Collectors**

Minor collectors are roads designated to collect traffic from local networks of City streets and County roads and transport this traffic to the arterial system. Minor collectors are typically two- to four-lane facilities with an average daily traffic between 7,500 and 15,000 vehicles. For minor collectors, a 60-foot right-of-way is desirable.

### **Local Roads and Streets**

Local roads exist primarily to provide access to adjacent land. They serve low-mileage trips compared to collectors and arterials. Use of these roads and streets for through traffic is discouraged. Local roads and streets include all of the road mileage not classified as part of the principal arterial, minor arterial, or collector system.

## **UNDERSTANDING LEVELS OF SERVICE FOR ROADS**

The current transportation system Levels of Service (LOS) and system needs are based upon existing design and operating capacities for the year 2005. Levels of service (LOS) were estimated for segments by calculating the ratio of daily traffic volume to the segment's equivalent daily capacity.<sup>4</sup> Levels of service are indicated by letter grades "A" through "F" which were assigned to each link in accordance with its computed volume-to-capacity ratio.

At one extreme, LOS "A" signifies that motorists travel with little or no delay and have room to maneuver as they approach an intersection at the downstream end of a segment. At the other extreme, LOS "E" denotes that the volume of traffic is approaching the capacity threshold. LOS "E" is characterized by low average speeds and delay at intersections and little room to maneuver. Following LOS "E" is LOS "F". LOS "F" conditions occur when there is more traffic attempting to pass through an intersection or section of road than the intersection or segment is designed to accommodate. These points or short sections are referred to as "bottlenecks". LOS "F" conditions are characterized by long delays between intersections, low average speeds, and little room to maneuver. Levels of service are also described in terms of their corresponding volume-to-capacity ratios and average speeds for urban arterial roads in Table 12.7.

**Table 12.7**  
**Levels-of-Service for Urban Arterials**

<b>Level-of-Service</b>	<b>Volume-to-Capacity</b>	<b>Avg. Travel Speed (mph)</b>
A	< 0.50	≥ 35
B	0.50 – 0.60	≥ 28
C	0.60 – 0.75	≥ 22
D	0.75 – 0.90	≥ 17
E	0.90 – 1.00	≥ 13
F	≥ 1.00	< 13

Source: Institute of Transportation Engineers

## **HIGHWAY AND ROAD INVENTORY AND ASSESSMENT**

An inventory of roadway link geometry, including functional classification and levels of service for the major road system was conducted by the City's planning consultants as part of the 2020 Comprehensive Plan. Roswell used travel demand modeling data provided by Fulton County for this purpose and as a way to determine a priority list of projects.

The City of Roswell's thoroughfare system (freeways, arterials, and collectors) is inventoried and assessed in Table 12.8. Highways and roads are listed alphabetically by road name. Data include functional classification, number of lanes, estimated daily capacity, 2005 estimated daily traffic volume,<sup>5</sup> computed volume-capacity ratio, and level of service by letter grade "A" through "F." In addition, Table 12.8 provides estimated daily traffic volume, computed volume-capacity

<sup>4</sup> The 2020 Comprehensive Plan only rated highways and roads as C or better, D, E, and F.

<sup>5</sup> Year 2005 data were determined by model in the year 2000 in the 2020 Comprehensive Plan. The estimates do not necessarily reflect current (actual) conditions but they are reasonable estimates.

ratio, and level of service by letter grade for the year 2020. This allows for a comparison of 2005 and 2020 levels of service.

There are 36 different road facilities and 140 segments listed in the table. A principal arterial facility like Crossville Road/Holcomb Bridge Road is comprised of numerous segments in the table. Elkins Road, a collector street, is represented with just one segment in the table.

It is important to note that the city's transportation planning consultants in 2000 (2020 Comprehensive Plan) made certain assumptions about future improvements to the transportation network. Those assumptions were made, and data produced, for modeling purposes. If a given segment shows that it was assumed to be improved from two to four lanes, for instance, that modeling decision in itself is not an expression of policy (i.e., that such road improvement is included as a scheduled improvement).

**Table 12.8**  
**Highway and Road Levels-of-Service, 2005 and 2020**

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Alpharetta Highway/ SR9	Upper Hembree Rd.	Hembree Rd.	Principal Arterial	4	39,600	35,800	<b>49,900</b>	0.90	<b>1.26</b>	E	F
Alpharetta Highway/ SR9	Hembree Rd.	Sun Valley Dr.	Principal Arterial	4	39,600	32,100	<b>54,400</b>	0.81	<b>1.37</b>	D	F
Alpharetta Highway/ SR9	Sun Valley Dr.	Houze Way	Principal Arterial	4	39,600	35,600	<b>56,900</b>	0.90	<b>1.44</b>	D	F
Alpharetta Highway/ SR9	Houze Way	SR 140/Mansell Rd.	Principal Arterial	4	39,600	39,000	<b>59,900</b>	0.98	<b>1.51</b>	E	F
Alpharetta Highway/ SR9	SR 140/Mansell Rd.	Commerce Pkwy.	Principal Arterial	4	39,600	45,000	<b>61,000</b>	1.11	<b>1.54</b>	F	F
Alpharetta Highway/ SR9	Commerce Pkwy.	SR 140/Holcomb Bridge	Principal Arterial	4	39,600	48,600	<b>63,100</b>	1.23	<b>1.59</b>	F	F
Alpharetta Highway/ SR9	SR 140/Holcomb Bridge Rd.	Woodstock St.	Principal Arterial	4	39,600	38,500	<b>55,700</b>	0.97	<b>1.41</b>	E	F
Alpharetta Street/ SR 9	Woodstock St.	Norcross St.	Principal Arterial	4	39,600	34,400	<b>56,300</b>	0.87	<b>1.42</b>	D	F
Alpharetta Street/ SR 9	Norcross St.	Canton St.	Principal Arterial	4	39,600	43,400	<b>65,800</b>	1.10	<b>1.66</b>	F	F
Atlanta Street/ SR 9	Canton St./ Magnolia St.	Oak St.	Principal Arterial	4	39,600	55,600	<b>63,700</b>	1.40	<b>1.61</b>	F	F
Atlanta Street/ SR 9	Oak St.	Sloan St./Park Sq.	Principal Arterial	4	39,600	60,100	<b>67,400</b>	1.52	<b>1.70</b>	F	F
Atlanta Street/ SR 9	Sloan St./Park Sq.	SR120/Marietta Hwy./Mill St.	Principal Arterial	4	39,600	62,200	<b>73,200</b>	1.57	<b>1.85</b>	F	F
Atlanta Street/ SR 9	SR120/Marietta Hwy./Mill St.	Azalea Dr./ Riverside Rd.	Principal Arterial	3	39,600	47,200	<b>55,100</b>	1.19	<b>1.39</b>	F	F
Azalea Drive	Roswell Road/SR 9	Atlanta Rowing Club	Major Collector	2	16,200	9,700	<b>8,400</b>	0.60	<b>0.52</b>	C	C
Azalea Drive	Atlanta Rowing Club	Willeo Road	Major Collector	2	16,200	4,900	<b>3,700</b>	0.30	<b>0.23</b>	C	C
Bowen Road	Woodstock Rd.	Jones Rd.	Collector	2	16,200	2,500	<b>6,700</b>	0.15	<b>0.41</b>	C	C
Canton Street	Woodstock St.	SR9/Atlanta/ Magnolia	Minor Arterial	2	19,800	22,100	<b>25,600</b>	1.12	<b>1.29</b>	F	F
Chaffin Road	Hardscrabble Rd.	Hembree Rd.	Collector	2	16,200	10,300	<b>10,500</b>	0.64	<b>0.65</b>	C	C
Chaffin Road	Hembree Rd.	Crabapple Rd.	Collector	2	16,200	4,500	<b>6,000</b>	0.28	<b>0.37</b>	C	C
Coleman Road	Marietta Hwy./ SR120	W. Willeo Rd.	Major Collector	2	16,200	6,000	<b>18,200</b>	0.37	<b>1.12</b>	C	F
Coleman Road	E. Willeo Rd.	Hightower Rd.	Major Collector	2	16,200	9,100	<b>19,400</b>	0.56	<b>1.20</b>	C	F
Coleman Road	Hightower Rd.	Magnolia/Pine Grove Rd.	Major Collector	2	16,200	8,000	<b>17,300</b>	0.49	<b>1.07</b>	C	F

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Commerce Parkway	Alpharetta Hwy./ SR9	Old Roswell Rd.	Collector	2	39,600	12,000	11,000	0.30	0.28	C	C
Commerce Parkway (West Extension)	Alpharetta Hwy./ SR9	Mansell Rd.	Collector	4 (2020)	39,600 (2020)	--	13,000	--	0.33	--	C
Commerce Parkway (East Extension)	Old Roswell Rd.	Holcomb Bridge Rd./ SR140	Collector	2 (2020)	16,200 (2020)	--	10,500	--	0.65	--	C
Cox Road	Lackey Rd.	Brookfield Pkwy.	Major Collector	2	16,200	2,300	4,600	0.14	0.28	C	C
Cox Road	Brookfield Pkwy.	King Rd.	Major Collector	2	16,200	2,900	4,900	0.18	0.30	C	C
Crabapple Road	Hardscrabble Rd.	Etris Rd.	Minor Arterial	2	19,800	5,400	11,200	0.27	0.57	C	C
Crabapple Road	Etris Rd.	Hembree Rd.	Minor Arterial	2	19,800	10,000	20,300	0.51	1.03	C	F
Crabapple Road	Hembree Rd.	Houze Way	Minor Arterial	2	19,800	8,800	17,800	0.44	0.90	C	D
Crabapple Road	Houze Way	Crossville Rd.	Minor Arterial	2	19,800	10,900	22,300	0.55	1.13	C	F
Crabapple Road	Crossville Rd.	Woodstock St.	Minor Arterial	2	19,800	15,000	23,200	0.76	1.17	D	F
Crossville Road/ Woodstock/ SR92	Mabry Rd.	Wildwood Springs Dr./Steeple Run	Principal Arterial	6	59,400	80,300	82,600	1.35	1.39	F	F
Crossville Road/ Woodstock/ SR92	Wildwood Springs Dr./Steeple Run	Westwind Blvd.	Principal Arterial	6	59,400	78,200	79,700	1.32	1.34	F	F
Crossville Road/ Woodstock/ SR92	Westwind Blvd.	Bowen Rd/Mountain Park Road	Principal Arterial	6	59,400	78,400	79,800	1.32	1.34	F	F
Crossville Road/ Woodstock/ SR92	Bowen Rd./ Mountain Park Rd.	Hardscrabble Rd.	Principal Arterial	6	59,400	82,400	88,500	1.39	1.49	F	F
Crossville Road/ Woodstock/ SR92	Hardscrabble Rd.	Woodstock Rd./ King Rd.	Principal Arterial	6	59,400	57,000	62,800	0.96	1.06	E	F
Crossville Road/ Woodstock/ SR92	Woodstock Rd./ King Rd.	Crabapple Rd.	Principal Arterial	6	59,400	59,900	67,900	1.01	1.14	F	F
Crossville Road/ Woodstock/ SR92	Crabapple Rd.	Mansell Rd.	Principal Arterial	6	59,400	64,700	75,300	1.09	1.27	F	F
Crossville Road/ Woodstock/ SR92	Mansell Rd.	Holcomb Bridge/SR140	Principal Arterial	6	59,400	54,700	60,500	0.92	1.02	E	F
Dogwood Road	Riverside Rd.	Grimes Bridge Rd.	Collector	2 (4 in 2020)	16,200 (32,400 in 2020)	7,700	10,900	0.48	0.34	C	C
Dogwood Road	Grimes Bridge Rd.	Holcomb Bridge Rd.	Collector	2	16,200	4,000	8,900	0.25	0.55	C	C
Elkins Road	Hembree Rd.	Alpharetta Hwy./ SR9	Collector	2	16,200	11,500	13,000	0.71	0.80	C	D
Etris Road	Cox Rd.	Kent Rd.	Collector	2	16,200	1,300	5,200	0.08	0.32	C	C
Etris Road	Kent Rd.	Hardscrabble Rd.	Collector	2	16,200	4,000	7,700	0.25	0.48	C	C
Etris Road	Hardscrabble Rd.	Crabapple Rd.	Collector	2	16,200	3,800	7,200	0.23	0.44	C	C
Georgia 400	Mansell Rd.	Holcomb Bridge Rd./ SR140	Freeway	6	120,000	124,200	153,000	1.04	1.28	F	F

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Georgia 400	Holcomb Bridge Rd./ SR140	Northridge	Freeway	8	160,000	168,400	189,400	1.05	1.18	F	F
Grimes Bridge Road	SR140/ Holcomb Bridge Rd.	Norcross St/ Warsaw Rd.	Major Collector	2 (4 in 2020)	16,200 (32,400 in 2020)	9,300	11,200	0.29	0.35	C	C
Grimes Bridge Road	Norcross St/ Warsaw Rd.	Shadowbrook Dr.	Major Collector	2	16,200	5,200	6,900	0.32	0.43	C	C
Grimes Bridge Road	Shadowbrook Dr.	Vickery Ln.	Major Collector	2	16,200	3,500	10,200	0.22	0.63	C	C
Grimes Bridge Road	Vickery Ln.	Dogwood Rd.	Major Collector	2	16,200	4,400	10,400	0.27	0.64	C	C
Hardscrabble Road	Crabapple Rd.	Etris Rd.	Minor Arterial	2	19,800	17,800	17,600	0.90	0.89	D	D
Hardscrabble Road	Etris Rd.	King Rd.	Minor Arterial	2	19,800	27,000	26,000	1.36	1.31	F	F
Hardscrabble Road	King Rd.	SR92/ Woodstock Rd.	Minor Arterial	2	19,800	26,100	27,100	1.32	1.37	F	F
Hembree Road	Haynes Bridge	Maxwell Rd.	Minor Arterial	2	19,800	8,100	8,800	0.41	0.44	C	C
Hembree Road	Maxwell Rd.	Wills Rd.	Minor Arterial	2	19,800	11,200	13,000	0.57	0.66	C	C
Hembree Road	Wills Rd.	SR9/ Alpharetta Hwy.	Minor Arterial	2	19,800	17,600	19,800	0.89	1.00	D	F
Hembree Road	SR9/ Alpharetta Hwy.	Elkins Rd.	Minor Arterial	2	19,800	17,900	16,800	0.90	0.85	E	D
Hembree Road	Elkins Rd.	Upper Hembree Rd.	Minor Arterial	2	19,800	17,900	17,000	0.90	0.86	E	D
Hembree Road	Upper Hembree Rd.	SR140/Houze Rd.	Minor Arterial	2	19,800	22,200	22,100	1.12	1.12	F	F
Hembree Road	SR140/ Houze Rd.	Crabapple Rd.	Minor Arterial	2	19,800	15,600	13,700	0.79	0.69	D	C
Holcomb Bridge Road/SR140	SR9/ Alpharetta Hwy.	Grimes Bridge Rd./Old Roswell Rd.	Principal Arterial	6	59,400	66,300	73,500	1.12	1.24	F	F
Holcomb Bridge Road/SR140	Grimes Bridge Rd./ Old Roswell Rd.	Warsaw Rd.	Principal Arterial	6	59,400	71,700	92,800	1.21	1.56	F	F
Holcomb Bridge Road/SR140	Warsaw Rd.	Dogwood Rd.	Principal Arterial	6	59,400	90,700	95,300	1.53	1.60	F	F
Holcomb Bridge Road/SR140	Dogwood Rd.	Old Dogwood Rd.	Principal Arterial	6	59,400	91,400	96,900	1.54	1.63	F	F
Holcomb Bridge Road/SR140	Old Dogwood Rd.	Southbound GA 400 Ramps	Principal Arterial	6 (8 in 2020)	59,400 (79,200 in 2020)	91,400	100,500	1.54	1.27	F	F

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Holcomb Bridge Road/SR140	Northbound GA 400 Ramps	Market Blvd.	Principal Arterial	4	39,600	78,800	95,600	1.99	2.41	F	F
Holcomb Bridge Road/SR140	Market Blvd.	Old Alabama Rd.	Principal Arterial	4	39,600	72,900	85,800	1.84	2.17	F	F
Holcomb Bridge Road/SR140	Old Alabama Rd.	Holcomb Woods Pkwy.	Principal Arterial	4	39,600	55,000	61,900	1.39	1.56	F	F
Holcomb Bridge Road/SR140	Holcomb Woods Pkwy.	Martin's Landing Dr./ Terramont Dr.	Principal Arterial	4	39,600	58,700	63,200	1.48	1.60	F	F
Holcomb Bridge Road/SR140	Martin's Landing Dr./ Terramont Dr.	Eves Rd.	Principal Arterial	4	39,600	53,800	57,200	1.36	1.44	F	F
Holcomb Bridge Road/SR140	Eves Rd.	Fouts Rd.	Principal Arterial	4	39,600	62,700	71,300	1.58	1.80	F	F
Holcomb Bridge Road/SR140	Fouts Rd.	Steeplechase Dr.	Principal Arterial	4	39,600	54,300	63,100	1.37	1.59	F	F
Holcomb Bridge Road/SR140	Steeplechase Dr.	Nesbit Ferry Rd.	Principal Arterial	4	39,600	48,900	57,400	1.23	1.45	F	F
Holcomb Bridge Road/SR140	Nesbit Ferry Rd.	Barnwell Rd.	Principal Arterial	4	39,600	64,200	77,100	1.62	1.95	F	F
Holcomb Bridge Road/SR140	Barnwell Rd.	Gwinnett Co. border	Principal Arterial	4	39,600	76,300	92,000	1.93	2.32	F	F
Houze Road/SR 140	Crabapple Rd.	Rucker Rd.	Principal Arterial	2	19,800	23,000	26,600	1.16	1.34	F	F
Houze Road/SR 140	Rucker Rd.	Hembree Rd.	Principal Arterial	2	19,800	27,700	33,100	1.40	1.67	F	F
Houze Road/SR 140	Hembree Rd.	Houze Way	Principal Arterial	2	19,800	21,800	25,700	1.10	1.30	F	F
Houze Road/SR 140	Houze Way	Mansell Rd.	Principal Arterial	2	19,800	20,800	24,200	1.05	1.22	F	F
Jones Road	Cobb Co. border	Bowen Rd.	Collector	2	16,200	7,400	12,100	0.46	0.75	C	C
Jones Road	Bowen Rd.	Shallowford Rd.	Collector	2	16,200	7,000	7,900	0.43	0.49	C	C
Jones Road	Shallowford Rd.	Woodstock Rd.	Major Collector	2	16,200	8,600	10,300	0.53	0.64	C	C
King Road	Brookfield Pkwy.	Hardscrabble Rd.	Major Collector	2	16,200	8,500	15,300	0.52	0.94	C	E
King Road	Hardscrabble Rd.	Crossville Rd./ SR92	Major Collector	2	16,200	12,500	16,700	0.77	1.03	D	F
Mansell Road (East)	Northpoint Pkwy.	Old Alabama Conn.	Principal Arterial	4	39,600	23,000	34,200	0.58	0.86	C	D
Mansell Road (East)	Old Alabama Conn.	Haynes Bridge Rd.	Principal Arterial	4	39,600	16,300	19,400	0.41	0.49	C	C
Mansell Road (East)	Alpharetta St./SR9	Crossville Rd./SR92	Principal Arterial	4 in 2020	39,600 in 2020	--	32,500	--	0.82	--	D
Mansell Road (West)	Crossville Rd./ SR92	Houze Rd. / SR140	Principal Arterial	4	39,600	35,800	61,000	0.90	1.54	E	F
Mansell Road (West)	Houze Rd./SR140	Alpharetta Hwy./SR9	Principal Arterial	4 (6 in 2020)	39,600 (59,400 in 2020)	30,700	61,500	0.78	1.04	D	F

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Mansell Road (West)	Eagles Crest Village Ln.	Old Roswell Rd.	Principal Arterial	4 (6 in 2020)	39,600 (59,400 in 2020)	41,400	53,600	1.05	0.90	F	E
Marietta Hwy. (SR120)	Cobb Co. border	Coleman Rd.	Principal Arterial	4	39,600	39,800	46,800	1.01	1.18	F	F
Marietta Hwy. (SR120)	Coleman Rd.	Willeo Rd.	Principal Arterial	4	39,600	33,200	30,600	0.84	0.77	D	D
Marietta Hwy. (SR120)	Willeo Rd.	Atlanta St. /SR9	Principal Arterial	4	39,600	50,200	50,300	1.27	1.27	F	F
Mimosa Boulevard	Magnolia St.	Marietta Hwy./ SR120	Collector	2	16,200	5,500	9,500	0.34	0.59	C	C
Mimosa Boulevard Extension	Pine Grove Rd./ Magnolia St.	Canton St.	Collector	2	16,200	2,000	2,500	0.12	0.15	C	C
Mountain Park Rd.	Oakhaven Dr.	Woodstock Rd/ SR92	Major Collector	2	16,200	4,500	5,900	0.28	0.36	C	C
Nesbit Ferry Road	Old Alabama Rd.	Scott Rd.	Major Collector	2	16,200	24,100	26,100	1.49	1.61	F	F
Nesbit Ferry Road	Scott Rd.	Brumbelow Rd.	Major Collector	2	16,200	10,700	12,400	0.66	0.77	C	D
Nesbit Ferry Road	Brumbelow Rd.	Rivermont Pkwy.	Major Collector	2	16,200	11,100	15,600	0.69	0.96	C	E
Nesbit Ferry Road	Rivermont Pkwy.	Holcomb Bridge Rd.	Major Coll.	2	16,200	14,300	18,800	0.88	1.16	D	F
Norcross Street/ Warsaw Rd.	Alpharetta St. /SR9	Forrest St./ Frazier St.	Major Collector	2	16,200	12,300	14,500	0.76	0.90	D	D
Norcross Street/ Warsaw Road	Forrest St./ Frazier St.	Grimes Bridge Rd.	Major Collector	2	16,200	10,800	10,700	0.67	0.66	C	C
Norcross Street/ Warsaw Road	Grimes Bridge Rd.	Holcomb Bridge Rd./ SR140	Major Collector	2	16,200	14,600	13,500	0.90	0.83	E	D
Norcross Street/ Warsaw Road	Holcomb Bridge Rd./ SR140	Old Roswell Rd.	Major Collector	2	16,200	9,400	10,800	0.58	0.67	C	C
Old Alabama Road	Riverside Rd.	Market Blvd.	Major Collector	4	32,400	8,000	8,300	0.25	0.26	C	C
Old Alabama Road	Market Blvd.	Holcomb Bridge Rd.	Major Collector	4	32,400	9,600	10,800	0.30	0.33	C	C
Old Alabama Road	Holcomb Bridge Rd.	Holcomb Woods Pkwy.	Principal Arterial	2	19,800	25,200	34,400	1.27	1.74	F	F
Old Alabama Road	Holcomb Woods Pkwy	Wooten Rd.	Principal Arterial	2	19,800	13,800	26,500	0.70	1.34	C	F
Old Alabama Road	Wooten Rd	Old Alabama Rd. Connector	Principal Arterial	2	19,800	14,800	19,800	0.75	1.00	C	F
Old Alabama Road	Old Alabama Rd. Connector	Roxburgh Dr.	Principal Arterial	2 (4 in 2020)	19,800 (39,600 in 2020)	27,200	37,200	1.37	0.94	F	E
Old Alabama Road	Old Alabama Rd. Connector	Nesbit Ferry Rd.	Principal Arterial	2 (4 in 2020)	19,800 (39,600 in 2020)	27,200	37,200	1.37	0.94	F	F
Old Roswell Road	Holcomb Bridge	Commerce Pkwy.	Major Collector	2 (4 in 2020)	16,200 (32,400 in 2020)	11,100	10,100	0.68	0.31	C	C

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Old Roswell Road	Commerce Pkwy.	Warsaw Rd.	Major Collector	2 (4 in 2020)	16,200 (32,400 in 2020)	7,500	10,800	0.46	0.33	C	C
Old Roswell Road	Warsaw Rd.	Mansell Rd.	Major Collector	2	16,200	9,000	11,500	0.56	0.71	C	C
Old Roswell Road	Mansell Rd.	Rock Mill Rd.	Major Collector	2	16,200	9,000	11,100	0.56	0.69	C	C
Oxbo Road	Atlanta St. /SR9	Grimes Bridge Rd.	Collector	2	16,200	2,400	7,700	0.15	0.48	C	C
Pine Grove Road / Magnolia Street	Cobb Co. Border	Shallowford Rd.	Minor Arterial	2	19,800	15,900	19,600	0.80	0.99	D	E
Pine Grove Road / Magnolia Street	Shallowford Rd.	Hightower Rd.	Minor Arterial	2	19,800	13,900	16,400	0.70	0.83	C	D
Pine Grove Road / Magnolia Street	Hightower Rd	Lake Charles Dr.	Minor Arterial	2	19,800	13,400	16,400	0.68	0.83	C	D
Pine Grove Road / Magnolia Street	Lake Charles Dr.	Coleman Rd.	Minor Arterial	2	19,800	14,300	15,800	0.72	0.80	C	D
Pine Grove Road / Magnolia Street	Coleman Rd.	Mimosa Blvd.	Major Collector	2	16,200	17,000	31,300	1.05	1.58	F	F
Pine Grove Road / Magnolia Street	Mimosa Blvd.	Canton St.	Major Collector	2 (4 in 2020)	16,200 (39,600 in 2020)	19,700	34,300	1.22	0.87	F	D
Pine Grove Road / Magnolia Street	Canton St.	Alpharetta St. /SR9	Major Collector	2 (4 in 2020)	16,200 (39,600 in 2020)	18,200	36,600	1.12	0.92	F	E
Riverside Road	Atlanta St. /SR9	Dogwood Rd.	Major Collector	2	16,200	13,500	19,200	0.83	1.19	D	F
Riverside Road	Dogwood Rd.	Old Alabama Rd. Connector	Major Collector	2 (4 in 2020)	16,200 (32,400 in 2020)	6,600	24,500	0.41	0.76	C	D
Riverside Road	Old Alabama Rd. Connector	Eves Rd.	Major Collector	2	16,200	10,500	21,700	0.65	1.34	C	F
Scott Road	Nesbit Ferry Rd.	Centennial H. S.	Collector	2	16,200	10,700	16,500	0.66	1.02	C	F
Scott Road	Centennial H. S.	Holcomb Bridge Rd.	Collector	2	16,200	10,100	4,400	0.62	0.27	C	C
Sun Valley Drive	E. of Alpharetta Hwy./SR9		Major Collector	2	16,200	--	1,700	--	0.10	--	C
Sun Valley Drive Extension	N. of Mansell Rd.		Major Collector	2	16,200	--	6,200	--	0.38	--	C
Willeo Road	Cobb Co. Border	Azalea Dr.	Major Collector	2	16,200	16,100	11,700	0.99	0.72	E	C
Willeo Road	Azalea Dr.	Marietta Hwy./SR120	Major Collector	2	16,200	8,200	14,300	0.51	0.88	C	D
Willeo Road	Marietta Hwy./SR120	Coleman Rd	Major Collector	2	16,200	9,900	9,900	0.61	0.61	C	C
Willeo Road	Coleman Rd	Coleman Rd	Major Collector	2	16,200	10,000	23,800	0.62	1.47	C	F
Willeo Road	Coleman Rd	Cobb Co. Border	Major Collector	2	16,200	7,900	6,800	0.49	0.42	C	C
Woodstock Road	Crossville Rd./SR120	Jones Rd.	Major Collector	2	16,200	10,000	11,100	0.62	0.69	C	C

Street	From	To	Functional Class	No. of Lanes 2005	Daily Capacity (C) 2005	Daily Volume (V) 2005	Daily Volume (V) 2020	V/C Ratio 2005	V/C Ratio 2020	LOS 2005	LOS 2020
Woodstock Road	Jones Rd.	Roswell Area Park Dr.	Major Collector	2	16,200	10,000	12,400	0.62	0.77	C	D
Woodstock Road	Roswell Area Park Dr.	Canton St/ Crabapple Rd.	Major Collector	2	16,200	9,000	10,400	0.56	0.64	C	C
Woodstock Road	Canton St/ Crabapple Rd.	Alpharetta St. /SR9	Major Collector	2	16,200	4,100	11,600	0.25	0.72	C	C

Source: PBS&J 2000 (2020 Comprehensive Plan); Reformatted by Jerry Weitz & Associates, Inc. March 2005 to combine 2005 and 2020 data.

