

**MINUTES OF BOC WORK SESSION
COBB COUNTY BOARD OF COMMISSIONERS
JULY 22, 2025
1:30 PM**

The Work Session of the Cobb County Board of Commissioners was held at 1:30 p.m., on Tuesday, July 22, 2025, at the David Hankerson Building, 100 Cherokee Street, Marietta, Georgia, in the Board of Commissioners Meeting Room. Present and comprising a quorum of the Board were:

Chairwoman Lisa Cupid
Commissioner Erick Allen
Commissioner JoAnn Birrell
Commissioner Keli Gambrell
Commissioner Monique Sheffield

CALL TO ORDER

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

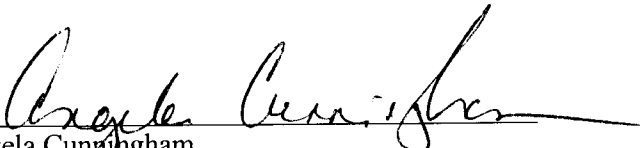
PRESENTATIONS

1. To present a demonstration of the County Strategic Plan Management System.

Kimberly Lemley, Chief Information Officer, Yolanda Rucker, Technology Services Manager, and William Volckmann, Chief Financial Officer, presented information regarding the County Strategic Plan Management System. A copy of the information presented is attached and made a part of these minutes.

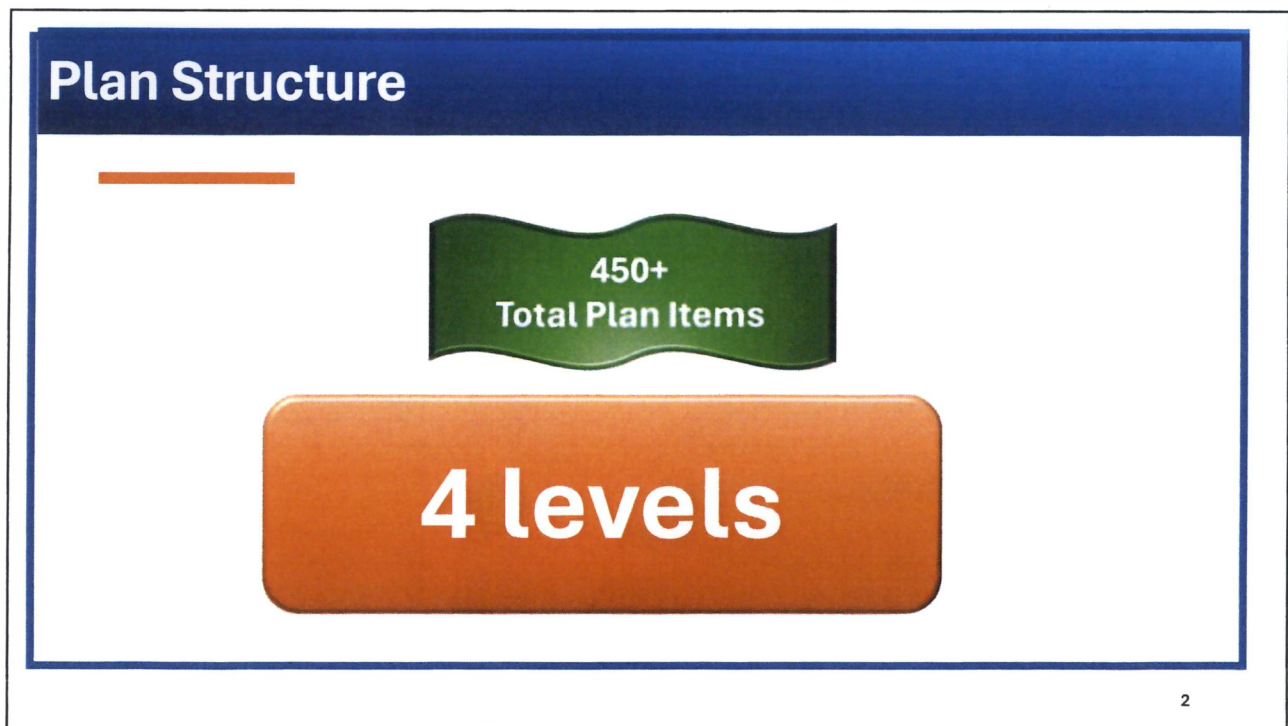
ADJOURNMENT

The meeting was adjourned at 2:01 p.m.


