



CITY COUNCIL STRATEGIC PLANNING CONFERENCE  
MARCH 6-8, 2026  
HILTON PEACHTREE CITY ATLANTA HOTEL  
& CONFERENCE CENTER  
2443 HWY 54 W  
PEACHTREE CITY, GA 30269

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## PLANNING CONFERENCE OBJECTIVES

- Discuss FY2027 Calendar
- Review Comp Plan
- Discuss Budget Priorities for FY27
- SPLOST update
- Special Service Delivery Updates
- Staffing projections
- Directors Reports
- Mayor Report

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## AGENDA

### FRIDAY, MARCH 6, 2026

#### 1:00 – 2:00 PM | WELCOME & OPENING SESSION

##### City Manager William Tanks

- Welcome and opening remarks
- Purpose and goals of the conference
- Department Budget Overview

#### 2:00 – 2:20 PM | FACILITATOR OVERVIEW & CONFERENCE FRAMEWORK

##### Janice Allen Jackson & Associates

- Ground rules for productive dialogue
- What I learned from my conversations with Mayor and Council
- Overview of the weekend agenda

#### 2:20 – 3:20 PM | COMMUNITY DEVELOPMENT

##### Presentation by Michael Hughes & Tina Garver

#### 3:20 – 4:00 PM | MUNICIPAL COURT

##### Presentation by Mallory Minor

#### 4:00 – 5:00 PM | HOTEL CHECK-IN

#### 5:15-6:00 | ECONOMIC DEVELOPMENT

##### Presented by Artie Jones

#### 6:00 – 7:00 PM | DINNER

#### 7:00 - 7:20 | DISCUSS FY2027 CALENDAR

##### Susan Hiott



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## **SATURDAY, MARCH 7, 2026**

**7:00 – 8:00 AM | RISE AND SHINE BREAKFAST**

**8:00 - 9:45 AM | TEAMBUILDING (MAYOR, COUNCIL, & CITY MANAGER ONLY)**

**Janice Allen Jackson & Associates**

- Reflections on Friday's Session
- Enhancing Communication Exercise

**9:45 - 10:45 AM | COMPREHENSIVE PLAN REVIEW**

**Presentation by Mr. John Funny, Grice Consulting Group LLC**

- Current Comprehensive Plan status and implementation
- Future Land Use Map updates and changes
- Growth management strategies
- Community character and development patterns
- Alignment with regional plans
- Recommended updates and amendments
- Council discussion and direction

**10:45 - 11:00 AM | BREAK**

**11:00 AM - 12:00 PM | SPLOST UPDATE**

**Mr. Roy Acree, Croy Engineering**

- Current SPLOST program status and revenue projections
- Proposed priority projects for next SPLOST
- Infrastructure needs assessment
- Funding strategies and timeline
- Community input and priorities
- Council discussion on project priorities

**12:00 - 1:30 PM | LUNCH**

**1:30 PM - 2:15 PM | CLOSED SESSION**

**City Attorney, Emilia Walker-Ashby**

- For Litigation (O.C.G.A. 50-14-3(B)(1)(A), Real Estate (O.C.G.A. 50-14-3 (B)(1)), Personnel (O.C.G.A. 50-14-3 (B)(2)) and/or Misc. Exemptions (O.C.G.A. 50-14-3 (B)(4)&(5))



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**2:15 - 2:30 PM | BREAK & REFRESHMENTS**

**2:30 - 4:00 PM | SPECIAL SERVICE DELIVERY UPDATES**

**Mayor Michael Owens**

- Overview of current service delivery areas
- Service level analysis by district
- Cost allocation and funding mechanisms
- Proposed boundary adjustments
- Intergovernmental agreement updates
- Service equity and efficiency improvements
- Council discussion and policy direction

**4:00 – 4:15 PM | BREAK**

**4:15 – 5:15 PM | SESSION 6: BUDGET OVERVIEW & DEPARTMENT OVERVIEW**

**Presentation by Karen Ellis**

**5:15 - 6:00 PM | FREE TIME / RECEPTION**

**6:00 - 7:30 PM | DINNER**

Evening meal – plated meal

**SUNDAY, MARCH 8, 2026**

**7:00 - 8:00 AM | RISE AND SHINE BREAKFAST**

**8:00 – 8:45 AM | SESSION 7: STAFFING & ORGANIZATIONAL NEEDS; DEPARTMENT OVERVIEW**

**Presentation by HR Director Mrs. Jeanne Pope**

**8:45 - 10:15 AM | SESSION 8: DEPARTMENT DIRECTOR REPORTS**

**Updates from each department (15-20 minutes each)**

- Code Enforcement
- Chief Building Official
- Sustainability, Greenspace, and Beautification
- Communications
- City Clerk
- Information Technology
- Parks and Recreation
- Mayor’s Chief of Staff



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**10:45 – 12:15 PM | COUNCILMEMBER REFLECTIONS AND ANALYSIS**

- Are you better prepared to ensure that the FY27 Budget addresses the community's needs?
- What made this conference good?
- What do you wish we had done more of? Less of?
- Do we need to continue discussion? If so, which specific issues?
- Do you feel better or worse about what lies ahead for Mableton?

**12:15 PM - 12:30 PM | CLOSING SESSION & WRAP-UP**

**Mayor Michael Owens**

**12:30 PM | CHECK-OUT**

**ATTENDEES**

**City Council:**

- Mayor Michael Owens
- Councilman Ron Davis
- Councilman Michael McNeely
- Councilwoman Keisha Jeffcoat
- Councilwoman Cassandra Brown
- Councilwoman Deborah Herndon
- Councilman TJ Ferguson

**City Staff:**

- City Manager William Tanks
- City Attorney Emilia Walker-Ashby
- City Clerk Susan Hiott
- All Department Directors

**Facilitator:**

- Janice Allen Jackson & Associates

**Consultants:**

- John Funny
- Roy Acree



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“Agenda subject to change.”





**Spring Planning Conference**  
**March 6-8, 2026**

# WELCOME TO CITY OF MABLETON SPRING PLANNING CONFERENCE 2026



# City Manager's Office: FY 2025-26 Progress & FY 2026-27 Outlook

City Council Planning Conference  
Department Review

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*William Tanks, City Manager | March 7, 2026*

Ensuring Administrative Excellence and Operational  
Oversight

# Today's Overview

## Who Is currently in the Office?

- City Manager William Tanks- Since April 2024
- Administrative Supervisor Lily Smith-Since Feb 2025
- Administrative Assistant Lakita Jenkins- May 2025
- Special Projects Manager Candice Fields- February 2026

## Who Else Is Needed In The Office?

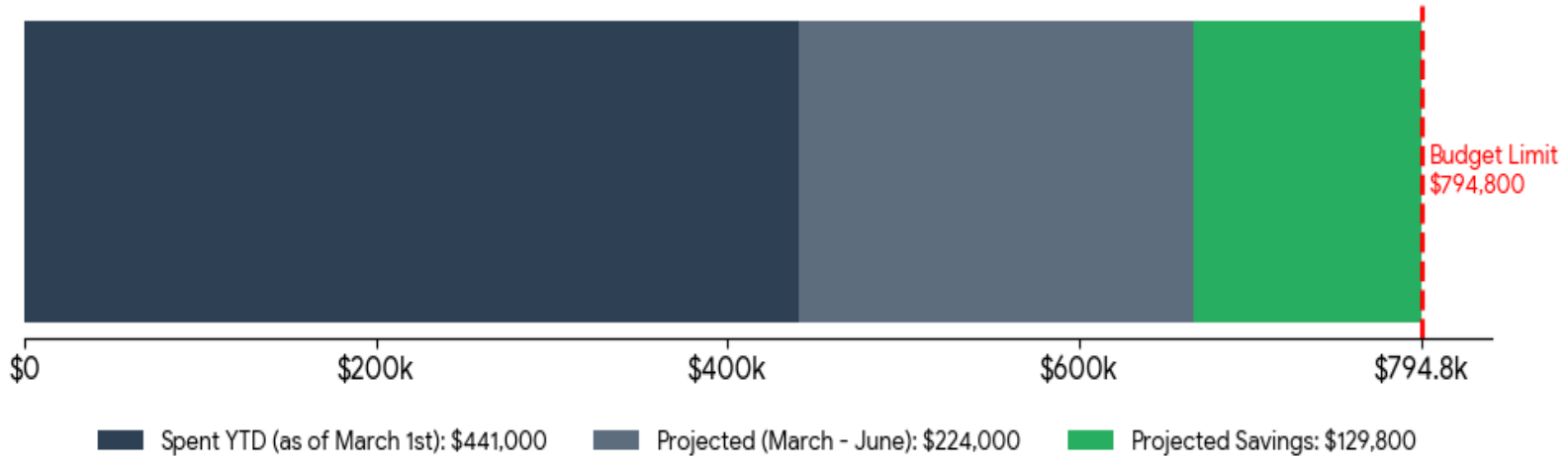
- Process Efficiency and Improvement Specialist

# FY 2025-26 Financial Snapshot

- Total Adopted Budget- \$794,800
- Expenditures as of March 1st, 2026- \$441,000( Projected \$449,000)
- Burn Rate-Estimated \$56,000/month (this included personnel and benefits)
- Remaining Balance-\$346,000 left and estimated to spend at current burn rate
- Verdict- Budget is healthy and under projected numbers!

# FY 2025-26 Financial Snapshot

FY 2025-26 Budget Forecast: City Manager's Office



# Thank You

Questions & Feedback

# Janice Allen Jackson & Associates

## City of Mableton Planning Conference

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*Janice Allen Jackson*

Facebook and Youtube: Local Matters Podcast of Georgia

**“It’s always  
business. It is  
Never  
Personal”**

Nino Brown  
New Jack City

## GROUND RULES

- We will allow the presenter to finish, then ask questions
- Concentrate on strategic, high-level, 50,000-foot views rather than operational "weeds"
- Ensure everyone contributes but prevent any one person from dominating discussions.
- Encourage open, honest, and constructive dialogue without judgment.

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## **GROUND RULES**

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**Life is often a  
three-edged  
sword:**

**Your side, my side,  
and the truth.**

Robert Evans

## **Ground Rules (Continued)**

- Enforce a no-phone/laptop policy during sessions to keep everyone focused on the discussion.
- Use a dedicated, visible space to capture off-topic ideas to prevent derailment. (The Parking Lot)
- Watch the clock, but don't be a slave to it.
- Work toward a united, agreed-upon, and actionable set of goals and priorities.
- Clarity is king!

**"The single biggest problem in communication is the illusion that it has taken place."**

— George Bernard Shaw

# What I learned from you

- **Everyone wants Mableton to succeed**
- **Councilmembers are new to local government and still learning**
- **Excellence in customer service and service delivery is a concern of many**

**Communication is  
the real work of  
leadership." —  
Nitin Nohria**

## What I learned from you

- **The City is on a good trajectory**
- **Must enhance communication between the mayor and council, and ensure more timely flow of information**
- **Service Delivery Strategy and the costs of services are on the minds of most**

**"In preparing for battle I have always found that plans are useless, but planning is indispensable".**

President Dwight D.  
Eisenhower

## What I learned from you

- **Strategic Planning is needed to move council from a reactive posture to a more proactive one**
- **At least two of you don't want to rush through this conference. Need adequate time to understand and discuss issues**
- **At least two of you think the organization should focus more on your residents and businesses**

**“Begin with the end in mind.”**

Stephen Covey

- Are you better prepared to ensure that the FY27 Budget addresses the community’s needs?
- What made this retreat good?
- What do you wish we had done more of?
- Do we need to continue discussion? If so, regarding which specific issues?
- Do you feel better or worse about what lies ahead?

**In teamwork,  
silence isn't  
golden, it's  
deadly....**

## **Team Building/Communication**

**What does the Council need from the  
Mayor?**

**What does the Mayor need from the  
Council?**

# COMMUNITY DEVELOPMENT

City Council Planning Conference

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*Michael Hughes/ Tina Garver*

## AGENDA

# Today's Overview

1. Department Mission & Vision
2. Current Initiatives & Highlights
3. Key Performance Metrics
4. Challenges & Opportunities
5. Goals for the Coming Year
6. Questions & Discussion

# Department Mission & Vision

## Mission

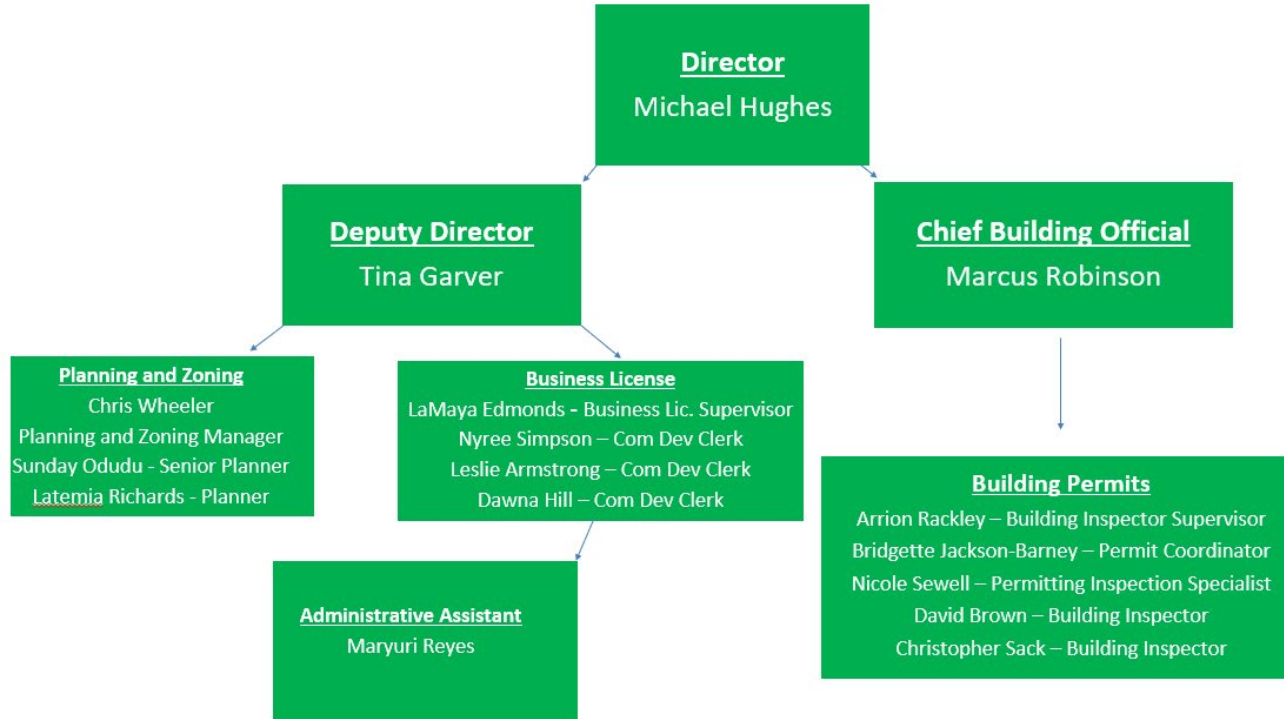
The City of Mableton Community Development Department advances sustainable growth, strengthens neighborhoods, and expands equitable economic opportunity through responsible planning, strategic partnerships, and community-driven development.

## Vision

Mableton will be a vibrant, inclusive, and economically resilient city where smart growth, diverse housing options, thriving businesses, and strong neighborhoods create lasting prosperity and high quality of life for all residents.

# Current Organizational Chart

2025



# Department Layout

Total Operating Budget

\$2,111,100 Personnel  
\$716, 500 Operating

\$ 2,827,600 total

Current Funded Positions

17 (1 Vacant)

## Planning and Zoning

- Long Range Planning
- Zoning
- GIS

## Business License

- Occupational Tax
- Regulatory
- Alcohol

## Building

- Permits
- Plan Review
- Inspections

## Land Development

- Erosion & Sediment Control
- Floodplain Management
- Site Plan Review and Inspections

# Accomplishments

2025

## Current Initiatives and Highlights

### **Adoption of Ordinances**

Zoning, Occupational Tax, Building and Construction, Environmental and Natural Resources, Tree Preservation, Alcohol, Regulatory License, Development Standards.

### **Establishment of Boards and Commissions**

Planning Commission, Board of Zoning Appeals, License Review Board

### **Local Qualified Government Status**

Adoption of Interim Comprehensive Plan.

### **LMIG Mileage**

Acceptance of street mileage by GDOT to facilitate future funding

## Accomplishments

2025

# Current Initiatives and Highlights

### **Establishment as a Local Issuing Authority**

Allows the city to issue Land Disturbance Permits.

### **Implementation of Cloud Permit**

Building permitting, Land Disturbance Permitting, Occupational Taxes and Regulatory is fully implemented. Planning Module underway.

### **Local Qualified Government Status**

Adoption of Interim Comprehensive Plan.

### **Creation of Department Standard Operating Procedures**

Draft completed for all sections.

### **Key Hires within Community Development Leadership**

Michael Hughes, Director - April 2025 and Tina Garver, Deputy - May 2025

## Accomplishments

2026

# Current Initiatives and Highlights

- ❑ Adoption of Excise Tax Resolution (completed)
- ❑ Application for Livable Centers Initiative (completed)
- ❑ Implementation of Municode and Cloud Permit
- ❑ Establishment of department website increasing transparency with zoning issues and review processes.
- ❑ Application to the National Flood Insurance Program
- ❑ Adoption of Ordinances to meet the requirements of the Intergovernmental Agreements.
- ❑ To establish processes for revenue collection consistent with finance policies.
- ❑ Establish basic in-house GIS services.

**Planning and Zoning**

**Land Disturbance**

**Business Licenses**

# Challenges

- ❑ Staffing levels are not yet proportionate to the volume of applications, public inquiries, and administrative demands facing a growing city.
- ❑ Current technology infrastructure limits the division's ability to efficiently track applications, manage workflows, and provide real-time status updates to applicants and the public.
- ❑ High volume of public inquiries and pre-application consultations places a significant demand on staff time, impacting overall processing capacity.
- ❑ Staff training, technology implementation, balancing customer service and enforcement.
- ❑ Coordinating quickly and efficiently between multiple agencies to ensure full compliance and thorough review is achieved for all application types.

# Opportunities

Planning and Zoning

Land Disturbance

Business Licenses

- ❑ Implementing a digital permitting and case management platform would significantly reduce administrative burden, improve transparency, and shorten the average 80-day entitlement timeline.
- ❑ Developing standardized application guides, intake checklists, and FAQ resources to better manage inquiry volume and improve the overall applicant experience.
- ❑ Expanding regulatory programs, improving automation, increasing compliance, and stronger business engagement.

KEY  
METRICS

2025

# Zoning Performance Highlights

10

Rezoning

8

Other Zoning Agenda  
Items

2

Land Use Permits

- Average entitlement process completion time of 80 days from application intake to final decision.
- Zoning inquiry volume remains high, reflecting strong development interest and community engagement across the City.

# Business License Performance Highlights

KEY  
METRICS

2025

**\$4.62M**

Revenue Generated

**1867**

Occupational Tax  
Certificates Issued

**27.8%**

Increase in issuance

Average processing time: 7 days

# Land Development Performance Highlights

KEY  
METRICS

2025

13

Permits Issued

39

Disturbed Acreage

27

Permits in Review

The issuance of Land Disturbance Permits requires coordination with Cobb County DOT, Stormwater, Water/Sewer, Fire Marshal, Georgia Soil and Water Conservation Commission and Cobb County Conservation District

# Goals

## Goals

## 2026

- Improve opportunities for revenue collection and tracking by proactive follow-up with business owners, thorough accounting measures, and accessible opportunities for residents and business owners.
- Review all processes, fully implement software solutions, create checklists to improve processing speed and customer experience through workflow improvement.
- Create and adopt plans for the city utilizing community engagement to guide future of the City of Mableton.
- Review all ordinances, including zoning designations and revise to meet the individualized needs of the community.
- Obtain state and national certifications that will allow the city to better serve its residents through lower insurance premiums, additional grant opportunities and more efficient processes.