The road segments with the worst capacity deficiencies projected in the year 2020 are shown in rank order in Table 12.9. Each highway or road segment listed in Table 12.9 is projected to carry at least 1.5 times (in some cases, double) the capacity of the highway or road. With the exception of Mansell Road and Pine Grove Road, all of the highway/road segments listed in Table 12.9 are State Routes. This ranking should be useful to the Georgia Department of Transportation and Roswell Department of Transportation as they considers ways to reduce the worst capacity deficiencies in the City's highway and road network.

**Table 12.9**  
**Rank Order of Highway and Road Segments**  
**With the Most Severe Capacity Limitations In 2020**  
**(Volume/Capacity Ratio of 1.50 or More in the Year 2020)**  
**City of Roswell**

Street	From	To	Functional Class	Daily Volume (V) 2020	V/C Ratio 2020
Holcomb Bridge Road/SR140	Northbound GA 400 Ramps	Market Blvd.	Principal Arterial	95,600	2.41
Holcomb Bridge Road/SR140	Barnwell Rd.	Gwinnett Co. border	Principal Arterial	92,000	2.32
Holcomb Bridge Road/SR140	Market Blvd.	Old Alabama Rd.	Principal Arterial	85,800	2.17
Holcomb Bridge Road/SR140	Nesbit Ferry Rd.	Barnwell Rd.	Principal Arterial	77,100	1.95
Atlanta Street/SR 9	Sloan St./Park Sq.	SR120/Marietta Hwy./Mill St.	Principal Arterial	73,200	1.85
Holcomb Bridge Road/SR140	Eves Rd.	Fouts Rd.	Principal Arterial	71,300	1.80
Old Alabama Road	Holcomb Bridge Rd.	Holcomb Woods Pkwy.	Principal Arterial	34,400	1.74
Atlanta Street/ SR 9	Oak St.	Sloan St./Park Sq.	Principal Arterial	67,400	1.70
Houze Road/SR 140	Rucker Rd.	Hembree Rd.	Principal Arterial	33,100	1.67
Alpharetta Street/SR 9	Norcross St.	Canton St.	Principal Arterial	65,800	1.66
Holcomb Bridge Road/SR140	Dogwood Rd.	Old Dogwood Rd.	Principal Arterial	96,900	1.63
Atlanta Street/SR 9	Canton St./ Magnolia St.	Oak St.	Principal Arterial	63,700	1.61
Holcomb Bridge Road/SR140	Warsaw Rd.	Dogwood Rd.	Principal Arterial	95,300	1.60
Holcomb Bridge Road/SR140	Holcomb Woods Pkwy.	Martin's Landing Dr./ Terramont Dr.	Principal Arterial	63,200	1.60
Alpharetta Highway/SR9	Commerce Pkwy.	SR 140/Holcomb Bridge	Principal Arterial	63,100	1.59
Holcomb Bridge Road/SR140	Fouts Rd.	Steeplechase Dr.	Principal Arterial	63,100	1.59
Pine Grove Road / Magnolia Street	Coleman Rd.	Mimosa Blvd.	Major Collector	31,300	1.58
Holcomb Bridge Road/SR140	Grimes Bridge Rd./ Old Roswell Rd.	Warsaw Rd.	Principal Arterial	92,800	1.56
Holcomb Bridge Road/SR140	Old Alabama Rd.	Holcomb Woods Pkwy.	Principal Arterial	61,900	1.56
Alpharetta Highway/SR9	SR 140/Mansell Rd.	Commerce Pkwy.	Principal Arterial	61,000	1.54
Mansell Road (West)	Crossville Rd./ SR92	Houze Rd. / SR140	Principal Arterial	61,000	1.54
Alpharetta Highway/SR9	Houze Way	SR 140/Mansell Rd.	Principal Arterial	59,900	1.51

Source: Compiled from Table 12.8, March 2005.

The following paragraphs describe how traffic increases will occur on highways and major (arterial and collector) local roads in Roswell between 2005 and 2020. Again, these findings were based on a model run in 2000. Roswell's Transportation Department should use its best professional judgment in considering the accuracy of these data, given changes that have occurred during the past five years since the model was run. The freeway and principal arterials are discussed first, followed by minor arterials and then the most significant collectors in the system.

### **Georgia 400**

Georgia 400 operates at a level of service "F" in 2005 and is projected to continue operating at level of service "F" in 2020 with significantly higher V/C ratios. However, the 2000 Transportation Element did not include the widening of Georgia 400. The most congested segment (most over capacity) of Georgia 400 in Roswell by 2020 will be that part between Holcomb Bridge Road (SR 140) and the northern City Limit line on GA 400.

One of the unintentional by-products of rapid growth in the Georgia 400 corridor has been an influx of "reverse commuters" to the Roswell/Alpharetta/ North Fulton area. In fact, there is almost an equal amount of traffic northbound as southbound. Reverse commuters are those individuals traveling northbound on Georgia 400 in the morning and southbound in the evening. They travel in the off-peak direction, against the dominant commuter flow. Off-peak directional traffic has increased so fast in recent years that even motorists traveling against the prevailing flow face delays due to volumes approaching or in excess of capacity.

### **Crossville Road (SR 92) / Holcomb Bridge Road (SR 140)**

Crossville Road/ Holcomb Bridge Road is the major east west connector between Cobb County and Gwinnett County and interchanges with Georgia 400. From the Cobb County border in northwest Roswell to Georgia 400 in the middle of the City, it is a six-lane road. East of Georgia 400, the cross sectional design varies from four to five lanes. The roadway spans the entire east-west width of the City.

Almost every segment of the roadway operates at a LOS "F" in 2005 during the peak periods based on calculations from the travel model. By 2020, Crossville Road/ Holcomb Bridge Road will have five of the top six most capacity-constrained road segments in Roswell (see Table 12.9). In fact, 11 of the 22 road segments shown in Table 12.9 are Crossville Road or Holcomb Bridge Road. Three of the segments will by 2020 have V/C ratios higher than 2.00, meaning that they will be forced to accommodate twice the number of vehicles for which they were designed. However, an examination of GDOT count station data from 1997 through 2003 indicates the Holcomb Bridge Road corridor as a whole has experienced no significant growth in overall daily traffic volumes. This may be due to the fact that critical corridor intersections are experiencing saturated conditions during the peak hour, causing new trips to select alternative routes. (Source: 2005 Holcomb Bridge East Revitalization study)

### **Alpharetta Highway/Alpharetta Street/Atlanta Street (SR 9)**

This three, four and five-lane State principal arterial spans the north-south length of Roswell. It intersects with several other arterial facilities but not directly with Georgia 400. Motorists from north Roswell use this facility to access Georgia 400 south of the City because of congestion

along Holcomb Bridge Road and on Georgia 400 south of Holcomb Bridge Road. Operating conditions vary from being adequate to near gridlock.

Three segments of this roadway currently (in 2005) operate with V/C ratios higher than 1.50. The best levels-of-service are in the range of “D” on the northernmost sections of the route, near Alpharetta. As the facility approaches Holcomb Bridge Road from the direction of Alpharetta, traffic conditions change abruptly. Traffic from Houze Road (SR 140) and Mansell Road joins Alpharetta Highway at this point, and volumes on Alpharetta Highway exceed capacity. All sections of this facility will operate at LOS “F” in the year 2020. Worse yet, seven segments of this roadway will have V/C ratios in 2020 that are at 1.50 or above (see Table 12.9).

### **Houze Road (SR 140)**

Houze Road is a two-lane principal arterial that connects the north, northwest sections of Roswell to Alpharetta Street, Holcomb Bridge Road and Mansell Road. Unlike Alpharetta Highway and Crossville Road/ Holcomb Bridge Road, Houze Road is not lined with shopping centers and commercial businesses. During the peak travel periods, Houze Road is used by a large number of commuters from Cherokee County and North Fulton County. Beyond Roswell's northern boundary, Houze Road is designated Arnold Mill Road, which extends to Canton in Cherokee County.

As of 2005, all segments of Houze Road operate at a level of service “F.” The highest volume section is between Rucker Road and Hembree Road. South of Hembree Road, daily traffic volumes drop but not sufficiently to raise traffic conditions to a desirable level. The facility will remain well over its capacity in the year 2020. The section of Houze Road between Rucker Road and Hembree Road will be the ninth most congested road segment in Roswell (see Table 12.9) in 2020, according to the model results.

### **Marietta Highway (SR 120)**

Marietta Highway is a four-lane principal arterial extending west from Roswell's town square in the historic district into Cobb County. SR 120 is the principal east-west arterial facility through Marietta and Cobb County. Like the other major arterials in Roswell, it serves a relatively high percentage of motorists passing through the City. Two of the three segments of this roadway in Roswell operate at LOS “F” in 2005. Congestion and delays increase as eastbound Marietta Highway traffic intersects with Atlanta Street/SR 9 at town square/mill village. The LOS will remain/become “F” by 2020 except that segment between Coleman Road and Willeo Road, which will operate at LOS “D” in 2020.

### **Mansell Road**

Mansell Road is a four and five-lane principal arterial that connects Crossville Road, Alpharetta Highway (SR 9), and Houze Road (SR 140) in the center of the City to Georgia 400. Mansell Road provides access to the Northpoint Mall shopping area and connects east and west Roswell. Although Mansell Road is a major arterial thoroughfare, traffic signals are closely spaced, and there are frequent driveways accessing commercial properties which limit its ability to provide convenient connectivity between east Roswell and west Roswell.

That segment between Houze Road and Alpharetta Highway is designated as State Route 140 (which goes south on SR 9 to Holcomb Bridge Road) and operates at LOS “F” in 2005. By 2020, this segment will operate at a V/C ratio of 1.54 (see Table 12.9). Other sections of

Mansell Road operate better than LOS “F” in 2005, and most other segments will operate at an acceptable LOS (i.e., a “D” grade) in 2020.

### **Old Alabama Road**

Old Alabama Road is a three-lane major collector in east Roswell that connects subdivisions in northeast Roswell to Georgia 400 and shopping centers at Holcomb Bridge Road. In places it also has four lanes. It also provides access via Holcomb Bridge Road to Georgia 400 and shopping centers for many residents of Fulton County. It has connections to Haynes Bride Road as well as to Mansell Road by way of the Old Alabama Connector.

Old Alabama Road between Holcomb Bridge Road and Holcomb Woods Parkway is the most congested segment and operates at LOS “F”, but other portions of Old Alabama Road northeast of Holcomb Bridge Road operate at acceptable LOS “C” in 2005. Most of Old Alabama Road northeast of Holcomb Bridge Road will operate at LOS “F” in 2020 according to the model. The segments of Old Alabama Road south of Holcomb Bridge Road operate at LOS “C” or better” in 2005 and are projected to remain at that level in 2020.

### **Canton Street**

Canton Street is a two-lane minor arterial that carries more than 20,000 vehicles a day and operates at LOS “F” in 2005. Conditions are projected to worsen from a V/C ratio of 1.12 in 2005 to 1.29 in the year 2020. This road is one of Roswell’s signature historic streetscapes, with low speeds and brick paver crosswalks.

### **Crabapple Road**

Crabapple Road is a mostly two-lane minor arterial, although it has more capacity as it approaches Crossville Road. Almost all of the minor arterial has an acceptable LOS “C” in 2005. However, the following segments will by 2020 operate at LOS “F”: Etris Road to Crabapple Road; Houze Way to Crossville Road; and Crossville Road to Woodstock Street.

### **Hardscrabble Road**

Hardscrabble Road is a two-lane minor arterial connecting Crossville Road (SR 92) and Crabapple Road. It connects with SR 92, which carries traffic from Cobb County eastbound, and it is used as a through-route (via Rucker Road) to Alpharetta and points east, including Gwinnett County.

Two of this minor arterial’s segments (i.e., between SR 92 and Etris Road) operate at a very poor LOS “F” in 2005, with V/C ratios of more than 1.30. These segments of Hardscrabble Road will operate at about the same LOS “F” in 2020 according to the model.

### **Hembree Road**

Hembree Road is a significant east-west, two-lane minor arterial that connects Westside Parkway, Alpharetta Highway (SR 9) and Crabapple Road. As of 2005, only that portion between Upper Hembree Road and Houze Road (SR 140) operates at an unacceptable LOS “F” in 2005. However, by 2020, both this segment and the segment of Hembree Road between Wills Road and Alpharetta Highway (SR 9) will operate at LOS “F.”

### **Pine Grove Road/Magnolia Street**

Pine Grove Road carries traffic to and from Cobb County in a route that generally parallels Marietta Highway (SR 120). It is classified as a two-lane minor arterial. West of Coleman Road, this route operates at an acceptable LOS “C” or “D.” East of Coleman, it operates at LOS “F.” By 2020, this same segment will operate at a V/C ratio of more than 1.5, making it one of the worst congested road segments in Roswell. The rest of this minor arterial is projected to operate at an acceptable LOS “D” in 2020. The transportation planners in 2000 modeled the effects of widening Pine Grove Road/Magnolia Street east of Mimosa Boulevard and found that the widening would improve LOS to “D” and “E” in 2020.

### **Azalea Drive**

Azalea drive is a two-lane major collector that connects Willeo Road and SR 9 paralleling the Chattahoochee River. Along this route Roswell has installed a multi-use asphalt path. Azalea Drive operates at a LOS “C” in 2005 and is projected to operate at a “C” in 2020.

### **Grimes Bridge Road**

Grimes Bridge Road is a two-lane major collector that connects Holcomb Bridge Road and Norcross Street/Warsaw Road and extends to the south through residential neighborhoods to Dogwood Road. All of this road operates at an acceptable LOS “C” in 2005. Transportation planners in 2000 modeled Grimes Bridge Road between Holcomb Bridge Road and Norcross Street/Warsaw Road and found that by 2020 this segment would operate at an acceptable LOS “C.”

### **Nesbit Ferry Road**

Nesbit Ferry Road is a mostly two-lane major collector that connects Holcomb Bridge Road (SR 140) with Old Alabama Road. Only the properties abutting the west side of Nesbit Ferry Road are within Roswell. Between Old Alabama Road and Scott Road in 2005, the portion of Nesbit Ferry Road within the City of Roswell operated at a LOS “F” and a V/C ratio of 1.49. This segment will degrade its level of service further by 2020 with a V/C ratio of 1.61. The remainder portions of Nesbit Ferry Road operate at an acceptable LOS “C” in 2005 but will increase to LOS “D,” “E,” and “F,” by 2020.

### **Norcross Street/Warsaw Road**

Norcross Street connects Canton Street, SR 9, and Grimes Bridge Road. Warsaw Road connects with Holcomb Bridge Road (SR 140), Old Roswell Road, and Mansell Road. Both are two-lane major collectors. Between Grimes Bridge Road and Holcomb Bridge Road in 2005, Warsaw Road operates at a LOS “E.” By 2020 these major collectors will continue to operate at acceptable LOS according to model results.

### **Old Roswell Road**

Old Roswell Road is a mostly two-lane major collector that connects Hembree Road to the north with Mansell Road and Holcomb Bridge Road (SR 140). All segments operate at an acceptable LOS in 2005, according to the 2000 model run. Transportation planners in 2000 modeled Old

Roswell Road as a four-lane facility from Holcomb Bridge Road to Warsaw Road and found that it would operate at a LOS "C" in 2020.

### **Riverside Road**

Riverside Road connects Atlanta Street (SR 9) and Dogwood Road and crosses under Georgia 400 to connect with Old Alabama Road. It operates at acceptable LOS in 2005 and is projected to continue operating at acceptable LOS in 2020. Transportation planners modeled Riverside Road between Dogwood Road and Old Alabama Road as a four-lane facility and found it would operate at LOS "C" in 2020.

### **RECENT ESTIMATES OF ANNUAL AVERAGE DAILY TRAFFIC**

Average daily traffic is usually obtained through machine counts. They may be street counts (total volume without regard to direction) or directional counts. Directional counts are used for capacity analyses, planning improvements, obtaining accumulations within a cord, etc. Counts are generally obtained through the use of mechanical traffic counters.

Count sites are located such that traffic is proceeding normally without significant lane changing or other maneuvers that might distort the count. The average daily traffic counts are used to measure the present demand for service on the streets and highways. These volumes are used to locate areas where new facilities or improvements to existing facilities are needed.

The City is currently collecting updated counts; however, the Georgia Department of Transportation has more recent data for arterials from 2003 which are provided below.

The current (2005) transportation system Levels of Service (LOS) and system needs are based on existing design and operating capacities for the year 2005 as supplied in the 2020 Comprehensive Plan. The most recent traffic counts from Georgia DOT are for the annual average daily traffic in the year 2003 and are provided in Table 12.10. These data, when compared with the year 2005 model estimate, can help gauge the validity of the model and demonstrate how trends may have deviated from those predictions.

**Table 12.10**  
**2003 Annual Average Daily Traffic (AADT)**  
**State Routes in Roswell**

<b>Route</b>	<b>Begin Intersection</b>	<b>End Intersection</b>	<b>2003 AADT</b>
SR 9	Houze Road	Mansell Place	42,210
SR 9	Crossville Road	Commerce Parkway	44,270
SR 140	Alpharetta Highway	Market Place	55,190
SR 140	Old Alabama Rd	Nesbit Ferry Way	38,980
SR 400	Holcomb Bridge Road	NB Offramp To Mansell Road	162,600

Source: Georgia Department of Transportation

### **CONGESTION MANAGEMENT DATA**

The Congestion Management System (CMS) is a systematic process used by the Atlanta Regional Commission for analyzing and managing congestion by providing information on system performance. This, in turn, provides the agency and government entities with

opportunities and strategies for alleviating congestion and maximizing the efficiency of the transportation system. In order to manage a transportation system, a CMS provides continual monitoring and evaluation of travel conditions in the region. The monitoring system relies on a variety of tools to evaluate itself, provides feedback regarding congestion hotspots, and suggests potential causes of the congestion. Based on the type, location, and cause of the congestion, a monitoring system can identify and evaluate alternative actions and ultimately assess and implement cost-effective, efficient, and effective transportation solutions.

According to the CMS, there are several facilities within Roswell that meet certain congestion thresholds. These underscore and substantiate the previous analysis of traffic conditions. See Table 12.11.

**Table 12.11**  
**Congested Roadways in the City of Roswell**  
**As Defined in ARC's Congestion Management System**

<b>Congested Facility</b>	<b>From</b>	<b>To</b>	<b>Problems/Causes</b>
Hardscrabble Rd.	Crabapple Rd.	Woodstock Rd.	Heavy Peak Volume
Holcomb Bridge Rd.	Gwinnett County line	Alpharetta St.	Heavy Peak Volume
Old Roswell Rd.	Holcomb Bridge Rd.	Mansell Rd.	Heavy Peak Volume
SR 140/Houze Rd.	Rucker Rd.	Mansell Rd.	Heavy Peak Volume
SR 400	I-285 North*	Forsyth County Line	Heavy Peak Volume
SR 9	Forsyth County Line**	Hembree Rd.	Heavy Peak Volume

Source: Atlanta Regional Commission.

\* Chattahoochee River to Big Creek

\*\* Hembree Road to Upper Hembree Road

## **SIGNALIZED INTERSECTIONS**

A list of signalized intersections by road classification is provided in Table 12.12. As of November 1, 2004, the City of Roswell maintained 93 traffic signals. The Governor's Fast Forward Program includes traffic signal coordination on SR 9 and on Holcomb Bridge road. These projects are currently under design and are scheduled to bid in June 2005. This will assist the City in reducing congestion in these corridors.

**Table 12.12**  
**Signalized Intersections by Type of Road**  
**City of Roswell**

<b>North to South or East to West</b>		<b>North to South or East to West</b>	
<b><u>State Route</u> Primary @ Secondary</b>		<b><u>City</u> Primary @ Secondary</b>	
1	Alpharetta Hwy.(SR9) @ Upper Hembree Rd	50	Azalea Dr. @ Atl. Rowing Club
2	Alpharetta Hwy.(SR9) @ Hembree Rd.	51	Canton St. @ Woodstock Rd.
3	Alpharetta Hwy.(SR9) @ Elkins Rd.- 2001'	52	Coleman Rd. @ Willeo Rd. - Aug 2003
4	Alpharetta Hwy.(SR9) @ Sun Valley Dr.	53	Coleman Rd. @ Willeo Rd. - Aug. 2003
5	Alpharetta Hwy.(SR9) @ Houze Way	54	Crabapple Rd. @ Etris Rd.
6	Alpharetta Hwy.(SR9) @ Mansell Rd.	55	Crabapple Rd. @ Hembree Rd.
7	Alpharetta Hwy.(SR9) @ Commerce Pkwy.	56	Crabapple Rd. @ Houze Way
8	Alparetta St. (SR9) @ Woodstock St.	57	Dogwood Rd. @ Grimes Brgd. Rd.

9	Alpharetta St./Atlanta Rd.(SR9) @ Norcross St.	58	Grimes Brgd. Rd. @ Vickery Ln.
10	Atlanta St.(SR9) @ Magnolia St./Canton St.	59	*Grimes Brgd. Rd. @ Shadowbrook
11	Atlanta St.(SR9) @ Oak St.	60	Hardscrabble Rd. @ Etris Rd.
12	Atlanta St.(SR9) @ Sloan St./Park Square	61	Hardscrabble Rd. @ King Rd.
13	Atlanta St.(SR9) @ Marietta Hwy.(SR120)	62	Haynes Brgd. Rd. @ Haynes Crossing
14	Atlanta St.(SR9) @ Azalea Dr./Riverside Rd.	63	Hembree Rd. @ Maxwell Rd.
15	Houze Rd.(SR140) @ Arnold Mill/Crabapple Rd.	64	Hembree Rd. @ Wills Rd.
16	Houze Rd.(SR140) @ Rucker Rd.	65	Hembree Rd. @ Elkins Rd.
17	Houze Rd.(SR140) @ Hembree Rd.	66	Hembree Rd. @ Upper Hembree Rd.
18	Houze Rd.(SR140) @ Houze Way	67	Magnolia St. @ Mimosa Blvd.
19	Houze Rd.(SR140) @ Mansell Rd.	68	Mansell Rd. @ Eagle Crest Village
20	Holcomb Bridge Rd.(SR140) @ Alpharetta Hwy.(SR9)	69	Mansell Rd. @ Mansell Village - 10-2003'
21	HBR (SR140) @ Grimes Bridge Rd./Old Roswell Rd.	70	Nesbit Ferry Rd. @ Scott Rd.
22	HBR (SR140) @ Warsaw Rd.	71	Norcross St./Warsaw Rd. @ Grimes Brgd. Rd.
23	HBR (SR140) @ Old HBR/Riverwood Village Apts.	72	Norcross St. @ Forest St./Frazier St.
24	HBR (SR140) @ Dogwood Rd.	73	Old Alabama Rd. @ Roxburgh Dr./Pine Bloom Dr.
25	HBR (SR140) @ Ga.400	74	Old Alabama Rd. @ Old Alabama Connector
26	HBR (SR140) @ Market Blvd.	75	Old Alabama Rd. @ Wooten Rd.
27	HBR (SR140) @ Old Alabama Rd.	76	Old Alabama Rd. @ Rouse Lane
28	HBR (SR140) @ Fire Station 4	77	Old Alabama Rd. @ Holcomb Woods Pkwy.
29	HBR (SR140) @ Holcomb Woods Pkwy.	78	Old Alabama Rd. @ Market Blvd.
30	HBR (SR140) @ Martins Lndg. Dr./Terramont Dr.	79	Old Alabama Rd. @ Riverside Dr.
31	HBR (SR140) @ Calibre Creek Dr.	80	Old Roswell @ Old Ellis Rd.
32	HBR (SR140) @ Eves Rd.	81	Old Roswell Rd. @ Warsaw Rd.
33	HBR (SR140) @ Fouts Rd.	82	Old Roswell Rd. @ Commerce Pkwy.
34	HBR (SR140) @ Steeple Chase Dr. W	83	Pine Grove Rd. @ Hightower/Waterford Way
35	HBR (SR140) @ HBR Middle School (10-01')	84	Pine Grove Rd. @ Lake Charles Dr.
36	HBR (SR140) @ Steeple Chase Dr. E (10-01')	85	Pine Grove Rd. @ Coleman Rd.
37	HBR (SR140) @ Nesbit Ferry Rd. (10-01')	86	Riverside Rd. @ Dogwood Rd.
38	HBR (SR140) @ Barnwell Rd. (10-01')	87	Riverside Rd. @ Riviera Dr. (10-22-02)
39	Crossville Rd.(SR92) @ Mansell Rd.	88	Scott Rd. @ Old Scott Rd.
40	Crossville Rd.(SR92) @ Bent Grass Dr. - 2001'	89	Willeo Rd. @ Azalea Dr.
41	Crossville Rd.(SR92) @ Crabapple Rd.	90	Willeo Rd. @ Chattahoochee Nature Center
42	Crossville Rd.(SR92) @ Roswell Crossing	91	Woodstock Rd. @ Jones Rd. - 7-2002'
43	Crossville Rd./Woodstock Rd(SR92) @ King Rd.	92	Woodstock Rd. @ Roswell Area Park
44	Woodstock Rd.(SR92) @ West Wind Blvd.	93	Woodstock Rd. @ Stone Bridge / Queen of Angels School
45	Woodstock Rd.(SR92) @ Hardscrabble Rd.		
46	Woodstock Rd.(SR92) @ Mtn. Park / Bowen Rd.		
47	Woodstock Rd.(SR92) @ Steeple Run / Wildwood Springs Dr.		
48	Marietta Hwy (SR120) @ Coleman Rd.		
49	Marietta Hwy (SR120) @ Willeo Rd.		