Angela Cunningham
Deputy County Clerk
Cobb County Board of Commissioners

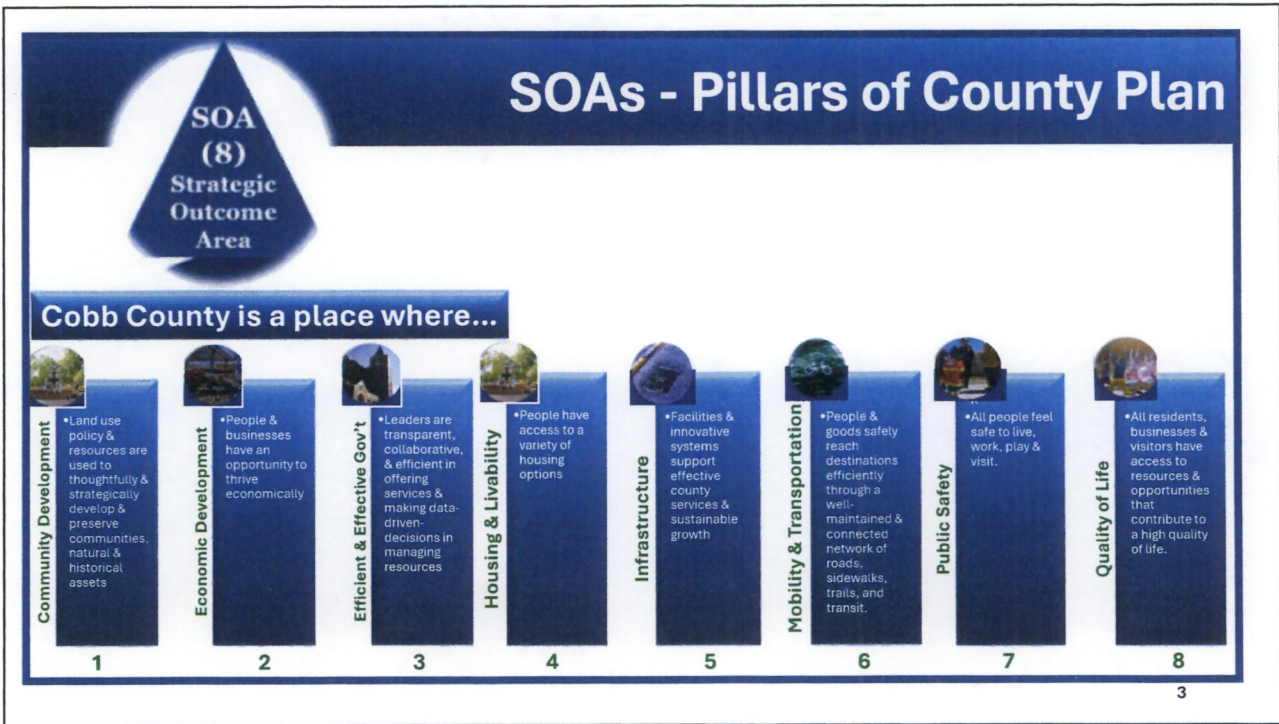


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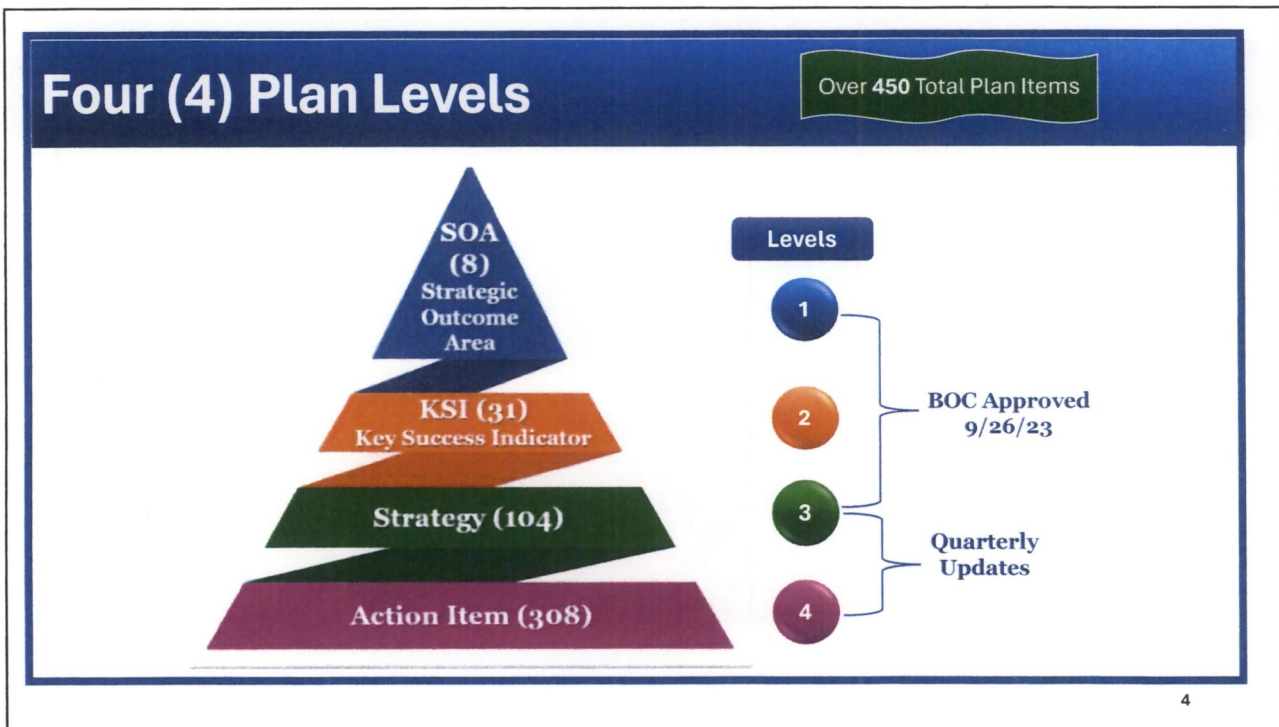