## Budget Requests

# Budget Requests

- Housing Study
- Mailing/Folding Machine
- Additional iPad for field verification (licensing)
- Increase in mailing and postage
- Improvements to front lobby area
- Community Development Software

# Additional Staffing

## 2026 Positions

- Requested
  - Land Development Manager
  - Planning Technician
  - Business License Compliance Office
  - CDBG Administrator or Consultant

## Positions within 3-5 Years

- Land Development Plan Reviewer
- Land Development Inspector(s)
- Arborist
- GIS Staff (1-2)
- Senior Planner (Long Range or Zoning)
- Business License Staff - Lead person in each (Alcohol, Regulatory, OTC), 2 general (2 additional positions)
- Admin/Receptionist (1 additional)

# Thank You

## Questions & Feedback

*Michael Hughes*

*Director of Community Development*

*[michael.hughes@mableton.gov](mailto:michael.hughes@mableton.gov)*

*(678) 983-2162*

*Tina Garver*

*Deputy Director of Community Development*

*[tina.garver@mableton.gov](mailto:tina.garver@mableton.gov)*

*(678) 983-2346*

# MUNICIPAL COURT

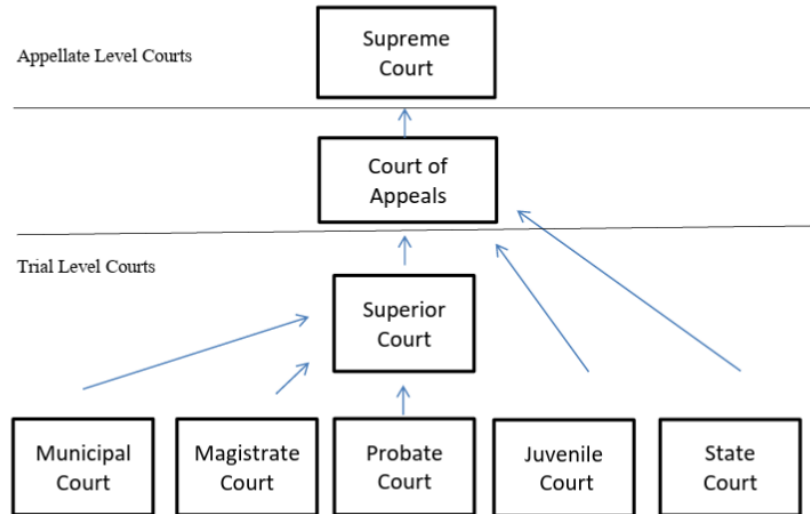
## CITY COUNCIL PLANNING CONFERENCE

COURT ADMINISTRATOR MALLORY MINOR

FRIDAY, MARCH 6, 2026



# Georgia's Judiciary System



# Today's Overview

1. Vision & Mission of the Municipal Court
2. Initiatives & Highlights
3. AOC Caseload Reporting
4. Addressing Challenges & Advancing Opportunities
5. Fiscal Year 2026-27 Goals
6. Questions & Discussion



# Municipal Court Vision and Mission Statements

## Vision Statement

Our vision is to be a model Georgia Municipal Court known for integrity, accessibility, and innovation while delivering justice that strengthens public trust and promotes a safer, more informed community.

## Mission Statement

The mission of the Municipal Court of Mableton is to uphold the fair, efficient, and impartial administration of justice, ensuring that every court user has a meaningful and accessible entry to the judiciary. We are committed to strengthening public awareness and education while continually refining our procedures so that we may provide exceptional service to the community we serve.



# Initiatives & Highlights

## Leading Initiatives

- Court Establishment & Governance Implementation
- Building a Strong Court Team
- Court Facility Development
- Operation Infrastructure and Case Management
- Community Engagement & Transparency

## Impact Highlights

- Successful Court Launch
- Team Development
- Transparency in Action
- Community-Focused Services



# AOC Caseload

## Judicial Council of Georgia AOC



# Addressing Challenges & Advances Opportunities

## Strengthening Public Safety & Coordination

Appoint a Public Safety Liaison with law enforcement experience to strengthen collaboration between the court, law enforcement agencies, and municipal partners. This role will support execution of warrants specified in the Intergovernmental Agreement (IGA), coordinate operational alignment with Cobb County Police Department, and assist with implementation of the fingerprinting process for Cobb County's Sheriff's Office and Municipal Court, improving efficiency and public safety coordination.

## Enhancing Monitoring & Compliance

Establish Georgia Crime Information Center (GCIC) monitoring services, as referenced in Georgia standards, to strengthen case tracking, warrant management, and accountability. Implementation will support upgraded filing systems, digital workflow improvements, and the introduction of a court payment kiosk (payments only) to streamline administrative processes and enhance compliance monitoring.

## Ensuring a Secure Court Environment

Develop and maintain secure and expanded court facilities to protect court staff, the judiciary, law enforcement personnel, and the public. This includes expansion of court space, maintaining secure court areas, and implementing a hybrid court option to improve accessibility while preserving safety and operational continuity.



# 2026-2027 FISCAL Goals



**Professional Development &  
Court Excellence**



**Fiscal Responsibility &  
Sustainability**



**Secure and Expanded Court  
Facilities**



**Hybrid Court Efficiency**



# THANK YOU!

## QUESTIONS & FEEDBACK

*Mallory Q. Minor*

*Court Administrator*

*[mallory.minor@mableton.gov](mailto:mallory.minor@mableton.gov)*

*770.380.6033*





# **The State of Economic Development Budget Presentation**

Artie Jones

***Economic Development***



## Current State

**Team of (3)** – Director, Program Manager, & Administrative Assistant

**Mission Statement:** To strengthen the city's economic foundation by promoting responsible investment, supporting local businesses, and collaborating with public and private partners to create a thriving, equitable, and future-ready Mableton.

### Projects:

- Business, Retention & Expansion (**BRE**) Initiative
- Tax Allocation District (**TAD**) Establishment
- Mableton Development Authority
- Retail Strategies
- Early stages of an **Entertainment District** Establishment (Six Flags-centered)
- Redevelopment Plan, Urban Planning & Design Services RFP





## Current State (cont.)



### Overview - (8) month period:

- Connected with several partners: **SelectCobb, Mableton Improvement Coalition (M.I.C.), South Cobb Business Association (SCBA), Georgia Department of Economic Development, Cobb County Economic Development & Cobb Travel & Tourism**
- Executed the inaugural **ONEMableton Breakfast**
- Established an official partnership w/ Six Flags Over Georgia - **Gateway Signage & Establishment of an entertainment district**
- **Ribbon Cutting Policy**
- Attended the **Georgia Economic Developers Association (GEDA), International Economic Development Council (IEDC) & International Council Shopping Centers (ICSC) Southeast Conferences**
- **Meet Mableton DMO**

## 2026 - 2027 Dept. Needs



### **Additional staff person:**

- Establishment of a new position - **Special Projects Coordinator** – \$97k
- Reclassification of an existing position – Economic Development Program Manager to **Economic Development Deputy Director**

### **Property acquisition**

- \$500k - (Mableton Development Authority)

### **Programs**

- Retail Strategies Partnership Extension – \$40k
- Special Projects Support – \$25k

# Results of Additional Funding



## **Funding Opportunities:**

- 1. Expand Small Business Connect**
- 2. Proactive and progressive Mableton Development Authority**
- 3. Locate (2) major companies**
- 4. Industrial Business Support**
- 5. Entertainment District**
- 6. Business Retention & Expansion**
- 7. Functional Tax Allocation District**
- 8. Meet Mableton**
- 9. Retail Recruitment**
- 10. Mableton Downtown Development Authority**
- 11. Economic Development Marketing**

# Mableton Development Authority

## Types of Projects & Powers Under Georgia Law

March 2026



**Ed Wall**

*Managing Director, Piper Sandler*  
(404) 710-2834  
[edmund.wall@psc.com](mailto:edmund.wall@psc.com)

**Spencer Sane**

*Associate, Piper Sandler*  
(704) 619-4361  
[spencer.sane@psc.com](mailto:spencer.sane@psc.com)

## Examples of Independent Development Authorities

Fulton County Dev Authority	DeKalb County Dev Authority	Clayton County Dev Authority
<ul style="list-style-type: none"><li>• Source of Funds is the 1/8th of 1% fees from tax abatement transactions</li><li>• Receive no money from the County in their budget</li><li>• Keep all their revenues and decide on their own how to spend it</li><li>• Have their own lobbyists and own employees</li></ul>	<ul style="list-style-type: none"><li>• Source of Funds is \$800,000 per year appropriation from County</li><li>• Source of Funds is 1/8th of 1% on tax abatement transactions</li><li>• Source of Funds is TAD revenues from the County</li><li>• Have their own employees</li><li>• Have 1 member from County Government (BOC member)</li><li>• Have 1 member from the School Board</li></ul>	<ul style="list-style-type: none"><li>• Source of Funds is \$1.2 million per year from County</li><li>• Source of Funds is 1/8th of 1% on tax abatement transactions</li><li>• Have own employees</li><li>• Recently appointed two board member vacancies themselves after they had been vacant more than 6 months (BOC did not realize they were vacant)</li></ul>

## Examples of Authorities Acting as a Department of the Local Government

<b>College Park Dev Authority</b>	<b>Hampton Dev Authority</b>	<b>Forest Park Downtown Dev Authority</b>
<ul style="list-style-type: none"><li>• Mayor and Mayor Pro Temp serve on Dev Auth</li><li>• Receive a budget from the City</li><li>• Any an all debt of the Dev Auth must first be approved by Mayor and Council</li><li>• Dev Auth cooperates with City on all projects</li></ul>	<ul style="list-style-type: none"><li>• A member of Council serves on the Dev Auth</li><li>• Receives a budget from the City</li><li>• Any an all fees on tax abatement transactions are paid to the City General Fund</li></ul>	<ul style="list-style-type: none"><li>• Mayor serves as Chair</li><li>• Receive a budget from the City</li><li>• Defers to Mayor and Council on all tax abatement decisions</li><li>• Decides to seek approval from County and School Board before abating their taxes</li></ul>

## South Fulton Development Authority Account Balances

### PUBLIC FUNDS INTEREST CHECKING

November 29, 2025 through December 31, 2025

#### SUMMARY

<b>Beginning Balance</b>	<b>\$185,215.93</b>	Minimum Balance	\$185,215
Deposits & Credits	\$1,853,750.00 +	Annual Percentage Yield Earned	2.84%
Net Interest Earned	\$755.06 +	Interest This Period	\$755.06
Withdrawals	\$0.00 -	Average Collected Balance	\$297,564.41
Fees	\$0.00 -	2025 YTD Interest	\$6,425.33
Automatic Transfers	\$0.00 +		
Checks	\$0.00 -		
<b>Ending Balance</b>	<b>\$2,039,720.99</b>		

### PUBLIC FUNDS INTEREST CHECKING

November 20, 2025 through December 31, 2025

#### SUMMARY

<b>Beginning Balance</b>	<b>\$795,417.62</b>	Minimum Balance	\$795,417
Deposits & Credits	\$0.00 +	Annual Percentage Yield Earned	2.88%
Net Interest Earned	\$2,043.02 +	Interest This Period	\$2,043.02
Withdrawals	\$0.00 -	Average Collected Balance	\$795,417.62
Fees	\$0.00 -	2025 YTD Interest	\$25,235.44
Automatic Transfers	\$0.00 +		
Checks	\$0.00 -		
<b>Ending Balance</b>	<b>\$797,460.64</b>		

## Main Economic Incentives Offered by Development Authorities

### Ad valorem property tax abatement

- Property owned by a political subdivision (city, county, authority, school board, development authority) is exempt from property tax
- All taxes are abated (City, County, State and Schools)
- Bonds for Title
- Lease to the Developer

### Tax-exempt debt for small issue manufacturing

- Total bond issue cannot exceed \$10 million
- Total capital expenditures in 6-year window cannot exceed \$20 million

## Example: \$500 Million Project

Assessed Value	
Fair Market Value	\$500,000,000
40% Assessed Value	\$200,000,000
Millage Rates	
	mills
South Fulton	12.399
Fulton County	8.87
Fulton County Bonds	0.18
Fulton County Schools	17.08
Fulton County School Bonds	0.00
State	0.00
<b>Total Millage Rate on Property in City</b>	<b>38.529</b>

**Total Taxes Abated Per Year**  
 $\$200,000,000 \times 38.529 \text{ mills} = \$7,705,800$

- If you split 50/50 with the Developer, the City/County/Schools will realize \$3,852,900 of revenue it did not have (*Developer would save the same amount*)
- South Fulton property tax rate of 12.399 mills would equal \$2,479,800 or \$1,239,900

## How to Structure an Abatement

- “But For” analysis
  - But for the free taxes, the project would not locate to your community or get built
- Only incentivize businesses you want to attract and not already coming
- Negotiate things the public will get and have clawbacks. If the things agreed to contractually are not done annually, the developer/business loses that percentage of the free taxes
  - Jobs
  - Investment dollars and when they will be invested
  - Affordable housing (define it as 50% of Area Median Income)
  - Sidewalks
  - Commercial development
  - Hire local efforts
  - Anything really that is of a public nature than will benefit residents of the City or the City needs

## How to Structure an Abatement (cont.)

Structure of lease can be a usufruct or estate for years

Usufruct

- Adopt a Payment in Lieu of Taxes Agreement (PILOT) with the Project Developer
- The PILOT has the Developer pay a percentage of the taxes that would be otherwise owed over a period of years
  - 5 years at 20% per year
  - 10 years at 10% per year (Fulton does this)
  - 20 years at 5% per year
  - On and on, with combinations

Estate for Years

- Developer pays the reduced taxes to the Tax Commissioner like all other taxes and Tax Commissioner splits it with all local governments pro rata to their millage rates

## Community Benefits Agreement & Financing PILOT Payments

- Where there is no tax abatement, but the developer/business is requesting something from the City, you don't have clawbacks in a tax abatement – you handle the things the public will get in exchange through a Community Benefits Agreement
- Mostly used in conjunction with Tax Allocation Districts (TAD)
- Zoning cannot be conditioned on this... has to be in exchange for something else. Only incentivize businesses you want to attract and not the ones already coming.

### Georgia Law: PILOT Restriction Act

- Treated synthetic TADs the same as TADs
- If Bonds are issued this act kicks in
- If the PILOT payments are pledged to the repayment of debt... the affected governments whose millage is to be used must approve it, just as a TAD
- If the PILOT payments are not direct security for payment of debt... you don't need permission

## 3 – 5 Year Plan



- **Establish a City-led, multi-functional destination facility**
- **Mableton Development Authority** – self-sustaining
- **Corporate expansion or recruitment – 5 companies** per year
- **Downtown Development Authority**
- **Tax Allocation District** – funding ED programs in absence of general fund revenues
- **Mableton Development Authority** (landbank inventory and targeted properties of interest map)



**Questions & Feedback**



**SPLOST UPDATE**



# OVERALL 2026 TIMELINE

Public Information/Input Meetings	January/February 2026
Board of Commissioners approves final SPLOST project list (County projects)*	April 28, 2026
Cities submit final lists for inclusion in SPLOST Book	April 28, 2026
SPLOST Book (Exhibit A to IGA) published; copies sent to Cities	May 8, 2026
Board of Commissioners approves IGA*	May 12, 2026
All IGA's approved/signed by Cities and submitted to County Attorney's Office; Chair to sign IGA's prior to June 23, 2026	June 12, 2026
Board of Commissioners Resolution to place SPLOST on November ballot*; submit Resolution and ballot language to Elections	June 23, 2026
Elections coordinates advertising for publication in legal organ for 4 weeks	October 2026
Election/SPLOST Referendum held	November 3, 2026



# KEY DATES

- ❑ **JUNE 23, 2026** – Cobb County approves resolution for Referendum to place SPLOST on November ballot
- ❑ **MAY 12, 2026** – Cobb County approves all IGA's with Cities and publishes SPLOST Booklet
- ❑ **April 28, 2026** – All Cities submit their final SPLOST Project List to Cobb County
- ❑ **April 22, 2026** – Mableton final scheduled Council Meeting before the April 30 deadline



# REVENUE PROJECTIONS



	Population (July 1, 2024 US Census Estimate)	% Total	6 Year Esitmed Revenue (After County Wide Projects)	Estimated Monthly Distributions
Acworth	22,624	2.873%	\$ 28,038,042.61	\$ 389,417
Austell	8,244	1.047%	\$ 10,216,832.71	\$ 141,900
Kennesaw	37,740	4.792%	\$ 46,771,381.19	\$ 649,603
<b>Mableton</b>	<b>78,314</b>	<b>9.944%</b>	<b>\$ 97,054,953.54</b>	<b>\$ 1,347,985</b>
Marietta	63,122	8.015%	\$ 78,227,427.76	\$ 1,086,492
Powder Springs	19,632	2.493%	\$ 24,330,041.22	\$ 337,917
Smyrna	57,177	7.260%	\$ 70,859,757.88	\$ 984,163
<b>Total Municipal Population</b>	<b>286,853</b>	<b>36.424%</b>	<b>\$ 355,498,436.90</b>	<b>\$ 4,937,478</b>
<b>Unincorporated Cobb Population</b>	<b>500,685</b>	<b>63.576%</b>	<b>\$ 620,501,563.10</b>	

<b>Total Population</b>	<b>787,538</b>	<b>100.000%</b>	<b>\$ 976,000,000.00</b>
<b>County Wide Projects (State Court)</b>	--	--	\$ 174,000,000.00

<b>Total Estimated Revenue for 6-Year SPLOST</b>	<b>\$ 1,150,000,000.00</b>
--	----------------------------

# CASHFLOW PROJECTIONS/SCHEDULING

**2028**

**City Of Mableton**

<b>March</b>	<b>\$1,347,985.47</b>
<b>April</b>	<b>\$2,695,970.94</b>
<b>May</b>	<b>\$4,043,956.41</b>
<b>June</b>	<b>\$5,391,941.88</b>
<b>July</b>	<b>\$6,739,927.35</b>
<b>August</b>	<b>\$8,087,912.82</b>
<b>September</b>	<b>\$9,435,898.29</b>
<b>October</b>	<b>\$10,783,883.76</b>
<b>November</b>	<b>\$12,131,869.23</b>
<b>December</b>	<b>\$13,479,854.70</b>



# MABLETON SPLOST PROJECT LIST

## Facilities and Facility Improvements

- Municipal Buildings/Facility Improvements/Facility Acquisition

\$46,000,000

## Sidewalks and Trails

- Sidewalk Additions/Improvements
- Multi-Use Trail/s

\$10,000,000

## Roadway Safety

- City-Wide Roadway Safety Improvements
- Resurfacing

\$31,400,000



# MABLETON SPLOST PROJECT LIST

## Parks

- Parks and Parkland Acquisition

\$4,740,000

## Fleet

- EV Fleet and Charging Stations

\$1,000,000

## Technology

- Financial Enterprise Software
- City-Wide Technology Enhancements

\$2,860,000

## Debt Services

\$1,000,000

**\$97,000,000**



CITY OF MABLETON

# FY 2026 FINANCIAL REVIEW

Planning Conference March 2026



# General Fund Budget Highlights



# Budget Highlights for FY2026

- No property taxes
- Fiscal Year 2025 Audited fund balance of \$7,919,851 (49.42% of operating/debt expenditures)
- Funding for new Tree Fund - \$160,000
- Established Special Service District for Six Flags - \$1,250,000
- Funding for new Capital Projects Fund - \$1,400,000
  - Includes continued funding for Fleet Program \$500,000



# Fund Balance Reserve

- Adopted as part of the approved Budgetary Policy
- Fund Balance is the cash reserve and working capital to cover the following:
  - Expenditures caused by unforeseen emergencies
  - Shortfalls caused by revenue decline
  - Eliminate short-term borrowing for cash flow purposes
  - Reserve policy calls for no less than three (3) months of operating and debt expenditures (25%)



# Revenues FY 2025 vs. FY 2026

	FY 2025 Actuals	FY2026 Budget	FY2026 Projected Actuals	Budget Variance + (-)
Property Taxes (TAVT)	2,897,759	2,850,000	2,875,000	25,000
Franchise Taxes	2,561,410	2,265,000	3,750,000	1,485,000
Excise Taxes	0	0	135,000	135,000
Business Occupational Tax	2,624,668	2,500,000	2,600,000	100,000
Insurance Premium Tax	0	8,380,000	8,385,000	5,000
License & Permits	299,016	1,000,000	1,800,000	800,000
Charges for Services	281,081	211,000	600,000	389,000
Fines & Forfeitures	0	0	1,000	1,000
Interest Income	112,519	20,000	350,000	330,000
Miscellaneous	2,600	0	5,000	5,000
Other Financing Sources	1,094,144	140,625	180,000	39,375
<b>Total Revenues</b>	<b>9,873,197</b>	<b>17,366,625</b>	<b>20,681,000</b>	<b>3,314,375</b>



# Expenditures FY 2025 vs. FY 2026

	FY 2025 Actuals	FY2026 Budget	FY2026 Projected Actuals	Budget Variance + (-)
City Council	319,128	490,100	411,600	78,500
City Mayor	180,967	508,300	475,400	32,900
City Manager	441,009	794,800	726,900	67,900
City Clerk	240,594	421,350	370,700	50,650
Finance	578,200	1,374,260	1,232,900	141,360
City Attorney	573,770	600,000	575,000	25,000
Information Technology	254,557	951,100	875,600	75,500
Human Resources	350,338	679,400	634,200	45,200
Risk Management	16,260	85,000	75,000	10,000
Facilities	1,819,436	1,796,900	1,671,600	125,300
Communications	77,249	584,050	485,200	98,850
General Administration	25,574	234,700	209,600	25,100
Municipal Court	1,689	730,900	691,100	39,800
Sustainability Greenspace & Beautification	122,804	481,400	408,500	72,900
Parks & Recreation	93,451	818,900	410,400	408,500
Community Development	1,245,391	2,827,600	2,752,800	74,800
Code Enforcement	439,021	1,058,200	978,700	79,500
Economic Development	19,321	618,800	555,800	63,000
Other Transfers & Uses	0	5,300,333	5,300,333	0
<b>Total Expenditures</b>	<b>6,798,759</b>	<b>20,356,093</b>	<b>18,841,333</b>	<b>1,514,760</b>



# Projected Undesignated Fund Balance

<b>June 30, 2025 Audited Fund Balance</b>	<b>\$7,919,851</b>
FY2026 Projected Revenues	\$20,681,000
FY2026 Projected Expenditures	(\$18,841,333)
<b>June 30, 2026, Projected Fund Balance</b>	<b>\$9,759,518</b>
Less Reserves (33.33%)	(\$6,279,816)
<b>Year End Undesignated Fund Balance</b>	<b>\$3,479,702</b>



# FY 2027 Budget Dates

April 13	Department Budget Instructions, Entry Begins
April 17	Departmental Base Budget Entry Ends
April 20-30	Departmental Budget Meetings
May 11, 6:30 PM	City Council Presentation of Budget Priorities
May 27, 6:30 PM	City Council Receives Proposed Budget Presentation
June 10, 6:30 PM	First Public Hearing and Budget Presentation
June 24, 6:30 PM	Second Public Hearing and Budget Adoption



- Serving the citizens of Mableton through integrity, accountability, and sound financial management

Questions/Feedback?