Total of Stop and Go Traffic Signals  
Currently Maintained by RDOT = 93

Source: Roswell Department of Transportation.

## **ACCIDENT DATA**

The Office of Traffic Safety and Design at the Georgia Department of Transportation maintains accident frequency data. The goal of the State is to assist in the Statewide reporting of accurate crash reports and maintain a repository of timely and accurate data related to motor vehicle crashes, injuries, and fatalities. This information is vital to the planning and programmatic functioning of law enforcement agencies, government entities, including the Department of Transportation, highway safety advocates, and community coalitions. In October 2003, the Georgia Department of Motor Vehicle Safety completed reconstruction of the crash data records and released five years of injury and death data (1998-2002). Table 12.13 provides Fulton County information.

**Table 12.13**  
**Vehicle Injuries and Deaths, 1998-2002**  
**Fulton County**

	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>
<b>Injuries</b>	19,680	19,117	18,423	18,235	16,703
<b>Deaths</b>	135	114	131	116	121

Data Source: Georgia Department of Motor Vehicle Safety

Crash data for the City of Roswell was collected from January 2002 through December 2002 from the Georgia Department of Transportation. There were 2,860 accidents reported in the City during this period. Twenty percent occurred on State routes and the remainder occurred on local streets. The vast majority (88 percent) of these accidents occurred under normal driving conditions; 56 percent involved injuries, and less than 1 percent involved deaths. The City of Roswell data compare very favorably with those of Fulton County as a whole. Based on these data, no specific measures are warranted with regard to reducing accident frequency or potential.

## **BRIDGES**

According to GDOT, the City of Roswell road network has 28 bridges (see Table 12.14). All bridges contain a sufficiency rating although this is not necessarily an indicator of structural condition. Typically taking into account many different factors concerning how suitable a structure is for replacement; items such as amount of traffic, roadway alignment, design capacity, and roadway width are included in this factor. When sufficiency rating falls below 50, GDOT usually recommends replacement. However, according to GDOT, the condition codes give a better indication of the actual condition of the bridge. This code is on a scale of 1 to 9, with 9 being new condition. A rating of 5 is fair and may require some maintenance; a rating of 4 or less definitely necessitates some type of repair.

Though it is in sound structural condition, there are safety issues on Foe Killer Creek (Upper Hembree Road) which is scheduled for repair in 2005 according to the recently adopted ARC Transportation Improvement Program. Grimes Bridge (Big Creek at Grimes Bridge Road) is being rebuilt pending GDOT approval of the concept plan. The bridge over Foe Killer Creek on Hembree Road is programmed for rehabilitation in fiscal year 2006.

**Table 12.14**  
**City of Roswell Bridge Inventory**

Tributary or Facility	Facility	Location	Future ADT	Length (feet)	Width (feet)	No. of Lanes	Condition Rating of Deck	Condition Rating of Super- structure	Structural Evaluation
Chatta- hoochee River	US 19/ SR 400	1.8 Mi. E of Roswell	295,050 Year:2021	679	64	8	7	8	5
Big Creek	Holcomb Bridge Road	W of Ga. 400	109,350 Year:2021	232	40	6	7	8	7
Foe Killer Creek	Old Roswell Rd	2.7 Mi. S of Alpharetta	21,750 Year:2021	41	20.7	2	7	7	2
Hogwaller Creek	SR 9	S of SR 140	58,500 Year:2021	41	64	5	N	N	7
Hogwaller Creek	Norcross St.	E of SR 9	20,250 Year:2021	30	31	2	7	7	5
Chatta- hoochee River Trib.	Riverside Rd	4 Mi SE of Roswell	2,340 Year:2021	30	35.2	2	6	6	5
Big Creek	Riverside Rd	In South Roswell	16,050 Year:2021	160	24	2	7	7	2
Hogwaller Creek Trib	Crossville Rd	4.5 Mi W of Alpharetta	37,800 Year:2018	23	80	6	N	N	7
Hogwaller Creek	Crabapple Rd	In NW Roswell- Old SR140	19,200 Year:2021	23	33	2	N	N	7
Foe Killer Creek	Hembree Rd	2 Mi SW of Alpharetta	18,630 Year:2023	48	20.8	2	7	7	5
Chattahooc hee River Trib.	Riverside Rd	3 Mi SE of Roswell	2,340 Year:2023	90	35	2	7	7	5
SR 400 (US 19)	Holcomb Bridge Road	8.1 Mi N of I-285	99,000 Year:2021	302	99.9	9	6	7	6
Willeo Creek	Pine Grove Rd	At W Roswell City limits	28,000 Year:2020	200	39.5	2	8	8	8
Foe Killer Creek	SR 9	N. of SR 140	63,600 Year:2021	50	66	5	N	N	7
Chatta- hoochee River	Roswell Rd	1.1 Mi S of SR 120	69,450 Year:2021	627	28	4	6	6	6
Willeo Creek	Jones Rd	At west Roswell City limit	2,340 Year:2021	90	21	2	7	7	5
Big Creek	Mansell Rd WBL	In South Alpharetta	68,700 Year:2021	340	30	2	8	8	7
Big Creek	US 19/ SR 400	9.1 Mi N of I-285	237,600 Year:2021	183	80	7	7	7	6
Hogwaller Creek	Alpine Dr	In Roswell City limits	2,340 Year:2021	25	38.5	2	N	N	7
Willeo Creek	Willeo Rd	.01 Mi N of Cobb Co. line	2,340 Year:2021	120	22.8	2	6	6	5
Chattahooc hee Riv Trib	Azalea Dr	1.4 Mi E of Cobb Co. line	2,340 Year:2021	30	35	2	6	6	5
Hogwaller Creek	Oxbo Rd	E of SR 9	2,340 Year:2021	60	26	2	7	7	5
Big Creek	Old Holcomb Br Rd	N of SR 140	2,340 Year:2021	82	21.9	2	6	6	2
Hogwaller Creek	Charles Place	Midtown Roswell	2,340 Year:2021	90	22.8	2	7	7	5

Tributary or Facility	Facility	Location	Future ADT	Length (feet)	Width (feet)	No. of Lanes	Condition Rating of Deck	Condition Rating of Super-structure	Structural Evaluation
Big Creek	Grimes Bridge Rd	In South Roswell	2,340 Year:2021	150	22.8	2	6	6	4
Foe Killer Creek	Upper Hembree Creek	2 Mi SW of Alpharetta	2,340 Year:2022	60	20.9	2	7	7	3
Chattahoochee River Trib.	Marietta Highway	In SW Roswell	41,100 Year:2021	30	95.5	6	N	N	7

Source: Georgia Department of Transportation

Bridges will wear out just as buildings and streets do. Like pavement maintenance, bridge maintenance has been neglected in communities across the country. Bridges are complex structures that always require evaluation by a specialist. Bridge structural engineers can temporarily close any bridge if it poses a public safety hazard. Bridges are regulated by federal and State requirements and guidelines. Bridges are subject to fatigue brought on by constant loading, as well as other factors that will limit the life of the bridge. The American Association of State Highway and Transportation Officials recommends that bridges be inspected once every two years (Bailey et al. 1986). Due to expenses, bridge work on a public road is almost always funded mostly by federal and state resources, rather than local resources.

## **RESPONSE TO ROADWAY DEFICIENCIES**

An assessment was conducted to determine whether existing facilities and current levels of service are adequate to meet the needs of Roswell. Growth trends and travel patterns and the compatibility between the Land Use and Transportation Elements were examined. As the Population, Housing, and Economic Development Elements of this Comprehensive Plan illustrate, Roswell has experienced rapid growth over the last 20 years. While the City is served by MARTA, travel by private automobile remains the primary mode of transportation in the City and County.

None of the road improvement projects scheduled by the state or region are expected to provide significant, additional capacity to the City's thoroughfare system. Currently, the City is studying the Holcomb Bridge Road corridor east of Georgia 400, which includes fast food restaurants, gas stations, convenience and banking outlets, and retail centers. In order to accomplish its goals and vision for the Holcomb Bridge Road corridor, the City is working on a plan that will discourage sprawl and encourage mixed-use redevelopment and the preservation of the community's heritage and environmental assets, chief among them being the Chattahoochee River. The plan will contain a complete conceptual Master Plan for sidewalks and multi-purpose trails that will help overcome the visual barrier created by the presence of GA 400.

## **PROPOSED IMPROVEMENTS**

Short-term (2005-2010) transportation projects for which impact fee funds may be spent are shown in Chapter 14, Table 14.2, of this Comprehensive Plan. Other transportation projects are shown in Table 14.3 of the Comprehensive Plan.

In addition to those short-term projects, the Roswell Transportation Department has developed a list of mid-range (2010-2015) and long-range (2016-2025) transportation projects. These are

presented in Table 12.15. It is noted that cost estimates are not provided, because these projects have not been preliminarily designed, and because they are too far into the future to predict their costs.

**Table 12.15**  
**Potential Mid-Range to Long-Range Transportation Projects**

<b>Project</b>	<b>Description</b>
<b>Sidewalk Projects</b>	
Chaffin Road from Hembree Road to SR 140	Sidewalk Project
Hardscrabble Road from King Road to Etris Road	Sidewalk Project
Hardscrabble Road from King Road to SR 92	Sidewalk Project
Hembree Road from SR 9 to SR 140	Sidewalk Project
Holcomb Bridge Road from Scott Road to GA 400	Sidewalk Project
Holcomb Bridge Road from Scott Road to Barnwell Road	Sidewalk Project
Mountain Park Road from Mountain Park Elementary School to SR 92	Sidewalk Project
Old Alabama Connector from Old Alabama Road to City Limit	Sidewalk Project
Pine Grove Road from Coleman Road to City Limit	Sidewalk Project
Riverside Road	Sidewalk Project
Gaps in Existing Sidewalk	Sidewalk Project
<b>New Roadway Sections</b>	
Commerce Parkway from Old Roswell Road to Holcomb Bridge Road	New Roadway Section
Mansell Extension from SR 92 to SR 9	New Roadway Section
Old Ellis from existing terminus to Sun Valley Drive	New Roadway Section
Warsaw Extension from existing terminal point to Sun Valley	New Roadway Section
Mansell Place from existing Terminus to Old Ellis	New Roadway Section
<b>Intersection Improvements</b>	
Bowen Road at SR 92	Intersection Improvement
Crabapple Road at Rucker Road	Intersection Improvement
Crabapple Road at Hembree Road	Intersection Improvement
Grimes Bridge Road at Norcross Street / Warsaw Road	Intersection Improvement
Holcomb Bridge Road at GA 400	Intersection
Holcomb Bridge Road at Nesbit Ferry Road	Intersection
Houze Road at Hembree Road	Intersection Improvement
Houze Way at SR 9	Intersection Improvement
Norcross Street at Forest Street / Frazier Street	Intersection Improvement
Pine Grove Road at Hightower Road / Waterford Way	Intersection Improvement
Pine Grove Road at North Coleman Road	Intersection Improvement
Pine Grove Road at Lake Charles Drive	Intersection Improvement
Warsaw Road at Old Roswell Road	Intersection Improvement
Woodstock Road at SR 92	Intersection Improvement
<b>Reconstruction Projects</b>	
Mansell Road	Reconstruct Roadway
SR 9 Reversible Lanes from SR 120 to Riverside Road	Reconstruct and Eliminate Reversible Lanes

<b>Other Projects</b>	
Centennial High School and East Roswell Park	Pedestrian Bridge
Fire Station # 7 and Garrard Landing	Traffic Signal
Traffic Signal Communications Network (Signal Fiber Cable-Citywide)	ATMS
Provide support for TMA-GA 400 to Alpharetta City Limits	Demand Management
Transit	
New MARTA Bus Route - E. Roswell to N. Springs Station	Transit Express Service
New MARTA Bus Route - W. Roswell to N. Springs Station	Transit Express Service

## **CONCLUSIONS ABOUT HIGHWAY AND ROAD NETWORK**

The City of Roswell has clearly taken the position that it does not favor major road widenings in the City. Public opinion from the City's visioning meetings and its bicycle and pedestrian planning effort demonstrated that citizens want to connect origins and destinations with sidewalks and bikeways. Along with that trend is an increasing emphasis on the way that streets contribute to the sense of place in this community.

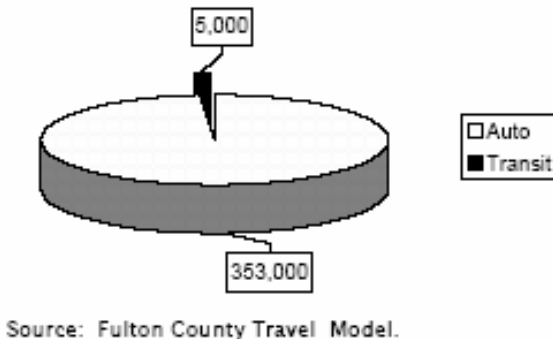
Streets, from this point of view, are social spaces that should provide a balance among multiple modes and needs including pedestrians, bicycles, mass transit, and the automobile. Streets are viewed less as thoroughfares and more as contributors to the vitality of the City as illustrated by the East Holcomb Bridge Road study. In public visioning meetings, for example, it was stated that streets need to be safe places that have character. Citizens are clearly interested in streets that connect to neighborhoods, have wider sidewalks and contain street trees. Streets need to reflect the economic potential that redevelopment efforts can bring in conjunction with appropriate land-use intensities for each district in the City.

With fewer new arterial roadways being built, the need for effective systems management strategies is greater than ever before. Access management is particularly important. By managing roadway access, government agencies can increase public safety, extend the life of major roadways, reduce traffic congestion, support alternative transportation modes, and even improve the appearance and quality of the built environment. Without access management, the function and character of major roadway corridors can deteriorate rapidly. The following consequences can occur in situations where access is poorly management and improvements are not made to the roadway system:

- an increase in vehicular crashes,
- more collisions involving pedestrians and cyclists,
- accelerated reduction in roadway efficiency,
- more traffic in residential areas due to overburdened arterials,
- homes and businesses adversely impacted by congestion,
- increased commute times, fuel consumption, and vehicular emissions, and
- degraded air quality.

## **PUBLIC TRANSPORTATION**

To get a sense of the amount of travel that is currently made by auto in comparison with transit, a simple pie chart depicting the mode split is shown in Figure 12.1. Public transportation accounts for 1.4 percent of the daily trips. These trips are made by persons with an origin or destination inside the City itself. If the peak period portion of a given week day was considered by itself, the percentage of transit trips would be significantly higher.



**Figure 12.1**  
**Year 2000 Auto-Transit Split**

This indicates that home-based work trips are being made using transit. Data indicating the share of trips made by walking or bicycling for Roswell's working residents in 2000 was presented previously in Table 12.2.

According to the 2000 U.S. Census, only one percent of all Roswell workers age 16 and over use transit. This is compared with six percent region-wide. In examining the propensity of the residents of Roswell to use transit, one percent of owner-occupied and seven percent of renter-occupied housing do not have vehicles available. According to a recent (2002) ARC survey, 65 percent of all transit users do not have a vehicle available for use and nearly eighty percent (78%) of weekday MARTA bus users do not have a vehicle available. Since the majority of transit users can be considered transit-dependent because they did not have a vehicle available, this does not bode well for an increase in transit use in Roswell. Additionally, 66 percent of bus route users and 42 percent of rail users are low income (earning less than \$30,000 annually) according to this same survey. Median household income in Roswell is \$71,725, and only 15 percent of the population earns less than \$30,000. Again, it would appear that an increase in transit use for Roswell residents is unlikely.

DeKalb and Fulton Counties are serviced by the largest transit system in Georgia — The Metropolitan Atlanta Rapid Transit Authority (MARTA). MARTA has been in operation since 1972. Ridership numbers vary between bus and rail. Annually, there are about 83.8 million boardings on scheduled bus routes in DeKalb and Fulton County, approximately 83.1 million boardings on scheduled trains, and about 173,000 paratransit boardings. MARTA has approximately 12,000 bus stops, 698 buses, 38 rail stations, 232 rapid rail vehicles, and 77 paratransit vehicles.

The City of Roswell has approximately 108 bus stops that serve four routes. The four routes are shown in Table 12.16 and illustrated on Map 12.5.

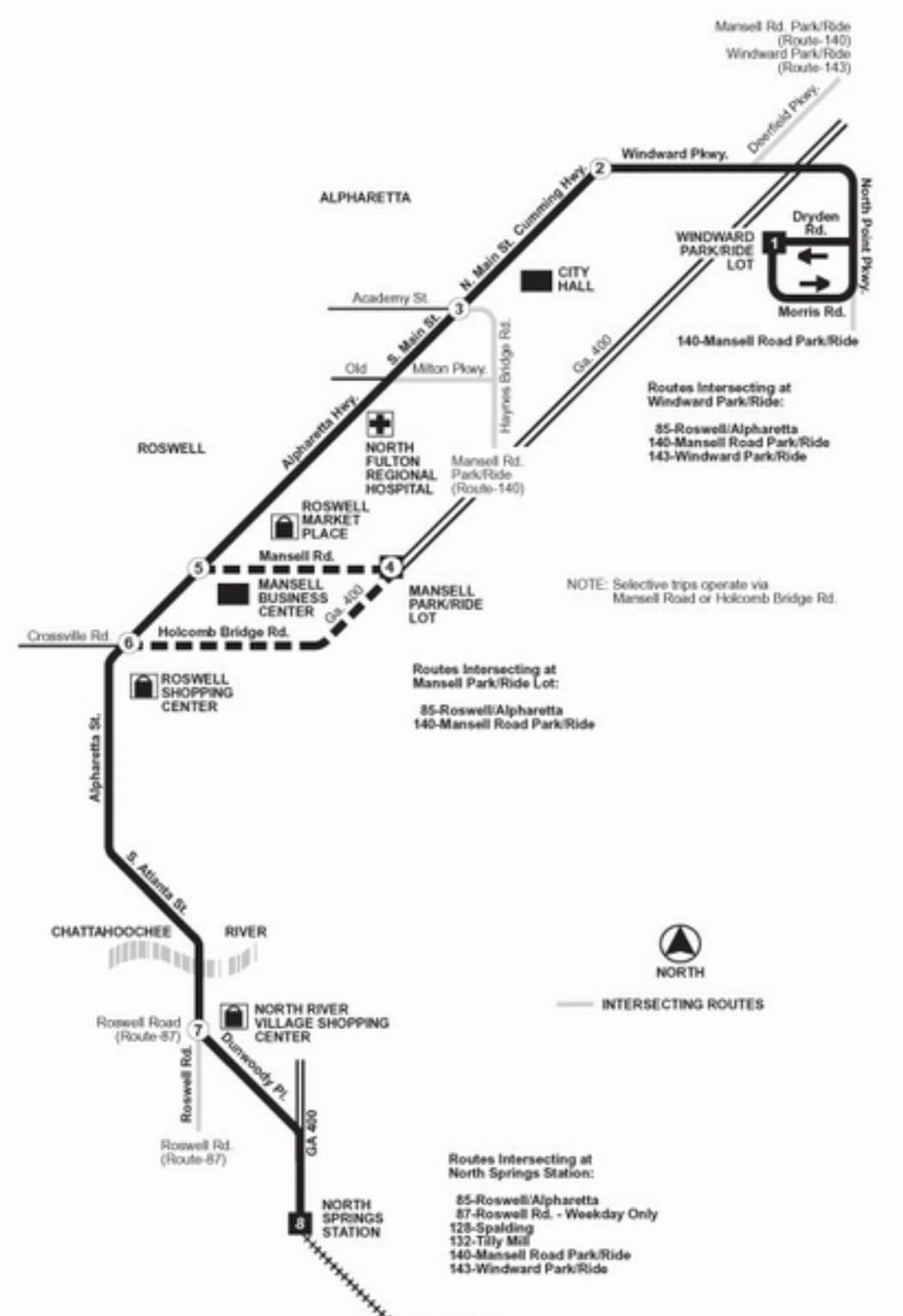
**Table 12.16**  
**MARTA Routes in Roswell, 2003**

<b>MARTA Route</b>	<b>Average Weekday Ridership, 2003</b>	<b>Headway (frequency of pick up at location)</b>
# 85	1,902	15 minutes
# 87	2,500	20 minutes
# 140	386	15 minutes
# 143	474	25 minutes

Ridership levels declined by approximately 20 percent from 2002. Though some of the ridership decline can be attributed to job losses in the area, it is more likely a result of service modifications. For example, route 143 was an experimental “blue flyer” route in 2002, but it is now a more traditional route. In addition, the opening of the North Springs MARTA heavy rail station contributed to a change of route and frequency.

As is the case with many of MARTA’s bus routes, these routes are long haul routes and serve many of the major employers in Alpharetta and the GA 400 corridor. According to the MARTA planning department, patrons on these routes arrive from the southern part of the metropolitan Atlanta region and work primarily in office environments. Many of these offices want additional service. However, due to the fact that MARTA service garages are far from Roswell which leads to a lot of “dead head” time, service modifications are difficult. In conjunction with MARTA’s financial straits, this means that additional service may not occur. MARTA representatives have stated that service modifications may take place in 2005; this may lead to route modification, as opposed to a service increase.

All bus routes connect to the North Springs heavy rail station that serves downtown Atlanta, midtown Atlanta, Buckhead, Perimeter Center, and Hartsfield-Jackson International Airport. Three bus routes also stop by the Mansell Road Park-and-Ride lot and Windward Parkway Park-and-Ride lot in Alpharetta.

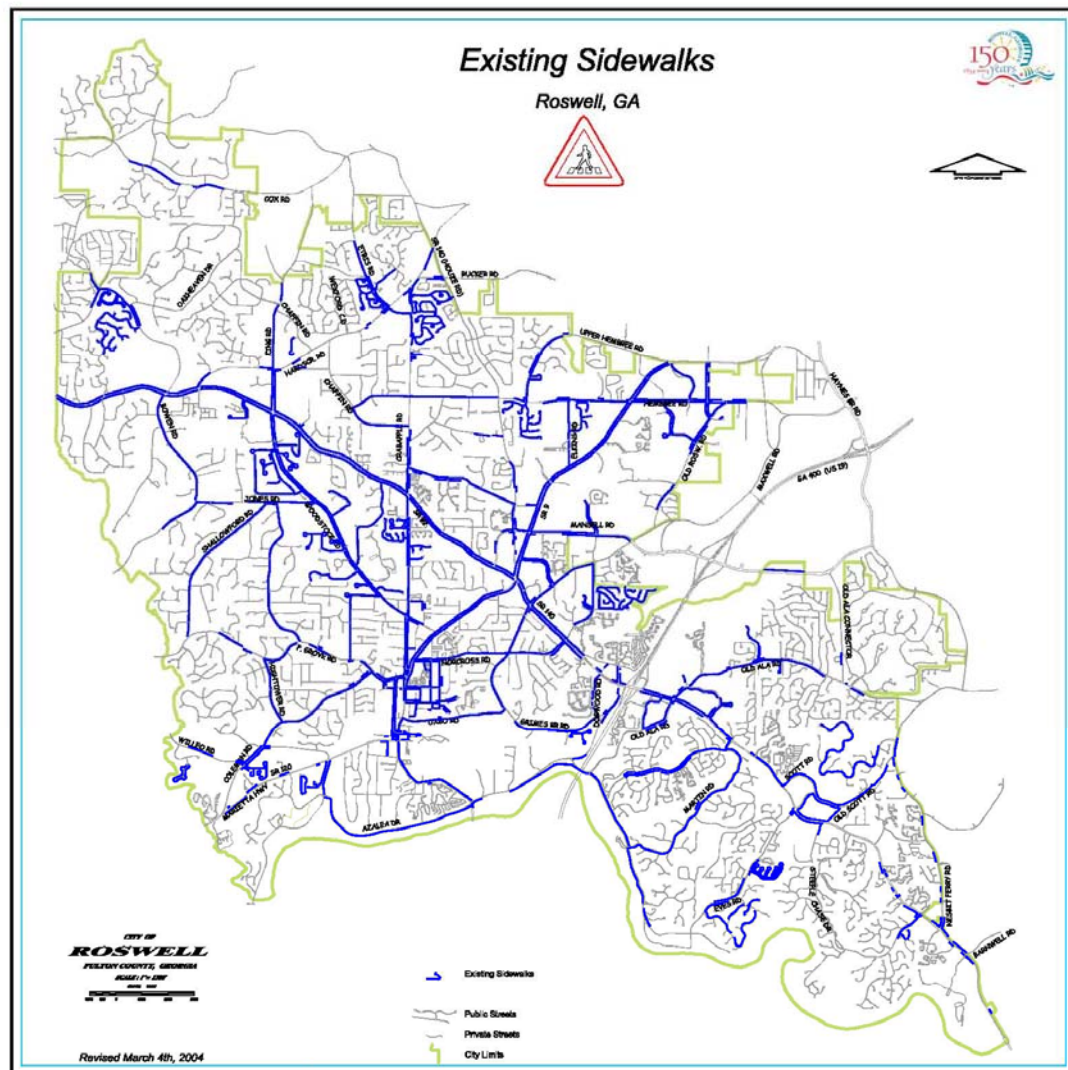


Map 12.4  
MARTA Routes

## **BICYCLE AND PEDESTRIAN FACILITIES**

### **Inventory**

The 2020 Comprehensive Plan did not provide an extensive inventory of the sidewalk network. Roswell's Transportation Department has completed an inventory of existing sidewalks (in blue) which is shown on Map 12.5.



**Existing Sidewalks  
Map 12.5**

### **Assessment**

The bicycle and pedestrian facilities serve primarily recreational and leisure trip-making. An example is the multi-use trail along the Chattahoochee River. There is a constituency in the City that would like to see more bike lanes added to the City's major thoroughfares. These bike lanes would be placed on the road between the curb or shoulder and the outside travel lane used by vehicles. If positioned on the City's major collector and arterial street system, the bike lanes would provide the routing and connectivity that are needed for experienced bicyclists to travel places in a timely manner while eliminating sidewalk conflicts with pedestrians. It would also provide routing for longer distance recreational trips.