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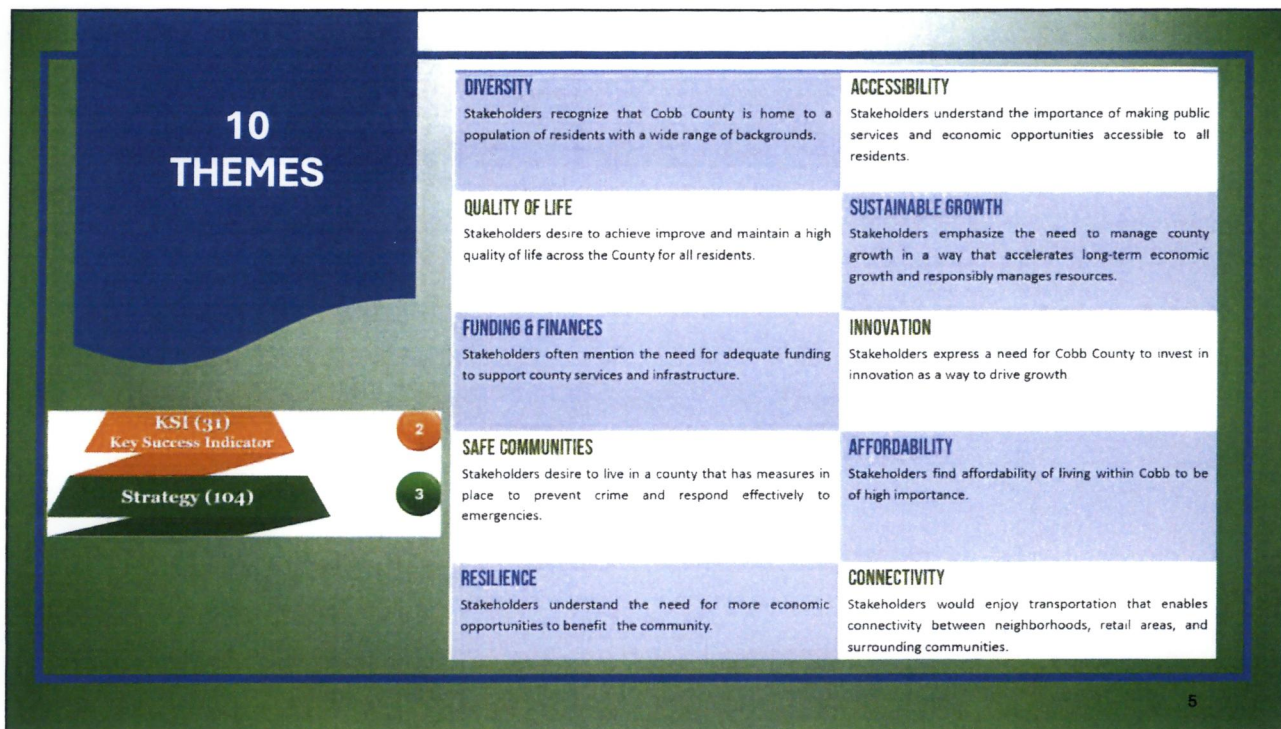
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Strategic Outcome Areas & Key Success Indicators

1. Strategic Outcome Area - Community Development

#	Level	Initiated Name	Members	Assigned To	Description
1	Strategic Outcome Area	Community Development	Community Development, Economic Development, Parks, SWR/OOS, Senior Services, Water	Jessica Dunn	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.
1.1	Key Success Indicator	GreenSpace Preservation	Parks, Public Services	John Gibson	Advocates for structured green space preservation through policy-making, goal-setting, and community collaboration to safeguard natural and scenic areas.
1.2	Key Success Indicator	Streamlined Community Development Processes	Community Development	Brent Faniel	Focuses on improving local governance by enhancing communication and efficiency in code enforcement while refining procedures to better engage the public in community development efforts.
1.3	Key Success Indicator	Sustainable Development	Community Development	Jessica Dunn	Promotes sustainable growth by prioritizing environmental protection, infrastructure assessment, risk evaluation, data-driven resource planning, and climate impact mitigation in development efforts.

