

**MINUTES OF BOC WORK SESSION
COBB COUNTY BOARD OF COMMISSIONERS
MARCH 28, 2023
1:30 PM**

The Work Session of the Cobb County Board of Commissioners was held on Tuesday, March 28, 2023 at 1:30 p.m. in the second-floor public meeting room at 100 Cherokee Street, Cobb County Building, Marietta, Georgia. Present and comprising a quorum of the Board were:

Chairwoman Lisa Cupid
Commissioner JoAnn Birrell
Commissioner Keli Gambrill
Commissioner Jerica Richardson - arrived at 1:48 p.m.
Commissioner Monique Sheffield

CALL TO ORDER

Chairwoman Cupid called the meeting to order at 1:30 p.m.

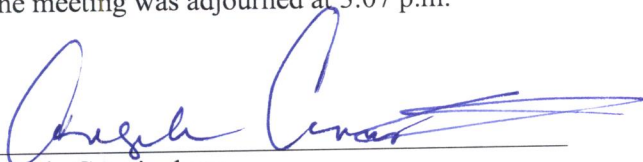
PRESENTATIONS

1. To receive a presentation from Accenture LLP regarding the Strategic Plan.

Jimmy Gisi, Deputy County Manager, introduced Lakeisha Sesay and Brian Walker with Accenture LLP, who presented information regarding the Strategic Plan. A copy of the information presented is attached and made a part of these minutes.

ADJOURNMENT

The meeting was adjourned at 3:07 p.m.



Angela Cunningham
Deputy County Clerk
Cobb County Board of Commissioners



Today's Outline

1. Plan Development Overview
2. Themes from Data
3. Strategic Outcome Areas
4. Strategic Recommendations



Plan Development Overview



**Data-Driven Insights
& Strategies**
8 weeks



**Vision & Goal
Statements
Definition**
4 weeks



**County-Wide
Stakeholder Input**
12 weeks



Data Trends Analysis
8 weeks

Research Questions: Plan Development

Key research questions were established and used to guide the discovery approach. These questions were addressed through primary and secondary sources and explored through select research methods.

Key Stakeholder Perception Questions



Mission:

How is Cobb Performing against the County mission?

Core Values:

How is Cobb performing against the County's core-values?

Current State:

What are the County's key strengths, weaknesses, opportunities, and threats?

Future Priorities:

What are the most important and relevant focus areas for Cobb County to prioritize over the next 5-years?

Key Data Analysis Questions



Benchmarking:

How does Cobb County compare to peer counties across key indicators?

Sociodemographic:

What does the socio-demographic landscape across the County look like?

Access:

What is the community access landscape across the County?

Industry & Talent:

What does Cobb County's local job market and talent fulfillment look like?