Efforts to expand bicycle and pedestrian facilities along the street system were made possible with city funding that was earmarked for transportation projects in the 1995 bond program. The city has also taken advantage of state and federal funding through the TEA-21 enhancement grant program administered by the Georgia Department of Transportation. Despite these efforts, a number of street sections in the thoroughfare network do not have sidewalks. Residents have shown earnest support for sidewalks along each main road in the City. Furthermore, a complete sidewalk system is a key element in establishing a multi-modal transportation system that supports public transportation and other travel demand management strategies. In recognition of these factors, completion of the sidewalk system must be a cornerstone of this plan.

### **Plans for Future Improvements**

Roswell's bicycle facility planning is in a state of transition at this time, because the city will soon prepare a Transportation Master Plan. The City of Roswell developed a bicycle and pedestrian plan as a part of the Comprehensive Plan 2020. In developing the bicycle and pedestrian plan (adopted in the 2020 Comprehensive Plan), roads that were functionally classified as minor collectors and arterial streets were determined to be the most suitable for installation of sidewalks. While there are some collector streets that link to subdivisions, like Martin Road in Martins Landing, they are fewer in number. The 2020 plan did not call for the provision of sidewalks on local streets inside subdivisions, because Roswell's subdivision and land development regulations require the installation of sidewalk at the time of subdivision or development.

For purposes of the bicycle and pedestrian plan, this prior emphasis on the major and minor arterials of the City needs to be expanded in the future to include local roads that provide strategic linkages between subdivisions, access to commercial centers, and connections of subdivisions to public places (especially parks).

The adopted 2020 Comprehensive Plan called for too many projects for the City to fund. It was an ambitious plan whose implementation would have required extensive and continuous financial support from the public and almost constant attention and coordination within and among different departments in City government. The 2020 Comprehensive Plan called for nearly \$30 million of sidewalks and bicycle projects in the short-term work program (STWP). That amount increased to almost \$35 million during the mid-range work program (MRWP) and to \$36 million for the long-range work program (LRWP).

The four types of projects featured in the 2020 plan were: (1) sidewalks; (2) on-road bike lanes; (3) multi-use paths alongside thoroughfares; and (4) multi-use paths in greenways. Spending during early years of the plan would go predominantly to sidewalk projects. In later years of the plan, multi-use paths in greenways would receive the highest share of funding.

The cross-sectional width of the paths that are called for in the 2020 Comprehensive Plan and this Transportation Element are twice that of a typical sidewalk (ten feet rather than minimum five feet in width). They are referred to as multi-use paths. They are designed to serve both bicyclists and pedestrians. Another type of path proposed in the 2020 plan takes on the character of a trail. This type of path would consist of a natural, packed-earth surface to co-exist alongside a lake, stream or river with minimal intrusion.

This Transportation Element contains a set of policies or strategies linking the implementation of the projects to budgetary actions, urban design practices, land-use planning, zoning, road improvements, travel demand management, and subdivision ordinance requirements.

The Roswell Transportation Department has studied the network conditions and developed a more reasonable plan for improvements (See Map 12.6 for proposed bicycle system improvements).



**Map 12.6**  
**Draft Bicycle Facilities Plan**

Sidewalks and bike projects should be prioritized into a more uniform set of projects as a part of the upcoming Transportation Master Planning Process. A preliminary list drawn from the 2020 Comprehensive Plan is provided in Table 12.16, which is a starting point for considering mid-range to long-range improvement projects.

**Table 12.16**  
**Potential Mid-Range to Long-Range Sidewalks and Bike Paths**

Rank ID (1)	Road Name	Area Description	Cross-Section	Facility Description (2)	Estimated Cost (\$1,000's) (3)
<b>Sidewalks</b>					
1	Holcomb Br. Rd. (SR140)	Connect Existing Sections	5 ft.	Sidewalk	\$2,950
2	Alpharetta St. (SR9)	Connect Existing Sections	5 ft.	Sidewalk	\$2,950
3	Marietta Hwy/Willeo Rd.	Azalea Dr. to Mimosa Blvd.	5 ft.	Sidewalk	\$620
5	Oakstone Drive	Lake Charles Rd. to Woodstock Rd.	5 ft.	Sidewalk	\$270
6	Eves Circle	Eves Rd. to Branch Valley Dr.	5 ft.	Sidewalk	\$700
9	Branch Valley Dr.	Martin Rd. to Eves Rd.	5 ft.	Sidewalk	\$330
10	Crabapple Rd.	Connect Existing Sections	5 ft.	Sidewalk	\$1,420
11	Nesbit Ferry Rd.	Old Alabama to Holcomb Bridge Rd.	5ft.	Sidewalk	\$2,570
12	Old Scott Rd.	Holcomb Bridge Rd. to Nesbit Ferry Rd.	5 ft.	Sidewalk	\$470
13	Old Alabama Rd.	Holcomb Bridge Rd. to Old Alabama Connector	5 ft.	Sidewalk	\$1,060
14	Grimes Bridge Rd.	Dogwood Rd. to Holcomb Bridge Rd.	5 ft.	Sidewalk	\$950
15	Old Roswell Rd.	Hembree Rd. to Holcomb Bridge Rd.	5 ft.	Sidewalk	\$1,23
<b>Bike Lanes and Routes</b>				Subtotal	\$16,350
4	Marietta Hwy/Willeo Rd.	Azalea Dr. to Mimosa Blvd.	4 ft.	Bike Lanes	\$300
16	Etris Rd./Crabapple Rd.	Cagle Rd. to Woodstock Rd.	4 ft.	Bike Lanes	\$2,100
17	Canton St./Mimosa Blvd.	Woodstock Rd. to Marietta Hwy. (SR 120)	NA	Signed (Only Bicycle Route)	\$10
<b>Multi-Use Paths</b>				Subtotal	\$2,410
7	Eves Road	Riverside Rd. to Scott Rd.	8-10 ft.	Concrete multi-use(2)	\$950
8	Scott Road	Old Scott Rd. to Holcomb Br. Rd.	8-10 ft.	Concrete multi-use(2)	\$370
<b>Greenway Paths</b>				Subtotal	\$1,320
1	Willeo/Azalea/Riverside	Riverwalk (Cobb Co. Border to GA 400)	10-12 ft.	Off-road concrete path	\$2,210
2	Vickery Creek	Riverwalk to Alpharetta border	10-12 ft.	Off-road compacted aggregate path	\$3,800
3	Foe Killer Creek	Vickery Creek to Hembree Rd.	10-12 ft.	Off-road concrete path	\$3,550
				Subtotal	\$9,560
				<b>TOTAL</b>	<b>\$29,630</b>
(1) Relative implementation order based on project selection and priority criteria.					
(2) Pedestrian or sidewalk facilities on both sides of street.					
(3) Costs in FY 2000 Dollars/Costs do not include right-of-way or utility relocations/Costs shown in thousands of dollars. Source: 2020 Comprehensive Plan.					

## **AIR TRANSPORTATION**

The City does not have a general aviation airport within its jurisdiction, though Hartsfield-Jackson International Airport serves as a major connecting hub for numerous destinations around the world. Each year, an increasing number of air travelers start or finish their journeys in the Southeast region of the United States. The City of Atlanta and the airlines at Hartsfield-Jackson Airport have authorized the Airport to spend an impressive \$5.4 billion towards a 10-year development program. The Hartsfield-Jackson Airport Development Program will modernize and expand the current airport facilities to accommodate its current and future traffic demands. This program will assure that Hartsfield-Jackson maintains its global leadership role. The airport is approximately 31 miles from the City limits.

The DeKalb-Peachtree Airport (PDK), located approximately 14 miles from the City, sits on part of the old Camp Gordon, a World War I Army training base. The airport is classified as a general aviation reliever airport for the Atlanta metropolitan area. A reliever airport is a general aviation airport which reduces air carrier airport congestion by providing service for the smaller general aviation aircraft. The term "general aviation" encompasses the entire spectrum of aircraft and aircraft related businesses and services including the most sophisticated corporate and business jets, aircraft charters, training aircraft, helicopters, aircraft maintenance and refurbishment, and personal aircraft used for business and recreational purposes.

The airport has averaged about 230,000 operations (take-offs and landings) per year over the past 30 years. The DeKalb-Peachtree Airport is the second busiest airport in the State of Georgia in its number of operations, behind only Hartsfield-Jackson Atlanta International Airport. PDK's location only 8 miles from the heart of downtown Atlanta makes it the airport of choice for those operators of corporate, business, and general aviation aircraft visiting the Atlanta area.

Gwinnett County Airport is located slightly more than 34 miles from the City on approximately 500 acres just one mile northeast of the City of Lawrenceville. The airport consists of a single 6,021-foot-long by 100-foot-wide runway capable of handling all light general aviation and most corporate jet aircraft in operation today. In 1991, Gwinnett County Airport completed a \$25 million series of improvements which included the expansion of airport property to the current 500 acres and the construction of the current runway and parallel taxiway.

## **ON-STREET VEHICLE PARKING**

Parking is a part of the transportation system. The City does not have a parking authority. There are some on-street parking spaces near the intersection of SR 9 and SR 120 in the heart of the downtown. There is limited surface parking within a four block radius of this intersection, serving the predominantly retail uses along SR 9. Most of the retail establishments along the City's major corridors have surface parking facilities serving their patrons.

However, the City's role in providing off-street parking may change in the near future. For instance, the Economic Development and Redevelopment Elements of this plan provide support for the eventual establishment of parking decks or municipal surface lots to help encourage redevelopment in the Midtown corridor.

## **VISION AND FRAMEWORK FOR FUTURE PLANNING**

As noted in Chapter 19 of the 2020 Comprehensive Plan, the city has an extensive park system, family-oriented neighborhoods, a prized historic district, shopping and entertainment centers, and many public places. Accessibility and connectivity to and between these places by non-motorized modes of transportation is an integral strategy of the transportation plan.

As the city matures and the amount of automobile traffic grows, road capacity and additional parking are increasingly more difficult and costly to provide. There are options to the automobile that are simply not available in Roswell at this time. This Transportation Element and future Transportation Master Plan must give the city a boost toward making options for travel by other modes besides the automobile available.

That statement is confirmed by input obtained from two visioning forums held in 2004 as a part of the update of the Comprehensive Plan. Members of the community who participated expressed some frustration with the congestion on the City's street system as well as the lack of connectivity. Most attendees recognized that the supply of roadway capacity has simply not kept pace with the rate at which residential and commercial growth has occurred in the City and around its boundaries. However, those concerns raised during the visioning forums do not necessarily translate into wholesale support of road widening projects. The community visioning forums revealed that the public would like to have sidewalks, more facilities available for bicycling, and landscaping along roadways. They also want better connections to public transportation and additional transportation services that create more trip making options. The visioning process also noted the need to use more efficiently the school bus fleet.

It would be misleading to suggest that the bike and pedestrian plan, by itself, will have a measurable effect on reducing congestion on Roswell's street and highway system during daily peak periods. It is reasonable, however, to expect that a measurable reduction in peak period automobile traffic and parking space demand would occur if:

- Bicycle and sidewalk facilities are constructed;
- Travel demand management (TDM) programs are implemented;
- Public transportation is maintained at reasonable levels of service and appropriate connections to land uses are provided; and
- Land-use plan policies and possible reductions in minimum parking space requirements are implemented in the zoning ordinance.

A number of priorities were established in the 2020 Comprehensive Plan as listed below. These priorities should be consulted in terms of prioritizing projects, unless the upcoming Transportation Master Plan provides different criteria:

- Improve safety at places with high incidence of accidents,
- Fill gaps in existing sidewalks,
- Connect schools to nearby residential areas,
- Link to public transportation,
- Coincide with high-priority road improvement projects,
- Connect residential areas to commercial centers,

- Connect residential areas to parks,
- Connect residential areas to town centers,
- Provide bicycle facilities to link the north and south,
- Provide bicycle facilities to link the west and east,
- Connect parks to each other,
- Tie into existing and proposed projects from neighboring communities, and
- Link facilities within the city to proposed and existing regional and statewide systems.

### **TRANSPORTATION OBJECTIVES**

The following objectives are provided to guide future transportation planning efforts (for additional policies, see “Roads and Bridges” in Chapter 10 of this Comprehensive Plan):

1. Enlist the citizens of Roswell as partners in the development and implementation of the plan.
2. Encourage the use of public transportation, including unused bus vehicles, and bicycle and pedestrian facilities to the fullest extent possible by providing better connectivity among these modes.
3. Manage access by ensuring convenient inter-parcel connections between businesses and land uses, where compatible.
4. Employ travel demand management strategies to reduce peak period congestion, such as: parking management, car/van pooling, transit incentives, park-and-ride lots, staggered work hours, transportation management associations, and other techniques as appropriate.
5. Provide connectivity to neighborhoods through the provision of sidewalks, bike lanes (alongside roads) and multi-use paths (greenways).
6. Develop a streetscape plan on a pedestrian scale.
7. Provide operational improvements like signal synchronization, acceleration and deceleration lanes, turn lanes at intersections and access management strategies to improve the operation of congested intersections.
8. Provide parking on the square.
9. Pursue funding sources that will increase the amount of resources available to the City to provide better sidewalks and bikeways.
10. Look for opportunities to provide better local connectivity by linking subdivisions to commercial nodes or subdivisions to schools and parks by means of sidewalks, bike trails, and short sections of new road.
11. Focus road funds on intersection improvements.

12. Seek a steady source of funding within the city that would be available for preliminary design work and plan modifications in accordance with opportunities and obstacles that present themselves as the city grows.
13. Indicate to city departments and members of the community who will be responsible for ongoing repair and maintenance of the bike and sidewalk system.
14. Provide adequate funding for repairs and maintenance on that portion of the bicycle and sidewalk network that is the city's responsibility.
15. Review codes for certain zoning categories or in certain districts to require developers to provide sidewalk and, possibly, bike facilities.
16. Modify codes for certain zoning categories to include provisions for easy access by pedestrians or bicyclists and to include facilities for storing bicycles.
17. Provide incentives to subdivisions, landowners, businesses and developers who provide land or easements for sections of the proposed bicycle and pedestrian facilities.
18. Provide bicycle storage facilities and include site plans that are pedestrian and bicycle friendly (e.g. park and ride lots, rail stations or bus route junctions) in future transit stations or shelter areas.
19. Be flexible in implementing and updating the plan to take maximum advantage of future road improvements, streetscape projects, and significant new developments/re-developments.
20. Coordinate strategies with the Fulton County School Board and private schools to make properties bike and pedestrian friendly.
21. Identify key parcels of land that may be used for strategic pedestrian linkages between subdivisions.
22. Consider treatments that will enhance the city's bike and pedestrian facilities. Preliminary designs for transportation improvement projects. This is especially important for bridge rehabilitation and intersection improvement projects.

## **CHAPTER 13 INTERGOVERNMENTAL COORDINATION ELEMENT**

Roswell's 2020 Comprehensive Plan included an Intergovernmental Coordination Element. An Intergovernmental Coordination Element was not required at that time but is now one of the mandatory plan elements for faster-growing cities and counties. This chapter draws on the prior adopted element and adds several considerations as required by minimum planning standards for intergovernmental coordination. It identifies existing coordination mechanisms and further opportunities for such coordination.

More and more, effective planning efforts for community facilities, environmental protection, transportation, and land use are increasingly beyond the abilities of single jurisdictions. This chapter identifies areas where intergovernmental coordination is ongoing, as well as, issues that may require intergovernmental cooperation in the future. The examples of possibilities for intergovernmental coordination are intended to be illustrative, not exhaustive. Roswell should continue to look for ways to increase the levels of cooperation in all functional areas.

### **RELATIONSHIP TO OTHER PLAN ELEMENTS**

This element is not unique in terms of “substance.” That is, it is intended to cut across the various substantive elements of the Comprehensive Plan (community facilities, land use, natural resources, etc.) and provide an overall framework for pursuing intergovernmental coordination. In that light, this element frequently cross-references the other elements of the Comprehensive Plan and notes how other elements call for such intergovernmental coordination efforts.

### **Housing Element**

The Housing Element makes note of regional housing needs and housing policies adopted by the Atlanta Regional Commission. If a regional fair share housing policy is ever developed by ARC, Roswell would need to work cooperatively with the regional agency to determine and implement Roswell's share of regional housing needs.

Roswell has access to Community Development Block Grant (CDBG) funds administered through Fulton County. It also has access to HOME funds. It is important to consider ways in which both City and County CDBG and HOME funds can be coordinated and targeted to make the greatest impact on community development needs.

The City's Public Housing Authority is required to report to and interact with the U.S. Department of Housing and Urban Development. That relationship, which lies outside the mainstream of the City's daily operations, should be recognized and the Community Development Department should be involved in discussions about how public housing in Roswell might evolve or change, consistent with changes in federal housing policies. There are also private or quasi-public social service providers described in the Housing Element. Those groups, while not governments per se, deserve attention in terms of coordinating common objectives. Similarly, it may make sense to consider regional or multi-government approaches to creating community development corporations or housing trust funds, if those alternative policies are pursued to further the City's housing policies. The Community Development Department should also monitor housing programs and resources available from the Georgia Department of Community Affairs.

### **Economic Development Element**

State and federal agencies are a source of continuing data collection and reporting on economic conditions. These include the U.S. Bureau of Labor Statistics, the U.S. Census Bureau, and the Georgia Department of Labor, among others. The Community Development Department should continue to monitor available data on economic conditions, labor force, and employment as needed. This does not require “coordination,” per se, but it is important to highlight the relationship of these agencies as data service providers to the City. Unemployment assistance is largely a State function that does not involve Roswell.

Economic development strategies of the City should be coordinated with Fulton County since the City is part of the larger economy. Economic development policies of the City and County, to the extent they intersect one another, will need to be coordinated. Roswell should solicit any available resources of Fulton County in the pursuit of large economic development or redevelopment opportunities.

Employment projections are provided for the City in the Economic Development Element. The Atlanta Regional Commission is a primary source of data on employment. Projections of employment by the City need to consider projections and forecasts prepared by the regional agency. Where local and regional employment forecasts are not in alignment with one another, the differences should be explained and efforts should be made to bring them into alignment.

The section of the Economic Development Element on “Economic Development Resources” describes a number of government and quasi-public agencies that can assist with the pursuit of economic development strategies in Roswell. These include the Greater North Fulton and Metro Atlanta Chambers of Commerce, among others. Various resources of State agencies, such as the Georgia Department of Technical and Adult Education, can be capitalized upon in the pursuit of Roswell’s economic development objectives. Colleges and universities, as well as the Fulton County School System, are potential partners in future efforts to improve educational levels of the population and labor force.

A community improvement district has formed in a small part of Roswell (near Mansell Road) which may need to coordinate improvements with City departments. If a tax allocation district were ever created in Roswell, the City would be required to work closely with the Fulton County Tax Commissioner. Internally, the City has a Convention and Visitors Bureau that conducts economic development-related functions that require continued attention with regard to coordination. The economic development action plan references several other agencies and indicates how they can assist with implementation of the Economic Development Element.

### **Redevelopment Element**

Streetscape improvement programs proposed in the Redevelopment Element will require coordination with the Georgia Department of Transportation to the extent they occur along State routes. Access roads and parking decks are identified as tools for redevelopment, and their implementation may require working with the City’s Downtown Development Authority. The Redevelopment Element, in fact, calls for the reconstituting of that City agency.

### **Natural Resources Element**

Implementation of protection measures in the Big Creek water supply watershed is a key coordination challenge. The Natural Resources Element describes the requirements and this

element discusses further the intergovernmental coordination efforts implemented to date. The protection of wetlands in the City requires the Engineering Division of the Community Development Department to work with federal agencies – the U.S. Environmental Protection Agency, the U.S. Army Corps of Engineers, and sometimes the U.S. Fish and Wildlife Protection Agency in the delineation and protection of wetlands (or disturbance of them and mitigation of losses to the wetland inventory).

Review of development within the Chattahoochee River corridor requires special reviews for consistency with the Atlanta Regional Commission's Chattahoochee Corridor Plan. The Community Development Department coordinates those reviews with ARC's participation. When development occurs in flood plains (which is largely prevented by Roswell's regulations), flood plain maps must be updated and the Department of Community Development has to report variances to the flood plain regulations to the Federal Emergency Management Agency. The Fulton County Extension Agent and the Soil and Water Conservation District serve as resources to the City in terms of soil conservation and certain development and erosion control practices. While Roswell does not directly enforce federal laws and rules for endangered species, there is some interaction with the U.S. Fish and Wildlife Service and the State Department of Natural Resources if issues of protected or endangered species arise in development proposals. As noted later in this chapter, the existence of the Chattahoochee River National Recreational Area in Roswell suggests that the City should coordinate with the National Park Service and ideally look for ways to co-deliver certain law enforcement activities in nationally designated areas. Fulton County also has assisted in the provision and management of lands along the Chattahoochee River.

The Georgia Greenspace Program was a legacy of the Roy Barnes gubernatorial administration. Under Governor Sonny Perdue, the program as of 2005 has been reinvented to now require attention to Statewide conservation objectives and focused on private ownership (as opposed to a goal of 20% protected greenspace, mostly public ownership, for faster growing counties only). The new program replacing the Georgia Greenspace Program will become a source of funds for continuation of conservation efforts in Roswell.

### **Historic Preservation Element**

With the exception of review by the Historic Resources Division of the Georgia Department of Natural Resources in terms of the future designation of historic properties, districts and sites, the Historic Preservation Element does not require coordination with any external government agencies. Roswell has received grant funding before from that division of DNR for survey and planning of historic resources.

Internally, policies of the Historic Preservation Element are implemented by the City's Historic Preservation Commission. Policies support coordination with the Convention and Visitors Bureau with regard to historic preservation efforts. Federal and State fiscal and taxation laws and programs have a bearing on the success of individual efforts to preserve historic structures and sites. The City's Community Development Department and Historic and Cultural Affairs Manager must also work closely together to align capital projects planning to meet preservation plan objectives.

### **Land Use Element**

Primary intergovernmental coordination activities with regard to land use include (1) dispute resolution processes when annexation and land use disputes arise, (2) coordination of land use

planning, (3) developments of regional impact, and (4) coordination with regional development plan policies of the Atlanta Regional Commission. These are discussed in a later section of this chapter.

### **Development Impact Fee Methods**

Chapter 11 of the Comprehensive Plan addresses the City's development impact fee program. The City implements its program without the involvement of any other local government. However, it is noted here that intergovernmental agreements are specifically required by Georgia's Development Impact Fee Act of 1990 if an impact fee is charged for a facility that is provided in more than one jurisdiction. If a library impact fee was charged for libraries, for example, that would necessitate an intergovernmental agreement between Roswell and the Atlanta-Fulton County library system.

### **Community Facilities and Services Element**

The coordination of the delivery of facilities and services is complex and multi-faceted. Many of the facilities and services that Roswell's residents and businesses receive are provided by Fulton County (as well as the Fulton County School System). Hence, the City is required to cooperate with numerous County departments. Policies of the Community Facilities and Services Element specifically address ways in which Roswell needs to cooperate with the Fulton County School System. Intergovernmental agreements with Fulton County are specifically identified in the Community Facilities and Services Element and reiterated in this chapter.

The following sections identify specific governments and agencies that Roswell will need to coordinate with during the planning horizon. They begin with local (City and County) governments and then move to a discussion of regional agencies then State and federal agencies.

### **CITY OF ALPHARETTA**

Roswell shares a lengthy common border with the City of Alpharetta. Both cities also have annexed significant portions of unincorporated Fulton County. Much potential exists for Roswell and Alpharetta to coordinate City actions in the areas of land use (as described further below), annexation planning, and community facilities planning. Two areas that are particularly worthy of future intergovernmental coordination include (1) agreement on mutually exclusive annexation "spheres of influence" and (2) reciprocity agreements with regard to public safety services and road improvements. Roswell's annexations should not infringe on agreed upon areas that are within Alpharetta's sphere of influence, and vice versa.

Work has recently begun on securing agreements between Roswell and Alpharetta for the annexation of unincorporated "island" areas. Roswell has proposed that Alpharetta and Roswell each annex the unincorporated lands (many along Rucker Road) in between the two cities.

### **CITY OF MOUNTAIN PARK**

Mountain Park is a small municipality that is surrounded by Roswell's City limits and the Cherokee County line. As a small municipality, Mountain Park has limited property tax revenues with no ability to expand. Small municipalities such as Mountain Park may not be able to achieve an efficient economy-of-scale with regard to the provision of certain services.

Roswell should be open to considering various cooperative agreements or contracts to provide services to the City of Mountain Park. For instance, in 1998 Roswell assumed the public safety duties for Mountain Park per intergovernmental agreement.

### **ALTERNATIVE FORMS OF GOVERNANCE IN NORTH FULTON COUNTY**

For many years now, there has been a desire among some North Fulton County residents to recreate Old Milton County.<sup>1</sup> There was a study of governance in North Fulton County by the Carl Vinson Institute of Government which looked at prospects for consolidation of Roswell, Alpharetta, and North Fulton into one municipality (among other options).

Similarly, south of the Chattahoochee River in unincorporated Sandy Springs, there has been a longstanding desire to incorporate. At the time of this writing, a bill to incorporate Sandy Springs was reportedly in the making. Either event would have a substantial bearing on issues that affect the City of Roswell.

In addition to these efforts, the City of Alpharetta in 2004 considered annexing much of the entire remaining area of North Fulton County above the Chattahoochee River. Alpharetta reportedly found such a large annexation of low-density residential development to be not financially viable for the City, leading to yet another possible alternative form of government in North Fulton County, namely, a new municipality. A bill to incorporate most of unincorporated northwest Fulton County was reportedly being considered for drafting and initiation at the time of this writing to create a new City.

Roswell will continue to monitor these proposals and consider how they are or are not in its best interests. One of the most potentially divisive issues in that regard is how such alternative proposals (incorporations) would affect Roswell's share of Countywide sales and special sales taxes. Such issues, if and when they surface, will require the attention of City officials. Such considerations probably only impact this Comprehensive Plan, however, with regard to the City's financial capacity (i.e., how much money it has for capital improvements, for instance).

### **FULTON COUNTY**

Because Fulton County is a major service provider to the residents of Roswell, there are almost unlimited opportunities to coordinate service provision. Some of the areas where coordination is ongoing or recommended are described below.

#### **Fulton County Fire Department**

Mutual aid agreements already exist between Roswell and Fulton County for the joint response to fire calls. Such agreements should be revisited periodically to determine whether they continue to reflect the most appropriate arrangements for intergovernmental cooperation. An outstanding recent example of cooperation has been the County's agreement to serve Roswell's eastside annexation area until the City constructed its own fire station in the vicinity.

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<sup>1</sup> North Fulton County was once its own county, "Milton County." Historical accounts note that Milton County and Campbell County (which today is S. Fulton) merged with Fulton County during the great depression years (1930s) for financial reasons.