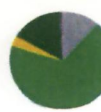
2. Strategic Outcome Area - Economic Development

#	Level	Initiated Name	Members	Assigned To	Description
2	Strategic Outcome Area	Economic Development	Economic Development	Sabrina Wright	Cobb County is a place where people and businesses have an opportunity to thrive economically.
2.1	Key Success Indicator	Attracting & Retaining Businesses	Economic Development	Robin Bishop	Fosters economic growth by addressing business needs, encouraging investment, facilitating networking, and promoting key industry clusters. The goal is to strengthen local businesses and drive innovation.
2.2	Key Success Indicator	Economic Empowerment & Upward Mobility	Economic Development	Sabrina Wright	Emphasizes expanding economic opportunities by supporting entrepreneurship, workforce development, and access to jobs, ensuring long-term career growth and skill-building in the County.
2.3	Key Success Indicator	Enhanced Collaboration & Strengthened Partnerships	Economic Development	Sabrina Wright	Guides economic development by addressing resource needs, evaluating infrastructure capacity for growth, and creating a unified vision that aligns stakeholders' goals for the County's future.

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Cobb County Strategic Plan Overview



Status

Not Started	33 (11%)
On Track	311 (66%)
Off Track	14 (3%)
At Risk	1 (0%)
Achieved	71 (16%)
Canceled	8 (1%)

Due Dates

Not Past Due	367 (100%)
Past Due	0 (0%)

Progress Updates

Up-to-Date	415 (100%)
Late	0 (0%)
Pending	0 (0%)

Strategic Outcome Area Status & Dashboard Hubs

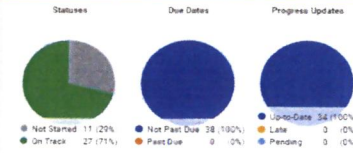


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County Strategic Plan SOA - Community Development

SOA Progress Indicators

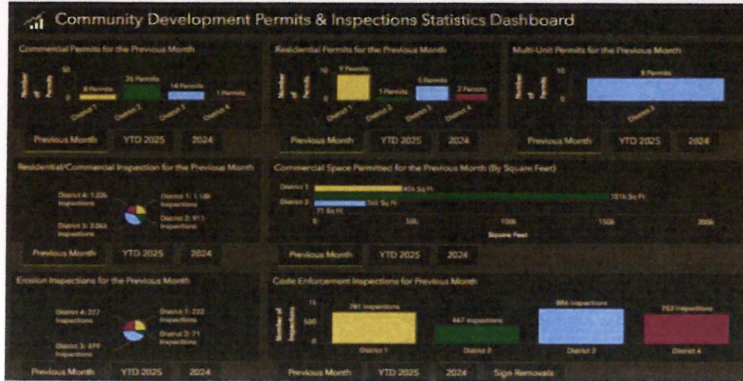


Dashboard Guide: Status Indicators

IN PROGRESS STATUS:
 Not Started On Track Off Track At Risk
FINAL STATUS:
 Achieved Not Achieved Canceled

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.

Capacity & Opportunity for Growth (1.3.2.3)



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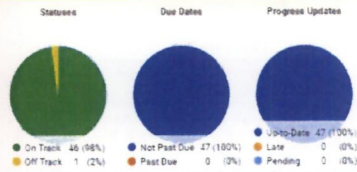
Community Development - In Progress Items

#	Level	Identified Name	Status	Assigned To	Last Update's Comment
1	Strategic Outcome Area	Community Development	On Track	Jessica Guinn	
1.1	Key Success Indicator	GreenSpace Preservation	On Track	Jatunn Gibson	
1.1.1	Strategy	Implement land use policies and zoning regulations that value preservation	On Track	Jessica Guinn	Zoning regulations valuing preservation are being considered through the Unified Development Code project. This will also be a component in the Comprehensive Plan update.
1.1.1.1	Action Item	Incorporate preservation standards into the Unified Development Code (UDC)	On Track	Jessica Guinn	Preservation standards are being considered for implementation through the Unified Development Code project.
1.1.1.2	Action Item	Incorporate land use policies into the Comprehensive Plan update	Not Started	Philip Westbrook	Will be part of 2027 Comprehensive Plan update.
1.1.2	Strategy	Conduct a comprehensive inventory and set a countywide green space acreage goal to designate specific areas as protected green spaces, natural reserves or greenbelts to ensure long-term preservation	On Track	Jatunn Gibson	PARKS uses GIS to calculate the protected green space in Cobb County. PARKS staff has identified county departments to ask with the comprehensive inventory. These departments will include but not limited to: PARKS, Tax Assessor and Community Development. PARKS has initiated a review of current strategies used, such as purchases through SPLOST bonds, general funds, etc. Some properties have been accepted through donations, and we will continue to use that strategy. PARKS discussed new strategies to consider such as grant funding and public/private partnerships. Background: PARKS has worked with Trust for Public Land and The Park Foundation on several projects in Cobb County. They are two private organizations that have been great partners and have allowed Cobb County to add protected green space. The Riverlands Gateway Park and the Silver Comet Extension are two examples. We have also worked with the Community Improvement Districts in Cobb County, specifically Town Center and Cumberland, on various projects that add to our green space. Cobb County added over 900 acres in the 2006 and 2008 Park Bonds. Those were very successful and we want another look at a Park Bond to not only purchase future green space property but also the construction of those properties as approved by Board of Commissioners.
1.1.2.1	Action Item	Define the way green space will be calculated to achieve a goal of protected land percentage in the county	On Track	Michael Brantley	PARKS will use GIS to calculate the current protected green space in Cobb County and categorize as needed. PARKS will work with Community Development and/or Tax Assessor to look at any conservation easements in county and we will decide if that will be added to current city, county, state or federal holdings to calculate the current green space. Once the total acreage is known, we will look at an achievable goal of protected green space for the future.
1.1.2.2	Action Item	Identify strategies to achieve the established goal	On Track	Michael Brantley	PARKS will look at the current strategies that we have used, such as purchases through SPLOST bonds, general funds, etc. We have also accepted properties through donations and will continue to use that strategy. We will also look at the costs of accepting green space land, as the costs of those donations need to be used in budget planning for future years. Donated land still does have a cost associated due to environmental