# FINANCE DEPARTMENT

## City Council Planning Conference Department Review

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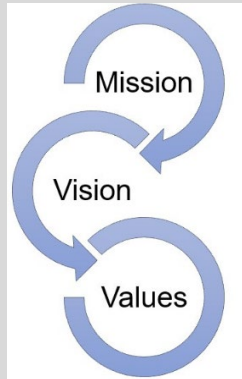
*Karen Ellis, Finance Director | March 7, 2026*

# Today's Overview



1. Department Mission & Vision
2. Current Initiatives & Highlights
3. Key Performance Metrics
4. Challenges & Opportunities
5. Goals for the Coming Year
6. Questions & Discussion

## DEPARTMENT MISSION



# Finance Department

## **Mission**

To serve the citizens of Mableton by delivering timely and accurate financial reporting while also providing financial support to City departments through sound accounting practices and financial management.

## **Vision**

To provide our customers with timely accurate information regarding all financial invoices, payments, and assessments. The Finance department will also provide City staff with the financial information needed to make sound business decisions that stay within the parameters of the appropriations set by Council.

## INITIATIVES AND HIGHLIGHTS

# Current Initiatives

- **Policies & Procedures** – The Finance Department has been diligently working to establish formal policies and procedures. These policies are a high priority since they limit the exposure to fraud and misuse of funds and City assets.
  - **Approved and amended policies**
    - Purchasing Card Policy (updated , amended)
    - Fleet Policy
  - **Upcoming policies for review and approval by Council**
    - Purchasing Policy
    - Travel Policy
    - Grant Policy

## INITIATIVES AND HIGHLIGHTS

# Current Initiatives (cont.)

- **Procurement and Accounts Payable Training**
  - **Procurement** - Procurement has certain nuances and technicalities that may not always seem clear and direct. Decisions require specialized training and skills to comply with state law and internal policies.
  - **Accounts Payable** – Payment of invoices has the same level of detail as it relates to capitalization and general ledger coding. Proper coding to budget lines is integral to accurate financial and audit reports.
- **Budget and Financial Reporting** - Staff is currently working towards receiving two awards through the Government Finance Officers Association (GFOA).
  - Distinguished Budget Presentation Award
  - Excellence in Financial Reporting through the Comprehensive Annual Financial Report (ACFR).

## INITIATIVES AND HIGHLIGHTS

# Highlights Summary

- Creation and passage of fleet policy.
- Update and passage of P-card policy.
- Billing and collection for the newly established Six Flags Special Service District. Approximately 93% of the amount billed has been collected.
- Completion of the 2<sup>nd</sup> Annual Financial Audit for 2024-25.
- Completion of first fiscal budget for 2025-26.
- Instituted audit compliance software and financial transparency reporting software.
- Implementation of procurement workflow and contract management software

## KEY METRICS



# Performance Highlights

**13.07**

# of Days until Vendor  
is Paid

**106%**

Six Flags Special  
Service District  
Collected

**\$1.4M**

Total \$ Amount  
Procured

- Average number of days between invoice date and payment date is 13.07 days.
- \$1,537,059 was assessed for SFSSD, \$1,329,166 has been collected (86%). This is 106% of the 2025-26 Budget.
- The Finance Department has successfully procured \$1.4M worth of capital and professional services for the City.

# Thank You

Questions & Feedback

# City of Mableton FY 2026-2027 Strategic Staffing Investment

City Council Strategic Planning Conference

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*Jeanne Pope | March 8, 2026*

## Purpose

# Mission Overview

As the City of Mableton continues its foundational growth, the following personnel requests for the 2026–2027 fiscal year are submitted for review.

These positions are strategically aimed at *increasing operational efficiency, capturing projected revenue, and improving constituent services.*

**Total Requested  
Positions: 16**

**14 Full-Time | 2 Part-Time**

**Supports:** Service demand, compliance, infrastructure & revenue growth

**Provides:** Strategic alignment with City efficiency and resident responsiveness

**Cost:** Approximately *1.4 Million* to annual budget

**Note:** The following table outlines the estimated base salary for each role. Please note that **Total Compensation** (including benefits, FICA, and retirement) typically adds an additional **40-45%** to these base figures.

**Total  
Requested  
Positions:  
16**

<b>Department</b>	<b>Position</b>	<b>Est. Salary Range (Low - High)</b>	<b>Primary Funding Source</b>
Mayor's Office	Constituent Services Officer	\$52,000 - \$72,800	General Fund
City Manager	Process Efficiency & Improvement	\$52,000 - \$72,800	General Fund
City Manager	<b>Executive Assistant - Reclassification</b>	\$52,000 - \$83,200	General Fund
Communications	Digital Comm. Specialist	\$69,000 – \$93,000	General Fund
Communications	Admin Assistant	\$52,000 - \$72,800	General Fund
Community Dev.	Land Development Manager	\$95,000 – \$116,000	General Fund / Fees
Community Dev.	Planning Technician	\$61,000 – \$75,000	General Fund / Fees
Community Dev.	Business License Officer	\$52,000 – \$66,000	General Fund / Fees
Community Dev.	CDBG Administrator	\$70,000 – \$85,000	CDBG Grant Funds
Economic Dev.	Special Projects Coord.	\$65,000 – \$82,000	General Fund
Code Enforcement	Code Officer (x2)	\$55,000 – \$85,000 (each)	General Fund
Building Dept.	Building Inspector (x2)	\$65,000 – \$95,000 (each)	Program Revenue
Building Dept.	City Engineer	\$102,000 – \$135,000	General Fund / Capital
Building Dept.	Office Clerk	\$52,000 - \$72,800	Program Revenue
Sustainability	PT Beautification (x2)	\$41,600 – \$60,000 (each)	General Fund
Finance	Contract Specialist	\$75,000 – \$91,000	General Fund

## Strategic Financial Highlights

**Self-Sustaining Positions:** The **\$1.4 Million** projected revenue from the regulatory measures and the Multi-family Inspection Program is expected to fully cover the salaries of the two new Building Inspectors.

**Grant Funding:** The CDBG Administrator position is uniquely positioned to be funded through federal grant allocations, minimizing the impact on local taxpayer dollars.

**Administrative Efficiency:** While several administrative roles are requested, they are justified by the high volume of constituent inquiries (30+ hours/week for the Mayor's office) and the need for streamlined internal systems to prevent future operational bottlenecks.

**Mableton Police  
Department  
(Seed Team)**

Category	Positions	Year 1 Count	Focus Area
Leadership	Chief, Asst. Chief, Captains	4	Policy, G.A. POST Compliance
Command/Admin	Lieutenants & Sergeants	6	Field Supervision & Internal Affairs
Patrol	Line Officers	24	24/7 coverage (6 per shift)
Investigations	Detectives	4	Major Crimes/Evidence Management
Civilian Support	Records, IT, Admin	5	Records Management & State Reporting
<b>TOTAL</b>		<b>43</b>	

Expense Type	Estimated Cost
Personnel Services	\$4,800,000
Fleet & Upfitting	\$2,250,000
Equipment & Uniforms	\$650,000
Tech & Software	\$400,000
Facility Operations	\$500,000
<b>MINIMUM STARTUP TOTAL</b>	<b>\$8,600,000</b>

## Creation of MPD Mableton Police Department 5 Year Projection

Expense Category	Year 1 (2027)	Year 2	Year 3	Year 4	Year 5
<b>Personnel (Salaries/Benefits)</b>	\$13.5M	\$14.1M	\$14.7M	\$15.4M	\$16.1M
<b>Fleet (Lease/Purchase/Fuel)</b>	\$4.2M*	\$1.2M	\$1.3M	\$1.4M	\$1.5M
<b>Equipment &amp; Tech</b>	\$2.5M**	\$0.6M	\$0.7M	\$0.7M	\$0.8M
<b>Training &amp; Recruitment</b>	\$0.8M	\$0.3M	\$0.3M	\$0.4M	\$0.4M
<b>Facilities &amp; Utilities</b>	\$1.5M	\$0.8M	\$0.8M	\$0.9M	\$0.9M
<b>TOTAL ESTIMATED BUDGET</b>	\$22.5M	\$17.0M	\$17.8M	\$18.8M	\$19.7M

**Note:** Modeling Mableton after **Hamilton, Ohio (60K resident population)**, which maintains a force of approximately **115–120 sworn officers** and **15–20 civilian staff**.

# Thank You

Questions & Discussion

*Jeanne Pope, MHR, PSHRA-CP  
HRD*

# Human Resources Department

City Council Planning Conference  
Impact 2031: Mableton HR's Strategic Roadmap

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*Jeanne Pope 3.6.2026*

## AGENDA

# Today's Overview

1. Department Mission & Vision
2. Current Initiatives & Highlights
3. Key Performance Metrics
4. Challenges & Opportunities
5. Goals for the Coming Year
6. Questions & Discussion

**SECTION  
One**

## **Department Mission & Vision**

### **Vision**

The Human Resources Department serves as a strategic partner and trusted collaborator to all City departments and the community. Our team will deliver comprehensive services, including talent acquisition, benefits management, foster employee engagement, labor relations, and driving workforce training and professional development. We are dedicated to creating a culture that attracts, retains, and empowers top talent while supporting organizational goals.

### **Mission**

The HR Department focuses on delivering a fair, efficient, and flexible system that empower departments to effectively manage their teams, boost productivity, and offer cost-effective services for Mableton taxpayers. We foster an inclusive and supportive environment, while encouraging the organization to think strategically about the future of our workforce and be a positive, impactful presence in the community.

## SECTION Two

### Current Highlights

#### Organizational Infrastructure

- Created and implemented the City's comprehensive Employee Handbook
- Established City Core Values and Annual Awards Program
- Filled 100% of Directorial positions
- Hired 53 employees in 2025 (including seasonal) - Current workforce: 52 full-time employees

#### Event Participation

- Open Enrollment attendance: 35 employees
- Annual New Year's Event - New Year New You (Wellness & Employee Appreciation)

#### Established:

- Wellness Committee
- Secured \$2,000 Wellness Grant (GMA) (Thank you Rochelle!)

#### Systems & Compliance

- Researched and investigated HRIS/Payroll system utilization - Super User education in progress

#### Launched:

- Nectar - a workplace app designed for employee recognition, rewards, and boosting company culture

**SECTION**  
**Two Continued**

## **Current Initiatives**

### Launch

- Annual Evaluations
- Compliance Hotline
- Feedback/Suggestion email (Nectar, Wellness Chat)
  
- Audit Division - Compliance oversight

KEY  
METRICS

# Performance Highlights

52

Staffing Census

.2%

Avg Monthly  
Turnover Rate

30%

Employee Engagement

We are looking to grow our staff by 20% by the end of 2026.  
We will make efforts to keep Turnover rates low and Retention high  
Our goal is to increase our employee engagement exponentially.

**SECTION**  
**Four**

## Challenges & Opportunities

### **Challenge: Building Organizational Loyalty & Culture**

- Intentionally shape the City's culture from the ground up
- Embed the Loyalty Oath and public service values into onboarding and performance management
- Create a structured New Hire Orientation that defines expectations early
- Develop mentorship relationships that reinforce organizational identity

### **Challenge: Developing Internal Leadership Capacity While Managing Resources Responsibly**

- Implement scalable Leadership Development pathways tied to performance reviews
- Leverage cost-effective continuing education resources (webinars, municipal associations, peer networks)
- Formalize a Mentorship Program to transfer institutional knowledge - succession planning
- Create clear internal career pathways to increase retention and reduce recruitment costs

**SECTION  
Five**

## Goals for the Coming year

### Create

- Continuing Education Calendar for all staff
  - Focusing on Values Implementation
  - Cross departmental communication and collaboration
  - Employee Accountability and Respect values
- Educational Insights and Resource Development
- Safety Committee - Workers' Compensation oversight
- Offboarding Process

# Thank You

Questions & Feedback

*Jeanne S. Pope, MHR, PSHRA- CP  
HR Director  
2/27/26*



## CODE ENFORCEMENT DEPARTMENT

Jerry Silver, Code Enforcement Director



## The Mission

The Code Enforcement Department will strive to:

Enhance the quality of life for all residents, businesses, and visitors by ensuring a clean, safe, and thriving community. Through proactive inspections, education, and fair enforcement of municipal codes, we strive to maintain the integrity, health, and safety of our neighborhoods and commercial areas.

# CODE ENFORCEMENT STRATEGIC PLAN



## COMMUNICATION SYSTEMS

Strengthen communication for clear and consistent information.  
Enhance and increase communication to ensure timely, accurate, and transparent information sharing between staff, stakeholders, and the community.

### GOAL 1: STAFF COMMUNICATION

Strengthen communication systems to ensure clear and consistent information sharing across the department.

**Objective 1 : Augment communication channels to ensure consistent information.**

**Objective 2: Enhance information delivery to improve timeliness, accuracy, and accessibility.**

# CONNECTING STAFF AND COMMUNITY

## GOAL 2: CONNECTING STAFF AND COMMUNITY

Expand communication tools to connect staff, stakeholders, and the community with transparency and efficiency.

Objective 1: Develop stronger partnerships with neighborhood associations and community organizations to connect staff, stakeholders, and the community with transparency and efficiency.

Objective 2: Boost accessibility of information for all community members.

## GOAL 3: DELIVERING INFORMATION

Enhance information delivery to improve timeliness, accuracy, and accessibility.

Objective 1: Enhance System, to send automated notifications to residents for case updates.

Objective 2: Amplify social media communication strategies.

Objective 3: Expand training for staff on effective and proactive communication



## EDUCATIONAL MATERIALS

**Deliver effective educational materials to inform and empower the community.**

Provide clear, accessible, and engaging materials that promote awareness, understanding, and community engagement.

### GOAL 1: EXPANDING EDUCATIONAL RESOURCES

Create and distribute more materials to meet community needs.

Objective 1: Develop new educational content on code enforcement.

Objective 2: Enhance educational tools to be clear, practical, and engaging.

### GOAL 2: CONNECTING WITH THE COMMUNITY

Increase visibility and engagement through communication efforts.

Objective 1: Increase use of social media to share educational content.

Objective 2: Distribute print materials to libraries, senior centers, and through council offices.

Objective 3: Increase face-to-face interaction with residents to improve the quality of our services

## CODE ENFORCEMENT STRATEGIC PLAN

### GOAL 3: ACCESSIBLE RESOURCES

Enhance the ways stakeholders, staff, and the community find and use educational materials.

Objective 1: Improve the Gov-pilot customer portal for easier navigation to case updates.

Objective 2: Ensure resources are accessible across multiple platforms and formats.

# CODE ENFORCEMENT STRATEGIC PLAN



## PROACTIVE VS REACTIVE

### **Balanced enforcement for our community.**

Deliver enforcement that adapts to community needs through a balance of proactive and reactive cases

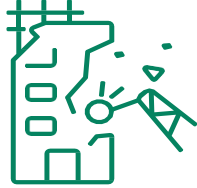
## GOAL 1: STAFF COMMUNICATION

Strengthen communication systems to ensure clear and consistent information sharing across the department.

**Objective 1:** Augment communication channels to ensure consistent information.

**Objective 2:** Enhance information delivery to improve timeliness, accuracy, and accessibility.

# CODE ENFORCEMENT STRATEGIC PLAN



## VACANT LOTS

### Prioritize the clean-up for vacant lots.

Prioritize abatement and enhance community awareness to ensure timely, safe, and compliant property maintenance

#### GOAL 1: ABATEMENT PROCESS

Continue to expedite abatement for vacant lots where notices of violation are not required.

Objective 1: Expedite abatements for annual notices.

Objective 2: Accelerate clean-ups for vacant lots within 1,000 feet from schools and daycares.

Objective 3: Expedite clearing lots with grass higher than 12 inches tall

#### GOAL 2: SERVICE CONTRACTS

Expanded capacity to meet community needs.

Objective 1: Increase the number of contracted abatement providers (completed).

Objective 2: Monitor contractor performance for timely and effective service delivery.

# CODE ENFORCEMENT STRATEGIC PLAN

## GOAL 3: COMMUNITY AWARENESS

Enhance community awareness and compliance.

Objective 1: Develop and distribute educational materials to inform property owners about abatement requirements and responsibilities.

Objective 2: Promote proactive compliance through outreach campaigns.

Objective 3: Hold community meetings led by code officers to encourage proactive compliance, focused on educating property owners, offering guidance, and strengthening community connections.



# CODE ENFORCEMENT STRATEGIC PLAN



## HARDSHIP REFERRALS

### Expand Awareness of Hardship Referrals.

Promote existing hardship referral programs through education and outreach so residents are informed of available assistance and can access resources without barriers

#### GOAL 1: EDUCATION AND OUTREACH

Increase resident awareness of hardship referral programs.

Objective 1: Create clear, accessible marketing materials.

Objective 2: Incorporate hardship program info into community events and presentations.

Objective 3: Highlight hardship referral resources and partnerships with other departments.

#### GOAL 2: ACCESS AND VISIBILITY

Ensure hardship programs are easily recognizable and accessible to the community.

Objective 1: Standardize how hardship referral information is shared across all programs.

Objective 2: Promote hardship programs through multiple channels

### GOAL 3: CONTINUOUS IMPROVEMENT

Enhance community awareness and compliance.

Objective 1: Review and streamline referral steps for clarity and efficiency.

Objective 2: Expand training for staff to confidently guide residents through available resources.

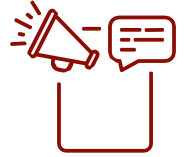
Objective 3: Partner with residents to continuously improve hardship referral communication.

# FOUR REASONS PEOPLE RESIST CHANGE

- **FEAR OF THE UNKNOWN**
- **FEAR OF POWER LOSS**
- **FEAR OF ECONOMIC LOSS**
- **CONFLICT OF INTEREST**



# CONNECTING COMMUNITY TO CODE ENFORCEMENT



## ENGAGEMENT STRATEGY



## COMMUNITY

Listening Sessions: meetings  
Facilitated meetings at each council district. Approximately \_\_\_\_ total participants.

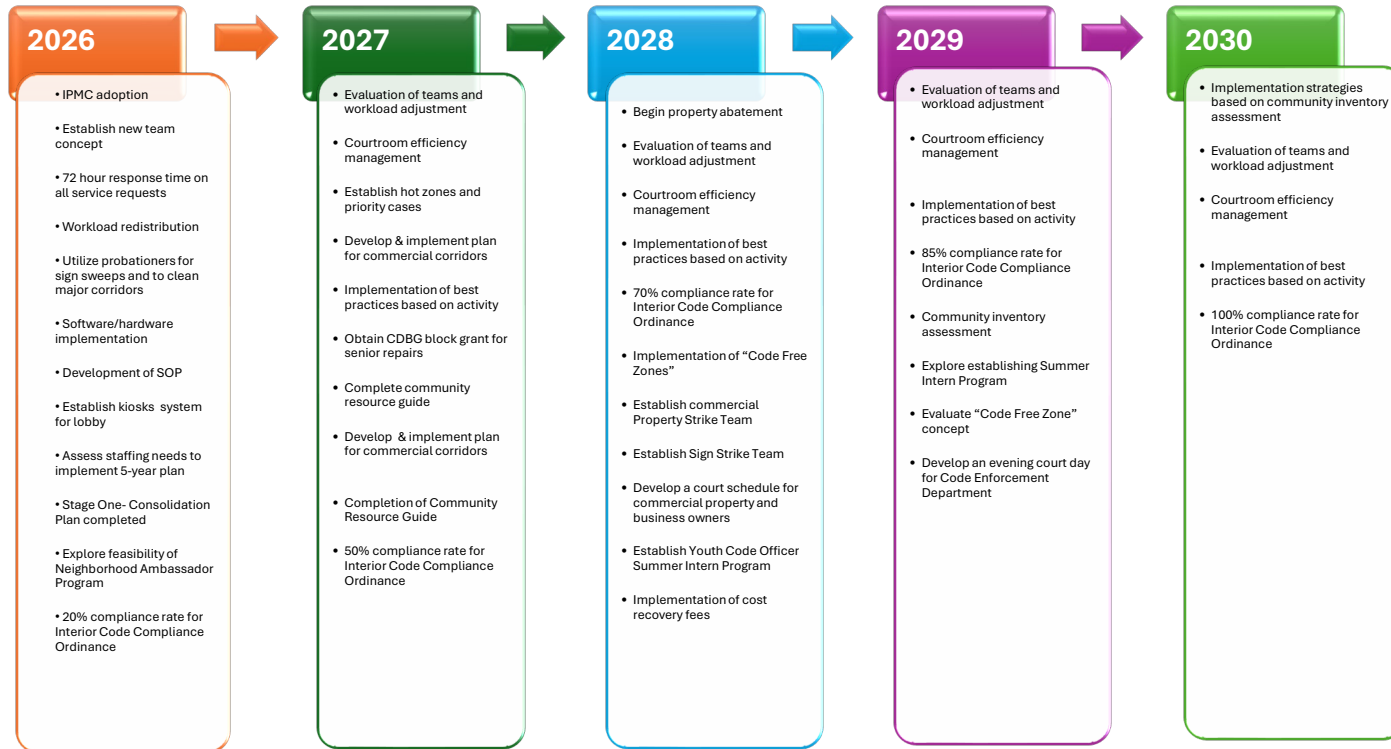
CONNECT WITH CODE ENFORCEMENT

### BEST PRACTICE RESEARCH

Explore trends among peer cities and other cities with different demographics and population size.