### **Fulton County Board of Education**

Planning for schools is the responsibility of the Fulton County Board of Education. The school board generally requests input on capital facilities plans for short-term facility improvements, including the location of new schools. The public participation process revealed a need for better coordination with the Board of Education with regard to school size, location, and off-site impacts. The Roswell Recreation and Parks department has fostered a cooperative relationship with the County school system with regard to joint recreational facilities. The City's Sweetapple soccer fields, located adjacent to the Sweetapple Elementary school, are one example of cooperation in facility planning. Another is the agreement between Crabapple Middle School and the City recreation and parks department for joint use of the ball fields.

One of the areas of coordination between the City and school board is in the provision of sidewalks. As an example the 2020 Comprehensive Plan noted how the school board had to run a school bus route along Warsaw Road because the City does not have sidewalks on both sides of Warsaw Road in the area of the Mimosa Elementary School. Roswell's provision of a sidewalk along the east side of Warsaw Road would obviate the need for that school bus route.

Other opportunities exist for school access and safety programs to be jointly delivered by the school system and City. Furthermore, City and school officials met in November 1999 to discuss coordination of planning efforts. That discussion resulted in the identification of numerous ways the City and County should coordinate efforts, including facility sharing, identification of school locations, data base construction, and development review.

### **Fulton County Water Department**

Fulton County provides water supply and distribution services to approximately three-quarters of the City limits. Roswell provides its own water service only to a limited geographical area of the City. Service Delivery Strategies require that service areas be clearly defined and adopted via intergovernmental agreement to reduce prospects for future conflicts.

### **Fulton County Sanitary Sewer Service**

All sanitary sewer services in Roswell are provided by Fulton County. Roswell has a contract with the County to provide sewer capacity.

### **Atlanta-Fulton County Library System**

The City and Atlanta-Fulton County Library Board need to plan for the future library space needs of Roswell.

### **Fulton County Parks and Recreation**

Roswell's Recreation and Parks Department has forged partnerships with Fulton County with regard to the provision of parkland to Roswell's residents. Fulton County's agreement to lease the linear park along the Chattahoochee River west of SR 9 for its "Riverwalk" project is an outstanding example of cooperation.

### **Fulton County Arts Council and Cultural Facilities**

The City participated with the Fulton County Arts Council in the development of a Community Cultural Plan. The City has also been a member of the North Fulton Cultural Facility Task Force, which looked at possible new cultural facilities serving North Fulton County.

### **Atlanta-Fulton County Emergency Management Agency**

This agency is responsible for the preparation and implementation of emergency management contingency plans in response to catastrophic events such as flood, earthquake, and other natural disasters, as well as toxic waste spills and other events. Roswell, as part of Fulton County, is covered under such contingency plans and should play an active role in the preparation, update, and implementation of such plans.

## **REGIONAL AGENCIES AND AUTHORITIES**

### **Atlanta Regional Commission**

The Atlanta Regional Commission (ARC) is much better known for its role in regional environmental, land use, and transportation planning. However, ARC is actually a service provider in many respects. The agency provides planning data and technical services to local governments. It sponsors regional plans for community facilities and services, including water supply, wastewater management, transportation and air quality, human services, public safety, and other functional planning areas. ARC is designated as the Area Agency on Aging by the Georgia Department of Human Resources and administers federal funds for projects. The regional agency is also working with the Georgia Regional Advisory Council (Region 3) in various workforce development programs. ARC is fostering cooperative approaches to solve regional problems and address extraterritorial issues. ARC also provides training for citizens and planning officials, provides a monthly Land Use Coordinating Committee for planners in the regions, and conducts numerous workshops and sponsors conferences on planning-related topics. ARC is a “regional development center” and in that sense also has review responsibilities with regard to local Comprehensive Planning.

### **Metropolitan Atlanta Rapid Transit Authority**

Roswell will need to work with MARTA in any future plans to extend heavy rail through Roswell along Georgia 400, in planning transit-supportive developments along existing and proposed bus routes, in the installation of bus shelters and pedestrian plazas, and in the siting of park and ride lots. As traffic congestion increases in Roswell, MARTA will likely play an increasing role in the transportation needs of Roswell's residents and work force. However, as the Transportation Element notes, MARTA bus service has been reduced in Roswell. The City's land use and transportation plans should be reviewed by MARTA for consistency with public transportation plans. In addition, major developments along MARTA routes should be reviewed for consistency with principles of transit-friendly and transit-supportive development.

### **Metropolitan North Georgia Water Planning District**

This district was established by the Georgia General Assembly in 2001 via Senate Bill 130 to address the pressing need for comprehensive water resources management in metropolitan north Georgia. The main purpose of the district is to promote intergovernmental coordination for

all water issues, to facilitate inter-jurisdictional water-related projects, and to enhance access to funding for water-related projects among local governments.

The district's jurisdiction encompasses 16 counties including Fulton. It is required by State law to prepare three long-term plans: a long-term wastewater management plan; a water supply and water conservation management plan, and a district-wide watershed management plan. Each of these three regional plans have been prepared and were released in June 2003. An update of the plans must occur every five years.

## **KEY STATE AGENCIES**

### **Georgia Regional Transportation Authority**

The Georgia Regional Transportation Authority was created in 1999 by the Georgia General Assembly via the Georgia Regional Transportation Authority Act (Senate Bill 57) at the urging of then-Governor Roy Barnes. The authority has jurisdiction over any County that is designated by the U.S. Environmental Protection Agency as a nonattainment area under the U.S. Clean Air Act amendments of 1990. Currently, the authority has jurisdiction over thirteen counties in the metropolitan Atlanta Area. The authority has many broad powers, including development of a regional transportation plan and control over public transportation systems. Roswell's transportation plans are subject to review and approval of the authority if the City's plans fail to meet the overall vision of the authority. In addition, the authority has powers to restrict access to roadways within its jurisdiction. Failure of the City to cooperate with the authority would result in the loss of all State grants except those related to physical and mental health, education, or police protection.

The Georgia Regional Transportation Act also creates special districts in each of Georgia's 159 counties, and these are deemed activated when the authority obtains jurisdiction over the County through the nonattainment designation. Hence, there exists a special district for Fulton County, and the special district has authority to levy taxes, fees, and assessments to pay for the cost of providing services and constructing facilities to further the authority's mission. The 15-member board of the authority is also the Governor's Development Council, which is responsible for formulating a Statewide land use plan. In this sense, the authority has Statewide jurisdiction.

### **Georgia Department of Transportation (GDOT)**

In addition to the need to maintain a cooperative relationship with the Georgia Regional Transportation Authority, the need also exists to continue to foster new relationships with the Georgia Department of Transportation (GDOT). Roswell receives State and federal transportation funds through GDOT. The City has for some time now worked on beautification and streetscape improvement projects (including the proposed installation of bus shelters) for major highway corridors in the City. These proposals and plans require approval of GDOT, and some of the ideas for streetscape improvement probably necessitate reconsideration of State standards and rules.

For example, landscaping of highway medians may not meet all traffic safety standards. Pedestrian crosswalks are needed along various stretches of highway (e.g., Alpharetta Highway at the hospital, Alpharetta Street between Norcross Street and Crossville Road/Holcomb Bridge Road) where no cross-street/highway intersection exists. Such pedestrian crosswalks across highways, outside the context of signalized intersections, reduce the carrying capacities of the

road and speeds of motorists, which are two reasons why GDOT is often reluctant to approve of pedestrian crosswalks. The primary purpose of highways is interurban travel, but there are also responsibilities to accommodate pedestrian as well as vehicular travel in cases where demand exists. Negotiations are needed to provide new permissions that are currently outside the historical mainstream of GDOT policy, though any suggested changes must respect the important safety and operational standards on which that GDOT policy and rules are based. There is evidence that GDOT is beginning to embrace principles of “context sensitive street design.” While that is viewed as a promising trend, it is recognized that City and GDOT relationships would improve further if City and State visions for roadways like Alpharetta Street (SR 9) in Midtown Roswell can be brought into full alignment.

### **Georgia Department of Natural Resources**

Interaction with the Department of Natural Resources is required in terms of the City’s historic preservation activities. In addition, there is close and routine coordination between this State agency and the Engineering Division of the City’s Community Development Department as well as the Public Works/Environmental Department.

### **Georgia Department of Community Affairs**

This State department has major review functions in terms of this Comprehensive Plan. State policies are sometimes articulated by this agency. The Department of Community Affairs provides extensive resources in the areas of building codes, coordinated planning, and housing, among others.

### **U.S. NATIONAL PARK SERVICE**

The City owns property adjacent to the Vickery Creek Unit of the Chattahoochee River National Recreation Area, which lies within the City limits. The national recreation area is managed by the National Park Service. The City has cooperated with the National Park Service in the past with regard to planning and coordinating recreational opportunities. There are other opportunities for cooperation with the National Park Service, including joint-management and policing arrangements, among others. Park Service Rangers and City police should be open to coordination mechanisms that will help satisfy common objectives and secure economies in service provision. Any bridges for the Chattahoochee River path system within the National Recreation Area will require coordination with the Park Service.

### **APPALACHIAN REGIONAL COMMISSION**

Roswell, as part of Fulton County, is within the jurisdiction of the Appalachian Regional Commission. Fulton County is part of the local development district operated out of the Atlanta Regional Commission. The Appalachian Regional Commission is a multi-State federal agency that was created in 1965 for the purpose of creating opportunities for self-sustaining economic development and improving the quality of life of north Georgia residents. The commission is a potential source of State and federal resources to assist the City with various programs.

In its Strategic Plan, *Setting a Regional Agenda*, the Appalachian Regional Commission establishes a mission statement and five major goals. The mission statement is to advocate for and partner with the people of Appalachia to create opportunities for self-sustaining economic development and improved quality of life. Its goals include ensuring skills and knowledge of residents so they compete in the world economy of the 21<sup>st</sup> century, providing proper

infrastructure for sustained economic development, mobilizing capacity for sustained progress, having access to financial and technical resources, and access to quality, affordable health care. Goals and policies of the City's Comprehensive Plan are considered consistent with the programs and policies of the Appalachian Regional Commission, with no need for refinement or modification.

### **SERVICE DELIVERY STRATEGIES**

In 1997, the State passed the Service Delivery Strategy Act (HB 489). This law mandates the cooperation of local governments with regard to service delivery issues. Each County was required to initiate development of a service delivery strategy between July 1, 1997, and January 1, 1998. Service delivery strategies must include an identification of services provided by various entities, assignment of responsibility for provision of services and the location of service areas, a description of funding sources, and an identification of contracts, ordinances, and other measures necessary to implement the service delivery strategy. The City administrator and various department heads were involved in the process of discussing service delivery strategies since those discussions were initiated by Fulton County in 1997.

Changes to service arrangements described in a service delivery strategy require an update of the service delivery strategy and an agreement by all parties. Because of this provision, it is likely that the need for intergovernmental coordination with regard to service delivery strategies will continue into the future. In addition, service delivery strategies must be updated every ten years and it being updated concurrent with the Comprehensive Planning process. The Service Delivery Strategy Act also mandates that land use plans of different local governments be revised to avoid conflicts.

### **SUBSTANTIVE ISSUE AREAS**

#### **Annexation**

The Service Delivery Strategy Act requires that local governments establish processes to resolve land use classification disputes when a County objects to a municipal annexation within its jurisdiction. Roswell has actively participated in the effort to establish an intergovernmental agreement regarding land annexation dispute resolution. Cities are strongly encouraged by State administrative rules for local Comprehensive Planning to plan land uses for areas that are or may be reasonably expected to become a part of the municipal limits during the next ten years.

In addition to having a dispute resolution procedure, Roswell should continue efforts to be clear on preferences and intentions with regard to annexation vis-à-vis the City of Alpharetta and Fulton County. Clarifying intentions on annexation benefits Fulton County in its planning for capital facilities over the planning horizon. For instance, Fulton County's fire station service areas may be drawn more efficiently and accurately if Roswell forecasts where their future City limits will be. In lieu of annexation or until annexation occurs, Roswell and Fulton County could come to certain formal arrangements for the provision of facilities and services in those areas. For example, the northwest corner of unincorporated Fulton County is surrounded by Roswell City limits and the Cherokee County line (i.e., Little River). This leaves an isolated unincorporated area that requires service by Fulton County for police and fire protection. Because Roswell's police already patrol the immediate area, it would be much more efficiently served by Roswell, whether inside the City limits or not.

### **Developments of Regional Impact (DRIs)**

This process was created by the Georgia Planning Act of 1989 and rules adopted by the Georgia Department of Community Affairs. It provides for regional and local government review of projects that meet certain thresholds for size (e.g., number of dwelling units). This process provides an opportunity for local governments to communicate and coordinate with regard to land use policy and improvements to community facilities and services. After the Georgia Regional Transportation Authority was created in 1999, it established its own rules for developments of regional impact. GRTA, ARC, and the Georgia Department of Community Affairs all play significant roles in this process.

### **Land Use Conflict Identification and Resolution Procedure**

The Service Delivery Strategy Act (1997) requires that local governments must amend their land use plans to eliminate conflicts and ensure compatibility with adjacent land use plans. The intent of these provisions is to protect citizens near borders of local government jurisdictions from land use conflicts.

The City had previously agreed that the land use plans of adjacent local governments are compatible and do not create conflict. Recognizing that some possibilities exist for land use plans of different local governments to be amended over time in a manner that they are incompatible, the County and Cities developed a cooperative procedure with regard to land use plan amendments.

The cooperative procedure for identifying and resolving land use plan conflicts specifies that with every annual or regularly scheduled land use plan update, planning staffs of the respective local governments will meet and allow 60 days for affected jurisdictions to respond. Every effort is supposed to be made by staff to reconcile conflicts. Only the local governing bodies can declare that a conflict exists, and if a conflict exists that cannot be resolved, then the conflict resolution procedure dictated by the Georgia Planning Act applies. In addition, it should be noted that cooperation on planning matters could also be done through the existing plan review notification procedure (routinely performed by the Atlanta Regional Commission).

### **Public Property – Land Use Agreement**

With respect to county properties within Roswell, it is anticipated that Roswell and Fulton County will be guided by a Court of Appeals of Georgia ruling in 2002 in the case, City of Decatur v DeKalb County. In that case, the court ruled that county buildings were not subject to city zoning ordinances, but buildings were not exempt from compliance with other city building regulations. Hence, county government construction projects on county-owned property are not exempt from all city building regulations. The court cited the Georgia Supreme Court decision in Macon Assn. for Retarded Citizens v Macon-Bibb Planning Commission (1984) that county-owned property that is used for governmental purposes is not subject to municipal zoning regulations. In certain cases of regulation, such as soil erosion and fire safety, the court reasoned that the Georgia General Assembly specifically granted cities powers of regulation which does not exempt county buildings from city ordinances.

### **Air Quality**

The U.S. Environmental Protection Agency has designated a thirteen-County area around Atlanta as a non-attainment jurisdiction for ozone. Ozone is created by a photochemical reaction of a mixture of organic compounds and nitrogen oxides (created by fuel combustion) and is a major air pollutant in the lower atmosphere. The City of Roswell will need to cooperate with any regional air quality plan mandated by the U.S. Environmental Protection Agency and transportation plan prepared by the Atlanta Regional Commission and the Georgia Regional Transportation Authority.

### **Joint Training in Erosion Control Inspection**

In 1998, Roswell, Alpharetta, and the Fulton County Soil and Water Conservation District formed a partnership for on-going erosion control training.

### **Water Supply and Water Conservation**

The *Water Supply and Water Conservation Management Plan*, prepared by the Metropolitan North Georgia Water Planning District, includes policies and programs to foster coordinated water supply and conservation decisions among the local governments in the 16-County district, including Fulton County and Roswell. Water reclamation, conservation (11 specific measures), and system connections (in the event of failure or drought) are integral elements of the plan.

Local governments are expected to integrate this regional plan and implement local water plans consistent with the district's management plan. The plan took into consideration the Tri-State water limitation negotiations (Georgia, Florida, and Alabama), and it is designed to meet the Georgia Environmental Protection Division's (EPD's) in-stream water quality and flow standards, according to water use classification. Even with the strategies outlined in the regional water plan, district water supplies will exceed demands by only approximately 10 percent in 2030.

The water plan is intended to be flexible in that it has provisions for the development and updating of local plans and updating of the regional water plan every five years. Core goals of water conservation, new reservoirs, sharing of resources, interconnection requirements, and reclamation and reallocation provisions will not be changed to accommodate local preferences.

The plan recommends five local reservoirs in the near future that are currently in various stages of the permitting process. These reservoirs may provide an additional 114 million gallons per day (MGD) of water supply in the District. Most existing water treatment plants will remain in service, but some service areas will need to be reconfigured by 2030 and treatment methods will need to be standardized to meet interconnection requirements.

Four new treatment plants are planned by 2005 which will add 168 MGD of capacity. As also noted in the discussion of the district's *Long-range Sewer Management Plan*, the water plan relies on indirect potable reuse (i.e., reclaimed water that is returned to water supply) to meet future potable water demands. Conservation efforts are forecasted to provide a savings of up to 9 percent in water use by 2030. These water conservation measures will be implemented by 2006 and continue thereafter throughout the planning horizon to 2030.

**Table 13.1**  
**Water Conservation Program Measures**  
**Metropolitan North Georgia Water Planning District**

<ul style="list-style-type: none"> <li>• Conservation pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Distributing low-flow retrofit kits to residents</li> </ul>
<ul style="list-style-type: none"> <li>• Assess and reduce water system leakage</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting commercial water audits</li> </ul>
<ul style="list-style-type: none"> <li>• Legislation requiring plumbing retrofits on home resales</li> </ul>	<ul style="list-style-type: none"> <li>• Conducting residential water audits</li> </ul>
<ul style="list-style-type: none"> <li>• Legislation to require low-flush urinals for new non-residential buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Implementing an education and public awareness plan</li> </ul>
<ul style="list-style-type: none"> <li>• Requiring sub-unit meters in new multi-family residential buildings</li> </ul>	<ul style="list-style-type: none"> <li>• Review and oversee water conservation implementation and performance</li> </ul>

Source: Metropolitan North Georgia Water Planning District. *Water Supply and Water Conservation Management Plan*. Atlanta: Atlanta Regional Commission.

Water is moved from areas where it is available to areas where it is needed. Transfers of water occur among cities, counties, and basins. Through interbasin transfers, the Chattahoochee River basin is a net exporter of water. For instance, the Ocmulgee River Basin's residents are currently heavily reliant on water interbasin transfers (126 MGD) from the Chattahoochee River Basin via DeKalb County. Water (19 MGD) is also transferred from Lake Allatoona (Etowah River Basin) to the Chattahoochee River Basin within Cobb County. The regional water plan includes interbasin transfers within the District to better share water resources, and it includes using water from the Etowah Basin to serve portions of the northern Chattahoochee Basin. Water systems in the district will need additional connections with adjacent systems to meet targets for District-wide interconnection reliability by 2030.

Local government responsibilities for implementation of the regional water plan include the following:

- Own and operate utilities that manage water supply systems and water conservation programs.
- Plan and construct water supply infrastructure for water supply.
- Participate in the District and its regional efforts for water resources management.
- Implement a water conservation program.
- Expand, construct, upgrade, and retire water treatment plants and distribution infrastructure.
- Provide for interconnections of water systems for reliability.
- Develop local water management plans.
- Fund capital improvements.
- Evaluate opportunities for public-private partnerships.

Local water management plans will need to be adopted, to include those elements shown in Table 13.2.

**Table 13.2**  
**Local Water Planning Elements**

<b>Traditional</b>	<b>Regional</b>
<ul style="list-style-type: none"> <li>• 30-year planning horizon with 5-year updates</li> </ul>	<ul style="list-style-type: none"> <li>• Water conservation</li> </ul>
<ul style="list-style-type: none"> <li>• Water treatment</li> </ul>	<ul style="list-style-type: none"> <li>• Education and public awareness activities</li> </ul>
<ul style="list-style-type: none"> <li>• Water service areas</li> </ul>	<ul style="list-style-type: none"> <li>• Water reuse Inter-jurisdictional dialogue, cooperation, and resource sharing</li> </ul>
<ul style="list-style-type: none"> <li>• Transmission and distribution systems</li> </ul>	<ul style="list-style-type: none"> <li>• Drought and emergency planning</li> </ul>
<ul style="list-style-type: none"> <li>• Capital improvement plans</li> </ul>	<ul style="list-style-type: none"> <li>• Net return and consumptive use calculations</li> </ul>
<ul style="list-style-type: none"> <li>• County-wide and basin-wide perspectives, including system interconnections</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination with wastewater and watershed plans (with clean water as the primary goal)</li> </ul>

Source: Metropolitan North Georgia Water Planning District. *Water Supply and Water Conservation Management Plan*. Atlanta: Atlanta Regional Commission.

The regional water plan identifies the following local planning actions needed for implementation: Water management planning; and review of local plans for consistency with the District plan. Senate Bill 130 mandates that local governments within the District shall implement the provisions of the district plans that apply to them. The Director of EPD may also modify existing permits to make them consistent with the District plan.

### **Long-term Wastewater Management**

The *Long-term Wastewater Management Plan*, prepared by the Metropolitan North Georgia Water Planning District, represents a departure from existing plans by recommending consolidated facilities (i.e., fewer, more regionalized plants). It provides for local ownership and operation of wastewater facilities, but it proposes to increase inter-jurisdictional collaboration to gain efficiencies and avoid duplication.

Goals of the wastewater management plan include enhancing water quality, sustaining economic development, distributing costs equitably, measuring implementation, and advancing the education and awareness of the public.

The regional plan recommends reclaiming water to the natural environment to sustain water supply sources (indirect potable reuse). It also recommends septic system inspection and maintenance programs. Septic systems treat approximately one-fifth of the district's wastewater.

Local government implementation responsibilities will include, among others, the following:

- **Map existing facilities.** Map sewer systems by 2008.
- **Maintenance system.** Develop computerized maintenance management systems for local sewer systems by 2008. These inspection and maintenance program components need to comply with requirements of the current National Pollutant Discharge Elimination

System (NPDES) Permit Program and the proposed regulations of the U.S. Environmental Protection Agency.

- **Septic tank maintenance.** Establish septic system inspection and maintenance programs, including requirements for pumping septic tanks every five years. Also, local health departments need to create data bases of existing septic tank systems and establish additional septic system design requirements to supplement existing regulations of the Georgia Department of Human Resources, to make them more effective.
- **Planning.** Review local wastewater management plans for consistency with the District's plans by 2005. Develop local wastewater management plans, and integrate the district's regional plans (i.e., conform to the core principles of the Long-term Wastewater Management Plan). Local plans need to define areas to be served by wastewater collection systems and areas that will not be served. Local planning studies involving more than one jurisdiction will be needed. Transitional areas that use septic systems may be identified until a collection system is extended at a later date (which needs to be specified). The plan recommends planning elements as summarized in Table 13.3.

**Table 13.3**  
**Local Wastewater Planning Elements**

<b>Traditional Elements</b>	<b>Regional Elements</b>
• Flow projections	• Sewer System Master Plan
• Collection	• Inter-jurisdictional Projects
• Treatment technology	• Septic System Transition Plan
• Reclamation/Reuse	• Consumptive Use
• Effluent management	• Coordination with Water and Watershed Plans
• Biosolids management	
• Capital improvement plans	

Source: Metropolitan North Georgia Water Planning District. Long-term Wastewater Management Plan. Table 10-1.

- **Plant construction and decommissioning.** Expand, construct, upgrade, and retire wastewater treatment plants as called for in the plan. Plants with less than 3 MGD are proposed to be reduced (phased out) during the planning horizon.
- **System performance and reliability improvements.** Enhance the reliability of wastewater treatment plants and pumping stations. Meet Reliability Class I standards, as defined by the U.S. EPA.
- **Water reuse and reclamation.** The plan calls for reclaiming water for Lake Lanier by Forsyth, Gwinnett, and Hall Counties. The goal of Georgia's Environmental Protection Division (EPD) is to reuse 10 percent of the water withdrawn for potable and non-potable facilities.
- **Higher levels of treatment.** Higher levels of treatment will be needed to address requirements for Total Maximum Daily Loads (TMDLs), in-stream nutrient standards

(EPD and EPA), and indirect potable reuse standards. To provide the necessarily higher levels of treatment, local governments will need to implement advanced treatment technologies to produce reuse-quality effluent.

- **Public connection policies.** Develop public sewer connection policies, if needed.
- **Grease management.** Develop a grease management program beginning 2009.
- **Policies regarding private plants.** Develop policies and conditions for allowing private wastewater systems.
- **Promote public education and awareness.** This includes helping the District to meet the performance standard that 75 to 90 percent of the population will be reached by the year 2006 with regard to education and public awareness programs.
- **Fund capital improvements.** Approximately 345 MGD of additional treatment capacity will be needed in the district's jurisdiction by 2030.
- **Evaluate opportunities for public-private partnerships.**

#### **District-wide Watershed Protection**

The Metropolitan North Georgia Water Planning District has approximately 1,100 miles of waterways that do not meet State water quality standards. Stormwater runoff from urban areas and nonpoint sources is the major source of water quality problems, either causing or contributing to 99 percent of violations. Many of the streams in the District do not meet their designated uses. The health of the region's lakes, including Lanier, is threatened.

The *District-wide Watershed Management Plan* includes recommendations for source water protection that focus on addressing potential pollutant sources. Streams that do not support their designated uses are placed on a list of "impaired waters," also known as the "303(d)" list. The plan includes strategies to maintain water quality as new development occurs, encourage stormwater pollution prevention, meet Total Maximum Daily Load (TMDL) strategies, protect drinking water supply watersheds, restore substantially impacted watersheds, and govern uses in a way that meets watershed protection goals. The overall goal is to move towards meeting and maintaining water quality standards and designated uses of streams and other water bodies in the District.

Local policy recommendations of the *District-wide Watershed Management Plan* center on resource protection, reduction of impervious cover, and septic tank management.

- **Changes to local ordinances.** Roswell's ordinances have been updated to provide sufficient protection of watersheds. The District has adopted five model ordinances which have been implemented in Roswell. These ordinances address post-development stormwater management for new development and redevelopment, floodplain management/ flood damage prevention, conservation subdivision/ open space development, illicit discharge and illegal connection, and litter control. Roswell is also in compliance with the model ordinance for stream buffers. All local governments in the District are required to implement the District's Model Stormwater Management Ordinances as the first implementation milestone (O.C.G.A. 12-5-570). In addition, local

governments are required by the State Erosion and Sedimentation Control Act to adopt a local erosion and sedimentation control ordinance and Best Management Practices (BMP) criteria, standards and specifications outlined in the *Manual for Erosion Control in Georgia* (Georgia Soil and Water Conservation Commission, 5<sup>th</sup> ed.). Again, Roswell complies with those requirements.