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County Strategic Plan SOA - Mobility and Transportation

SOA Progress Indicators



Dashboard Guide: Status Indicators

IN PROGRESS STATUS:

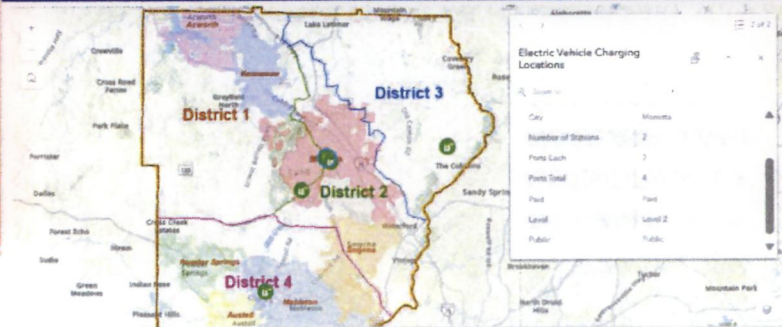
Not Started On Track Off Track At Risk

FINAL STATUS:

Achieved Not Achieved Canceled

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.

EV Charging Stations (6.1.2.1)



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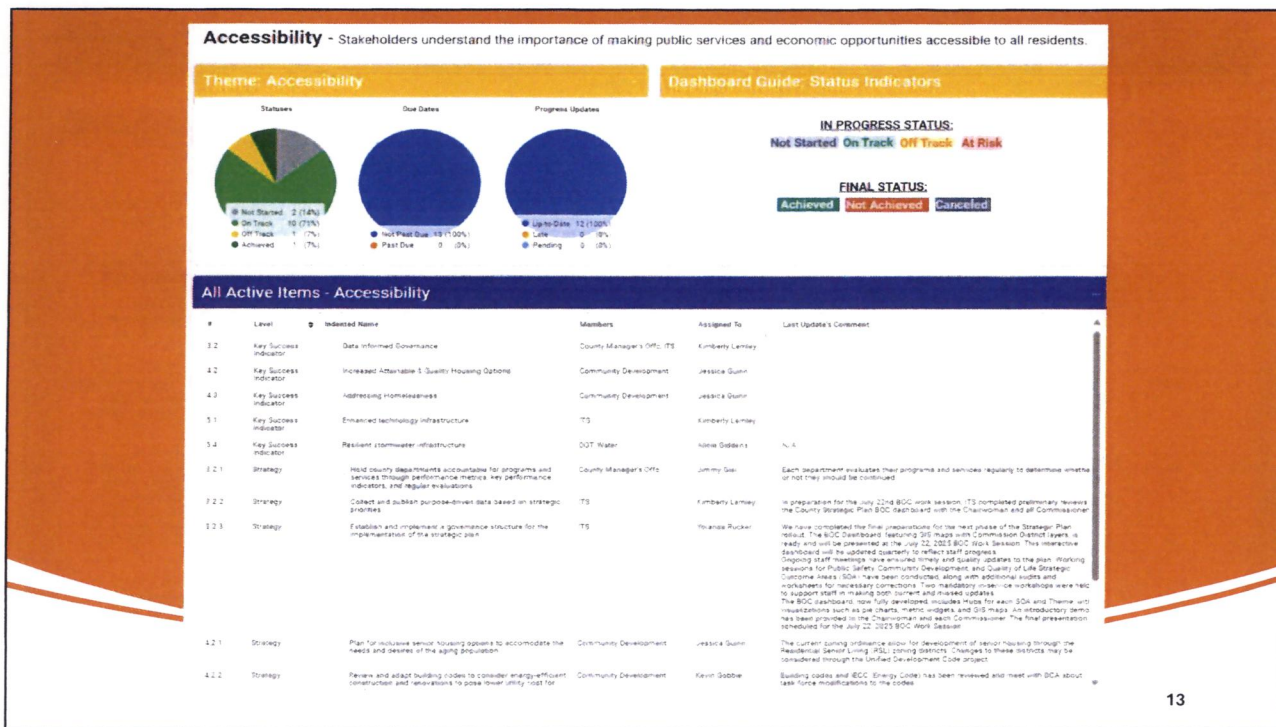
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Mobility and Transportation - In Progress Items