# COMPREHENSIVE 5 YEAR PLAN:

## DIVIDED INTO PHASES



## PHASES OF IMPLEMENTATION (continued)

2026

- IPMC adoption
- Establish new team concept
- 72-hour response time on all service requests
- Workload redistribution
- Utilize seasonals for sign sweeps and to clean major corridors
- Software/hardware upgrade and implementation
- Development of SOP
- Establish Kiosks to take community complaints, concerns and answer questions
- Assess staffing needs to implement 5-year plan
- Explore feasibility of Neighborhood Ambassador Program
- 20% Compliance rate for Interior Code Compliance Ordinance

## PHASES OF IMPLEMENTATION (continued)

2027

- Evaluation of teams and workload adjustment
- Courtroom efficiency management
- Implementation of best practices based on activity
- Begin area surveys
- Establish hot zones and priority areas
- Develop & implement plan for commercial corridors
- Establish Community development block grant for senior home repairs
- Completion of Community Resource Guide
- 50% compliance rate for Interior Code Compliance Ordinance

## PHASES OF IMPLEMENTATION (continued)

2028

- **Begin property abatement**
- **Evaluation of teams and workload adjustment**
- **Courtroom efficiency management**
- **Implementation of best practices based on activity**
- **100% compliance rate for Interior Code Compliance Ordinance**
- **Implementation of “Code Free Zones”**
- **Establish commercial Property Strike Team**
- **Develop a court schedule for commercial property and business owners**
- **Establish Youth Code Officer Summer Intern Program**
- **Begin Property abatement**

## PHASES OF IMPLEMENTATION (continued)

2029

- Evaluation of teams and workload adjustment
- Courtroom efficiency management
- Implementation of best practices based on activity
- 100% compliance rate for Interior Code Compliance Ordinance
- Community inventory assessment
- Evaluate Summer Intern Program
- Evaluate “Code Free Zone” concept
- Develop an evening court day for Code Enforcement Department
- Establish strike team for hotel

## PHASES OF IMPLEMENTATION (continued)

2030

- **Implementation strategies based on community inventory assessment**
- **Establish Kiosks to take community complaints, concerns and answer questions**
- **Evaluation of teams and workload adjustment**
- **Courtroom efficiency management**
- **Remapping and re-districting**
- **Retooling and implementation of best practices based on activity**
- **100% compliance rate for Interior Code Compliance Ordinance**

# The Plan

- Greater Responsiveness
- Response to all new Service Requests within a reasonable timeframe

## Backlog Reduction

Teams to address specific areas: Business License/Commercial Corridors/Apartment Complexes

- Service Requests 30 Days and Older
  - Inspected and Not Resolved
    - New Service Requests
- What is needed to accomplish this goal :  
**2 additional Code Enforcement Officers**

# Thank You

## Questions & Discussion

*Jerry Silver*

*Director, Code Enforcement*

*[jerry.silver@mableton.gov](mailto:jerry.silver@mableton.gov)] |(770)380-6037*



# State of the Building Division

**MARCUS ROBINSON, CBO**

*Mission Statement:*

*To ensure safe, sustainable, and high-quality development through timely inspections, code compliance, and exceptional customer service.*

*Key Functions:*

- *Building inspections*
  - *Plan review*
  - *Permitting*
- *Public education & customer assistance*

# 2026 Snapshot of Operations



## Current Staffing: 6 FTE

- 1 Chief Building Official
- 2 Building Inspectors
- 1 Inspection Supervisor
- 2 Permit Technicians
- 0 Plan Reviewers
- 0 Administrative Support
- 0 In-House City Engineering



## 2025–2026 Permit Activity Levels:

- Total inspections completed: **4054**
- Total Plan review Completed: **512**
- Land Disturbance Inspections: **76**
- Total Permits Issued: **1018**
- Total Revenue Collected: **\$1,190,264.28**

## Growth & Demand Trends



### What We're Seeing:

- Rapid residential and commercial development
- Increased renovation and infill activity
- Higher customer expectations for speed and transparency
- More complex building systems requiring specialized inspections

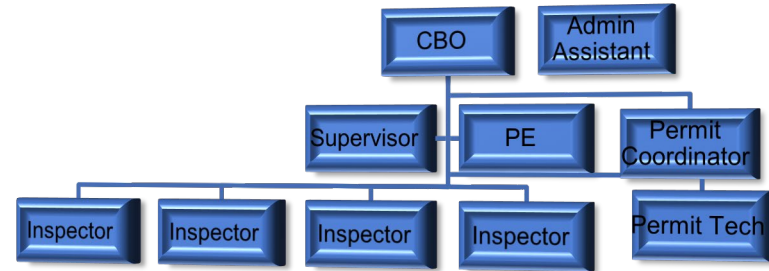
### Impact:

- Inspection demand rising faster than staffing
- Increased workload per inspector
- Longer turnaround times without intervention

## 1-Year Outlook (2027)

### Staffing Needs (2027):

- +2 Inspector
- +1 Administrative Assistant
- +1 Professional Engineer



### Why:

- Multifamily Housing Inspection Program/30-plus Apt Complexes that will need to get annually certified. & perform Land and Environmental Development weekly inspections
- Improve customer satisfaction at the permit counter
- Protect Public Safety & Ensure Infrastructure Quality

# 3-Year Outlook (2029)

## Staffing Needs (2029):

- +1–2 Additional Inspectors
- +1 Full-Time Plan Reviewer
- +1 Customer Service/Permit Specialist

## Justification:

- Expected 20–35% increase in permit volume
- More complex commercial projects
- Need for faster plan review turnaround
- Customer service expectations rising



# 5-Year Outlook (2031)



## Staffing Needs (2031):

- Fully staffed inspection team with specialty roles
- Digital Services Coordinator (for online permitting & inspections)
- Succession planning roles for senior inspectors

## Why:

- City growth trajectory
- Technology modernization
- Preparing for retirements and leadership transitions



# VISION for the Future

By 2031, the Building Division Will:

- Operate with full staffing to meet demand
- Deliver industry-leading inspection turnaround times
- Provide seamless digital customer service
- Support safe, sustainable growth across Mableton
- Be recognized as a model municipal building department

2027–2031 Improvements:

- Online permitting enhancements
- Virtual inspections for eligible projects
- Digital plan review
- Automated scheduling tools

Staffing Tie-In:

- Technology requires dedicated support
- Reduces manual workload but increases the need for oversight





Questions/ Feedback?

Building Division – City of Mableton  
Committed to Safety, Service, and Excellence

# Sustainability Greenspace & Beautification

City Council Planning Conference  
Spring 2026

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*Emily Ryan*



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**SUSTAINABILITY,  
GREENSPACE, AND  
BEAUTIFICATION**  
DEPARTMENT





## **SGB 2026 – 2027**

- 1. Department Mission & Vision**
- 2. Current Initiatives & Highlights**
- 3. Key Performance Metrics**
- 4. Challenges & Opportunities**
- 5. Strategic Direction & Goals**
- 6. Questions & Discussion**



# Mission & Vision

The Sustainability, Greenspace, and Beautification Department works to advance a cleaner, greener, and more vibrant Mableton.

We promote environmental stewardship through innovative waste reduction programs, sustainable resource management, and community-driven beautification initiatives.

- **Promote sustainability** through energy efficiency, waste reduction, and resource conservation
- **Provide waste management solutions** that are efficient, accessible, and reliable
- **Inspire community pride** through beautification projects, education, and public engagement
- **Build environmental resilience** by protecting natural resources and expanding green infrastructure



# Current Initiatives & Highlights

## *Sustainability Programming*

- Waste diversion drop-offs at 6116 office
- Energy efficiency projects & training

## *Community Engagement*

- Environmental education classes & campaigns
- Clean up events

## *Beautification Enhancements*

- Trees Atlanta planting program
- Plant & tree giveaways





# Key Performance Metrics

## Sustainability Programming

- Quantity of reduced impact by pounds, kWh, gallons, etc.
- # of waste diversion programs offered YOY

## Community Engagement

- # of community environmental events hosted
- # of attendees on average
- # of educational campaigns launched

## Beautification Enhancements

- # of projects completed YOY
- Community satisfaction rate

## Waste Management

- # of reported complaints and service issues
- EMF fees collected

3. Solid Waste & Recycling		Type	Detail	2025	2026	2027
3.1	Goal	External	Track number of waste hauler complaints and resolve within one week to reduce that number quarterly			
3.1.1	KPI	Performance	Number of waste hauler complaints quarterly	4	-	-
3.2	Goal	External	Provide local recycling options for residents to reduce waste generation annually			
3.2.1	KPI	Performance	Number of available drop-off recycling options for residents	3	-	-



# Challenges & Opportunities

## *Challenges*

- Illegal Dumping
- Infrastructure & Maintenance Needs
- Community Engagement

## *Opportunities*

- Expansion of Sustainability Programming & Events
  - *Household Hazardous Waste Collection Event*
  - *Bulky Waste*
  - *Tire Disposal*



## Strategic Direction & Goals


- Shift from one-off programming to a *holistic & comprehensive structure* to deliver consistent and proactive resources
  - Sustainability & Greenspace Plan
- Foster *resident engagement & community partnerships* to encourage collaboration and civic pride
  - SGB Social Media
  - Environmental & Sustainability Commission
  - Keep Mableton Beautiful
- Advance high-impact beautification projects that *enhance and refine the city's visual appeal & public perception*
  - Beautification Division
  - On-Call ROW Debris Removal





# Thank You

## Questions & Feedback

Emily Ryan  
Sustainability, Greenspace, and Beautification Director

 (470) 413-6327

 [emily.ryan@mableton.gov](mailto:emily.ryan@mableton.gov)

 [www.mableton.gov](http://www.mableton.gov)



**SUSTAINABILITY,  
GREENSPACE, AND  
BEAUTIFICATION**  
DEPARTMENT 



DEPARTMENT OF COMMUNICATIONS

**FY 2026 - 2027**  
**PLANNING CONFERENCE**

**PRESENTED BY: GREGORY WOODS**  
*DIRECTOR OF COMMUNICATIONS*

# PURPOSE



- Accomplishments
- FY26-27 Priorities
- Budget & Justification

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# ACCOMPLISHMENTS

# STRUCTURE & CAPACITY



- Centralized communications
- Graphic Designer hired
- Visual Media Specialist hired
- Formal workflows established

# GOVERNANCE FRAMEWORK



## **Council - Approved Policies**

- Comms Archival Policy
- Social Media Governance
- Website Standards (ADA)
- Social Media Governance
- Newsletter Standards
- Photo /Video Policies

# DIGITAL FOUNDATION



- CivicPlus Migration (Go-Live: March 24)
- Department-Level CMS Access
- ADA-Aligned Structure
- City-Controlled Live-streaming

# DIGITAL CHANNELS



- Facebook
- Instagram
- YouTube
- LinkedIn
- Centralized Publishing
- Standardized Tone

# PROFESSIONAL & INCLUSIVE



- Standardized press releases
- Mayor's Office Partnership
- English & Spanish publishing

# CITYWIDE AWARENESS



## **36,743 Addresses Reached**

- 33,000+ page views
- +30% baseline traffic



# PROFESSIONAL STANDARDS

- Event coverage
- Citywide headshots
- Visual archive development

# FY26-27 PRIORITIES



# STRATEGIC FOCUS

- Launch new website
- Execute brand development initiative
- Scale engagement & visibility
- Strategic support to Mayor & Council

# NEEDS & ALIGNMENT


# BUDGET SUMMARY



**Total: \$280,750**

Allocations:

- Digital Infrastructure
- Outreach
- Branding
- Operations

 <b>City of Mableton</b> <b>Department of Communications</b> <b>Proposed Operating Budget – FY2026–2027</b> <i>(July 1, 2026 – June 30, 2027)</i>	
<b>CONTRACT LABOR</b>	<b>OPERATING EXPENSES</b>
Contractual Services (General): <b>\$25,000</b>	Operating Supplies: <b>\$20,000</b>
Brand, Logo & Seal RFP: <b>\$50,000</b>	Equipment & Maintenance: <b>\$15,000</b>
<b>Subtotal: \$75,000</b>	Education & Training: <b>\$11,250</b>
<b>SOFTWARE SUBSCRIPTIONS</b>	Travel: <b>\$7,500</b>
Website (CivicPlus): <b>\$50,000</b>	Dues & Fees: <b>\$1,000</b>
HootSuite: <b>\$3,500</b>	<b>Subtotal: \$54,750</b>
News Media Monitoring: <b>\$10,000</b>	<b>POSITIONS</b>
Canva (Design Software): <b>\$1,000</b>	Admin Assistant
Mailchimp: <b>\$5,500</b>	Digital Communications Specialist
Storyblocks: <b>\$8,000</b>	<b>Subtotal: \$</b>
Archive Social: <b>\$8,000</b>	<b>TOTAL OPERATING BUDGET: ~\$280,750</b>
MDJ City Subscription: <b>\$500</b>	
CapCut: <b>\$1,500</b>	
<b>Subtotal: \$80,000</b>	
<b>ADVERTISING &amp; OUTREACH</b>	
Billboards: <b>\$30,000</b>	
Promotional Items: <b>\$25,000</b>	
Social Media Marketing: <b>\$20,000</b>	
Hyper-local News Ads: <b>\$20,000</b>	
MDJ Factbook: <b>\$1,000</b>	
Chamber Business Guide: <b>\$5,000</b>	
<b>Subtotal: \$71,000</b>	

*This budget equips Mableton's inaugural Communications Department with the tools to inform residents, establish a clear city identity, and expand outreach across every channel. Investments in software, advertising, branding, training, and equipment ensure we deliver effective, high-quality communications. Together, these resources give our city the voice it needs to build community pride and deeper civic engagement.*

# STAFFING ALIGNMENT



## **Immediate**

- Admin Assistant
- Digital Communications Specialist

## **3-5 Year Outlook**

- Second Graphic Designer
- Second Visual Media Specialist
- Writer

# REGIONAL STRUCTURAL ALIGNMENT



## Comparable Cities (70k-100k)

- Roswell
- Sandy Springs
- South Fulton
- Stonecrest

**Typical Teams:** 6-12 Staff

**Mableton:** 3 Staff

# DIGITAL INFRASTRUCTURE



- CivicPlus
- Adobe Creative Suite
- Hootsuite
- Mailchimp
- Storyblocks
- ArchiveSocial
- Canva
- News Media Monitoring

# OUTREACH & VISIBILITY



- Social Media Marketing
- Hyper-Local Advertising
- Billboards
- Promotional Materials
- MDJ Factbook Magazine
- Cobb Chamber Business Magazine

# BRAND DEVELOPMENT



- Research & Discovery
- Stakeholder Engagement
- Brand Strategy
- Visual Identity System
- Implementation Planning
- Trademark Protection



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**THANK YOU**

Questions & Feedback



# OFFICE OF THE CITY CLERK

**Presented By: Susan Hiott**

**Supported By: Alison Benson**

*City Clerk & Deputy City Clerk*



**SUSAN HIOTT**



**ALISON BENSON**



**MARGARET FOX**

# OUR TEAM



**Susan Hiott – City Clerk**

*“Been There, Done That”*

**Alison Benson – Deputy City Clerk**

*“In Every Corner”*

**Margaret Fox – Administrative Assistant**

*“Master of ALL Things Organized”*



# Mission Statement for the Office of City Clerk

*“The Office of the City Clerk is committed to supporting the Mayor and Council, city staff, and the citizens of Mableton. This support is delivered through the accurate recording and maintenance of Council proceedings, timely and accessible public records, and exceptional customer service using sustainable information technologies.”*

# Key Achievements



Meeting Minutes

## Implemented Technology Solutions

- Open Records Request Software – *JustFOIA*
- Records Management Software – *Laserfiche*
- Agenda Management Software – *CivicPlus*

## ● Records and Documentation Management

- Administrator and trainer for *JustFOIA*, *CivicPlus*, and *Laserfiche* subscriptions
- Compiling meeting minutes, maintaining contracts, and overseeing official filing of resolutions and ordinances, including obtaining signatures and attesting
- Initiated Records Retention: Scanned 34 boxes of Cobb County Planning and Zoning files into *Laserfiche* and destroyed per Georgia State Records Retention Laws and Clerk’s Records Management Policy
- Obtained a fireproofing cabinet to store all vital permanent records

## ● Legislative and Elections Coordination

- Began process for codification of the Code of Ordinances
- Coordinated with Cobb County Elections and Voter Registration for 2025 elections in Districts 2 and 4
- Posted meeting to Legal Organ (MDJ)

## ● Compliance and Reporting

- Filing Officer for Georgia Campaign Contribution Disclosure Reports and Personal Financial Disclosure Statements
- Maintain Boards and Commissions appointments and terms

## ● Organizational Support

- Added part-time Administrative Assistant to support initiatives

municode

# Ongoing Projects & Initiatives



## OFFICE OF CITY CLERK KEY PERFORMANCE METRICS

Document Produced	Projected 2026	2025	2024	2023
Ordinances Approved	35	27	14	12
Resolutions Approved	48	56	33	23
Open Records Requests	325	215	13	2
Minutes Compiled	50	43	45	18
Executive Sess. Minutes	30	26	22	13

- **Codification of the Code of Ordinances**

- Systematic processing for codifying the City's ordinances

- **Enhanced Records Management**

- Learning and organizing *Laserfiche* software
- Onboarding staff as active users
- Promoting sustainability through electronic storage and reduced paper usage
- Integrating all of Cobb County variance files into Laserfiche from years 1978 to 2025 ranging from 150 variances to 400 variances per year.

- **Ethics and Compliance Support**

- Assisting the Ethics Board
- Increasing awareness of the City's ethics requirements

- **Open Records and Agenda Management**

- Processing public open records requests
- Continued management of agendas and compilation of meeting minutes

- **Professional Development**

- Deputy Alison Benson will receive GCEI (Georgia Clerks Education Institute) Certification in September 2026
- Preparing for IIMC (International Institute of Municipal Clerks) Certification training

- **Boards, Commissions, and Authorities Management**

- Maintaining appointment records, terms, and related documentation

# Our Roadmap Forward

2026

2027

2028

2029

2030

## Five-Year Development Plan:

- **2026** - Code of Ordinances will be codified and online for convenient public access
  - Laserfiche will be fully implemented and maintained to ensure efficient electronic records storage.
- **2027** - ELECTION YEAR FOR MAYOR, DISTRICTS 3 AND 5
  - Appointment of a new City Clerk - Succession Planning
- **2028** - Planning for additional staffing to include the addition of a full-time Records Manager.
- **2029** - Continuing to enhance staff certifications and review/update the Clerk's software and agenda management systems in preparation for a potential move to a new facility.
- **2030** - Developing a centralized meeting space with integrated, city-owned enhanced technology to improve meeting efficiency, accessibility, and public engagement.