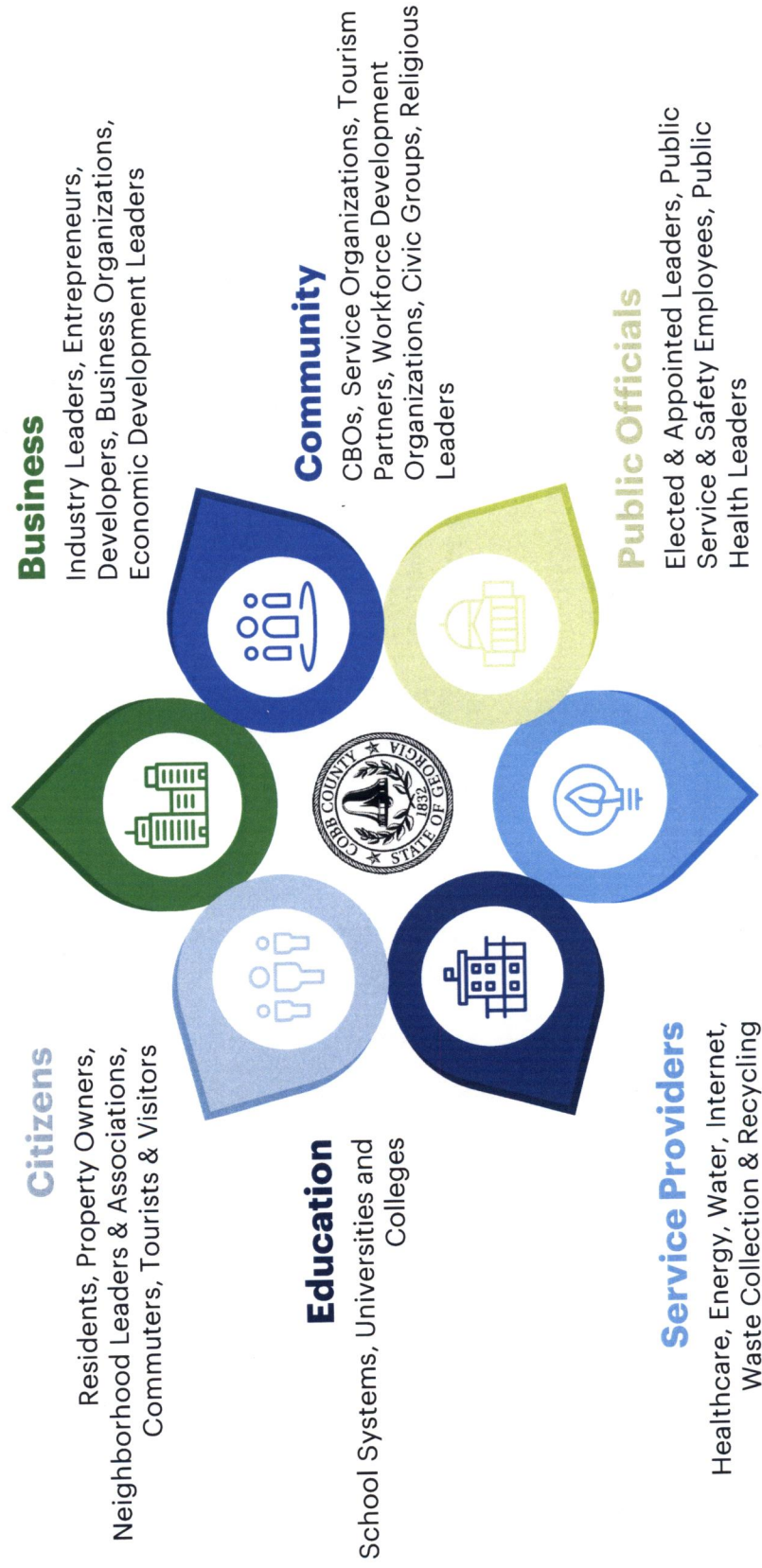
Housing:

What is the housing mix across the County?

Public Services:

Based on service usage across critical services where does Cobb County's participation lie?

Stakeholder Input: Plan Development



Research Methods: Plan Development

To effectively address key research questions and attain inclusive engagement, an integrated and diverse set of methods were deployed throughout the planning project's Discovery Phase.



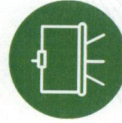
1-on-1 & Group Stakeholder Interviews

Pointed interviews with county leaders and officials



District Listening Sessions

Sessions held across the County for citizen involvement



Design Thinking Workshops & Roundtable

Interactive discovery and ideation sessions with a mix of diverse stakeholders



County-Wide Survey

Digital and Paper Survey for quantitative and qualitative community and county staff feedback

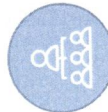


Cobb Data Trends Analysis

A series of dashboards including curated publicly available and county data to provide data driven strategic insights

Themes from Data: Plan Development

Strategic Themes were developed through consideration of elements uncovered in the project's discovery phase such as challenges, enablers and community values. Themes were then used to support the development of Strategic Goals.



ACCESSIBILITY

Stakeholders recognize the importance of making the County's resources and assets accessible to all residents.



ADEQUATE FUNDING & FINANCES

Stakeholders reference the need for the County to seek adequate funding to support county service expansion and infrastructure.



AFFORDABILITY

Stakeholders find affordability of living within Cobb to be of high importance.



CONNECTIVITY

Stakeholders recognize a need for the County's transportation infrastructure to enable connectivity between neighborhoods and surrounding communities.



DIVERSITY

Stakeholders recognize that Cobb County is home to a diversity of people, opportunities, geographic areas, and needs.



RESILIENCE

Stakeholders recognize the need to be more proactive as a county.



GOVERNANCE & LEADERSHIP

Stakeholders recognize the important role of County leaders to deliver operations in a collaborative, efficient and resourceful manner.



INNOVATION

Stakeholders express a desire for Cobb County to invest in innovation to further establish Cobb's competitive advantage as a county.