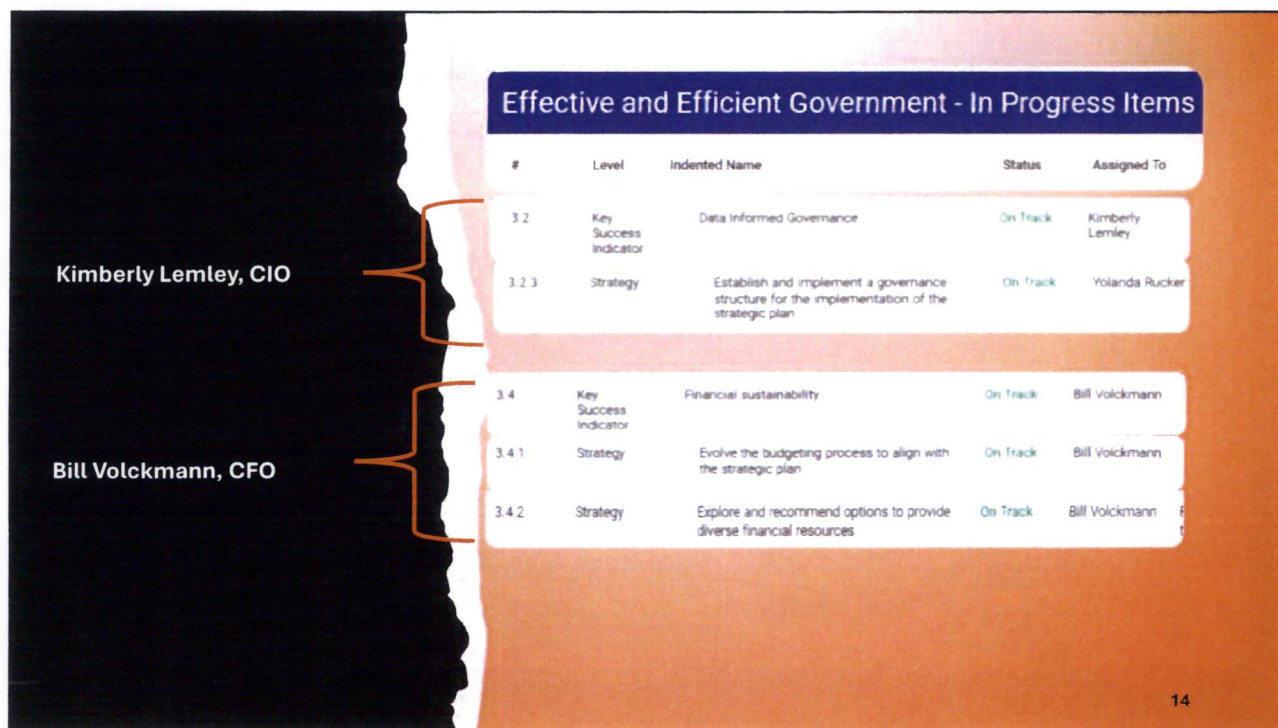
#	Level	Intended Name	Status	Assigned To	Last Update's Comment
6	Strategic Outcome Area	Mobility & Transportation	On Track	Andrew Raessler	
6.1	Key Success Indicator	Enhanced Mobility & Connectivity	On Track	Andrew Raessler	
6.1.1	Strategy	Support long-term investments that prioritize connectivity across the County such as transportation hubs that connect different modes of transit, making it easier for citizens to transfer between buses, car, bike, and walking.	On Track	Jonathan Yee	Obtained NEPA determination for Cumberland Transit Center and South Cobb Transit Center projects. Continued to make progress on sidewalk and trail projects such as Atlanta's Greenway study, Factory Shoals/20 bridge study, and Pete Shaw Sidewalk.
6.1.1.2	Action Item	Monitor advanced air mobility opportunities (advanced aircraft design and technologies).	On Track	Stevyn Spencer	The Federal Aviation Administration (FAA) is actively working to integrate Advanced Air Mobility (AAM) into the National Airspace System, focusing on a "crawl-walk-run" approach to ensure safety while enabling innovation. For FAA, a recently achieved key milestone included issuing a final rule for "powered-lift" aircraft, outlining the pilot certification and operational requirements in October 2024. In addition, the FAA has also released an AAM Implementation Plan ("Innovate28") with the goal of establishing operational AAM ecosystems at one or more key sites by 2028 and developing guidance for AAM infrastructure like vertiports. Challenges persist in regulating new features, integrating airspace at scale, and fostering industry consensus. In response to this, the County's Airport Division maintains its commitment with integrating AAM into the County's transportation ecosystem and working with federal partners on how best to plan the necessary infrastructure, regulatory frameworks, and operational guidelines for this new venture.
6.1.1.3	Action Item	Incorporate complete street elements into projects and design standards.	On Track	Michael Francis	Cobb DOT currently incorporates complete street elements into projects. During the concept phase, complete street elements are considered and evaluated. The Cobb DOT Concept Report include complete street elements for bicycle, pedestrian, and transit. A justification statement is required in the concept report for complete street elements not included in the project design.
6.1.1.5	Action Item	Enhance pedestrian connectivity.	On Track	Michael Francis	DOT has several projects in the design and construction phase where complete streets are being incorporated. Design Phase: The Department has seven (7) sidewalk projects being designed. The seven sidewalk projects combine for an approximate total length of 3 miles. The sidewalk projects are located on: Phoenix Rd, East Parkway,