# Boards/Comm./Authorities Management Software



Current Active Boards	Proposed Future Boards/Comm./Authorities
Board of Zoning Appeals	Veterans Affairs Commission
Mableton Development Authority	Historic Preservation Commission
Planning Commission	Downtown Development Authority
License Review Board	Housing Commission
Ethics Board	Meet Mableton (Visitor and Tourism)
Urban Redevelopment Authority	Keep Mableton Beautiful Commission
	Cultural and Immigrant Affairs Comm.
	Environmental and Sustainability Comm.
	Public Arts Commission
	Parks and Recreation Commission
	Film and Entertainment Commission
	Commission on Aging

## Key Software Highlights:

- Displays board and commission vacancies on the City website, along with specific board information
- Allows applicants to submit applications and upload resumes online
- Enables clerks to forward applications directly to Council
- Supports background check (based on board policy)
- Requires applicants to review and acknowledge the Ethics Ordinance
- Requires applicants to review and acknowledge the Resolution of Civility
- Tracks appointed members' terms, appointment history, and Oath of Office
- Can monitor meeting attendance records
- Generates reports

# Resources & Support Needs for Consideration

Basic Information

<p><b>Type</b> Board</p> <p><b>Total Vacancies</b> 0</p> <p><b>Expiring Soon</b> 0</p> <p><b>Agendas</b> <a href="https://nebraunfeld.legistar.com/Calendar.aspx">https://nebraunfeld.legistar.com/Calendar.aspx</a></p> <p><b>Supporting Document</b> <a href="#">Download</a></p>	<div style="background-color: #336633; color: white; padding: 2px; font-weight: bold;">Contact Information</div> <p><b>Email</b> rlr@nebraunfeld.gov</p> <p><b>Contact</b> Dr. Robert E. Lee</p> <p><b>Contact Phone</b> 855-221-4295</p>
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Description

Makes general studies of airport construction, improvement and operation. Acts in advisory capacity towards the general improvement of the airport and the advancement of the City as an air transportation center.

Composition

Five regular members shall be resident citizens of the city and shall be appointed by a majority of the city council for three-year staggered terms. Two regular members shall reside in the city or its extra-territorial jurisdiction of the city and shall have aviation-related experience. All members shall be appointed for a three-year term.

Board Seats

Member Name	Appointed By	Seat Name	Status	Start Date	Calculated Term
Jacob Kern	City Council	City Resident	Active	6/1/2025	6/1/2025 - 5/31/2028
John Michael Smith, Sr	City Council	City Resident	Active	6/1/2025	6/1/2025 - 5/31/2028
Curtis Lepp	City Council	City Resident	Active	6/1/2025	6/1/2025 - 5/31/2028
Kurt Andersen-Vie	City Council	ETI Resident & Aviation Experience	Active	6/1/2024	6/1/2024 - 5/31/2027



- Centralized Boards and Commissions Management System
- Ongoing Staff Training Opportunities
- Technology support for sustainable “PaperLESS” Records Management
- Consideration of Succession Plan for City Clerk Appointment



# Information Technology Department

City Council Planning Conference  
Technology & Operational Resilience: Strengthening  
the City's Foundation

---

*Frantz Francois | Information Technology Director*

## AGENDA

# Today's Overview

1. Strategic Mandate
2. Foundation & Operational Discipline
3. Performance Highlights
4. Risk & Strategic Responsibility
5. Strategic Direction: FY26 & FY27
6. Questions & Discussion

## Strategic Mandate

MITSR serves as the City's technology and operational resilience function.

Our responsibility is to:

- Ensure reliable systems across all departments
- Safeguard municipal data and digital assets
- Support secure, uninterrupted city services

Technology underpins every service this City provides.

## Foundation & Operational Discipline

### **Infrastructure Modernization**

Continued transition to secure cloud-based systems  
Centralized management of city devices and accounts  
Improved system visibility across departments

### **Governance & Oversight**

Citywide review of operational and revenue systems  
Strengthened account security standards  
IT involvement in software procurement decisions

### **Result:**

Greater stability, clearer accountability, and reduced operational risk across the City.

## Key Metrics

# Performance Highlights

99%

System Availability

100%

Administrative MFA  
Enforcement

Citywide

Technology Inventory  
& Oversight  
Established

Quarterly operational reporting launching FY26.

## Risk & Strategic Responsibility

As the City grows, so does our technology footprint.

We are actively managing:

- Cybersecurity threats targeting municipalities
- Systems that lack redundancy
- Decentralized software purchases
- Increasing demand for digital services

“Growth without structure creates risk, our focus is ensuring that growth is supported by discipline, oversight, and high standards.”

## Strategic Direction (FY26 & FY27)

### **FY26 – Strengthen & Align**

- Implement redundancy for critical systems
- Formalize citywide IT governance processes
- Strengthen cybersecurity protections
- Establish predictable lifecycle planning

### **FY27 – Mature & Optimize**

- Expand system redundancy across departments
- Enhance monitoring and response capabilities
- Improve structured reporting to leadership
- Continue long-term infrastructure planning

### **Our objective is simple:**

Build a technology foundation that is resilient, accountable, and prepared to support this City at every stage of its growth.

# Thank You

## Questions & Discussion

*Frantz Francois*

*Technology & Operational Resilience: Strengthening the City's  
Foundation*

*Frantz.Francois@mableton.gov | 678-983-1979*



# Parks and Recreation Department

Travis Landrum, Parks & Recreation Director

# Parks



- 1. Wallace:** 31.38 acres - (2) baseball fields, (2) basketball courts, (1) boat ramp, (3) concession, (2) pavilions, (1) playground, (2) multi-purpose fields, (1) maintenance building, (4) tennis courts, (1) batting cage
- 2. Nickajack:** 31.49 acres - (3) baseball fields, (2) basketball courts, (2) concession, (1) playground, (2) maintenance building, (4) tennis courts
- 3. Thompson:** 37 acres – (1) community center, (2) playgrounds, (1) pond, (1) pavilion, (1) restroom building
- 4. Heritage:** 110 acres – (1.75 miles trail/boardwalk), (1) restroom/pavilion, (1) arbor
- 5. Tramore:** 79 acres – (11) soccer fields, (2) concession/restrooms, (1) playground, (1) pavilion, (1) maintenance building, (1 mile trail)
- 6. Lions:** 25.28 acres – (2) baseball fields, (2) concession/restrooms, (1) playground, (1) batting cage, (1) pavilion, (1) community center with meeting space and kitchen
- 7. Mableton Town Square:** 1.7 acres – (1) open lawn, (1) walking path, (1) playground

# Complexes and Properties



1. **South Cobb Complex:** 10.4 acres - (1) aquatic facility & recreation center with meeting space / gym / activity room / conference room / kitchen, (1) playground
2. **Mable House Complex:** 16.46 acres – (1) amphitheater, (1) art center, (6) historic facilities, (1) pavilion
3. **Discovery Blvd:** 103.40 acres - undeveloped
4. **Cato Property:** 14.3 acres – (1) education building, (1) pond, (1) barn
5. **Bartlett Property:** 19.26 acres – (1) lake
6. **Henderson Property:** 15.45 acres - undeveloped

# Revenues



	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
WALLACE PARK	\$0.00	\$1,475.00	\$875.00	\$3,020.00	\$0.00	\$0.00
<b>SOUTH COBB COMPLEX</b>	<b>\$151,149.60</b>	<b>\$133,332.68</b>	<b>\$70,598.42</b>	<b>\$89,880.14</b>	<b>\$116,687.71</b>	<b>\$100,649.82</b>
NICKAJACK PARK	\$0.00	\$14,077.50	\$1,965.00	\$6,825.00	\$0.00	\$0.00
THOMPSON PARK	\$0.00	\$740.00	\$3,668.49	\$60,452.83	\$0.00	\$0.00
HERITAGE PARK	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
CATO PROPERTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
BARTLETT PROPERTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
TRAMORE PARK	\$0.00	\$69,807.50	\$36,289.00	\$58,735.50	\$0.00	\$0.00
LIONS PARK	\$0.00	\$0.00	\$100.00	\$200.00	\$0.00	\$0.00
<b>MABLE HOUSE COMPLEX</b>	<b>\$1,278,520.55</b>	<b>\$2,305,131.49</b>	<b>\$543,464.38</b>	<b>\$1,572,544.27</b>	<b>\$4,928,207.73</b>	<b>\$3,979,291.11</b>
HENDERSON PROPERTY	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
DISCOVERY BLVD	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
MABLETON TOWN SQUARE	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
<b>TOTAL</b>	<b>\$1,429,670.15</b>	<b>\$2,524,564.17</b>	<b>\$656,960.29</b>	<b>\$1,791,657.74</b>	<b>\$5,044,895.44</b>	<b>\$4,079,940.93</b>

# Expenses



	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>
WALLACE PARK	\$80,418.55	\$60,909.58	\$87,307.38	\$61,393.66	\$76,143.45	\$83,536.06
SOUTH COBB COMPLEX	\$216,074.41	\$244,506.67	\$291,822.92	\$230,313.98	\$290,756.40	\$375,656.44
NICKAJACK PARK	\$42,961.39	\$23,178.58	\$20,047.58	\$28,987.87	\$62,972.49	\$39,166.31
THOMPSON PARK	\$37,847.36	\$28,036.61	\$49,396.51	\$42,202.34	\$168,689.24	\$38,095.55
HERITAGE PARK	\$9,187.31	\$8,922.47	\$8,427.66	\$12,632.09	\$11,092.58	\$12,855.27
CATO PROPERTY	\$2,062.83	\$1,959.47	\$3,097.87	\$4,861.82	\$2,468.74	\$6,334.75
BARTLETT PROPERTY	\$1,284.00	\$3,554.50	\$18,676.20	\$15,954.17	\$1,600.02	\$1,130.26
TRAMORE PARK	\$115,871.39	\$94,088.71	\$99,530.13	\$97,252.40	\$108,926.31	\$99,311.25
LIONS PARK	\$42,675.23	\$51,411.03	\$42,335.89	\$32,446.07	\$32,986.22	\$29,415.45
MABLE HOUSE COMPLEX	\$1,549,859.15	\$2,211,103.47	\$569,278.24	\$1,607,221.89	\$4,928,975.63	\$3,703,293.03
HENDERSON PROPERTY	\$0.00	\$8,500.00	\$3,565.50	\$0.00	\$0.00	\$3,980.00
DISCOVERY BLVD	\$0.00	\$0.00	\$0.00	\$8,515.22	\$2,195.90	\$936.09
MABLETON TOWN SQUARE	\$1,366.98	\$4,884.87	\$1,472.69	\$186,812.42	\$6,445.58	\$12,750.81
<b>TOTAL</b>	<b>\$2,099,608.60</b>	<b>\$2,741,055.96</b>	<b>\$1,194,958.57</b>	<b>\$2,328,593.93</b>	<b>\$5,693,252.56</b>	<b>\$4,406,461.27</b>



# Personnel

1. Wallace Park – (1) FT Maintenance
2. Lions Club & Mableton Town Square – (1) FT Maintenance covers both

## Next Steps

**30/60/90**

- Engage with Council to gather feedback / priorities
- Continue conversations with Cobb County regarding transition
- Senior Programming / Youth Programming initiatives
- Engagement with community and stakeholders

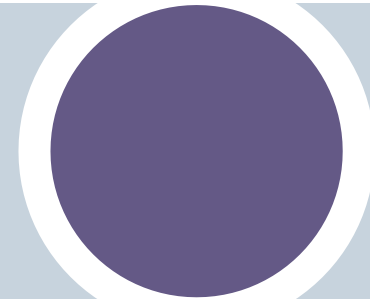


Questions or Feedback?

# Special Area Studies: Overview



# Background: Special Area Studies

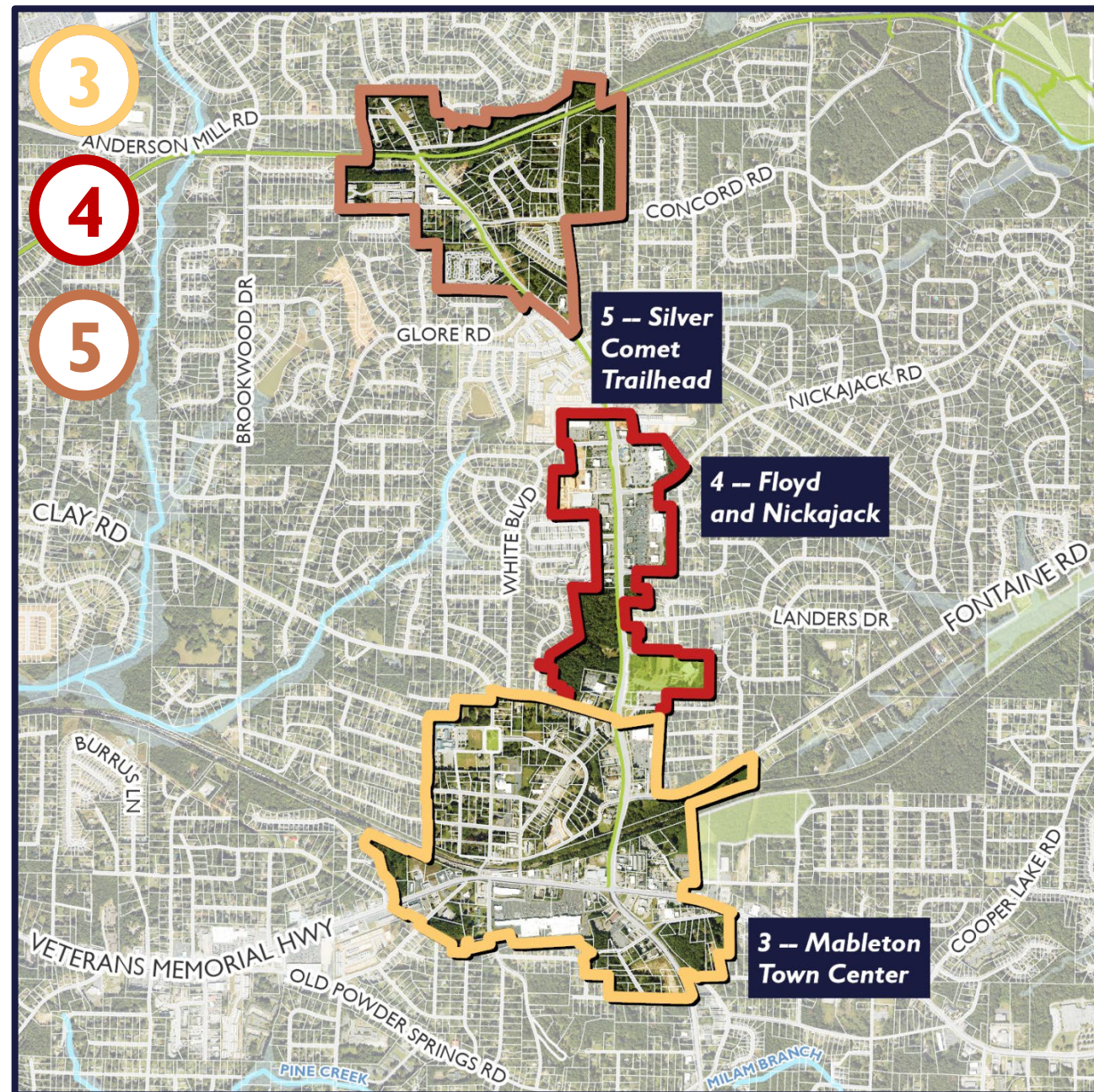
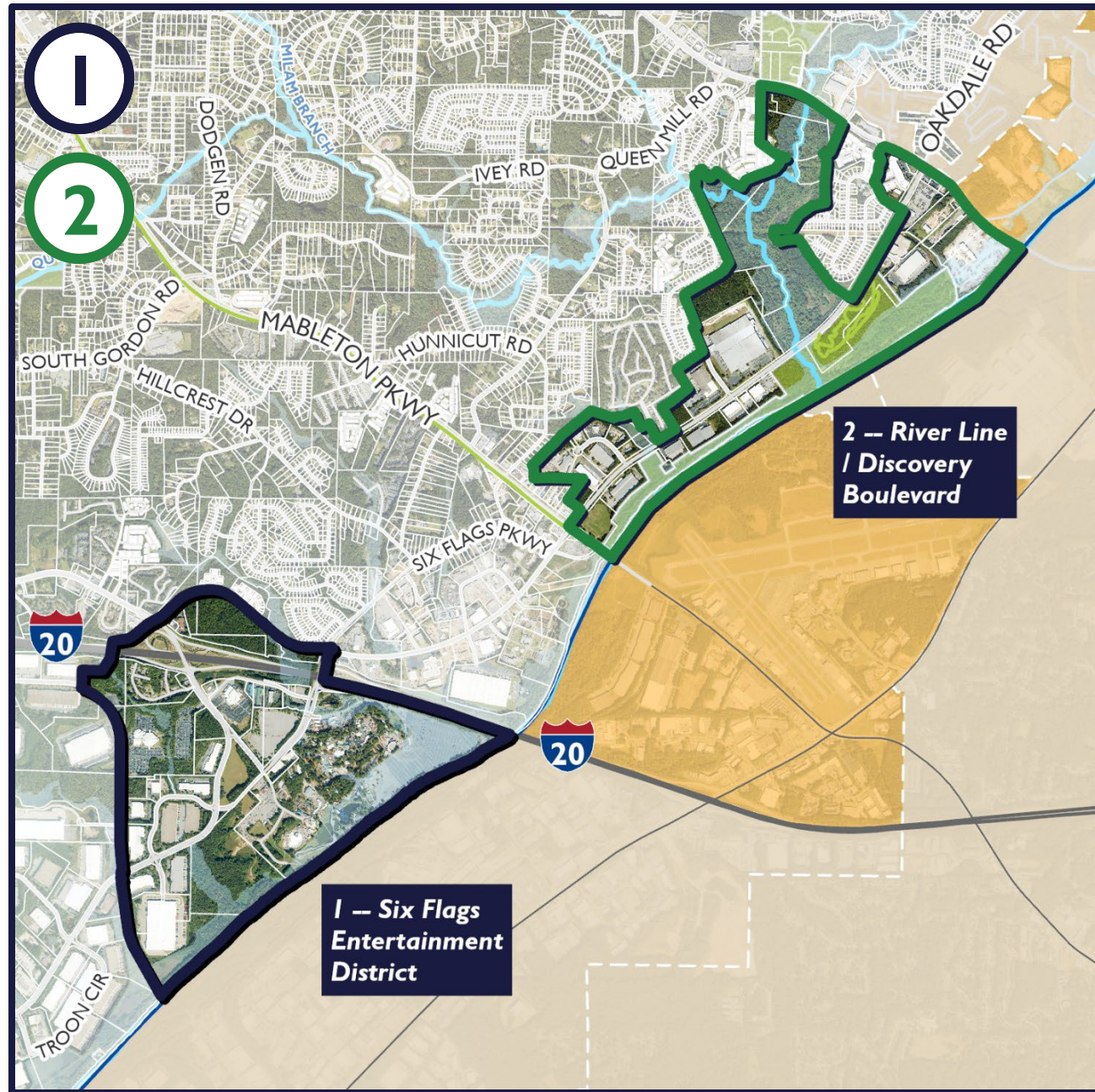
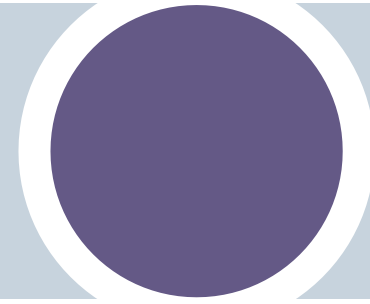


## What is a Special Area Study?

- Applies high-level policy from the comprehensive plan in more detail within specific areas
- Often explores redevelopment, connectivity, new public spaces, and more
- Provides a vision for community design, public space, mobility, and new amenities **within the comprehensive plan's framework**