SAFE COMMUNITIES

Stakeholders desire to live in a county that has measures in place to effectively prevent and respond to crime and emergencies.



SUSTAINABLE GROWTH

Stakeholders recognize the importance of preparing for County growth in a way that accelerates long-term economic growth while responsibly managing resources.

Strategic Outcome Areas & Goal Statements

Seven outcome areas and relevant goal statements were shortlisted as priority areas for focus over the next five years.



COMMUNITY DEVELOPMENT

Cobb County is a place where land use policy and resources are used to thoughtfully and strategically develop and preserve communities, natural, and historical assets.



ECONOMIC DEVELOPMENT

Cobb County is a place where people and businesses have an opportunity to thrive economically.



EFFECTIVE & EFFICIENT GOVERNMENT

Cobb County is a place where leaders are transparent, collaborative, and efficient in offering services and making data-driven decisions in managing resources.



HOUSING

Cobb County is a place where people have access to a variety of housing options.



INFRASTRUCTURE

Cobb County is a place where facilities and innovative systems support effective county services and sustainable growth.



MOBILITY & TRANSPORTATION

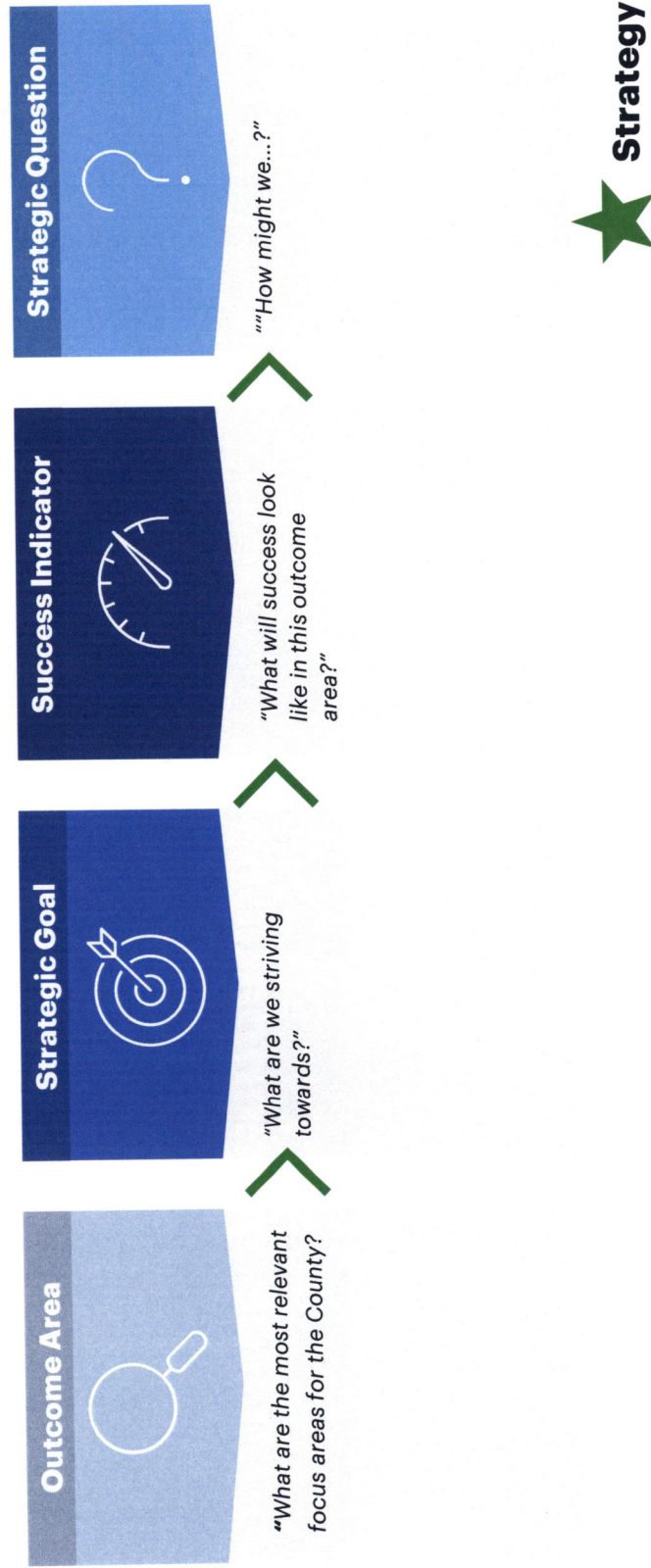
Cobb County is a place where people and goods safely reach destinations efficiently through a well-maintained and connected network of roads, sidewalks, trails, and transit.