- **Education and public awareness.** Senate Bill 130 established a goal that 75 to 90 percent of the District's population will have achieved awareness of water resource protection issues by the end of 2006. This is proposed to be achieved through identifying target groups and educating them on the importance of watershed protection.
- **Water quality monitoring.** A water quality monitoring plan is included in the District-wide Watershed Management Plan. Local governments will need guidance from the plan in meeting the requirements of the Phase 1 NPDES Municipal Separate Storm Sewer System (MS4) stormwater program, as well as the Georgia Environmental Protection Division's requirements for watershed assessments and the TMDL program. TMDL strategies implementation is a key priority within the first years of plan implementation.
- **Source water protection.** The plan contains actions to protect water supply watersheds.
- **Watershed improvement plans for restoration and retrofit.** Approximately 20 percent of the District's watersheds are likely to need watershed retrofit and restoration. Local governments will be required to develop a watershed improvement plan for substantially impacted watersheds (i.e., those that do not meet water quality standards and designated uses). Implementation will be costly and require several years of planning, funding, and construction. Restoration and retrofit projects will be implemented during the planning horizon (to 2030); a long period is established for implementation due to the high costs of restoration and the need for additional study to define specific requirements on a subwatershed level.
- **Training and certification programs in stormwater management.** The plan recommends that local governments adopt standard training and certification programs for site designers and engineers to assure that the standards and criteria in the *Georgia Stormwater Management Manual* (Atlanta Regional Commission 2001) are properly incorporated into future development projects.
- **Environmental Magistrate.** The regional plan recommends that local governments create an official judicial mechanism to handle citations and citizen complaints regarding violations of water quality ordinances.
- **Inventory the local stormwater system.** Local governments are expected to inventory stormwater facilities and conveyance locations, elevations, outfalls, contributing drainage, receiving drainage, control structures, material types, vegetative species, and other pertinent information needed to define the kind of maintenance for stormwater facilities and conveyances.
- **Define operations and maintenance responsibilities.** All local governments are expected to define the maintenance responsibility and level of service relative to those

parts of the stormwater system and types of services for which they will be responsible. This should include schedules for periodic inspections and maintenance. This also includes development of policies for private stormwater facilities.

The requirements for watershed improvement planning are shown in Table 13.4.

**Table 13.4**  
**Watershed Improvement Planning Framework**

<b>Task</b>	<b>Description</b>
Inventory Existing Systems	Identify and map drainage systems
	Identify existing BMPs and those that may be retrofitted
	Identify existing flooding and erosion problem areas
	Identify impacted areas requiring immediate action
Evaluate Retrofit and Restoration Alternatives	Develop conceptual plans
	Evaluate effectiveness and implementation constraints
	Prioritize retrofit or restoration alternatives
	Look for opportunities for multipurpose projects to share funding burden
Develop Watershed Improvement Plan	Plan for improvements to drainage systems and stream reaches
	Develop implementation schedule
	Develop cost estimates for all planned projects
Implement Watershed Improvement Plan	Initiate project improvements
	Monitor performance
Re-evaluate Program	Prepare annual reports
	Conduct use attainability analyses in areas that will clearly not meet goals

Source: Metropolitan North Georgia Water Planning District. *District-wide Watershed Management Plan*. Table 5-7.

### **Big Creek Water Supply Watershed Protection**

This has been one of the more important and challenging areas of intergovernmental coordination Roswell has faced. The Big Creek Water Supply Watershed (see Natural Resources Element) includes six local governments: Roswell, Alpharetta, Cumming, Fulton County, Forsyth County, and Cherokee County. The City has participated in a process with other local governments and the Atlanta Regional Commission to ensure that its watershed protection efforts meet or exceed State administrative rules and regional requirements.

The Big Creek Water Supply Watershed (also see Natural Resources Element) includes six local governments: Roswell, Alpharetta, Cumming, Fulton County, Forsyth County, and Cherokee County). After many years, the Atlanta Regional Commission published a *Big Creek Watershed Study Master Plan*. The Big Creek Study was a cooperative effort among the affected jurisdictions and sponsored by the Atlanta Regional Commission.

Rules of the Georgia Department of Natural Resources, Environmental Protection Division, require protection measures for small water supply watersheds. Big Creek, as noted in the Natural Resources Element of this plan, is a water source for the City of Roswell. It should be

noted that the Roswell Water Treatment Plan is proposed by the Metropolitan North Georgia Water Planning District to be decommissioned by 2030.

The entire watershed is expected to increase from 15 percent impervious in 1995 to 35 percent impervious in 2020. If this projection holds true, the Big Creek small water supply watershed will exceed the 25 percent impervious standard established by the Georgia Department of Natural Resources (DNR) in its Rules for Environmental Planning Criteria. Those rules, however, provide that an alternative standard may be approved by DNR, and the Big Creek Study was based on the premise that an alternative standard for protection would need to be developed. The Big Creek watershed will urbanize almost completely (86% developed) by the year 2020. As of the year 2000 it was 45 percent developed.

### **ANALYSIS OF BEST PRACTICES FOR INTERGOVERNMENTAL COORDINATION**

The *Regional Development Plan Guidebook*, published by the Atlanta Regional Commission, provides a discussion of various quality growth tools that can be implemented by local governments. For each tool, there are also suggested “best practices,” some of which pertain to intergovernmental coordination. Such best practices are further divided into those that apply at the stage of Comprehensive Planning, preparation of land use regulations, and development review. Table 13.5 identifies those intergovernmental coordination best practices that apply during local Comprehensive Planning and shows the extent to which those best practices are integrated into the Comprehensive Plan.

**Table 13.5**  
**Regional Development Plan**  
**Best Intergovernmental Coordination Practices**  
**and their Application in Roswell**

<b>Tool</b>	<b>Best Intergovernmental Coordination Practice</b>	<b>Applicability in Roswell</b>
Transit Oriented Development	The Intergovernmental Coordination Element identifies opportunities for the local government and transit provider (e.g., MARTA) for transit-oriented development.	Included in the Land Use Element and Intergovernmental Coordination Elements
Mixed-Income Housing	The Intergovernmental Coordination Element identifies potential partners in mixed-income housing community building, along with their potential roles.	Mixed-income housing is addressed in the Housing Element. Potential partners are not identified, although the Housing Element identifies other affordable housing providers that might become partners.
Retrofitting and Redeveloping Corridors	The Intergovernmental Coordination Element identifies opportunities for the local government, developers, and other agencies to support corridor retrofitting or redevelopment.	See Redevelopment Element.
Retrofitting and Redeveloping Corridors	A redevelopment agency or other entity is assigned overall coordination responsibilities for redevelopment.	See Redevelopment Element. The City's Downtown Development Authority is identified as having a potential major role in redevelopment efforts.
Greyfield Redevelopment	The Intergovernmental Coordination Element identifies opportunities for the local government, developers, and other agencies to support greyfield redevelopment.	See Redevelopment Element. The City's Downtown Development Authority is identified as having a potential major role in redevelopment efforts.
School Siting and Land Use Planning	A School Board – Local Government interlocal agreement for facility planning exists.	See Community Facilities Element, Schools.
School Siting and Land Use Planning	A School Board – Local Government interlocal agreement for joint facility use exists.	See Community Facilities Element, schools and parks and recreation facilities.
School Siting and Land Use Planning	A School Board – Local Government cooperative agreement exists with regard to development and improvements needed to support school development, including cost sharing of road improvements, traffic signals, and sidewalks.	See discussion in this Intergovernmental Coordination Element.
School Siting and Land Use	The school board participates in the Comprehensive Planning process.	Participation by the school board's personnel was achieved in the 2020 Comprehensive Plan and is referenced in this plan update.
School Siting and Land Use	The local government has an ex-officio representative on the school board's capital facilities planning committee.	The City is not represented on such a committee.
School Siting and Land Use	One or more joint work sessions between City or County governing body and the school board are held.	This is desirable but not implemented at this time.
School Siting and Land Use	The Intergovernmental Coordination Element addresses cooperation issues and summarizes agreements.	The Intergovernmental Coordination Element complies with this recommended best practice.

## **GENERAL INTERGOVERNMENTAL COORDINATION POLICIES**

1. Resolve conflicts with other local governments through established mediation processes or other informal means.
2. Share resources and information with all government entities.
3. Ensure that goals and implementation programs of the City's Comprehensive Plan are consistent with adopted coordination mechanisms and consistent with applicable regional and State programs.

## **REFERENCES**

Association County Commissioners Georgia, Georgia Municipal Association, Georgia Department of Community Affairs, and Carl Vinson Institute of Government, The University of Georgia. 1997. *Charting a Course for Cooperation and Collaboration: An Introduction to the Service Delivery Strategy Act for Local Governments*. Atlanta: Georgia Department of Community Affairs.

Atlanta Regional Commission. 1999. Strategy 2000: Annual Work Program and Budget. Atlanta: Atlanta Regional Commission.

Institute of Continuing Legal Education in Georgia. October 21, 1999. Georgia Regional Transportation Authority. Program Materials 994159.

Weitz, Jerry. November 24, 1999. Memorandum to Mayor Wood Regarding Synopsis of Meeting with Representatives of Fulton County Schools. Roswell, GA: Community Development Department.

## **CHAPTER 14 IMPLEMENTATION**

The preceding chapters (1-13) provide an assessment of current and future needs along with statements of goals, policies, and objectives. Most of the chapters include action programs that describe how implementation should occur. This chapter consolidates those various action programs and provides additional guidance for implementing the Comprehensive Plan.

There are three major parts to this chapter. First, it includes a “short-term work program” (Table 14.1) which is required by Georgia DCA administrative rules for local Comprehensive Planning (Rules of the Georgia Department of Community Affairs, Chapter 110-12-1-.04). Second, it includes the “Capital Improvement Element” (CIE) (Table 14.2) which is a required component of the City’s Development Impact Fee Program. The third major part is the City’s five-year capital improvement program, which is an integral part of the City’s Short Term Work Program and is attached at the end of this chapter.

In addition to containing these major components of implementation, this Chapter summarizes implementation responsibilities, discusses the merits of initiating a community indicator and benchmarking system for evaluation of the successes of plan implementation, provides a framework for prioritizing capital improvements, and summarizes federal, State, and local funding sources.

### **IMPLEMENTATION RESPONSIBILITIES**

This section summarizes implementation responsibilities. Various departments are assigned responsibilities for implementation of the Comprehensive Plan’s recommendations, but the overall champion of planning and plan implementation is the Community Development Department.

#### **Planning Commission**

The Planning Commission is given authority to recommend overall policy direction with regard to the planning and zoning functions of the City.

#### **Design Review Board**

The Design Review Board has overall responsibilities for implementing urban design programs in Roswell. Those responsibilities are superseded by the Historic Preservation Commission in locally designated historic districts.

#### **Historic Preservation Commission**

The Historic Preservation Commission has overall responsibilities for implementing historic preservation programs in the City.

#### **Housing Authority**

The Housing Authority is responsible for the maintenance and improvement of the City’s public housing units.

### **Downtown Development Authority**

The City's Downtown Development Authority (DDA) is currently inactive. However, such an authority could be reactivated to construct projects and improvements.

### **INDICATORS AND BENCHMARKS FOR EVALUTING IMPLEMENTATION**

Local governments are increasingly turning to "community indicators" and benchmarking programs in order to evaluate whether they are adequately implementing their Comprehensive Plans.<sup>1</sup> Community indicators are measurements that provide information about past and current trends. They can assist planners and City leaders in making decisions that will improve outcomes in the future (Phillips 2003). Benchmarks, on the other hand, are "aspirational" in nature and suggest targets for the City to meet in the future. Some key substance areas that might be included in such a program are: quality of life, sustainability, performance evaluation, and healthy communities.

### **SHORT-TERM WORK PROGRAM**

The short-term work program (Table 14.1) addresses major program actions that are needed during the next five years. The schedule of improvements of the five-year capital improvement program (provided at the end of this chapter), though presented in a separate table, is an integral part of the short-term work program because it specifies capital projects that are needed during the short-term. Table 14.1 does not include the purchase of major capital items since those are described in the schedule of improvements of the Capital Improvement Element (CIE) (see Table 14.2) and the City's capital improvement program (see the document at the end of this chapter). For example, requests for the funding of studies are not "capital improvements" according to the definition in the State's development impact fee law and are the type of program action that typically appears in the short-term work program (Table 14.1). The short-term work program is therefore a compilation of programs and actions to be accomplished rather than a list of physical improvements to be constructed. Note that other chapters, such as historic preservation, economic development, and transportation, also have components of the short-term work program which are presented in consolidated (and in some cases summarized) form in this chapter.

### **CAPITAL IMPROVEMENT ELEMENT**

The "Capital Improvement Element" (CIE) is required by State rules for local impact fee programs. It is provided in Table 14.2. It is separated from the capital improvement program only for purposes of state and regional compliance review. Projects in Table 14.2 are integrated into the City's Capital Improvement Program on an annual basis. The City is required to annually update and maintain at least a five-year schedule of system improvements in the Capital Improvement Element. The update must add a fifth year schedule of improvements and indicate any changes to or revisions of previously listed CIE projects, including alterations in project costs, proposed changes in funding sources, construction schedules, or project scopes.

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<sup>1</sup> Phillips, Rhonda. 2003. *Community Indicators*. Planning Advisory Service Report No. 517. Chicago: American Planning Association.

## **FIVE-YEAR CAPITAL IMPROVEMENT PROGRAM**

A third major part of this chapter is the City's five-year capital improvement program (which is used in formulating an annual capital budget). This capital program includes projects within the Capital Improvement Element (CIE) (see Table 14.2), which is required for the development and maintenance of impact fee programs. The capital program includes impact fee-eligible projects as well as those that will be built or constructed with funds other than impact fees.

The five-year capital improvement program is provided at the end of this chapter. It includes a column that identifies the probable funding sources for improvements. In almost every case, the expected funding source is listed as general fund. Each year, the City adopts a capital improvement budget covering the same fiscal year as the City's operating budget. Generally, the capital improvement budget draws its revenues from a variety of sources, including but not limited to, property taxes, development impact fees, general obligation bond and revenue bond proceeds, grants, and intergovernmental funds.

### **Determining Priorities**

In determining priorities for funding, the City should on an annual basis consider the tradeoffs of each recommended project. With competing projects and insufficient funds, not all projects will be able to be funded during a given five-year period. Some of the more important types of considerations that should go into analyses and selection of capital projects for funding are shown below.

#### **Capital Project Evaluation Framework**

• Health and Safety Effects	• Environmental or Aesthetic Improvements
• Legal Requirements	• Availability of State and Federal Funds
• Community Support	• Economic Revitalization Potential
• Operating and Maintenance Costs	• Geographic Distribution
• Operational Efficiency	• Social Equity
• Conformance with Adopted Plans	• Other

### **City Recurring Revenue Sources**

Funding for the Capital Improvement Program comes from different sources including the General Fund comprised of property tax, sales tax and other taxes and sources of revenue, fund balance from the Enterprise Fund of the proposed project, impact fees collected from development located in the Capital Projects Fund and the issuing of general obligation debt. The City has a practice of using fund balance for one-time capital and using operating revenues for recurring capital. The use of bond money is determined through an election to approve the issuance of debt for the specific projects. Listed below are revenue sources for the General Fund, Special Revenue, Capital Projects Fund and for Enterprise Funds.

General Fund:

1. Ad valorem taxes on automobiles, mobile homes, and recreational vehicles residing in the City, as collected by the Fulton County Tax Commissioner and disbursed to the City.
2. Real and personal property (ad valorem) taxes, including property taxes on land owned by public utilities, collected by Fulton County and remitted to the City.
3. Local option sales taxes, collected by the State and remitted to the City.
4. Real estate transfer taxes on the value of sold property in the City, and recording fees collected by the County Tax Commission, a proportion of which is remitted to the City.
5. Auditorium (cultural arts center) rental fees, determined on a contract basis.
6. Retail and wholesale beverage taxes and alcohol, beer, and wine license fees, and liquor pouring license fees.
7. Fees for zoning, building permits, burning permits, business licenses, annual licenses for insurance companies, inspections, soil erosion remediation, tree bank, and signs.
8. Meter fees and deposits for the use of City water, and sewer connection and use fees (10% of amount billed by Fulton County), which goes into the City's water and sewer fund.
9. Court fines and forfeitures.
10. Financial institution tax levied on banks and savings and loans institutions in the City.
11. Utility franchise fees, such as telephone and cable television.
12. Interest revenue, gains on the sale of investments made by the City, and income from leases such as tower space for cell phone antennas.
13. Development impact fees, currently assessed for fire, transportation, and parks/recreation.
14. Insurance premium taxes, levied against insurers doing businesses within the City.

Enterprise Fund:

15. Recreation fees, such as arts and crafts, gymnasium/physical fitness, dance/drama, special events, swimming, and athletics fees, which are charged to offset the costs of providing recreation programs.
16. Garbage collection fees, including extra assessments for "large items," and recycling fees for appliances, freon, etc.

Special Revenue:

17. Emergency 911 fees collected per individual phone bill and for cellular phones.
18. Hotel/motel tax, a significant portion of which must fund promotion of tourism and conventions.

**Long-term Debt Financing**

In addition to the above-referenced funding sources, the City has used and continues to consider using general obligation bonds to finance capital improvements. General obligation bonds are direct obligations and pledge the full faith, credit, and taxing powers of the City. In 1995, the City issued \$18.66 million in general obligation bonds; in 2000, \$34.04 million in 2002, \$29.91 million in refunding bonds which replace old bonds with new and reduce the interest payments on the debt service; and in 2003, \$10.79 million in refunding bonds. At the end of FY 2003-2004 the City of Roswell had \$57,835,000 in general obligation debt issues outstanding. The City Maintains an “AAA” bond rating from Standard and Poor’s Corporation and an “AAA” rating from Moody’s Investors Service. The City has, from time to time, issued water and sewer system revenue bonds. Currently, there are no revenue bond issues outstanding. In 2005 the City is considering another general obligation bond referendum to help fund capital projects, and Roswell’s Mayor has solicited input from the community on priorities for project funding.

**FEDERAL AND STATE REVENUE SOURCES**

The descriptions of sources of intergovernmental revenues provided in this section are excerpted from the Georgia Department of Community Affairs’ *Catalog of State Financial Assistance Programs* (2002), Fulton County’s website (<http://www.co.fulton.ga.us/>), Georgia Department of Transportation TE Sponsor Guidebook, Georgia Emergency Management Agency’s Application Announcement and Instructions, and Department of Homeland Security’s Program Guidance for the 2005 Assistance to Firefighters Grant Program.

**Assistance to Firefighters Grant Program**

This grant program, provided by the Department of Homeland Security, offers assistance to organizations that lack the resources necessary to protect the health and safety of their citizens. The primary goals is to ensure that first-responders are prepared to prevent, respond, and recover from any major events, especially terrorist attacks.

**Byrne Drug Control and System Improvement Formula Program**

This program awards funds through the Bureau of Justice Assistance for improving the functions of the criminal justice system. The main focus of criminal justice improvements are violent crime and serious offenders. Funds from this program can be used for items such as equipment, personnel, training, technical assistance, information systems, and assistance to victims (other than compensation).

**Transportation Enhancement Program**

The program has consisted of twelve eligible categories including facilities for pedestrians and bicyclists, safety and education activities for pedestrians and bicyclists, acquisition of scenic

easements and scenic or historic sites, scenic or historic highway programs, landscape and other scenic beautification, historic preservation, rehabilitation and operation of historic transportation buildings, preservation of abandoned railway corridors, control and removal of outdoor advertising, archaeological planning and research, environmental mitigation of highway runoff, and the establishment of transportation museums.

### **Community Development Block Grant (CDBG)**

CDBG funds can be used for a variety of projects that will benefit low- and moderate income households or fulfill one of the approved national objectives. Funds originate from the U.S. Department of Housing and Urban Development and are administered by Fulton County, Department of Housing, by contractual arrangement. These funds are at the time of this writing proposed for elimination in President Bush's Fiscal Year 06 proposed budget.

### **HOME Funds**

Funds under this program originate from the U.S. Department of Housing and Urban Development and are distributed according to policies of the Fulton County Board of Commissioners. The program is established to provide affordable housing projects and programs outside the city limits of Atlanta. HOME funds are available to the City, through contractual arrangement with Fulton County. Nonprofit housing providers can access these funds to add to the workforce housing stock within the City.

### **State Homeland Security Program**

This program is administered by the Georgia Emergency Management Agency. It is designed to encourage regional planning and preparedness for emergency responders of Georgia to prevent the use of weapons of mass destruction within the state's borders or in instances where weapons of mass destruction are used within the state's borders.

### **Local Development Fund (LDF)**

This grant program, provided by the Georgia Department of Community Affairs, provides small sums (maximum of \$10,000) for a wide range of municipal improvement projects. To be eligible, the recipient must be a qualified local government, meaning that it has met DCA Comprehensive Planning, reporting, and solid waste management requirements. A local cash or in-kind match no less than dollar for dollar of the grant amount is required.

### **Downtown Development Revolving Loan Fund**

This program is administered by the Georgia Department of Community Affairs. It provides low-cost, reasonable-term loans to small and middle-sized communities in implementing quality downtown development projects (generally up to \$200,000 per project). Loan terms are usually no longer than 15 years. Interest rates are normally fixed at below market values.

### **Georgia Quality Growth Grant Program**

This is a new grant program funded by the Georgia Department of Community Affairs. It is designed to help cities and counties engage in "smart growth" planning and implementation projects such as subarea plans, corridor plans, and innovative programs for quality growth.

Funding for individual project is typically not more than \$25,000, and this program has not been funded in the last or current fiscal year.

### **Clean Water Loan Program**

This program is administered by the Georgia Environmental Facilities Authority (GEFA). It provides low interest loans at a 3 percent rate for a maximum of 20 years to construct wastewater treatment improvements, pumping stations, collector sewer lines, interceptors, sewer line replacements and/or repairs, and correct combined sewer overflow problems. Cities are eligible and eligible costs include engineering, planning and design, and construction.

### **Construction Loan Program**

This program is also administered by GEFA. It provides short-term loans at low interest rates for improving water, wastewater, and solid waste management systems. Applications are accepted at any time of the year.

### **Georgia Fund Loan Program**

This is another GEFA loan program. It provides low interest loans for water and wastewater projects.

### **Environmental Emergency Loan Program**

This program, also administered by GEFA, provides loans at a rate of 2 percent interest for projects that address immediate threats to public health or the environment.

### **State Aid, Local Assistance Road Program (LARP)**

This program is administered by the Georgia Department of Transportation. It provides funds to resurface roads and streets with deteriorated pavements and to maintain the structural integrity of roads. The selection of projects is based on an engineering evaluation of need, service to be provided versus cost, local government priority, and availability of funds.

### **Urban and Community Forestry Financial Assistance Program**

This program is administered by the Georgia Forestry Commission. It is designed to encourage citizen participation in creating urban and community forestry programs. Projects include tree ordinances, greenspace management, tree inventories, Arbor Day, and educational programs.

### **Land and Water Conservation Fund (LWCF)**

This grant program is administered by the Georgia Department of Natural Resources, Grants Administration and Planning Division. LWCF provides 50 percent matching grants for acquisition of real property and development of facilities for the general purpose of outdoor recreation. Georgia's allotment during FY 2001 from the U.S. Department of the Interior for this program was \$2 million. In FY 2001, the maximum individual award was \$75,000.

### **Recreation Assistance Fund (RAF)**

This grant program is administered by the Georgia Department of Natural Resources, Grants Administration and Planning Division. It provides State grants for purchase, development, or rehabilitation of public recreation lands and/or facilities. The funding level and maximum grant varies annually based on appropriations by the Georgia General Assembly.

### **Recreational Trails Program (RTP)**

This is a third program administered by the Georgia Department of Natural Resources, Grants Administration and Planning Division. Funding is provided for the acquisition and/or development of motorized and non-motorized recreational trails. It provides for 80% federal to 20% local funds.

### **Georgia Heritage Grants**

This program is administered by the Historic Preservation Division of the Georgia Department of Natural Resources. It is a matching grant program to assist eligible applicants with the rehabilitation of Georgia Register-listed historic properties and related activities. Grants may be made up to \$20,000 for predevelopment projects and up to \$40,000 for development projects. However, current funding makes awards of those magnitudes unlikely.

### **Governor's Land Conservation Program (2005)**

At the time of this writing, the Georgia General Assembly had passed Governor Sonny Perdue's proposed Georgia Land Conservation Act.<sup>2</sup> This legislation will replace prior Governor Roy Barnes' Greenspace Program. A key to this program is to protect land on private property through conservation easements while allowing farm and timber operations to continue. It will create a new board, called the Georgia Land Conservation Council, which will have approximately \$100 million to spend on conservation efforts. Local governments will be eligible to apply to the Council for low-interest loans. Emphasis will be placed on protecting prioritized landscapes, such as areas with scenic views, wildlife habitats and areas of ecological or cultural significance.

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<sup>2</sup> Jacobs, Sonji, and Stacy Shelton. February 15, 2005. "Lawmakers Vote to Save Green Space." *The Atlanta Journal-Constitution*.