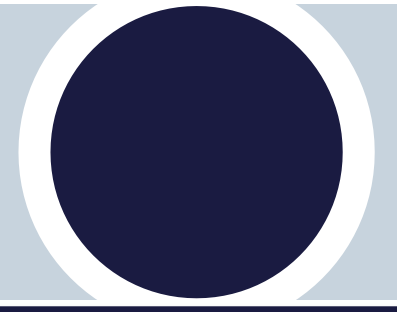
# Special Area Studies



# Lay of the Land: Six Flags Entertainment District

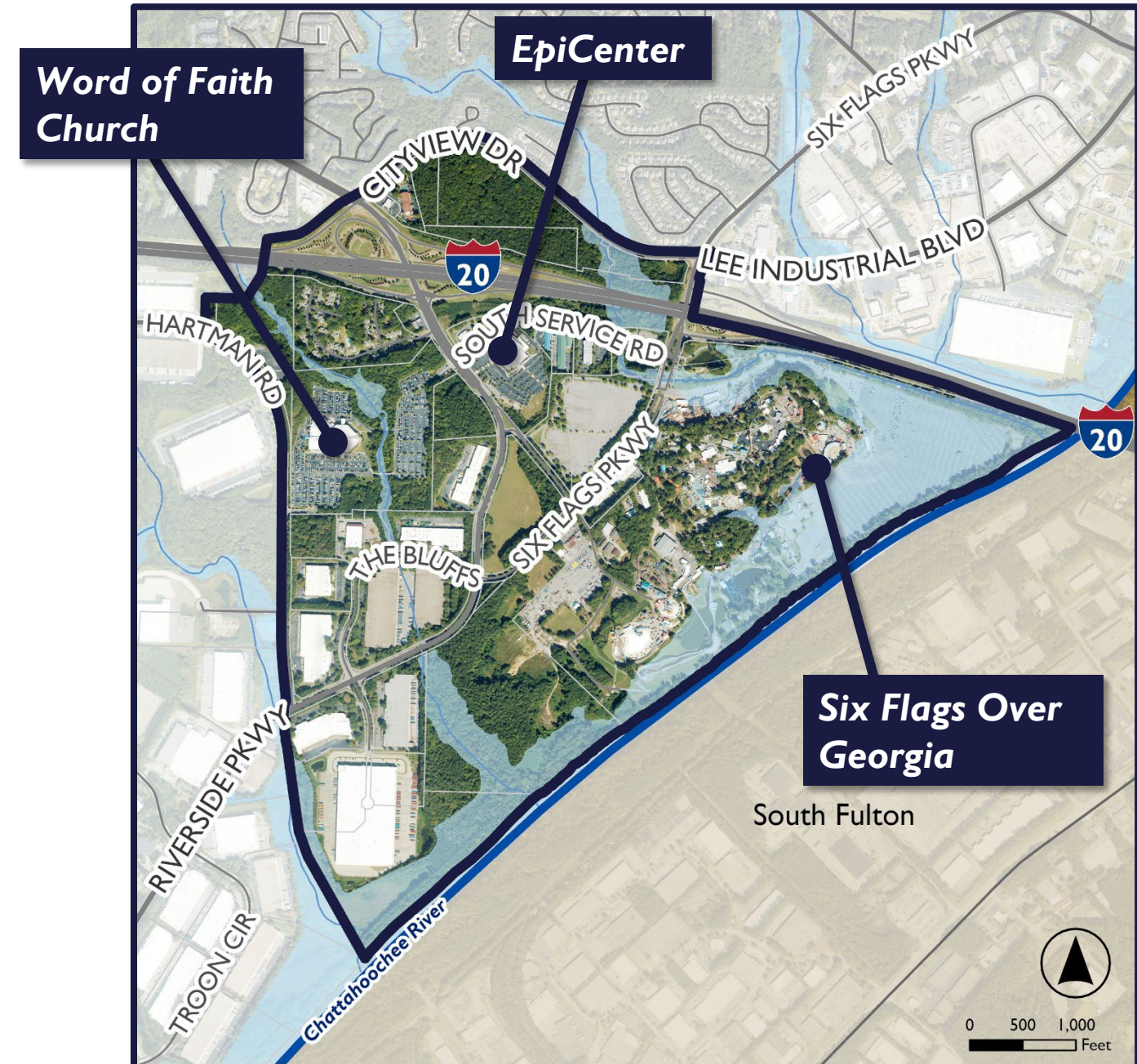
2

# Six Flags Overview

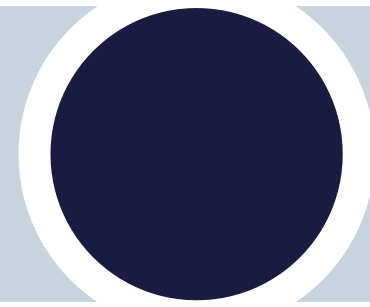


## Area Profile:

- ~675 acres
- Bounded by:
  - Cityview Drive and I-20 to the north
  - Hartman Road to the west
  - Chattahoochee River to southeast
- Mostly industrial in character, though with a few institutional and entertainment uses





# Six Flags Overview

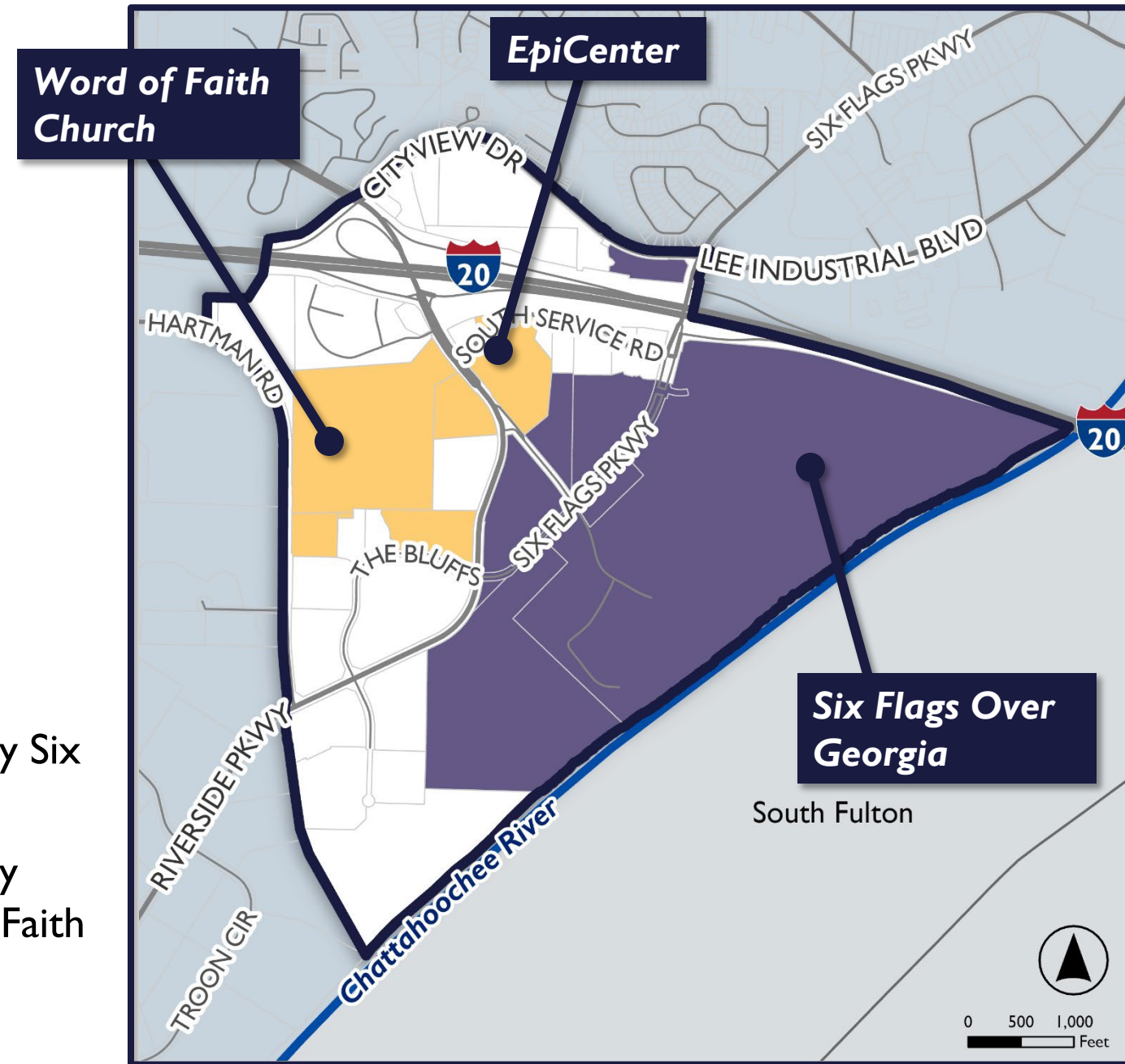


## Land Ownership

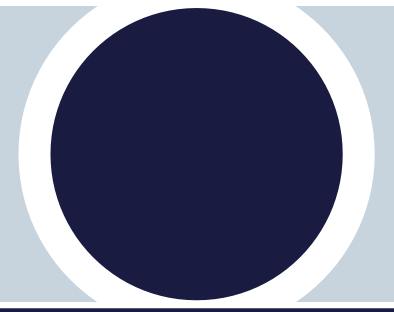
 ~55%

is either owned by Six Flags (~283 acres) or Word of Faith Church (~75 acres)

-  Owned by Six Flags
-  Owned by Word of Faith Church



# Six Flags Overview

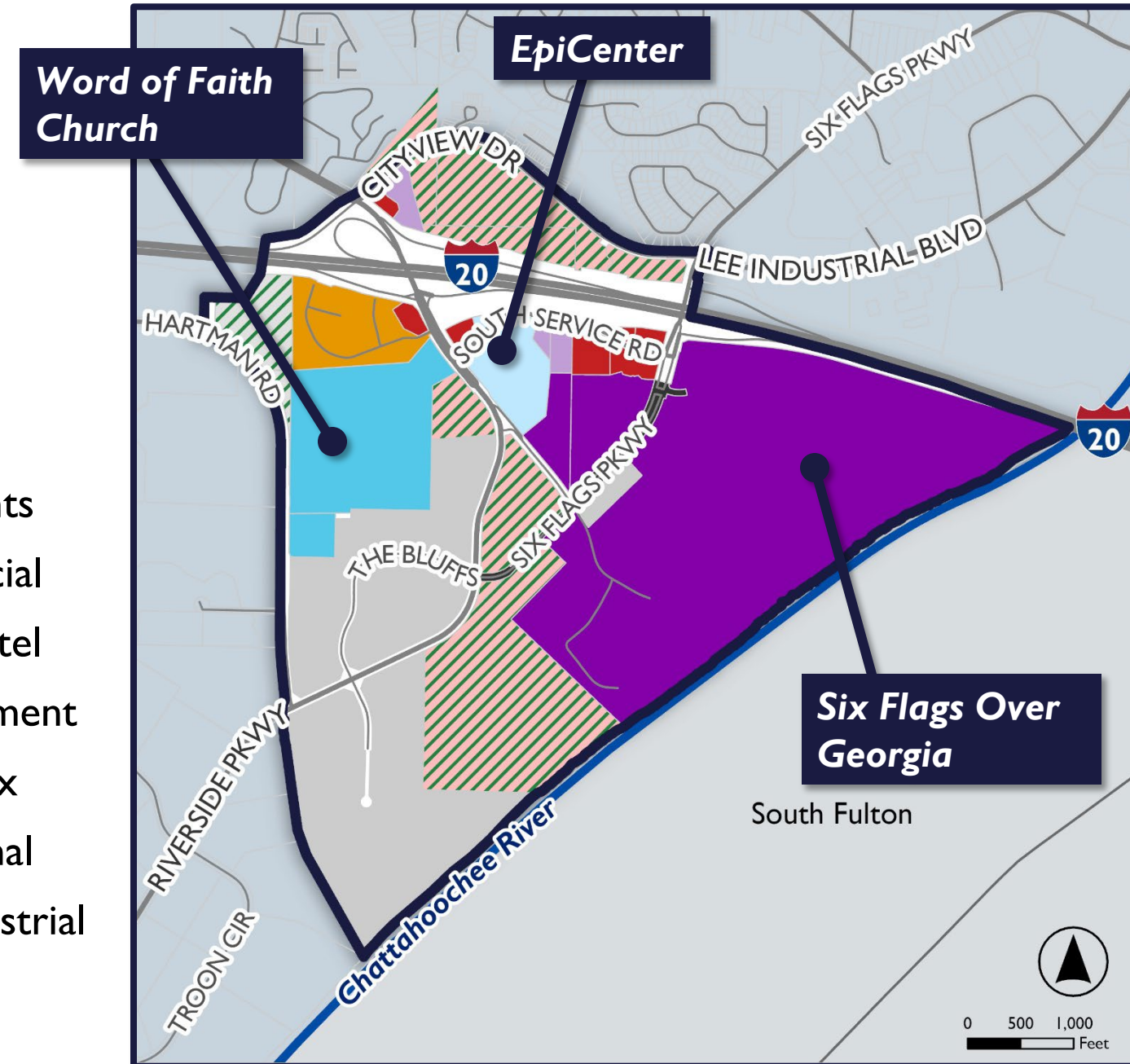


## Existing Land Use

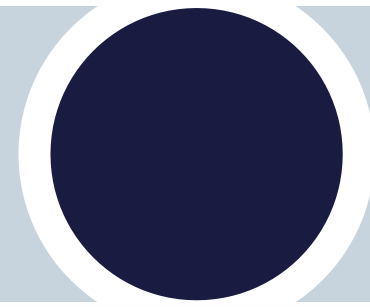
 **~18%**

*of the study area is undeveloped (112 acres)*

-  Apartments
-  Commercial
-  Hotel/Motel
-  Entertainment
-  Office/Flex
-  Institutional
-  Light Industrial
-  Vacant



# Six Flags Overview

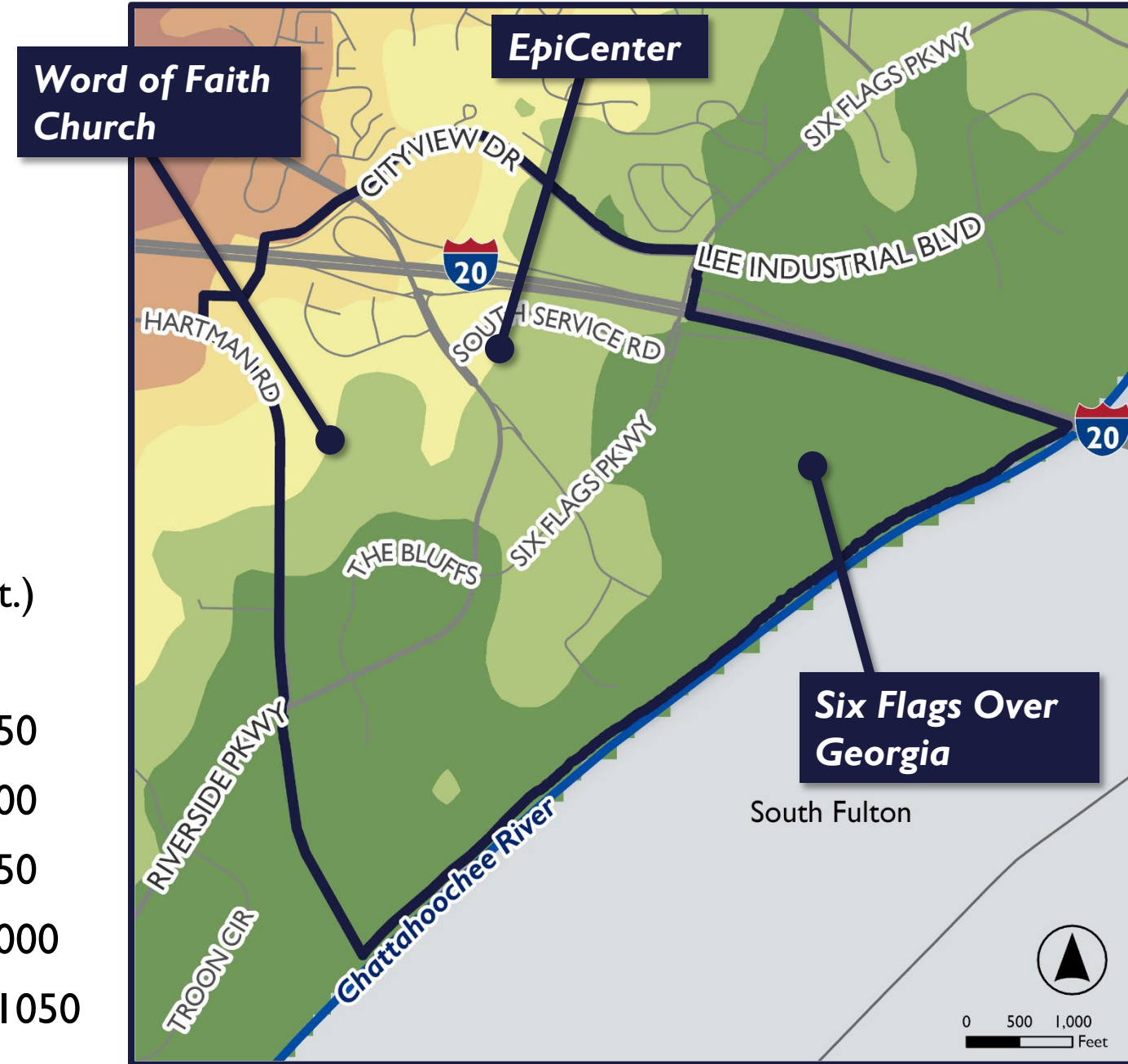
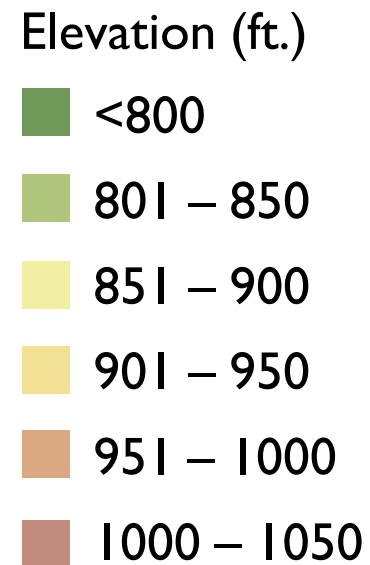