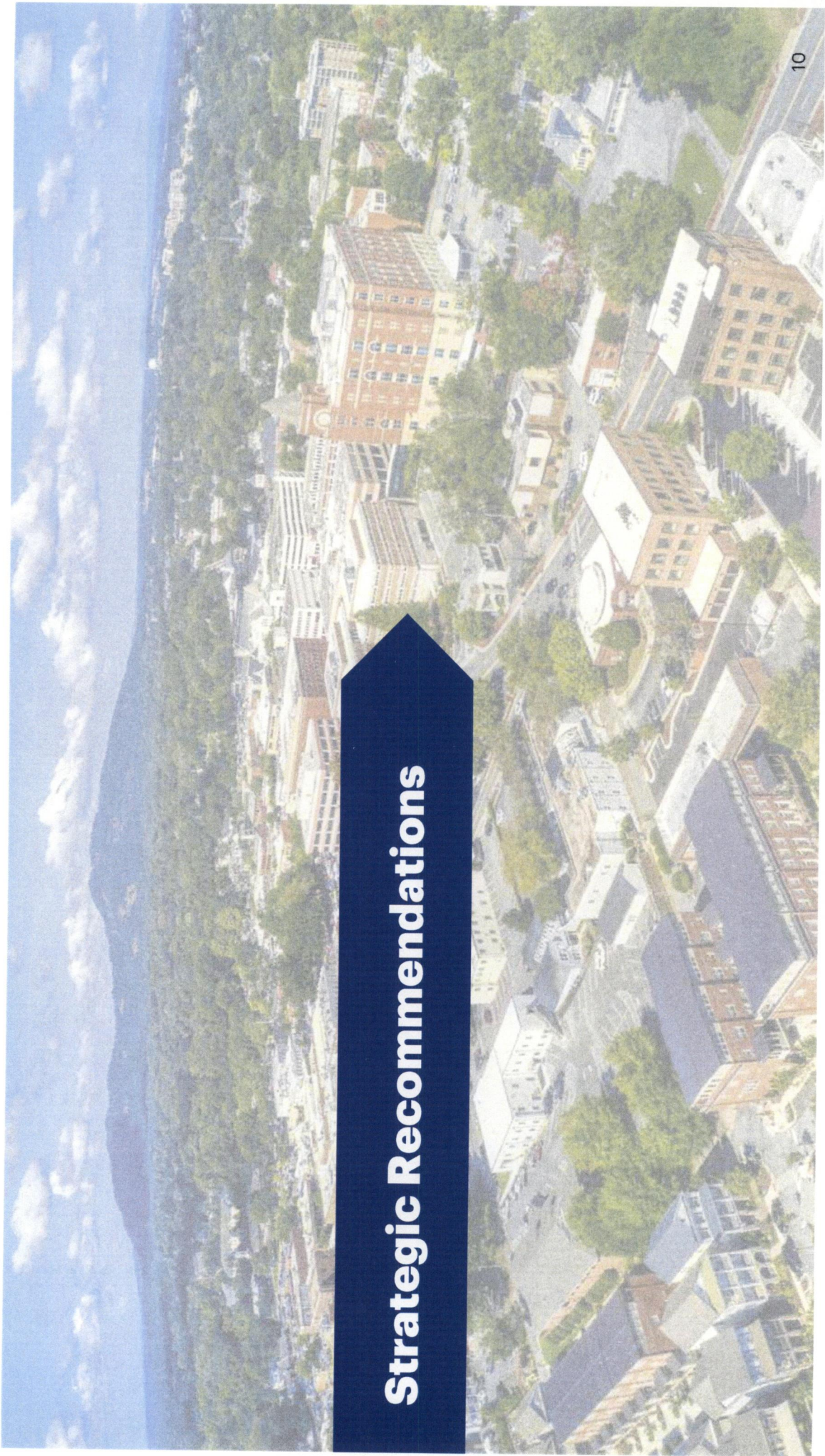


PUBLIC SAFETY

Cobb County is a place where all people feel safe to live, work, play and visit.