**Table 14.1**  
**Short-Term Work Program, City of Roswell, FY 2005-2006 to FY 2009-2010**

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Population	Monitor regional and U.S. Census Bureau estimates of the City's population	X	X	X	X	X		Community Development
Population	Monitor and publicize any adult literacy programs available to Roswell's residents	X	X	X	X	X		Community Information Office
Population; Development Impact Fees	Update population and functional population projections as needed to support annual updates of the Capital Improvement Element	X	X	X	X	X		Community Development
Housing	Maintain data on issuance of housing starts (building permits) for estimates of population and housing	X	X	X	X	X		Community Development, Building Division
Housing	Identify any concentrations of substandard housing units and use community development funds to help fund improvements		X	X				Community Development (CDBG if available)
Housing	Continue to enforce the standard housing code	X	X	X	X	X		Community Development
Housing	Maintain the City's public housing program and determine appropriate future activities/programs	X	X	X	X	X		Housing Authority
Housing	Monitor available State and federal housing programs and disseminate information to individuals and groups in need of such program resources	X	X	X	X	X		Community Development
Housing	Work on affordable housing study			X	X	X		Community Development
Economic Development	Gather information on properties suitable for office development and provide market information to developers, the Greater North Fulton Chamber of Commerce, Georgia Power Company, Fulton County, etc.	X	X	X	X	X		Roswell EDD; GNFCOC; Ga. Power Co. MACOC, Fulton County ED
Economic Development	Provide information on available office space to all potential users or reference sources	X	X	X	X	X		Roswell EDD
Economic Development	Work with other City departments to promote public investments such as pedestrian amenities that will result in increasing the tax base	X	X	X	X	X		Roswell EDD

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Economic Development	Create incentives for transfer of ownership from absentee landlords to tenants or active ownership		X					Roswell EDD
Economic Development	Work with the Chamber to initiate a High Tech Business Council		X	X				Roswell EDD; GNFCOC
Economic Development	Continue to support quality of life enhancements that make the area attractive to corporations	X	X	X	X	X		Roswell EDD; planning; other City departments
Economic Development	Work with merchants association to identify and conduct promotional activities	X	X	X	X	X		Roswell EDD; merchant's association
Economic Development	Conduct parking study (assess needs and options) in the historic district, both short-term and long-term		X	X				Roswell EDD; consultant
Economic Development	Implement recommendations of parking study				X			City; merchants
Economic Development	Collaborate with the Convention and Visitors Bureau and others on marketing	X	X	X	X	X		Roswell EDD
Economic Development	Improve signage to key attractions throughout the City	X	X	X				Roswell EDD; Transp. Dept.
Economic Development	Assess needs of small and home-based businesses in the City	X	X					Roswell EDD; GNFCOC
Economic Development	Develop a program to address needs of small and home-based businesses			X				Roswell EDD
Economic Development	Guide small entrepreneurs to available forms of resources and assistance	X	X	X	X	X		Roswell EDD
Economic Development	Communicate with businesses via electronic newsletter to keep them informed of developments in the City	X	X	X	X	X		Roswell EDD; Community Info. Manager
Economic Development	Stay involved in regional discussions.	X	X	X	X	X		Roswell EDD; Fulton County ED; GNFCOC
Economic Development	Continue to communicate the development process more effectively; advocate for streamlining where opportunities exist	X	X	X	X	X		Community Development
Economic Development	Ensure that all applicants are aware of the applicable design/development guidelines	X	X	X	X	X		Roswell EDD; planning
Redevelopment	Pursue policy-based budgeting to accomplish redevelopment goals, with redevelopment as a priority	X	X	X	X	X		City Administrator and City Council

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Redevelopment	Continue to consider locating public facilities in redevelopment target areas	X	X	X	X	X		City Administrator and City Council
Redevelopment	Implement Midtown Roswell Redevelopment Plan (also see specific items below on implementing that plan)	X	X	X				City (various departments)
Redevelopment	Complete and begin implementation of revitalization study and plan for the Holcomb Bridge Road corridor east of GA 400	X	X	X	X	X		City (various departments)
Redevelopment	Reconstitute Downtown Development Authority, if needed.		X					Community Development; City Council
Redevelopment	Seek funding for implementation of redevelopment studies, plans, and projects	X	X	X	X	X		Community Development; City Council
Redevelopment (Midtown)	Prepare small/target area development packages	X						Roswell EDD
Redevelopment	Conduct parking needs and options study and implement plan (cross-listed; also see economic development action plan)	X	X	X				Roswell EDD; Consultant
Redevelopment	Assist where possible in improving access, ingress and egress to outmoded retail centers and upgrade surrounding road networks	X	X	X	X	X		Community Development; Transportation
Redevelopment	Promote the conversion of vacant retail space for non-retail uses such as office and institutional, including schools and non-profits	X	X	X	X	X		Roswell EDD
Redevelopment	Continue to promote existing retail space to attract quality retailers	X	X	X	X	X		Roswell EDD
Redevelopment	Prepare a Redevelopment Marketing Plan		X	X				Roswell EDD
Redevelopment	Promote and disseminate information regarding Business Improvement Districts (BIDs) and Community Improvement Districts (CIDs) among property owners as a tool, and provide support for their creation where this would be well received		X	X	X	X		Roswell EDD
Redevelopment	Consider the use overlay districts to encourage redevelopment opportunities as appropriate	X	X	X	X	X		MCC

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Redevelopment (Midtown)	Consider establishing a development response team, responsible for working with property owners on redevelopment projects	X	X					Community Development
Redevelopment (Midtown)	Develop a parking assistance fund to reduce the upfront costs of parking needed for redevelopment	X	X					Finance Department; City Council
Redevelopment (Midtown)	Plan and fund new street networks in conjunction with private redevelopment, where agreement on cost sharing can be attained.	X	X	X	X	X		Transportation Department; Community Development
Redevelopment (Midtown)	Design and install Alpharetta Street streetscape per plan's recommendations	X	X	X				Community Development Department; Transportation Department; Ga. DOT
Redevelopment (Midtown)	Complete specified safety projects, including pedestrian crossings and traffic signalization	X	X	X				Transportation Department, GDOT
Redevelopment (Midtown)	Complete preliminary design of Hog Wallow greenway	X	X					Parks and Recreation Dept.
Redevelopment (Midtown)	Install traffic calming measures on specified neighborhood streets within the corridor	X	X	X				Community Development and Transportation Department
Redevelopment (Midtown)	Construct parking deck near King's Creek area to foster redevelopment and also tie into transit corridor				X			Downtown Development Authority
Historic Preservation	Conduct an intensive-level, comprehensive historic resources survey of the City. Identify all types of historic resources, including buildings and structures, historic landscapes, and historic sites and objects			X				HPC, HCAM, Preservation Planner, SHPO, consultants
Historic Preservation	Identify "heritage trees" throughout the City	X						HPC; Community Development
Historic Preservation	Continue the "legendary chats" program of the Convention and Visitors Bureau (CVB)	X	X	X	X	X		CVB
Historic Preservation	Develop a citywide GIS database of all identified cultural resources. Update the database periodically as needed		X					GIS; Preservation Planner

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Historic Preservation	Expand the existing National Register historic district to include adjacent eligible commercial and residential areas		X					HPC, Preservation Planner, Consultant
Historic Preservation	Pursue National Historic Landmarks designations, as appropriate		X	X	X	X		HPC, Preservation Planner
Historic Preservation	Develop design guidelines for three character areas (Town Square and Mimosa Boulevard; Mill Village; and Canton Street) of the local historic district		X					HPC, Preservation Planner, Consultant
Historic Preservation	Incorporate mechanisms for protecting heritage trees into the existing tree ordinance	X						Community Development
Historic Preservation	Continue the series of brochures and town hall meetings currently being used	X	X	X	X	X		HPC, Preservation Planner
Historic Preservation	Enlarge the emphasis of programs and publications from antebellum resources to include resources from all periods of the City's history. Publish the findings of the historic resources survey and produce a "coffee table" version for sale. Utilize Certified Local Government (CLG) funds for funding survey and book publication			X				HPC, CD, Preservation Planner, SHPO
Historic Preservation	Work with the Roswell Convention & Visitors Bureau (CVB) to develop ways to promote the City's historic preservation programs through the CVB's already established channels. Meet regularly with all associated local agencies and organizations to discuss promotional programs and to keep all groups updated. Periodically review and update existing programs	X	X	X	X	X		HPC; CVB
Historic Preservation	Support development of lesson plans about the City's historic preservation programs and policies to be used in local heritage education programs. Support the curriculum of the Teaching Museum, which educates Fulton County students about U.S., Georgia, and local history		X					HPC; Fulton County
Historic Preservation	Make information about the rehabilitation tax credit programs and application forms readily available through as many sources as possible. Provide positive case studies of successful rehabilitation projects	X	X	X	X	X		HPC, Preservation Planner

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Historic Preservation	Make information about historic facade easements and conservation easements readily available through as many sources as possible. Provide positive case studies of successful easement donations and their resulting historic resources protection	X	X	X	X	X		HPC, HCAM, Preservation Planner
Historic Preservation	Encourage local banks to establish a low-interest loan pool to provide funding for preservation projects		X					HPC, HCAM, Preservation Planner, local bankers
Historic Preservation	Create a repository of information about all aspects of historic preservation and make this resource readily available and accessible to the public. Develop and maintain the collection to also serve as a resource center for the HPC	X	X	X	X	X		HPC, HCAM, Preservation Planner
Historic Preservation	Add a specific historic preservation category to the City's existing web site to direct people to technical information about historic preservation that is available locally and on the Internet		X					Community Information Officer, Preservation Planner
Neighborhoods	Develop and distribute a neighborhood planning brochure to stimulate interest in neighborhood planning		X					Community Development
Neighborhoods	Continue to meet with neighborhood groups to determine the level of interest in taking the next step toward detailed neighborhood plans	X	X	X	X	X		Community Development
Neighborhoods	Provide limited technical assistance to neighborhood planning efforts in the form of maps, existing zoning and land use, as well as demographic and economic data	X	X	X	X	X		Community Development
Neighborhoods	Encourage neighborhood "self-help" activities	X	X	X	X	X		Community Development
Urban Design	Periodically revise design guidelines, as appropriate	X	X	X	X	X	TBD	Community Development; Consultants
Urban Design	Implement a gateway master plan for major entrances to the City that incorporates various recommendations of adopted design guidelines			X				Community Development; HPC; DRB; Transportation

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Urban Design	Install marker to various character areas			X	X		\$100,000	Community Development; HPC; DRB; Transportation
Urban Design	Install landscaping in the median of State Route 120		X					Community Development; Transportation
Urban Design	Continue to apply for federal and State funding to enhance the streetscapes of road corridors in the City	X	X	X	X	X		Community Development
Land Use	Further develop, refine, and implement land use recommendations for "character areas"	X	X	X	X	X		Community Development
Land Use	Periodically report as may be needed on conformance with regional development plan	X	X	X	X	X		Community Development
Land Use	Develop additional policies for specific land uses and incorporate them into the Land Use Element, as specific issues or experiences with them arise	X	X	X	X	X		Community Development
Land Use	Amend the City's zoning ordinance as needed to respond to changing needs and new issues	X	X	X	X	X		Community Development
Land Use	Amend the Future Land Use Plan map as needed	X	X	X	X	X		Community Development
Community Facilities	Periodically update the City's parks and recreation master plan as needed				X			Parks and Recreation
Community Facilities	Continue Wetlands Enhancement Demonstration Project	X	X					Public Works/ Environmental
Community Facilities	Implement the master plan for the Roswell Riverwalk	X	X	X				Parks and Recreation
Community Facilities	Periodically update the Comprehensive Solid Waste Management Plan, as needed		X			X		Public Works/ Environment
Community Facilities	Prepare, adopt, and periodically revise as appropriate a municipal policy for use of City-owned buildings and grounds by private, non-profit, and other government users	X	X	X	X	X		Administration
Community Facilities	Maintain a system of advisory committees for various City departments and functions to provide for citizen participation and general advice in the overall direction of municipal service provision	X	X	X	X	X		Various departments

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Community Facilities	Implement and maintain a customer service policy and action plan in each of the City's departments, with a consistent level of service throughout the departments	X	X	X	X	X		Various departments
Community Facilities	Monitor the provision of municipal services and their ability to meet the diversifying needs of the City's population.	X	X	X	X	X		Administration; Various departments
Community Facilities	Implement a community-based approach to policing, including Neighborhood Watch and other appropriate programs of the Crime Prevention Unit	X	X	X	X	X		Police
Community Facilities	Maintain the City's current Insurance Services Office (ISO) rating of 4	X	X	X	X	X		Fire & Rescue
Community Facilities	Continue programs of recognition to volunteer firefighters as a means of maintaining and encouraging increases in the numbers of volunteers	X	X	X	X	X		Fire & Rescue; Mayor and City Council
Community Facilities	Continue to program and implement improvements needed to maintain and upgrade the City's water system	X	X	X	X	X		Public Works/ Environmental
Community Facilities	Periodically review and modify water rates and fees to reflect the actual costs of service provision and to further system goals	X	X	X	X	X		Public Works/ Environmental
Community Facilities	Continue to prioritize road resurfacing projects, drainage maintenance projects, and sidewalk repair projects according to most urgent need	X	X	X	X	X		Transportation
Community Facilities	Investigate the need for traffic calming and integrate traffic calming projects as may be appropriate in the City's capital plan	X	X	X	X	X		Transportation

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Community Facilities	Develop a program incorporating landscaping/ streetscaping into all major road projects to provide greater community identity and safety	X	X	X	X	X		Transportation; Community Development
Community Facilities	Continue to program and implement improvements needed to maintain and upgrade the stormwater management system (i.e., primarily the street system)	X	X	X	X	X		Public Works/ Environmental; Transportation
Community Facilities	Continue to implement stormwater quality management and monitoring efforts	X	X	X	X	X		Public Works/ Environmental
Community Facilities	Partner with the Atlanta-Fulton County Library System to expand library space in Roswell	X	X	X				Administration
Community Facilities	Continue to monitor the conditions of municipally owned and operated historic and cultural facilities; schedule improvements to such facilities and grounds as appropriate	X	X	X	X	X		Historic and Cultural Affairs Manager
Community Facilities	Consider plans for additional historic streetscape improvements within the local historic district			X	X			Community Development
Community Facilities	Maintain and expand, as appropriate, the citizen deputies program of community-based code enforcement	X	X	X	X	X		Community Development
Community Facilities	Prepare, implement, and revise as appropriate a community information plan and programs	X	X	X	X	X		Community Information Officer
Community Facilities	Periodically review and revise the disaster preparedness and emergency management plans in conjunction with Fulton County		X			X		Various Departments
Development Impact Fees	Periodically review and update the development impact fee program, including fees		X		X			Community Development
Transportation	Implement transportation system improvements as described in the Comprehensive Plan and transportation master plan		X	X	X	X		Transportation
Intergov't'l Coordination	Periodically revisit and update intergovernmental service agreements		X			X		Administration
Intergov't'l Coordination	Monitor new forms of governance proposed in North Fulton County for their impact on Roswell	X	X					Administration
Intergov't'l Coordination	Develop agreement with Alpharetta on the annexation of unincorporated islands in between the two cities	X	X					Administration

Plan Element	Description	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	Total Cost (If Any)	Responsible Department or Agency
Intergov't'l Coordination	Periodically revisit and revise the intergovernmental land use dispute resolution process		X			X		Administration
Intergov't'l Coordination	Assist in implementing the <i>Water Supply and Water Conservation Management Plan</i> prepared by the Metropolitan North Georgia Water Planning District	X	X	X	X	X		Public Works/ Environmental; Community Development
Intergov't'l Coordination	Assist in implementing the <i>District-wide Watershed Management Plan</i> prepared by the Metropolitan North Georgia Water Planning District	X	X	X	X	X		Public Works/ Environmental
Intergov't'l Coordination	Complete watershed improvement planning in connection with the Metropolitan North Georgia Water Planning District's mandates	X	X	X	X	X		Public Works/ Environmental
Intergov't'l Coordination	Assist in implementing the <i>Big Creek Watershed Study Master Plan</i>	X	X	X	X	X		Public Works/ Environmental

**Table 14.2**  
**Capital Improvement Element, FY04-05 to FY09-10**  
**(Impact Fee Eligible Projects)**

DEPARTMENT/ PROJECT NAME	DESCRIPTION/ LOCATION	PROJECT TYPE/ ELEMENT	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	TOTAL	FUNDING SOURCE
Transportation	Grimes Bridge Road at Oxbo Road (Big Creek)	Bridge	\$554,729						\$3,127,000 (Local \$554,729)	GO Bond, IF; Federal
Transportation	Hembree Road at Foe Killer Creek	Bridge		\$217,000	\$756,000				\$1,673,000 (Local \$973,000)	GO Bond, IF
Transportation	Old Roswell Road at Foe Killer Creek (now Westside Parkway	Bridge/ Intersection							FY 04-05 Total Proj: \$2,156,000 Local: \$1,400,000	GO Bond, IF
Transportation	Upper Hembree Road at Foe Killer Creek	Bridge	\$30,500						\$1,200,000 (Local \$160,000)	GO Bond, IF
Transportation	Crabapple Road at Rucker Road	Intersection	\$181,000	\$300,000	\$587,000				\$1,356,000 (Local \$1,068,000)	GF, IF
Transportation	Crabapple Road at Chaffin Road	Intersection	\$190,413	\$370,000					\$840,000 (Local \$600,000)	GF, IF
Transportation	Hardscrabble Road at Chaffin Road	Intersection	\$990,000						\$1,195,000 (Local \$350,000)	GO Bond, GF, IF
Transportation	Holcomb Bridge Road at SR 9	Intersection	\$295,000	\$160,000	\$1,150,000				\$3,600,000 (Local \$1,600,000)	GO Bond, IF
Transportation	Old Alabama Road at Old Alabama Connector	Intersection	\$1,248,000						\$1,300,000 (Local \$540,000)	GF, IF
Transportation	South Atlanta Street (SR 9) at Chattahoochee & King	Intersection							\$3,100,000 (Local \$2,000,000)	IF, GF
Transportation	South Atlanta Street (SR 9) at Oak Street	Intersection							\$2,770,000 (Local \$830,000)	IF, GF, GO Bond
Transportation	South Atlanta Street (SR 9) at Oxbo Road	Intersection							\$4,860,000 (Local \$3,000,000)	IF, GF

DEPARTMENT/ PROJECT NAME	DESCRIPTION/ LOCATION	PROJECT TYPE/ ELEMENT	FY 04-05	FY 05-06	FY 06-07	FY 07-08	FY 08-09	FY 09-10	TOTAL	FUNDING SOURCE
Transportation	South Atlanta Street (SR 9) at Riverside Drive/Azalea)	Intersection	(Funded by not yet n CIP)						\$3,000,000	IF
Transportation	Mimosa Blvd. Ext. from Magnolia St. to Webb St.	New Road			\$40,000	\$500,000			\$540,000	IF, GO Bond
Fire/Police	Training Facility	Construction			\$141,200				\$300,000	GO Bond, IF
Fire	Rescue Truck	Equipment			\$120,000				\$120,000	IF, GF
Fire	Air and Light Truck	Equipment		\$338,000					\$338,000	IF, GF
Rec & Parks	Azalea Park	Development					\$1,000,000		\$1,000,000	IF, BR
Rec & Parks	Waller Park	Development				\$1,500,000			\$1,500,000	IF, GF
Rec & Parks	East Roswell Park	Development			\$3,428,000				\$3,428,000	L&WCF, GF, IF
Rec & Parks	Hembree Park	Acquisition				\$3,000,000			\$3,000,000	GF, BR, IF
Rec & Parks	Hembree Park	Development					\$4,595,000		\$4,595,000	GF, BR, IF
Rec & Parks	Sweetapple Park	Development	\$50,000						\$50,000	IF
Rec & Parks	Thompson Memorial Park (formerly shown as West Roswell Park)	Development	\$50,000	\$50,000					\$100,000	GF, IF, D
Rec & Parks	Garrard Landing (formerly shown as Holcomb Bridge Park)	Development	\$160,000	\$650,000					\$850,000	IF
Rec & Parks	Roswell Riverwalk	Development	\$900,417	\$942,000					\$7,402,000	TE, IF, BR, GF
Rec & Parks	Sun Valley Park	Development				\$461,700			\$461,700	GF, IF
Rec & Parks	Big Creek Park (formerly known as Wilmer Tract Park)	Development	\$150,000	\$200,000		\$23,000,000			\$23,400,000	L&WCF, BR, GF, IF
Rec & Parks	Roswell Trail System	Development	\$178,000		\$1,000,000	\$1,000,000	\$1,000,000		\$3,178,000	L&WCF, GO Bond, TE, IF, GF

**Legend to Funding Source Abbreviations:**

BR Bond Referendum  
CDBG Community Development Block Grants  
D Donations  
GDF Governor's Discretionary Fund

GF General Fund  
GO General Obligation Bond  
IF Impact Fees  
L&WCF Land and Water Conservation Funds  
UF User Fee

LDF Local Development Fund  
LIA Line Item Appropriation  
P/P Public/Private Partnership  
RAF Recreation Assistance Program Fund  
TE Transportation Enhancement

## **IMPACT FEE REPORTING**

Table 14.3 provides FY 2004 Impact Fee Fund financial report information. Table 14.4 provides a report of impact fee expenditures by project name for the fiscal year reported since Roswell's last annual update and financial report. These expenditures are required to be reported to the Georgia Department of Community Affairs in order to maintain qualification to charge impact fees.

**Table 14.3**  
**FY 2004 Impact Fee Fund Financial Report Information**

	<b>Recreation and Parks</b>	<b>Transportation</b>	<b>Public Safety</b>	<b>Total</b>
Impact Fee Fund Balance From 2003	\$1,687,806.71	\$3,960,169.19	\$586,455.50	\$6,234,431.40
Impact Fees Collected from FY 2004	\$631,921.12	\$323,932.53	\$362,488.43	\$1,318,342.08
Accrued Interest	\$21,709.98	\$46,035.81	\$7,650.96	\$75,396.75
(Administrative/Other Costs)		(\$74.24)		(\$74.24)
(Impact Fee Refunds)				\$0.00
(Project Expenditures)	(\$1,027,165.24)	(\$360,078.30)	(\$277,908.47)	(\$1,665,152.01)
Impact fee Fund Balance Ending (Year)	\$1,314,272.57	\$3,969,984.99	\$678,686.42	\$5,962,943.98
Impact Fees Encumbered	\$23,685.50	\$704,752.54	\$0.00	\$728,438.04

Source: City of Roswell, March 2005.

**Table 14.4**  
**FY 2004 Impact Fee Expenditures by Project Name**

<b>Facility</b>	<b>Project Name</b>	<b>(\$ Spent</b>
Recreation and Parks	Hembree Road Park	\$79,367.25
Recreation and Parks	Garrard Landing	\$383,367.27
Recreation and Parks	Sweetapple Playground and Restroom/Development	\$116,975.30
Recreation and Parks	Big Creek Parking/Development	\$65,320.42
Recreation and Parks	Greenspace	\$382,135.00
Recreation and Parks Total		<b>\$1,027,165.24</b>
Fire	Fire Engine	\$277,908.47
Fire Total		<b>\$277,908.47</b>
Transportation	Houze and Rucker Intersection Improvement	\$1,710.00
Transportation	Woodstock Road Sidewalks	\$14,410.89
Transportation	Mimosa Boulevard	\$160,000.00
Transportation	Mansell Road Extension	\$100,000.00
Transportation	Chattahoochee at King at SR 9 Intersection Improvement	\$2,996.92
Transportation	Hardscrabble at Chaffin Intersection	\$4,142.46
Transportation	Old Alabama Connector	\$1,989.23
Transportation	Rockmill at Old Roswell	\$44,828.86
Transportation Total		<b>\$330,078.36</b>

Source: City of Roswell, March 2005.

# **City of Roswell**

## **CAPITAL IMPROVEMENT PROGRAM (CIP) FY 2005**



**Approved Capital Improvement Plan - Schedule B**

	Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
<b>FINANCE</b>								
	Phone System Replacement	05FIN001	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000
	Replacement of existing antiquated phone system with new VoIP system. Existing phone system is antiquated, unreliable, and is costly in maintenance and upkeep costs (approx \$150,000 last year alone). New system will pay for itself in maintenance costs within 3 years. Will also reduce our BellSouth communications charges by approximately \$2500.00 per month.							
	Disaster Recovery Equipment		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
	Provide hardware for the Data Retention and Disaster Recovery to ensure the continued operation of the City's services in the event of a catastrophic disaster.							
<b>FIRE</b>								
	Defibrillator Monitor Replacement/New Purchases	05FIR001	\$ 28,600	\$ 14,300	\$ -	\$ -	\$ -	\$ 42,900
	Replacement of defibrillator monitors (\$12,500 each) with battery stations (\$1,800) each.							
	Rescue #3 & Rescue #6 Replacement	05FIR003	\$ 120,000	\$ 120,000	\$ -	\$ -	\$ -	\$ 240,000
	Replacement of Rescue # 3 (1990 - E350 Ford Module) - Mileage 79,300 - Replacement of Rescue #6 (1988 - E350 Ford Module) - Mileage 42,108. Rescue #3 & 6 are now over 13 years old and getting to the point that it is costly to maintain.							
	Radios Replacement/Upgrade for Fire		\$ -	\$ 19,800	\$ -	\$ -	\$ -	\$ 19,800
	Replacement of six (6) portable, digital radios.							
	Paging System Upgrade for Fire		\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000
	Upgrade paging capabilities for fire department base stations. Without this upgrade, the stations are unable to page emergency calls when 911 emergency center is down.							
	Jaws of Life Replacement		\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ 25,000
	Replace current equipment - Jaws of Life.							
	Gutter Replacement at Station #5	05FIR002	\$ 18,000	\$ -	\$ -	\$ -	\$ -	\$ 18,000
	Replacement of gutters for Station 5. If the gutters are not replaced, it will result in problems with the roof and building structure.							
	Design for Remodeling Stations #2, #3, and #4		\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 75,000
	Architect and Engineering fees for remodeling stations 2,3, and 4. This project is							
	Propane Pressurized Container Simulator		\$ -	\$ 11,000	\$ -	\$ -	\$ -	\$ 11,000
	Connect the liquid propane pipes to the propane tank simulator for training firefighters on the extinguishment of propane fueled fires.							
	Mobile Data Terminals Program for Fire		\$ -	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 120,000
	Enhancement of information management system for Fire equipment. Two mobile data terminals were installed last year as a pilot. This request is for four (4) additional MDT's. with additional units installed each year for the next five years. The present system is six, three ring binders that contain pre-fire plans. This is a very bulky and out dated system that can no longer be carried on emergency equipment, due to the size.							
	Firearm Training Simulator		\$ -	\$ -	\$ 71,800	\$ -	\$ -	\$ 71,800
	Replace the current FATS machine with an updated version that is compatible wit current projection and computer technology. This upgrade will provide for a wide variety of scenarios to further enhance this important judgemental shooting training.							
<b>NON-DEPARTMENTAL</b>								
	General Fund Contingency	05NON003	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 500,000
	Funding for unanticipated Capital needs.							
	Citywide Vehicle Replacement Program	05NON002	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000	\$ 2,000,000
	Funding for the Citywide Vehicle Replacement Program.							
	Citywide E-Government and IT Programs	05NON001	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 1,000,000
	Funding for the Citywide E-gov and IT Program.							