## Topography



~43%

*of the study area has steep slopes (15% rise or more)*



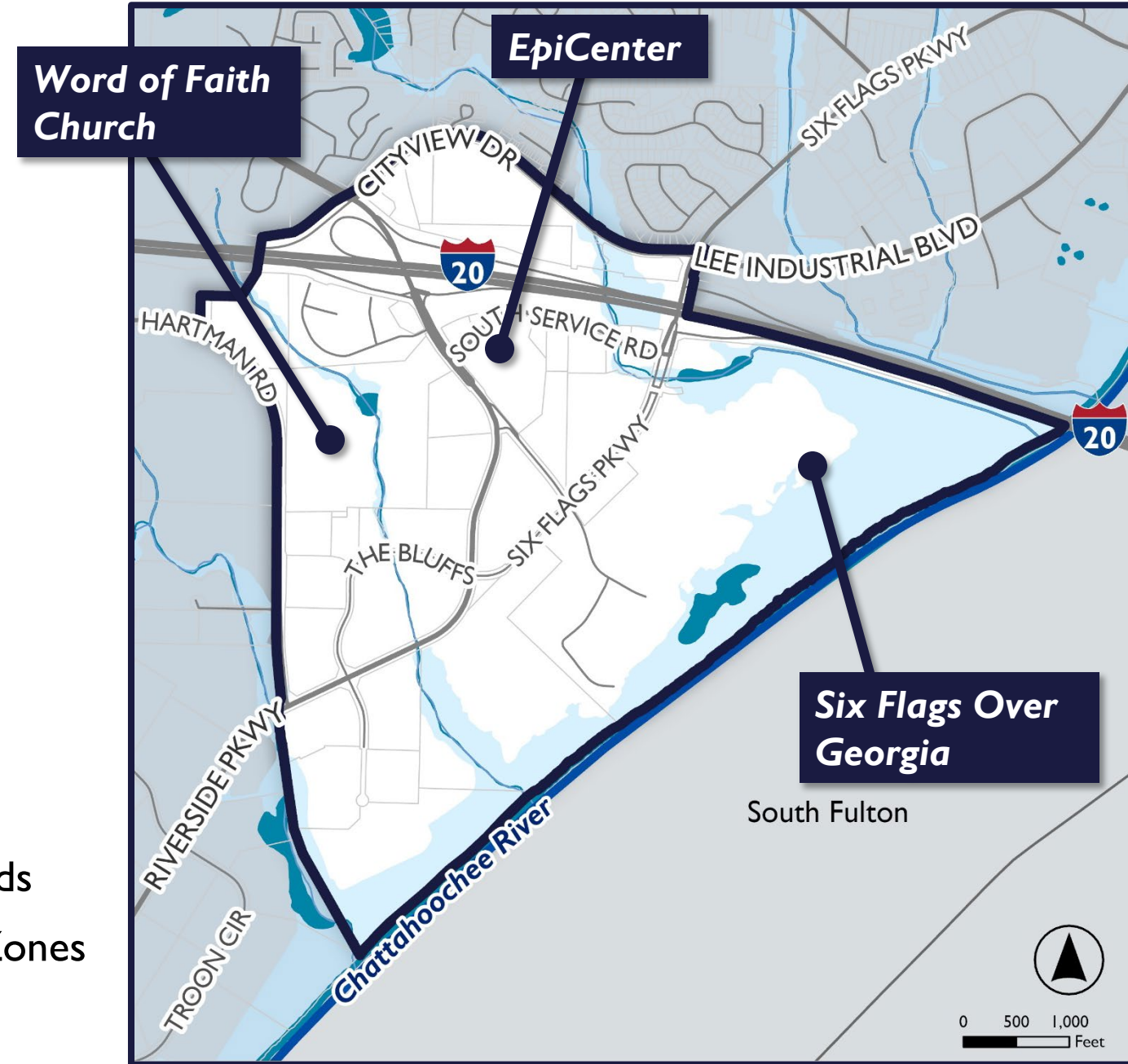
# Six Flags Overview

## Flood Zones

  
**~23%**

*of the study area lies within flood zones, especially along Chattahoochee*

-  Creeks
-  Wetlands
-  Flood Zones



# Six Flags Overview






## Traffic

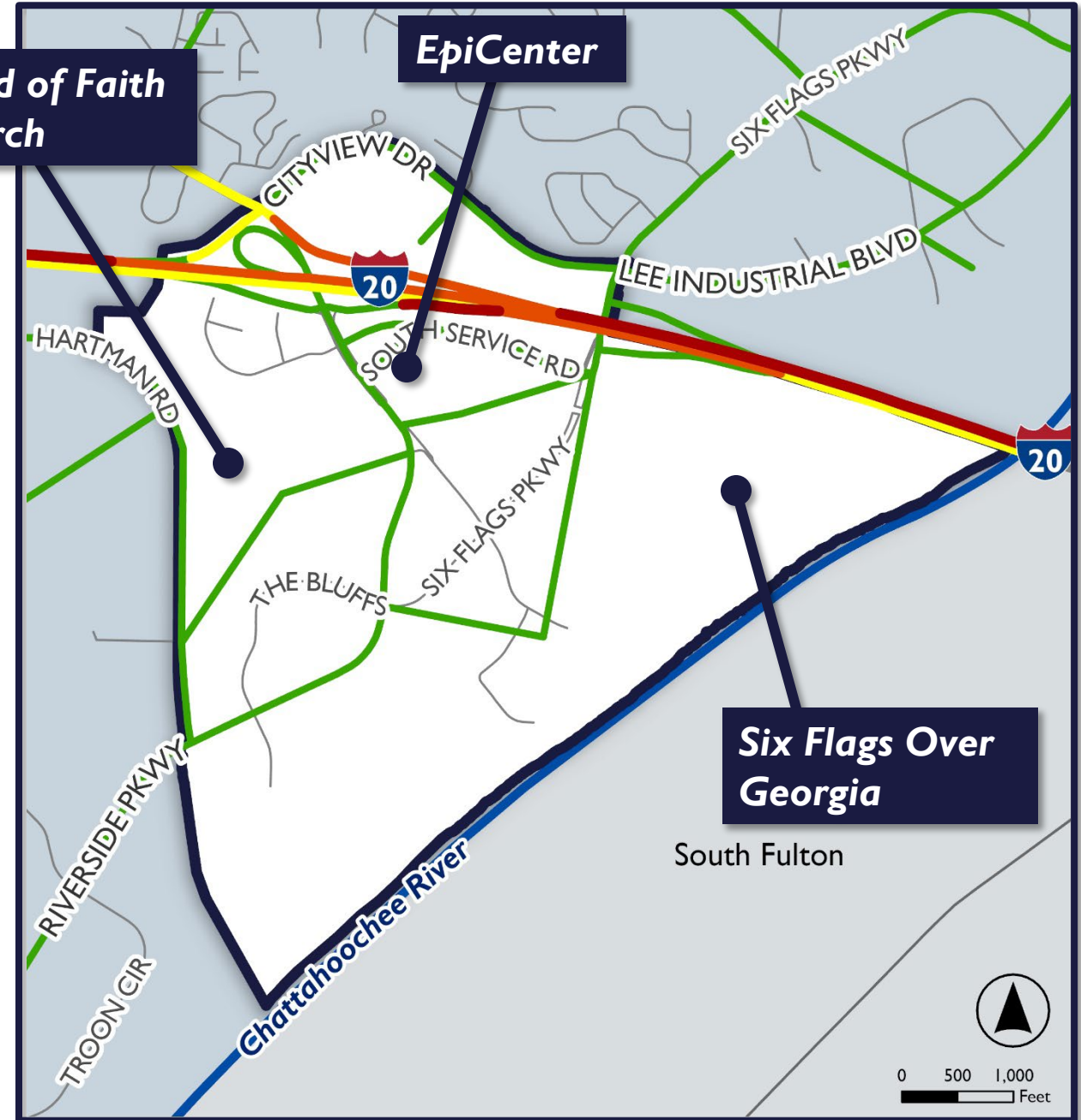


for areas outside  
of highway  
interchanges

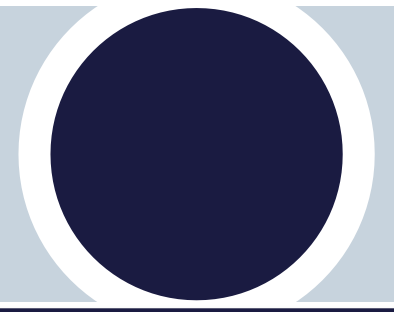
### What's LOS?

Level of Service (LOS) measures how well traffic flows along a roadway. An LOS of A indicates traffic is flowing smoothly, while an LOS of E or F indicates that a roadway is at or over its capacity to manage traffic effectively.

- |   |  |
|---|--|
|  LOS A/B |  LOS D                |
|  LOS C   |  LOS E                |
|   |  LOS F<br>(not shown) |



# Six Flags Overview



## Transit



# 3 routes

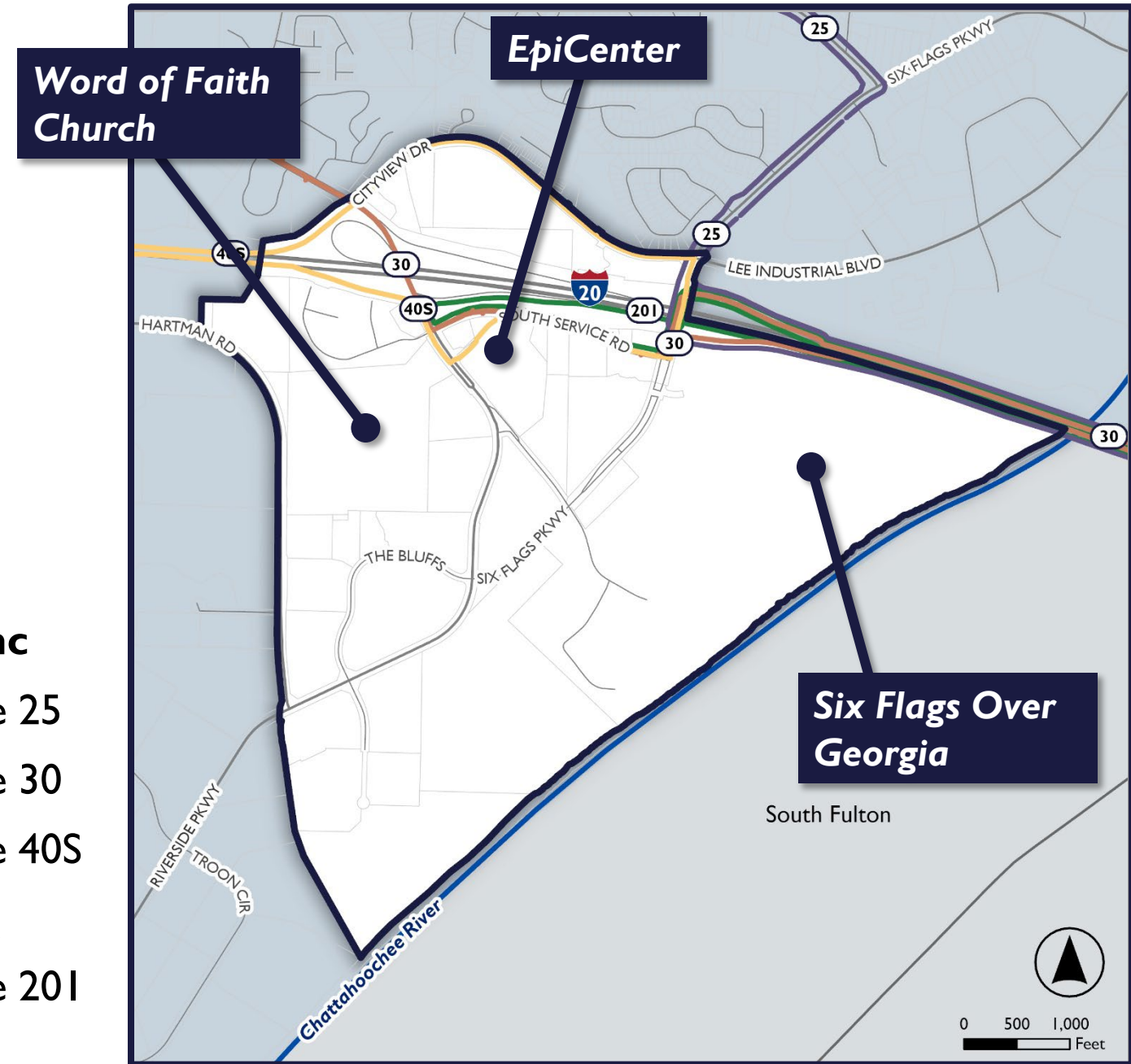
connect this area to  
**H.E. Holmes MARTA  
Station and other Cobb  
County locations**

### CobbLinc

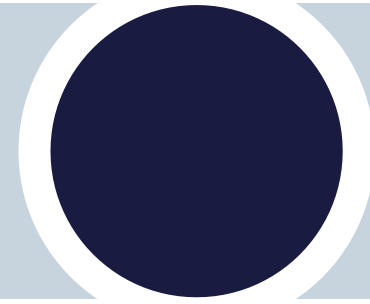
- Route 25
- Route 30
- Route 40S

### MARTA

- Route 201



# Six Flags Overview

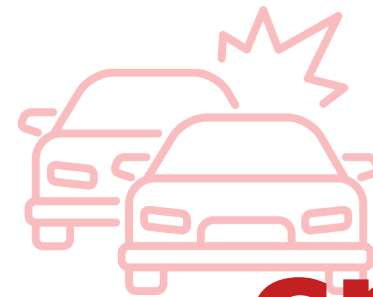


## *Other Traffic Statistics*



### **sidewalks**

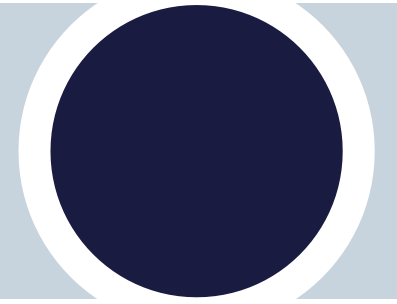
*along South Service Road (both sides) and Riverside Parkway (one side)*



### **crashes**

*mostly concentrated on I-20 and at interchanges, some on Riverside Parkway*

# The Future of Six Flags



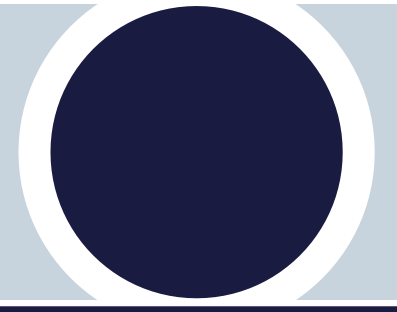
## Needs

- New retail / entertainment establishments
- New rooftops
- Renovation of extended stay hotels
- Better connected street grid
- More transportation options
- Connectivity solution for “City View” area
- **What else?**

## Opportunities

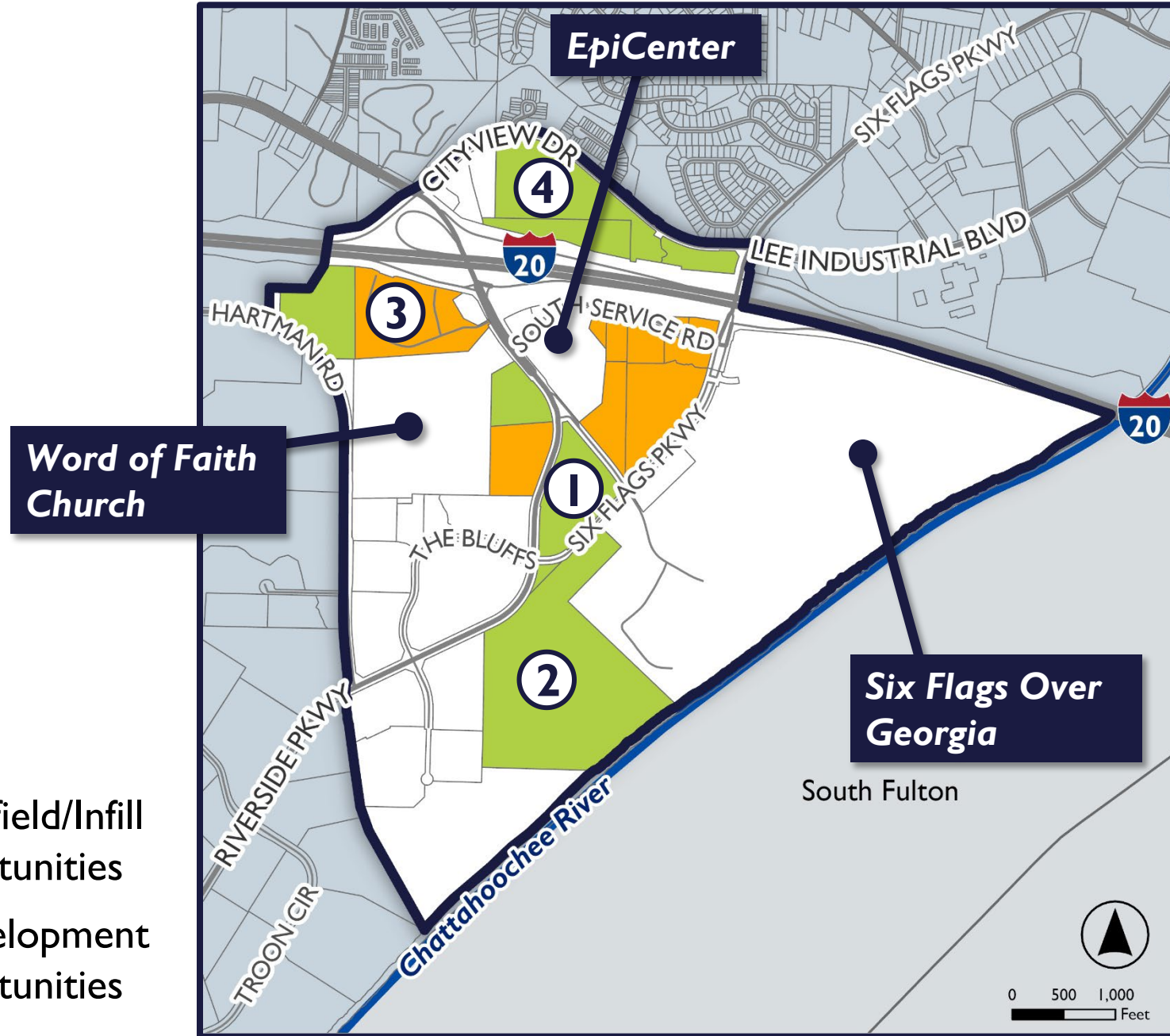
- Prime location!
- Two main property owners, with good relationships with the City
- Large tracts of undeveloped land
- Parking lot at corner of Riverside Parkway and Six Flags Parkway
- Access to the river
- **What else?**

# The Future of Six Flags



## Best Opportunities for Change

- ① Six Flags Riverside Parkway
- ② Six Flags Riverfront
- ③ Cobb Apartment-Townhomes Redevelopment
- ④ City View Site

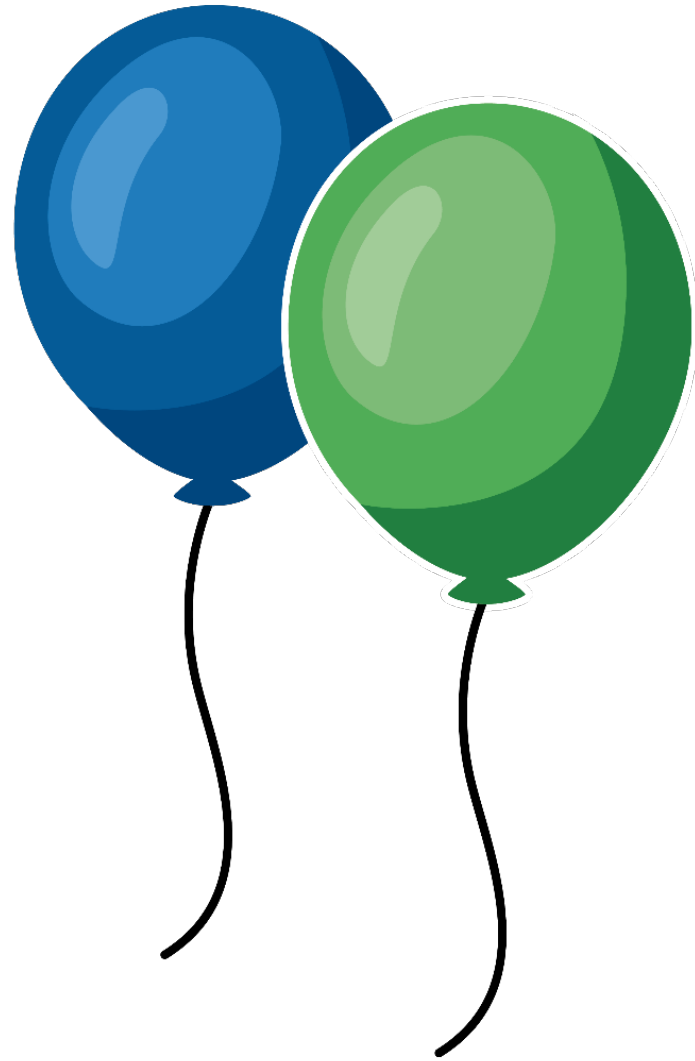
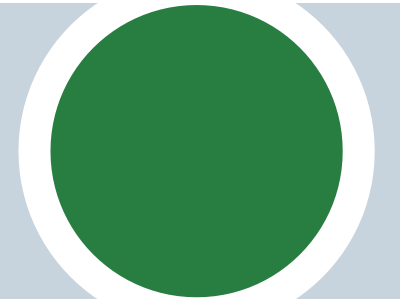


# Market-Based Opportunities

5

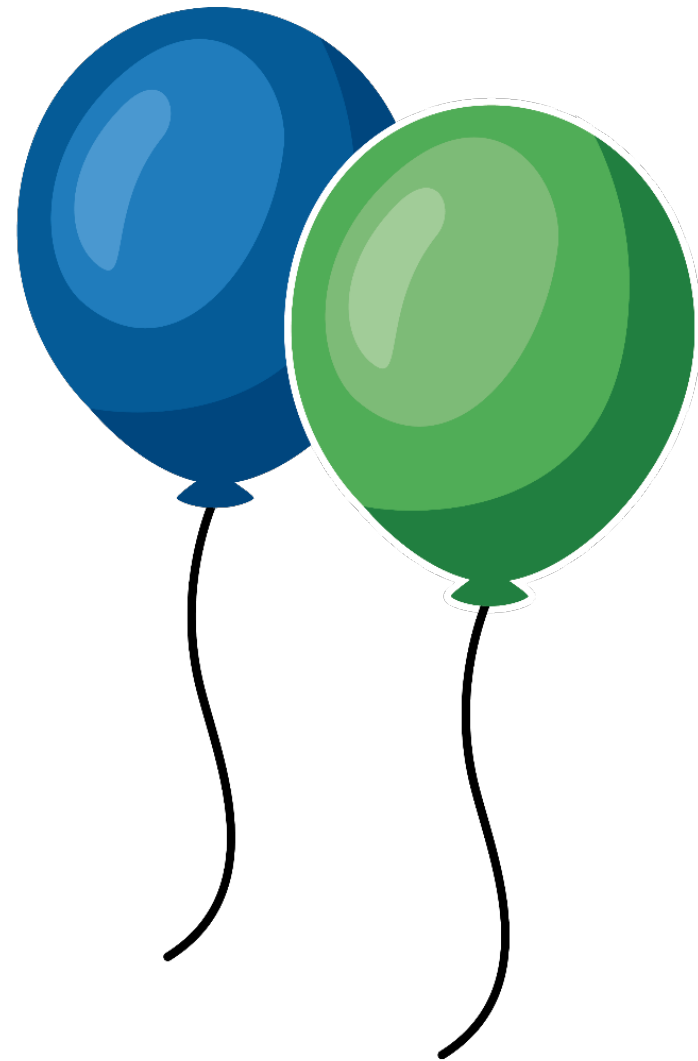
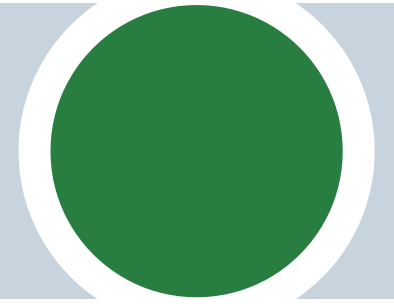
(...also known as “Bursting the Bubble”)