Strategy Development Methodology



An aerial photograph of a city, likely Asheville, North Carolina, showing a mix of historic brick buildings and modern structures. The city is nestled in a valley with mountains in the background under a blue sky with scattered clouds. A large, dark blue arrow points from the left towards the center of the image, where the text 'Strategic Recommendations' is written in white.

Strategic Recommendations

Strategic Recommendation Context

- ✓ Parallel priorities should be implemented based on complexity of implementation and availability of resources.
- ✓ Recommendations are County-wide and not intended to supersede or conflict district priorities.
- ✓ Recommendations are strategic, and not documented at the project level. There is flexibility at the project level to add relevant initiatives.
- ✓ Not all strategies imply net-new initiatives. There are in-flight County activities that currently support the newly defined goals. Additionally, goals can be achieved through external partnerships .
- ✓ It is up to the BOC to determine which strategic recommendations to formally adopt (if necessary) and implement.

Suggested Strategies: Effective & Efficient Government

Key Success Indicators

Financial Sustainability

Customer & Employee Satisfaction

Efficient Public Services

Sufficient County Staffing Levels

Data-Driven Governance

Strategies for achieving these indicators

Financial Sustainability

- ✓ Evolve the budgeting process to align to an outcome-based model
- ✓ Explore and deploy a mix of options to increase funding for the County

Customer & Employee Satisfaction

- ✓ Explore innovative tools and techniques to efficiently engage community stakeholders
- ✓ Implement an approach to solicit ongoing customer and employee feedback
- ✓ Support investments that improve the customer and employee experience

Efficient Public Services

- ✓ Evaluate the current and projected demand for county services
- ✓ Identify and develop a plan to address demand gaps in service delivery

Sufficient County Staffing Levels

- ✓ Use data to identify attrition and retention trends for strategic workforce planning
- ✓ Identify and communicate an employee value proposition for the County
- ✓ Assess the County's structural operational capacity to achieve strategic goals
- ✓ Embrace and evaluate a variety of techniques to address workforce attraction and retention

Suggested Strategies: Effective & Efficient Government (contd.)

Key Success Indicators

● Financial Sustainability

● Customer & Employee Satisfaction

● Efficient Public Services

● Sufficient County Staffing Levels

● Data-Driven Governance

Strategies for achieving these indicators

Data-Driven Governance

- ✓ Collect and publish purpose-driven data based on strategic priorities
- ✓ Establish and implement a governance structure for the strategic plan

Suggested Strategies: County Infrastructure

Key Success Indicators

Prioritized Capital Improvements

Resilient Stormwater Infrastructure

Long-Term Infrastructural Investments

Enhanced Technology Infrastructure

Strategies for achieving these indicators

Prioritized Capital Improvements

- ✓ Develop capital improvement plan that prioritizes the upgrade and modernization of outdated county infrastructure
- ✓ Identify and evaluate financing options to support short and long-term capital infrastructure improvements

Resilient Stormwater Infrastructure

- ✓ Develop long-term funding strategies for an aging stormwater system
- ✓ Evaluate and address barriers to repairing and replacing failing stormwater infrastructure

- ✓ Develop a stormwater maintenance policy to clearly define Cobb Water, Cobb DOT, and property owner responsibilities for maintaining stormwater drainage systems

Long-Term Infrastructural Investments

- ✓ Prioritize sustainability, growth, and service accessibility in a long-term capital improvement plan for the County
- ✓ Examine space utilization across County facilities for future workforce and facilities planning
- ✓ Assess and pursue opportunities to embrace hybrid work where feasible

Suggested Strategies: County Infrastructure (Contd.)

Key Success Indicators

Prioritized Capital Improvements

Resilient Stormwater Infrastructure

Long-Term Infrastructural Investments

Enhanced Technology Infrastructure

Strategies for achieving these indicators

Enhanced Technology Infrastructure

- ✓ Support enhancing and investing in cutting-edge technologies that improve the County's efficiency
- ✓ Evaluate and assess opportunities to consolidate disparate county systems and integrate siloed data
- ✓ Expand efforts to foster a culture of cybersecurity within the County

Suggested Strategies: Community Development

Key Success Indicators

Sustainable Development

Greenspace Preservation

Streamlined Community Development Processes

Strategies for achieving these indicators

Sustainable Development

- ✓ Identify and qualify place-based opportunities for revitalization and development
- ✓ Proactively examine and assess the county infrastructure's capacity for new development
- ✓ Consider leveraging vulnerability assessments to identify new development's impacts, threats and risks to critical county systems
- ✓ Leverage data to identify resource gaps to enable strategic development