**Approved Capital Improvement Plan - Schedule B**

Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
Copier Replacement Program for Police		\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 40,000
Replacement of 2 mid volume copiers in FY 06, 2 mid volume and one high volume copier in FY 07 and two low volume copiers in FY 09. Mid to high volume copiers have a five year life expectancy when at recommended volume. These copiers were all purchased in 2000 and earlier.							
Motorcycle Replacement Program		\$ -	\$ -	\$ -	\$ 192,000	\$ -	\$ 192,000
Replacement of 10 motorcycles required for traffic enforcement unit. Motorcycles have an expected life of four years.							
Crime Scene Van		\$ -		\$ 120,000	\$ -	\$ -	\$ 120,000
Cargo van equipped with all materials, supplies, tools and equipments needed to protect, preserve and photograph crime scenes; and gather and properly package and identify all evidence. Price includes vehicle and all equipment to stock it.							
Law Enforcement Center HVAC Replacement		\$ -	\$ -	\$ -	\$ -	\$ 222,000	\$ 222,000
The HVAC Systems for the Detention Center and Law Enforcement buildings were manufactured in 1991. The American Refrigeration Institute estimates the life of this equipment at 15 years. (Detention Center, upper roof, 50 ton unit: \$74,800, Detention Center, upper roof, 20 ton unit : \$35,200, Administration Building, upper roof, 25 ton unit: \$35,200 Administration Building, lower roof, 55 ton unit: \$74,800)							
Enclosure at Detention Center Recreation Area		\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000
Enclose the recreation yard in concrete block 10ft high leaving top as it is. The current fence has been here since 1992, it is bent out in areas, has had to be welded in areas and will need to be replaced.							
Equipment for Field Reporting Licensing (from Operating)	05POL002	\$ 72,020	\$ -	\$ -	\$ -	\$ -	\$ 72,020
1 server upgrade and 30 licenses for Incident and Accident Modules. 19 Licenses for Premier MDC. We have been using temporary, complimentary licenses for 20 of our officers to utilize field reporting. This initiative will provide permanent licensing for accident and incident reporting for all uniform patrol							
<b>PUBLIC WORKS / ENVIRONMENTAL</b>							
Watershed Demonstration Grant Lobbying	05ENV002	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 5,000	\$ 205,000
Project is to assist and guide the City in lobbying efforts for Federal Grant funding.To date the City has \$4.5M of federal funds appropriated through this process in 4 years.							
Fuel System Replacement/Monitoring System	05ENV001	\$ 20,719	\$ -	\$ -	\$ -	\$ -	\$ 20,719
Replacement of the city's fuel system and fuel tank monitoring system. Current fuel tank monitoring system does not have the equipment required by the Environmental Protection Division for detection of leaks, product levels, over fills, thefts, and leak detection tests. Replacement of this equipment is necessary due to age of current systems and availability of parts.uct levels, over fills, thefts, and leak detection tests.							
Citywide Stormwater Master Plan		\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Perform an inventory of structures and the development of a hydraulic and water quality model for all streams and use that data to develop a City wide capital need assessment for Stormwater.							
Lake and Pond Partnership Quality Improvement Program		\$ -	\$ 165,000	\$ 35,000	\$ 50,000	\$ 50,000	\$ 300,000
Funding for the Lakes and Ponds Partnership Program. This program provides "matching funds" for eligible projects that assist the City with meeting water quality goals and flood control goals.							
<b>RECREATION AND PARKS</b>							
Design Link - Hol Brdg Rd/Big Creek/Alpha Grway	05REC004	\$ 35,000	\$ 40,000	\$ -	\$ -	\$ -	\$ 75,000
Design and conceptual plans for linkage from Holcomb Bridge Road to Big Creek Park to Alpharetta Greenway.							
Small Utility Vehicle Replacement Program	05REC007	\$ 26,250	\$ -	\$ 17,500	\$ 17,500	\$ 17,500	\$ 78,750

**Approved Capital Improvement Plan - Schedule B**

Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
Funding for replacement program for small (2 person) multi-use vehicles. These vehicles are used daily by staff to carry trash, athletic supplies, heavy loads, etc. in the maintenance of parks and facilities.							
Lightpole Replacement Program	05REC006	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	\$ 7,500	37,500
Replacement program to replace aged wooden lightpoles with concrete lightpoles. There are safety concerns for aged wooden lightpoles breaking or falling on athletic fields.							
E Roswell Rec Cen HVAC Replacement		\$ -	\$ 30,500	\$ -	\$ -	\$ -	30,500
Replace 14 yr old HVAC system for the East Roswell Recreation Center.							
Tennis Court Resurfacing Program	05REC008	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	\$ 24,000	120,000
Tennis court resurfacing program to eliminate cracks and bumps for safety of participants using them.							
Commercial Mower Replacement Program	05REC003	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	\$ 7,000	35,000
Commercial Riding Lawn Mower replacement program. Equipment used to maintain park areas outside of ballfields and park entrances.							
Fieldrake Replacement Program	05REC005	\$ 16,000	\$ 16,000	\$ 16,000	\$ -	\$ -	48,000
Fieldrake replacement program. Equipment used to groom the infields of athletic fields.							
Reel Mower Replacement Program for Ballfields		\$ -	\$ 17,500	\$ -	\$ 17,500	\$ -	35,000
Reel Mower replacement program. This equipment is used to cut and condition athletic ballfields.							
<b>RECREATION AND PARKS, cont.</b>							
Roswell Area Pk Pool Renovations		\$ -	\$ 125,000	\$ -	\$ -	\$ -	125,000
Replaster bottom of 20 year old pool and install new deck.							
Parking Lot Resurfacing Program		\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	200,000
Resurfacing program for park parking lots and park drives. Several existing areas within our park system are 15 or more years old and need repaving rather than patching.							
Playground Renovations		\$ -	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	200,000
Replace aged equipment with new National Playground Safety Inspected Equipment.							
Trackhoe Replacement		\$ -	\$ 48,000	\$ -	\$ -	\$ -	48,000
Replacement of existing 15 year old backhoe with small, more efficient and economical trackhoe.							
Trail System Improvements Program		\$ -	\$ -	\$ 140,000	\$ -	\$ -	140,000
Repair and maintenance to existing rockdust, dirt, and asphalt trails within the park system.							
Physical Activity Center Roof Replacement		\$ -	\$ -	\$ 75,000	\$ -	\$ -	75,000
Replacement of 15 yr old, leaking roof at the Physical Activity Center.							
East Roswell Rec Center Renovations		\$ -	\$ -	\$ -	\$ 80,000	\$ -	80,000
Recreation Center is 15 years old and needs new carpet, paint, furniture, fixtures and kitchen upgrades.							
Outdoor Restroom Renovations Program		\$ -	\$ -	\$ 35,000	\$ -	\$ 150,000	185,000
Renovate existing outdoor restrooms that are aged and on department's repair and replacement schedule.							
Art Center West Roof Replacement		\$ -	\$ -	\$ -	\$ 50,000	\$ -	50,000
Replace existing 25 year old roof on Art Center West Facility.							
Physical Activity Center Carpet Replacement		\$ -	\$ -	\$ -	\$ 15,000	\$ -	15,000
Replacement of 12 yr old competition flooring and springs at the Physical Activity Center. Expected life of flooring is 10 years.							
Walk Behind Mower Replacement Program		\$ -	\$ -	\$ 5,000	\$ 5,000	\$ -	10,000
Replacement program for walk behind mowers. This equipment is used for cutting small grass areas not accessible by riding mowers.							
Radio Replacement Program		\$ -	\$ -	\$ -	\$ 24,000	\$ -	24,000
Replacement of existing Motorola radios. Because parts are becoming obsolete, replacement is necessary							

**Approved Capital Improvement Plan - Schedule B**

Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
Heavy Duty Trailer Replacement Program Replacement program for heavy duty trailers.		\$ -	\$ -	\$ -	\$ 12,000	\$ -	\$ 12,000
Bobcat Tractor Replacement Program Replacement program for Bobcat Tractors.		\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ 50,000
<b>TRANSPORTATION</b>							
Atlanta St Beautification (LCI) This project is one component of a comprehensive effort on the part of the City to improve the safety of the Alph. St. corridor. Travel lanes will narrow to 11 ft. there will be an 11 ft. textured center left turn lane with street trees, installation of a 4 ft bike lanes, pedestrian crossings, bus shelters, and 5 ft. wide sidewalks with landscape strips.	05TRA007	\$ 470,000	\$ -	\$ -	\$ -	\$ -	\$ 470,000
Thomas/Strickland/Mansell/SR 9 Intersection Improvements Intersection Improvements with turn lanes and pedestrian crossings. This project is part of the Midtown Roswell Redevelopment Plan.	05TRA016	\$ 32,800	\$ -	\$ -	\$ -	\$ -	\$ 32,800
<b>TRANSPORTATION, cont.</b>							
Hog Wallow Crk/Value Village Pedestrian Crossing Unsignalized pedestrian crossing with bridge treatment at Hog Wallow Creek. This project is part of the Midtown Roswell Redevelopment Plan.		\$ -	\$ 313,000	\$ -	\$ -	\$ -	\$ 313,000
Program Management Services Program Management services required to manage design plans for the city's transportation projects. This function oversees architectural and engineering consulting firms that are developing conceptual, preliminary engineering, and design plans for transportation improvements, sidewalks, bike paths, streetscapes, and drainage projects and reviews plans with staff and other governmental agencies as required to ensure compliance with all local, State, and Federal design guidelines.	04TRA001	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 120,000	\$ 600,000
Crabapple Rd @ Chaffin Rd Intersection Improv Intersection improvement to reduce congestion and improve intersection operation by adding turn lanes, sidewalks and a traffic signal. An additional \$280,000 in Federal Funds is available for this project.	05TRA005	\$ 15,000	\$ 370,000	\$ -	\$ -	\$ -	\$ 385,000
Citywide Transportation Master Plan Create a citywide Transportation Master Plan to identify project priority for future planning of projects.	05TRA015	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ 200,000
Citywide Resurfacing Program Citywide Resurfacing program based on 20 year cycle. - The roads to be resurfaced are determined by placement on our resurfacing rating list.	05TRA006	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ 6,000,000
Equipment for Intermediate Pavement Maint Intermediate Pavement Maintenance - Patching that will repair the roads that do not need resurfacing yet, but are beyond our current capacity to maintain. Three pieces of equipment: Integrated Tool Carrier, Asphalt Zipper, and Tailgate Spreader. The Integrated Tool Carrier will replace a 16 year old truck loader.	05TRA008	\$ 188,300	\$ -	\$ -	\$ -	\$ -	\$ 188,300
Zero-Turn Mower Replacement Program Replacement program for mowers used to enhance our right of way maintenance program. Demands of the current schedule, planned improvements to right of way, Code Enforcement work orders, maintenance of facilities and City owned property off the right-of-way have caused significant stress on mowers currently in use.	05TRA010	\$ 11,000	\$ 11,000	\$ 11,000	\$ -	\$ -	\$ 33,000
Elkins Drainage Repair Replacement of culvert and addition of sidewalks close to school. Existing culvert is failing. Failure of the culvert will result in road closure and emergency work at an increased cost.	05TRA023	\$ -	\$ -	\$ 550,000	\$ -	\$ -	\$ 550,000
Hembree Rd Bridge Replacement Replacement of bridge. This bridge has one of the lowest sufficiency ratings in the City. It needs to be replaced to prevent limited capacity operation or closure. An additional \$656,000 in Federal Funds is available for this project.	05TRA024	\$ -	\$ 217,000	\$ 756,000	\$ -	\$ -	\$ 973,000
Mimosa Blvd Extension	05TRA026	\$ -	\$ -	\$ 40,000	\$ 500,000	\$ -	\$ 540,000

**Approved Capital Improvement Plan - Schedule B**

Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
Extension of Mimosa Blvd. from Magnolia St. to Webb St. This project will improve traffic circulation in the Historic District.							
Pine Grove Rd Drainage Repair	05TRA031	\$ -	\$ -	\$ 80,000	\$ 286,000	\$ -	\$ 366,000
Replacement of failing culvert. Existing culvert is failing. Failure of the culvert will result in road closure and emergency work at an increased cost.							

**TRANSPORTATION, cont.**

	Branch Valley Drainage Repair		\$	-	\$	57,844	\$	-	\$	-	\$	-	\$	57,844
	Pipe existing ditch to prevent further soil erosion. Ditch has eroded to 20 ft deep, damaging both public and private property.													
	Mountain Pk Slope Repair		\$	-	\$	100,000	\$	-	\$	-	\$	-	\$	100,000
	This project will repair a slope that has deteriorated and caused public property damage when there was a rock slide.													
	Transportation Vehicle Replacement Program - Major	05TRA009	\$	33,000	\$	33,000	\$	33,000	\$	33,000	\$	33,000	\$	165,000
	Major Vehicle Replacement program replaces vehicles that are not included in the Citywide vehicle replacement program. This would include Dump Trucks, Sandspreaders, F-550 2-ton trucks, F-150 Crew Cab trucks.													
	Willeo Rd Sidewalks from SR 120 to Coleman Rd	05TRA035	\$	-	\$	-	\$	545,000	\$	-	\$	-	\$	545,000
	This project will extend the Bike and Pedestrian trail along Willeo Road from SR120 to Coleman Road (from the Riverwalk Park system to the residential areas on Coleman Rd.).													
	Total General Fund		\$	6,964,597	\$	5,082,444	\$	5,094,700	\$	4,019,500	\$	2,796,000	\$	23,850,833
	Non-Maintenance Capital		\$	3,804,528	\$	1,604,844	\$	1,351,800	\$	866,000	\$	100,000	\$	7,620,764
	Split Maintenance and Non-Maintenance Capital (50/50)		\$	303,600	\$	409,100	\$	250,000	\$	250,000	\$	250,000	\$	1,462,700
	Maintenance Capital		\$	2,856,469	\$	3,068,500	\$	3,492,900	\$	2,903,500	\$	2,446,000	\$	14,767,369
	Total General Fund		\$	6,964,597	\$	5,082,444	\$	5,094,700	\$	4,019,500	\$	2,796,000	\$	23,850,833

**FEDERAL GRANT FUND**

Old Alabama SW/Bike/Pedestrian Improvements	05GRA001	\$	570,400	\$	-	\$	-	\$	-	\$	-	\$	570,400
Bike/Pedestrian Trails from Riverside Rd to Market Blvd. For 0.72 mile, four 11' lanes with no median, 4' bicycle lanes in each direction, a 5' sidewalk on the east side and a 10' multi-use on the west side.													
Traffic Calming East	05GRA002	\$	85,000	\$	-	\$	-	\$	-	\$	-	\$	85,000
Part of the Midtown Roswell Redevelopment Plan. Project includes sidewalk improvements, landscape planting, business access improvements and driveway consolidation.													
Thomas/Strickland/Mansell/SR 9 Intersection Improvements	05TRA016	\$	131,200	\$	-	\$	-	\$	-	\$	-	\$	131,200
Intersection Improvements with turn lanes and pedestrian crossings. This project is part of the Midtown Roswell Redevelopment Plan.													
Hol Brdg Sidewalks from Old Hol Brdg to Ga 400	05TRA003	\$	417,600	\$	-	\$	-	\$	-	\$	-	\$	417,600
Construction of sidewalks on both sides of SR 140/Holcomb Bridge Road between Old HBR and the southbound ramps of SR 400 for a total of 0.49 mile. Widen existing bridge to accomodate pedestrians and add 5' sidewalks 2' behind the back of existing curb. ADA approved wheel chair ramps will be installed at all intersections and driveways.													
Atlanta St Beautification (LCI)	05TRA007	\$	1,880,000	\$	-	\$	-	\$	-	\$	-	\$	1,880,000
This project is one component of a comprehensive effort on the part of the City to improve the safety of the Alph. St. corridor. Travel lanes will narrow to 11 ft. there will be an 11 ft. textured center left turn lane with street trees, installation of a 4 ft bike lanes, pedestrian crossings, bus shelters, and 5 ft. wide sidewalks with landscape strips.													

FEDERAL GRANT FUND,  
cont.

**Approved Capital Improvement Plan - Schedule B**

Item	Proj Number (if assigned)		FY 04/05		FY 05/06		FY 06/07		FY 07/08		FY 08/09		Total
Hardscrabble/Chaffin West & East Intersection Improvements Widen existing roadway improve intersections with traffic signals, turn lanes, closed drainage system, & sidewalks. Project limits are on Hardscrabble Rd from Chaffin Rd West to Chaffin Rd East.	05TRA011	\$	640,000	\$	-	\$	-	\$	-	\$	-	\$	640,000
Old Alabama @ Old Ala Connect Intersection Improvements This project provides a dual left turn from the Old Alabama Connector onto Old Alabama Rd and a right turn lane to westbound Old Alabama Connector. Project includes crosswalks and pedestrian signals for Old Alabama and Roxburgh Dr.	05TRA012	\$	708,000	\$	-	\$	-	\$	-	\$	-	\$	708,000
Total Federal Grant Fund		\$	4,432,200	\$	-	\$	-	\$	-	\$	-	\$	4,432,200

**95 BOND FUND**

Grimes Brdg Rd Bridge Replacement Replacement of Bridge over Big Creek. The project will also realign the intersect of Grimes Bridge Rd and Oxbo Rd. An additional \$2 million in Federal Funds is available for this project.	05TRA002	\$	300,700	\$	-	\$	-	\$	-	\$	-	\$	300,700
Big Creek Pk Restroom and Parking Restroom Facility and parking area for patrons of Playground and Trail System. New Park must have restroom facility for Public Health reasons.	05REC001	\$	108,100	\$	-	\$	-	\$	-	\$	-	\$	108,100
Total 1995 Bond Fund		\$	408,800	\$	-	\$	-	\$	-	\$	-	\$	408,800

**2000 BOND FUND**

Roswell Riverwalk from Azalea Dr to Cobb Co Connect Roswell Riverwalk from Azalea Drive to Cobb County line on Willeo Road. This is the final leg of Roswell Riverwalk. Trail will link up to Silver Comet Trail @ Cobb County line.	05REC002	\$	900,417	\$	-	\$	-	\$	-	\$	-	\$	900,417
Hol Brdg Sidewalks from Old Hol Brdg to Ga 400 Construction of sidewalks on both sides of SR 140/Holcomb Bridge Road between Old HBR and the southbound ramps of SR 400 for a total of 0.49 mile. Widen existing bridge to accomodate pedestrians and add 5' sidewalks 2' behind the back of existing curb. ADA approved wheel chair ramps will be installed at all intersections and driveways.	05TRA003	\$	545,000	\$	-	\$	-	\$	-	\$	-	\$	545,000
Willeo Rd Sidewalks from SR 120 to Coleman Rd This project will extend the Bike and Pedestrian trail along Willeo Road from SR120 to Coleman Road (from the Riverwalk Park system to the residential areas on Coleman Rd.). An additional \$274,000 in Federal Funds is available for this project.	05TRA037	\$	-	\$	156,000	\$	-	\$	-	\$	-	\$	156,000
2000 Bond Fund Contingency Funding for 2000 Bond projects as needed.	05TRA005	\$	300,000	\$	-	\$	-	\$	-	\$	-	\$	300,000
Total 2000 Bond Fund		\$	1,745,417	\$	156,000	\$	-	\$	-	\$	-	\$	1,901,417

**E-911 FUND**

Uninterruptible Power Supplies Replace 911 UPS (Uninterruptible Power Supplies) Batteries to ensure that system runs, uninterrupted, during power outages.	05POL001	\$	20,000	\$	-	\$	-	\$	-	\$	-	\$	20,000
Aerial Photographs (Requested by ComDev) Digital Orthophotography Services- The creation of Aerials for 115 sq miles base on coverage of Future Land Use Map. The City's last flown aerials were 1998. Over five years the city has changed significantly. Also, areas of interest for annexation, locating newly created, streets, street signs, buildings, manholes, etc.	05COM001	\$	35,000	\$	-	\$	-	\$	-	\$	-	\$	35,000

**Approved Capital Improvement Plan - Schedule B**

Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
Communication Consoles Upgrade Replacement and upgrade of 14 yr old communications consoles to comply with digital radio mounting requirements.		\$ -	\$ -	\$ 150,000	\$ -	\$ -	150,000
Total E-911 Fund		\$ 55,000	\$ -	\$ 150,000	\$ -	\$ -	205,000

**IMPACT FEE FUND**

Air and Light Truck Additional Purchase Purchase of an additional Air and Light Truck for the Fire Department.		\$ -	\$ 225,000	\$ -	\$ -	\$ -	225,000
Garrard Landing Final Payment Final payment for purchase of the Garrard property from the Roswell Development Authority.	05REC009	\$ 410,897	\$ -	\$ -	\$ -	\$ -	410,897
Garrard Landing - Parking and Restrooms Phase II of River park includes a parking area and restroom Facility.	05REC010	\$ 200,000	\$ -	\$ -	\$ -	\$ -	200,000
Big Creek Pk Restroom and Parking Restroom Facility and parking area for patrons of Playground and Trail System. New Park must have restroom facility for Public Health reasons.	05REC001	\$ 41,900	\$ -	\$ -	\$ -	\$ -	41,900
Thompson Pk Restroom and Parking Construction Restroom facility and parking area for patrons of the walking trails, Memorial Gardens and Art Center West.	05REC011	\$ 50,000	\$ -	\$ -	\$ -	\$ -	50,000
Grimes Bridge Rd Bridge Replacement Replacement of Bridge over Big Creek. The project will also realign the intersect of Grimes Bridge Rd and Oxbo Rd. An additional \$2 million in Federal Funds is available for this project.	05TRA002	\$ 149,300	\$ -	\$ -	\$ -	\$ -	149,300
Crabapple/Rucker/Hardscrabble Intersection Improvements Two intersection improvements to reduce congestion and improve intersection operation. Two concepts are being looked at: roundabouts or realigning the intersections with traffic signals and turn lanes. An additional \$288,000 in Federal Funds is available for this project.	04TRA002	\$ -	\$ 300,000	\$ 587,000	\$ -	\$ -	887,000
Traffic Calming West Part of the Midtown Roswell Redevelopment Plan. Project includes sidewalk improvements, landscape planting, business access improvements and driveway consolidation.	05TRA014	\$ 85,000	\$ -	\$ -	\$ -	\$ -	85,000

**IMPACT FEE FUND, cont.**

Hol Brdg Rd/Alpha Hwy/Houze Rd Intersection Improvements Intersection improvement to add dual left turns from westbound HBR to southbound SR 9 and add a traffic signal at HBR and the Publix Shopping Center / Roswell Village driveways. This project will be adjacent to the Midtown Roswell Improvements and will include similar design elements. An additional \$2 million in Federal Funds is available for this project.	05TRA013	\$ 295,000	\$ 160,000	\$ 1,150,000	\$ -	\$ -	1,605,000
Hardscrabble/Chaffin West & East Intersection Improvements Widen existing roadway to improve intersections with traffic signals, turn lanes, closed drainage system, & sidewalks. Project limits are on Hardscrabble Rd from Chaffin Rd West to Chaffin Rd East. An additional \$640,000 in Federal Funds is available for this project.	05TRA011	\$ 350,000	\$ -	\$ -	\$ -	\$ -	350,000
Old Alabama @ Old Ala Connect Intersect Improvements This project provides a dual left turn from the Old Alabama Connector onto Old Alabama Rd and a right turn lane to westbound Old Alabama Connector. Project includes crosswalks and pedestrian signals for Old Alabama and Roxburgh Dr.	05TRA012	\$ 540,000	\$ -	\$ -	\$ -	\$ -	540,000

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Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
An additional \$708,000 in Federal Funds is available for this project.							
Total Impact Fee Fund		\$ 2,122,097	\$ 685,000	\$ 1,737,000	\$ -	\$ -	\$ 4,544,097
<b>GREENSPACE GRANT FUND</b>							
Garrard Property Payment Final payment for purchase of the Garrard property from the Roswell Development Authority.	05REC009	\$ 20,138	\$ -	\$ -	\$ -	\$ -	20,138
Total Greenspace Fund		\$ 20,138	\$ -	\$ -	\$ -	\$ -	20,138
<b>HOTEL/MOTEL TRAILS FUND</b>							
Undesignated Trails Projects 16.67% of the Hotel/Motel Tax Revenues that have to be spent on the Trail System. Projects TBD	05REC012	\$ 178,090	\$ -	\$ -	\$ -	\$ -	178,090
Total Hotel/Motel Fund (Trails Portion Only)		\$ 178,090	\$ -	\$ -	\$ -	\$ -	178,090
<b>SOLID WASTE FUND</b>							
Residential Rear Loader Truck Replacement Program Rear-Loader Garbage Truck replacement program.	05ENV004	\$ 264,000	\$ 138,600	\$ 291,060	\$ 152,565	\$ 320,386	1,166,611
Commercial Front Loader Truck Replacement Program Front-Loader Garbage Truck replacement program.	05ENV005	\$ 294,000	\$ 154,350	\$ 324,136	\$ 170,171	\$ 357,360	1,300,017
Dumpster Replacement Program Dumpster Replacement Program.	05ENV007	\$ 50,983	\$ 59,560	\$ 51,985	\$ 64,953	\$ 62,024	289,505
<b>SOLID WASTE FUND, cont.</b>							
20-2 cubic Yard Containers for Recycling Center These containers store recyclables prior to actual processing. Containers are on casters and fitted to be moved with a forklift. The casters will allow staff to move the containers manually in the event that the forklift is not available.	05ENV009	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000
Dumpster Delivery Truck Replacement Replacement of current dumpster delivery truck (26 yrs old).	05ENV006	\$ 65,500	\$ -	\$ -	\$ -	\$ -	65,500
Pickup Truck Replacement Program for Solid Waste Vehicle replacement program for the Solid Waste Fund.	05ENV003	\$ 20,000	\$ -	\$ -	\$ -	\$ 56,700	76,700
Recycling Center Attic Completion Completion of the attic area at the Recycling Center includes laying flooring and the addition of an air vent. The completed attic will be used for storage of Center supplies.	05ENV010	\$ 10,000	\$ -	\$ -	\$ -	\$ -	10,000
Engine Replacement Program for Solid Waste Trucks Garbage Truck engine replacement program - This is a new program due to the age/mileage of current fleet. Several vehicles exceed the city's replacement criteria.	05ENV008	\$ 12,000	\$ 12,600	\$ 13,230	\$ 13,892	\$ 14,527	66,249
(1) 40-yard Trailer for Recycling Center Replacement of one (1) 40-yard trailer at the Recycling Center that is used to store recyclables in prior to actual processing. One of the trailers is in need of replacing due to sagging flooring and general disrepair of the trailer.		\$ -	\$ -	\$ 10,000	\$ -	\$ -	10,000

Approved Capital Improvement Plan - Schedule B

Item	Proj Number (if assigned)	FY 04/05	FY 05/06	FY 06/07	FY 07/08	FY 08/09	Total
Total Solid Waste Fund		\$ 726,483	\$ 365,110	\$ 690,411	\$ 401,581	\$ 810,997	\$ 2,994,582
<b>WATER FUND</b>							
Waterline Replacement/Looping Program Replacement of water mains older than life cycle, failing, or inadequate capacity. Our average pipe age is 70 years, and the life cycle for most waterlines is 40 to 50 years. Many of our older mains are undersized.	05ENV012	\$ 177,500	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 977,500
Truck Replacement Program for Water Vehicle replacement program for the Water Fund.	05ENV011	\$ 72,500	\$ 17,500	\$ 17,500	\$ -	\$ -	\$ 107,500
Total Water Fund		\$ 250,000	\$ 217,500	\$ 217,500	\$ 200,000	\$ 200,000	\$ 1,085,000
Total All Funds Combined		\$ 16,902,822	\$ 6,506,054	\$ 7,889,611	\$ 4,621,081	\$ 3,806,997	\$ 39,620,157