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Effective and Efficient Government - In Progress Items

#	Level	Indented Name	Status	Assigned To	Last Update's Comment
3.2	Key Success Indicator	Data Informed Governance	On Track	Kimberly Lemley	
3.2.3	Strategy	Establish and implement a governance structure for the implementation of the strategic plan	On Track	Yolanda Rucker	We have completed the final preparations for the next phase of the Strategic Plan rollout. The BOC Dashboard, featuring GIS maps with Commission District layers, is ready and will be presented at the July 22, 2025 BOC Work Session. This interactive dashboard will be updated quarterly to reflect staff progress. Ongoing staff meetings have ensured timely and quality updates to the plan. Working sessions for Public Safety, Community Development, and Quality of Life Strategic Outcome Areas (SOA) have been conducted, along with additional audits and worksheets for necessary corrections. Two mandatory in-service workshops were held to support staff in making both current and missed updates. The BOC dashboard, now fully developed, includes Hubs for each SOA and Theme, with visualizations such as pie charts, metric widgets, and GIS maps. An introductory demo has been provided to the Chairwoman and each Commissioner. The final presentation is scheduled for the July 22, 2025 BOC Work Session.
3.2.3.1	Action Item	Define the rollout process, internal & external	On Track	Yolanda Rucker	Completed final preparations for the next phase of the Strategic Plan rollout, which is to distribute the plan to the Board of Commissioners and their assistants/team. The BOC Dashboard was developed for this phase. The GIS maps on the dashboard include Commission District layers which show plan items by District where appropriate. We are on track to provide the Board an interactive dashboard view of the plan after the July 22, 2025 BOC Work Session. The dashboard will be refreshed each quarter as staff makes their quarterly progress updates to the plan.
3.2.3.2	Action Item	Define change management and implementation	On Track	Yolanda Rucker	Continued to meet with staff to provide guidance, support and feedback for on-time quality plan updates. Held working sessions for Public Safety and Community Development Strategic Outcome Areas (SOA) and additional sessions with Public Services for the Quality of Life SOA. Conducted additional audits of the plan and created worksheets to provide instructions for any corrections or improvements needed for plan updates. Conducted two (2) mandatory in-service workshops for everyone assigned items in the Strategic Plan, using the worksheets and the revised Governance Guide as supporting documentation for attendees. Staff is focused on making their updates, including any missed updates from previous quarterly cycles.
3.2.3.3	Action Item	Define review cycle - quarterly updates with quarterly reports to the BOC	On Track	Yolanda Rucker	Completed the development of the BOC dashboard (which will provide real-time quarterly updates to the Board of Commissioners). Provided an introductory demo of the BOC dashboard to the Chairwoman and each Commissioner. The dashboard includes Hubs for each Strategic Outcome Area and each of the Themes listed in the County Plan. Visualization is provided via pie charts for progress update statistics, metric widgets for quantifiable information, and interactive and static GIS maps for spatial content. Working to finalize the Dashboard presentation, scheduled to be presented at the next BOC Work Session 7/22/25.