Greenspace Preservation

- ✓ Set a greenspace acreage goal for the County
- ✓ Collaborate with County stakeholders to identify, record, and protect valued scenic and open space resources

Streamlined Zoning & Code Enforcement Processes

- ✓ Enhance efforts to communicate and streamline code enforcement activities across the County
- ✓ Explore adapting existing procedures to improve efficiency of public engagement in community development

Suggested Strategies: Economic Development

Key Success Indicators

Economic Empowerment & Upward Mobility

Enhanced Collaboration & Strengthened Partnerships

Attracting & Retaining Businesses

Strategies for achieving these indicators

Economic Empowerment & Upward Mobility

- ✓ Continue to support entrepreneurship in the County
- ✓ Support the expansion of workforce pathway programs
- ✓ Encourage business recruitment in underdeveloped communities across the County
- ✓ Support partners to identify and prepare the workforce for in-demand County skills

Enhanced Collaboration & Strengthened Partnerships

- ✓ Encourage strategic development activities that address critical resource needs across the County
- ✓ Lead the planning efforts to develop a county-wide vision for economic development

Attracting & Retaining Businesses

- ✓ Regularly inventory, evaluate, and address the needs of small, medium and large-scale businesses in the County
- ✓ Proactively lay the foundation for business investment by addressing issues that stifle business attraction in the County
- ✓ Continue to evaluate and strengthen the Cobb County International Airport's role as an economic generator and facilitator of growth, jobs, tourism and trade

Suggested Strategies: Housing & Livability

Key Success Indicators

Greater Mix of Housing Options

Attainable & Quality Housing Options

Preventing & Addressing Homelessness

Strategies for achieving these indicators

Greater Mix of Housing Options

- ✓ Use data to develop a County housing mix goal
- ✓ Evaluate land use policies that inhibit a variety of housing options and adapt where feasible
- ✓ Ensure the County's Unified Development Code enables a variety of housing types

Attainable & Quality Housing Options

- ✓ Use data to set an attainable housing goal for the County
- ✓ Explore the establishment of a County land banking authority

Preventing & Addressing Homelessness

- ✓ Collaborate with public and private partners to enhance funding support to address homelessness across the County

Suggested Strategies: Mobility & Transportation

Key Success Indicators

Enhanced Transportation Infrastructure

Proactively Addressing Transportation Safety

Reduced Travel Delays

Enhanced Mobility & Connectivity

Strategies for achieving these indicators

Enhanced Transportation Infrastructure

- ✓ Align County and federal transportation priorities to maximize funding resources
- ✓ Continue to enhance and optimize Cobb Linc transit routes based on demand
- ✓ Prioritize addressing lacking transportation infrastructure (i.e., bus stops) where needed

Proactively Addressing Transportation Safety

- ✓ Identify and publish county-wide transportation safety-related goals and success metrics
- ✓ Pursue federal transportation safety grants to support the implementation of projects that enhance safety across the County

Reduced Travel Delays

- ✓ Increase resources and investments for the Traffic Management Center

Enhanced Mobility & Connectivity

- ✓ Support long-term investments that prioritize connectivity across the County
- ✓ Continue to prioritize multi-modal solutions for all users

Suggested Strategies: Public Safety

Key Success Indicators

Proactively Addressing Crime & Safety

Effective Administration of Justice

Reliable & Secure Public Safety Infrastructure

Strategies for achieving these indicators

Proactively Addressing Crime & Safety

- ✓ Prioritize investments in modern public safety technologies
- ✓ Garner regional support and resources for the Real-Time Crime Center
- ✓ Encourage cross-sector investments in people and communities experiencing higher crime rates, poverty and homelessness

Reliable & Safe Public Safety Infrastructure

- ✓ Support public safety capital improvement initiatives
- ✓ Strengthen coordination with healthcare providers and other stakeholders to improve emergency response operations across the County

Effective Administration of Justice

- ✓ Use data to improve the streetlighting infrastructure across the County and prioritize expanding access in areas of need in order to deter crime
- ✓ Invest in attracting and retaining high-quality public safety staff
- ✓ Expand the County's anti-recidivism efforts
- ✓ Continue to strengthen relations and trust between law enforcement and the community

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Thank You
Any questions?