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Effective and Efficient Government - In Progress Items

#	Level	Indented Name	Status	Assigned To	Last Update's Comment
3.4	Key Success Indicator	Financial sustainability	On Track	Bill Voickmann	
3.4.1	Strategy	Evolve the budgeting process to align with the strategic plan	On Track	Bill Voickmann	Finance has requested that departments align their future budget requests with the strategic plan, beginning with the FY25 budget. This process to align budget priorities with strategic plan has continued with the FY26 Proposed Budget. Finance will provide a high level budget summary that aligns to the strategic plan following the budget adopted.
3.4.1.1	Action Item	Maintain AAA bond rating.	On Track	Bill Voickmann	The County met with the three rating agencies during our annual New York trip in June. Those meetings went very well, and based on the feedback, the County expects to retain its AAA status. Each agency will go to their committee and provide the county with a formal confirmation and report. Once the Finance Department receives that report, it will be shared with the Board of Commissioners and will also be covered during the September Work Session presentation from Finance.
3.4.1.2	Action Item	Meet bi-annually with the BOC to provide credit rating status and implement an annual credit assessment update at a BOC work session.	On Track	Bill Voickmann	The credit rating meeting took place in June, and Finance is waiting on the formal reports from credit rating agencies. Finance will provide the Board of Commissioners with a formal presentation during the September Work Session.
3.4.1.3	Action Item	Identify BOC and department budget priorities and funding sources.	On Track	Bill Voickmann	The Finance team meets at least twice with each commissioner to discuss their budget priorities. Additionally, the Commissioners' priorities are discussed at their annual retreat. Funding sources for budget priorities are evaluated monthly. This has been completed for the FY26 Proposed Budget, but this process will be continued future budgets.
3.4.1.4	Action Item	Align budgets to areas within the strategic plan, where applicable.	On Track	Bill Voickmann	The FY26 proposed budgetary increase have been aligned with the Strategic Plan. Finance will post a high level summary of budgetary increase and how they align to the Strategic Plan following the budget adoption.
3.4.1.5	Action Item	Revisit capital and personnel requests annually during the budget adoption process.	On Track	Susan Revill	Finance reviews all personnel, operating and capital requests at least annually during the budget process. Capital requests are also revisited once the County receives the projected digest increase in the spring of each year. This process will continue with each budget process.

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Effective and Efficient Government - In Progress Items

#	Level	Intended Name	Status	Assigned To	Last Update's Comment
3.4	Key Success Indicator	Financial sustainability	On Track	Bill Volkmann	
3.4.2	Strategy	Explore and recommend options to provide diverse financial resources	On Track	Bill Volkmann	Finance explores and recommends financial resources options to the County Manager and the Board of Commissioners during the annual budget process. Additionally, Finance will be presenting a summary of local sales tax options at the September 2025 Work Session.
3.4.2.1	Action Item	Annually review revenue resources (LOST, HOST Grants, impact fees, Technology fees, etc.)	On Track	Bill Volkmann	Finance explores and recommends financial resources options to the County Manager and the Board of Commissioners during the annual budget process. Additionally, Finance will be presenting a summary of local sales tax options at the September 2025 Work Session.
3.4.2.2	Action Item	Review existing fee structures every three years	On Track	Curtis (Buddy) Tesar	Target start date for first of the three year reviews will begin in Fall 2025 with consideration for implementation in the FY27 Biennial Budget.
3.4.2.3	Action Item	Evaluate tools and techniques for community engagement and the associated budget.	On Track	Curtis (Buddy) Tesar	In support of our ongoing goal to enhance community engagement, the Finance Department achieved several key milestones this quarter in collaboration with the Communications Department. The FY25/26 Budget in Brief was published to provide residents with a user-friendly, high-level summary of the FY25 Adopted Budget. Additionally, the Budget Division released the FY25/26 Biennial Budget Book, which was honored with the Distinguished Budget Presentation Award by the Government Finance Officers Association (GFOA), along with Special Recognition for the Capital Program. Significant enhancements were also made to the Cobb County Finance website, including improved navigation and updated Frequently Asked Questions, making financial information more accessible to the public. To further support transparency, the Finance Department reformatted its monthly financial reports to offer a cleaner layout and improved readability for residents. Finance also partnered with Communications to publish the County's Popular Annual Financial Report (PAFR), which presents a high-level summary of the Annual Comprehensive Financial Report (ACFR) in a clear and engaging format. The Accounting Division also completed the FY24 ACFR showing all financial data and year end results for the County, which is published on the Finance website. Finally, Finance participated in multiple community town halls, including sessions focused on the FY25 Budget, HB 581, and the Chairwoman's "All in" initiative. These events centered on educating residents about the County's financial outlook and responding to public questions. Lastly, the FY25 Budget and FY25 millage documents were posted online and all required presentations were completed.
3.4.2.4	Action Item	Research additional grant opportunities	On Track	Shameika Pearson	We have actively pursued additional grant opportunities while also working to maintain current grants, particularly in response to reductions in many federal grants and evolving grant structures and requirements under federal guidelines. Funding levels remain stable at this time. During this period, the grant writer previously hired, left the county for a position more closely aligned with her personal goals. The grant writer role has since been filled, and once the new hire assumes the position, we will continue our efforts to research and secure new grant funding as many federal opportunities begin to reopen. Additionally, we intend to propose the purchase of new grant management software to help identify and track grant opportunities as they become available. This software offers access to information curated by a dedicated team of grant professionals who actively monitor federal, state, and private funding sources and delivers updates through a customizable database which may be tailored towards the county's needs.

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