# Market Realities

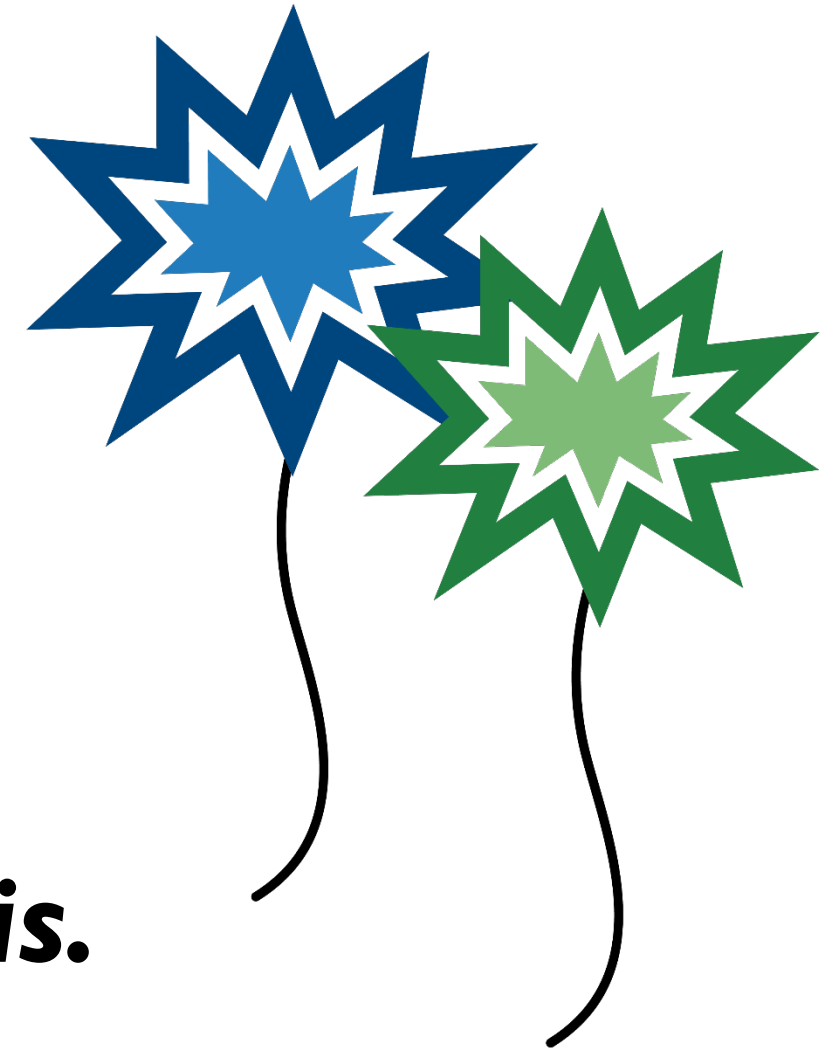


***Where we  
determine if this...***

# Market Realities

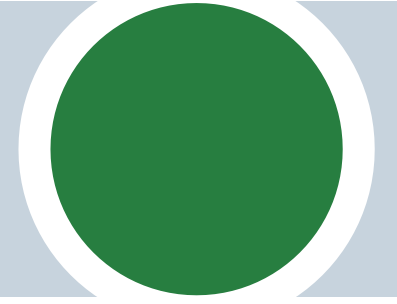


*Where we  
determine if this...*



*...becomes this.*

# Market Demand Basics



What we've done so far:

- Calculated total demand for both areas through 2040
- Calculated demand by category: rental housing, for-sale housing, retail, and office
- Assessed best opportunity sites for strengths and challenges
- Assigned preliminary development types to each site

**Remember: these are *conceptual* ideas for how certain properties could change over the long term.**

# Six Flags: Demand

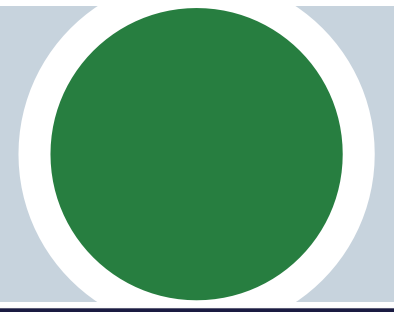
## Reminder: Best Opportunities for Change

- ① Six Flags Riverside Parkway
- ② Six Flags Riverfront
- ③ Cobb Apartment-Townhomes Redevelopment
- ④ City View Site

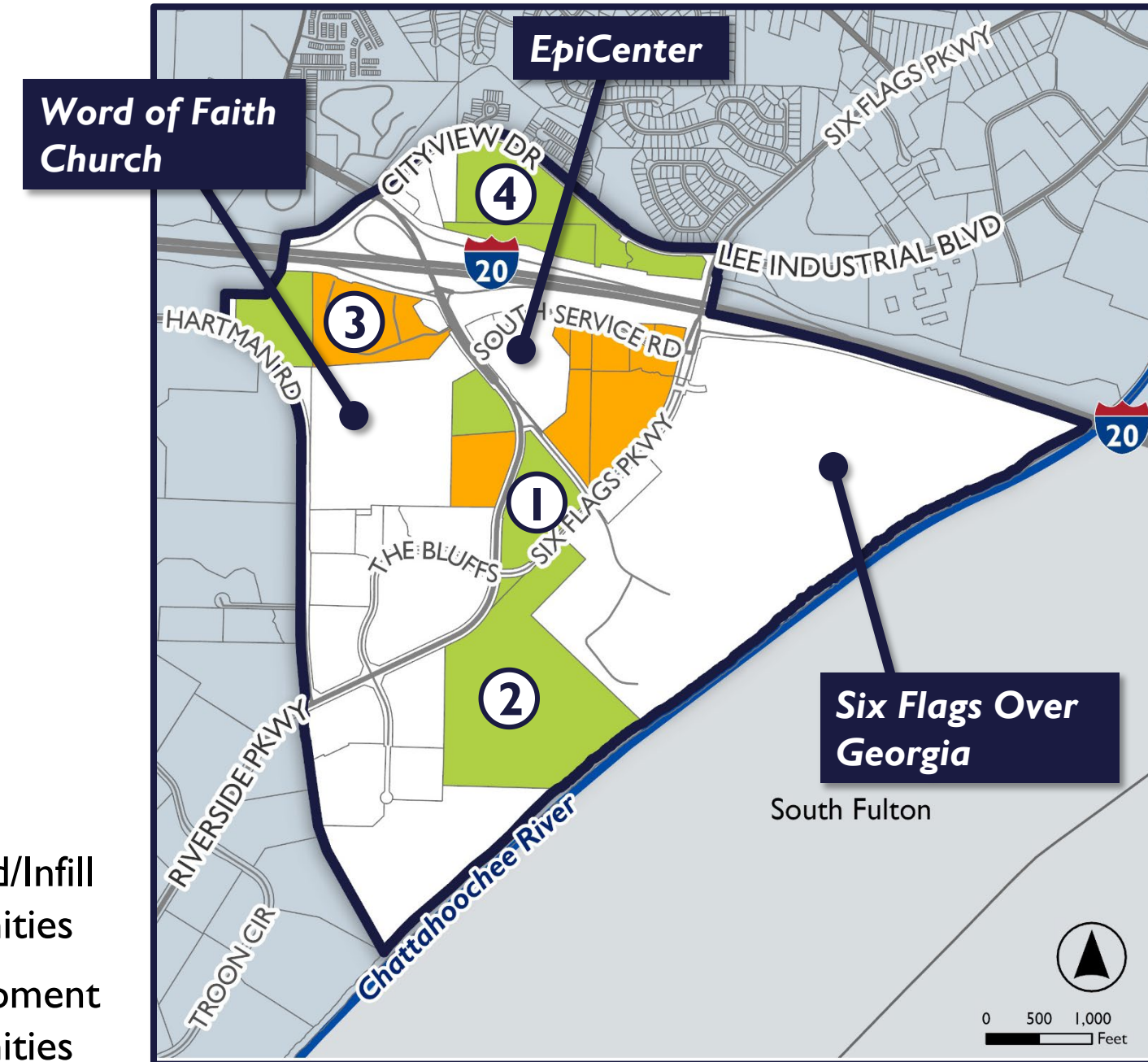
-  Greenfield/Infill Opportunities
-  Redevelopment Opportunities



# Six Flags: Demand



Type	Total
Rental Apartment	568 units
For-Sale Attached Housing (e.g. Townhouses)	144 units
For-Sale Detached Housing	72 units
Small Office	14,150 sf
Regional Retail	250,000 – 400,000 sf
Local Retail	87,000 sf
Hotel	300 – 360 rooms



#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source
		2026	2027	2028	2029	2030				
<b>Land Use &amp; Development</b>										
LU.1	Create a Mableton-specific zoning code that aligns with the Comprehensive Plan	X	X	X			Community Development	Consultant	\$300,000-\$500,000	General Fund
LU.2	Corridor/land use study for Veterans Memorial Highway, include special area studies/designs for mixed-use village locations, streetscape design	X	X				Community Development	Atlanta Regional Commission	\$200,000	General Fund or ARC's LCI Program
LU.3	Corridor land/use study for Floyd Road, including enhanced connections to Mable House and the library			X	X		Community Development	Atlanta Regional Commission	\$150,000	General Fund and/or ARC's LCI Program
LU.4	Begin implementation of Special Area Studies	X	X	X	X	X	Community Development	Economic Development, City Council, property owners	varies	General Fund, private funds
LU.5	Lead an educational campaign about land use decision-making processes		X	X			Community Development	City Council	staff time	n/a
LU.6	Convene and support citizen advocacy groups that can serve as ambassadors for Mableton Planning initiatives		X	X	X	X	Community Development	City Council	staff time	n/a
LU.7	Coordinate with key partners to understand long-term goals near destinations	X	X	X	X	X	Community Development	Six Flags, Trust for Public Land, Cobb County Parks and Recreation	staff time	n/a
LU.8	Create a master development plan for the area under jurisdiction of the Urban Redevelopment Authority	X					Community Development	Community Development, consultant	\$15,000	n/a
LU.9	Expand the jurisdiction of the URA as appropriate	X	X	X	X	X	Community Development	Community Development	staff time	n/a
LU.10	Coordinate with property owners of existing businesses to build support for potential redevelopment projects	X	X	X	X	X	Community Development	Property owners	staff time	n/a
LU.11	Create and implement a system of metrics to measure success towards reaching community goals	X	X	X	X	X	Community Development	City Council	staff time	n/a
LU.12	Partner with Cobb County and to conduct a East-West Connector Joint Plan		X	X	X		Community Development	Cobb County, City of Smyrna	\$50,000 (City portion)	General Fund

#	Action	Lead	Potential Partners	Estimated Cost	Potential Funding Source
<b>Land Use &amp; Development - Longer Term</b>					
LU.2.1	Create a marquee public space within a master planned development that can serve as a central gathering space for cultural events and programming				
LU.2.2	Land use/transportation corridor studies for Austell Road, East-West Connector, Factory Shoals Road, Floyd Road, Mableton Parkway, Powder Springs Road; include special area studies/designs for mixed-use village areas				

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Economic Development</b>											
ED.1	<b>Create a New Downtown and Walkable Cores</b> Identify a targeted location for a new downtown for Mableton that includes green spaces, a civic anchor, and opportunities for private development	X	X				Economic Dev.	ARC, Cobb County Economic Development	n/a	ARC Livable Cities Initiative	Staff-lead initiative, possibly with consulting assistance
ED.2	Create smaller opportunities for mixed-use development in a more walkable format		X	X			Economic Dev.	ARC, Cobb County Economic Development	n/a	n/a	Internally-lead initiative focused on near- and long-term efforts to create framework for more dense development.
ED.3	<b>Bolster the Entertainment Node on I-20</b> Create opportunities for new lodging, dining, and other supportive retail in the I-20 entertainment core.	X	X				Economic Dev., Planning	n/a	n/a	n/a	Investigate zoning opportunities, potential to work with existing property owners, incentives to encourage supportive land uses.
ED.4	Pursue opportunities to secure a lifestyle retail center in the I-20 entertainment core.	X					Economic Dev.	n/a	n/a	n/a	Initiate conversations w/ major outlet owners/ operators to gauge potential interest in an intown Atlanta location, site/funding needs, etc.
ED.5	Stabilize Six Flags as an entertainment anchor on I-20	X					Economic Dev.	n/a	n/a	n/a	In the very near-term, initiate conversations w/ Six Flags ownership to understand plans, potential issues impacting the park, etc.
ED.6	<b>Bolster Key Employment Cores</b> Invest in the quality of life in targeted cores w/in Mableton via sidewalks, streetscapes, etc.			X	X		Public Works	Cobb County, Ga. Dept of Transportation, ARC	n/a	n/a	Creation of a more inviting environment to attract new private-sector investment
ED.7	Pursue a corridor redevelopment strategy for Veterans Memorial Highway		X	X			Economic Dev., Planning	ARC, Ga. Dept of Transportation	\$150,000	ARC Livable Centers Initiative	Veterans Memorial is the most significant thoroughfare in the city--addressing perceptions of disinvestment is critical to encouraging private investment in the corridor.

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Economic Development</b>											
ED.8	<b>Enhance Mableton's Image</b> Enhance the image of Riverside Parkway	X	X	X			Police, Economic Development, Bldg Inspection	Mableton Econ Dev, Police, Bldg Services	n/a	n/a	Crime and disinvestment perceptions along Riverside Parkway are impacting opportunities for enhancing the I-20 entertainment core
ED.9	Target key intersections along Veterans Memorial for enhancement and beautification			X	X		Economic Development, Planning	Georgia DOT, Cobb County Econ Dev.	n/a	n/a	Follow-on to the broader strategy for enhancing Veterans Memorial Highway.
ED.10	<b>Maximize Mableton's Convenience</b> Invest in regional corridors and access points to maintain strong regional access		X	X	X		Mableton DOT	Georgia DOT, Cobb County DOT	n/a	n/a	Identify intersections and corridors where congestion and other factors limit access and convenience for Mableton's residents and businesses.
ED.11	Broaden shopping and services offerings in Mableton	X	X	X			Mableton Econ Dev. And planning	ARC	n/a	n/a	Creation of locations, walkable areas within Mableton can help attract new dining, retail, and services opportunities.

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Housing</b>											
H.1	<b>Create greater flexibility in zoning codes</b> Create more flexibility in single-family neighborhoods	X	X				Mableton Planning	Cobb County Planning	n/a	n/a	Examine opportunities to allow duplex and triplex units in single-family neighborhoods to further opportunities for more attached product.
H.2	Increase housing flexibility in mixed-use cores	X	X				Mableton Planning	Cobb County Planning	n/a	n/a	Examine zoning codes and opportunities for creating greater flexibility for development of more dense housing in mixed-use cores.
H.3	<b>Further the Family Market</b> Support school quality in Mableton		X	X			Mableton Planning	Cobb County Planning	n/a	n/a	Work with Cobb County to pursue strategies to invest in existing and new schools to enhance school quality.
H.4	<b>Encourage the Development of more schools in walkable areas</b> Encourage the development of schools in walkable, mixed-use cores		X	X			Mableton Planning	Cobb County Planning	n/a	n/a	Create opportunities and incentives to secure sites in key walkable cores.
H.5	<b>Allow your seniors to age in place</b> Encourage the development of a mix of housing types in mixed-use cores	X	X				Mableton Planning	Mableton Zoning & Planning	n/a	n/a	Create flexibility in mixed-use cores to ease and allow the development of zero-lot, patio home, independent & assisted living communities to accommodate more mature residents seeking a lower cost of living.
H.6	Create greater flexibility to allow for seniors to stay with extended families	X	X				Mableton Planning & Zoning	Cobb County Planning & Zoning	n/a	n/a	Create flexibility in the zoning codes to allow for Accessory Dwelling Units (ADUs) in single-family zones.

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Housing</b>											
H.7	Explore funding opportunities to help homeowners make improvements or renovations to their homes	X	X				Community Development	Cobb County Community Development	n/a	n/a	Pursue funding sources and opportunities that allow residents to improve their homes and remain in place.
H.8	<b>Create lifestyle opportunities</b> Focus on creating opportunities for walkable settings	X	X				Mableton Planning & Zoning	City & County Parks & Recreation	n/a	n/a	Examine opportunities to extend greenways, secure parks, and provide flexibility to encourage more housing in mixed-use cores.

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Transportation</b>											
T.1	Develop a Mableton Comprehensive Transportation Plan	X					City of Mableton	ARC	\$300,000.00	SPLOST	
T.2	Develop a Citywide Mobility Safety Plan		X				City of Mableton		\$200,000.00	SPLOST, HSIP	
T.3	Install Citywide Streetname Signage with City Logo			X			City of Mableton		\$250,000.00	SPLOST	Estimated at \$125 per sign - 2000 signs - Manufactured and Installed
T.4	Austell Road Corridor Study		X				City of Mableton		\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.5	East-West Connector Corridor Study		X				City of Mableton	GDOT, CobbCO	\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.6	Thorton Road Corridor Study			X			City of Mableton		\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.7	Floyd Road Corridor Study			X			City of Mableton		\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.8	Veterans Memorial Highway (US 278) Corridor Study	X					City of Mableton	GDOT	\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.9	Mableton Parkway (SR 139) Corridor Study	X					City of Mableton	GDOT	\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.10	Lee Industrial Boulevard Corridor Study				X		City of Mableton		\$120,000.00	SPLOST	Include corridor analysis (Roadway and 4-6 Intersections Improvement Concepts)
T.11	Safe Routes to Schools (SRTS) Plan		X				City of Mableton	GDOT, USDOT	\$250,000.00	SPLOST	
T.12	East-West Connector at Austell Road Intersection Improvements		X				City of Mableton	GDOT, CobbCO	\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Transportation</b>											
T.13	Veterans Memorial Highway (US 278) at Floyd Road Intersection Improvements		X				City of Mableton	GDOT	\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.14	East-West Connector at Powder Springs Road Intersection Improvements			X			City of Mableton	GDOT	\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.15	Austell Road at Hurt Road Intersection Improvements			X			City of Mableton		\$550,000.00	SPLOST	PE - \$150,000 / Construction - \$400,000 (ROW Not Included)
T.16	East-West Connector at Floyd Road Intersection Improvements				X		City of Mableton	GDOT	\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.17	Veteran Memorial Highway at Discovery / Oakdale Road Intersection Impr.				X		City of Mableton	GDOT	\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.18	East-West Connector at Hicks Road Intersection Improvements					X	City of Mableton	GDOT	\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.19	Clay Road at Austell Road Intersection Improvements					X	City of Mableton		\$550,000.00	SPLOST	PE - \$150,000 / Construction - \$400,000 (ROW Not Included)
T.20	Riverside Parkway at Factory Shoals Road Intersection Improvements	X					City of Mableton		\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.21	Mableton Parkway at Discovery / Lee Industrial Boulevard Int. Improv,		X				City of Mableton		\$650,000.00	SPLOST	PE - \$150,000 / Construction - \$550,000 (ROW Not Included)
T.22	Floyd Road at Hicks Road Intersection Improvements			X			City of Mableton		\$550,000.00	SPLOST	PE - \$150,000 / Construction - \$400,000 (ROW Not Included)
T.23	Veterans Memorial Parkey (US 278) at Church Street At-Grade Crossing Study				X		City of Mableton	CSX/NS, GDOT	\$150,000.00	SPLOST, HSIP	One of two of the highest at grade crash location in Cobb County
T.24	Intelligent Transportation Systems Master Plan		X				City of Mableton	GDOT, Cobb County	\$175,000.00	SPLOST, CMAQ, TEA	

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Transportation</b>											
T.25	Citywide Traffic Signal Modernization and Upgrade			X			City of Mableton	GDOT	\$5,000,000.00	SPLOST, CMAQ, TEA	Upgrade Twenty-five signalized intersections to install Mast Arms (ROW and Utility Relocation NOT included.)
T.26	Citywide Traffic Signal Timing Project			X			City of Mableton	GDOT	\$480,000.00	SPLOST, CMAQ, TEA	
T.27	New North-South and East-West Alignment and Connection Study	X					City of Mableton		\$350,000.00	SPLOST	Include preliminary Environmental Assessment
T.28	Complete Phase II of the Mableton Parkway pedestrian improvements	X	X				Cobb County		\$1,000,000	SPLOST	
T.29	Develop a plan to comprehensively address ongoing conflicts at the Concord Covered Bridge, including multiple alternatives and order-of-magnitude costs		X	X			City of Mableton	Cobb County,	\$70,000	General Fund	Engage Friends of the Concord Covered Bridge Historic District
T.30	Study need/feasibility for a local shuttle that offers transit service throughout the Medical Center and across Austell Road and East-West Connector to existing commercial centers				X	X	City of Mableton	Cobb County, Wellstar	\$50,000	General Fund	
T.31	Enhance the pedestrian experience along Discovery Boulevard, either through improved sidewalks and landscaping or a multi-use trail				X	X	City of Mableton	Cobb County	TBD	General Fund	Cost to be determined once specific improvements identified

#	Action	Lead	Potential Partners	Estimated Cost	Potential Funding Source
<b>Transportation - Long term</b>					
T.1.1	Study need/feasibility for a local shuttle that operates separately from MARTA/ CobbLinc, expanding transit service throughout Mableton Entertainment District and adjacent workplace district	City of Mableton		\$50,000	General Fund, potential future TAD

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Enviromental Sustainability</b>											
ES.1	Implement River Line Historic Area Master Plan’s recommendations for trails and greenspace along Nickajack Creek						Community Development	River Line			
ES.2	Implement recommendations for the Chattahoochee RiverLands initiative and identify opportunities for new access points to the river						Community Development	Trust for Public Land, ARC, River Line, consultant			
ES.3	Identify and map target clean-up areas, and develop partnerships for clean ups	x	x	x	x	x	Community Development	HOAs, local community groups	Staff Time	N/A	
ES.4	Identify residential recycling pick-up opportunities for residents.	x					Public Works?	Private recycling companies	Staff Time	N/A	
ES.5	Explore how to bring a facility such as the Center for Hard to Recycle Materials (CHaRM) to Mableton to provide a viable alternative to illicit dumping.	x					Economic Development	CHaRM (or similar)	Staff Time	N/A	
ES.6	Develop a parks and recreation master plan, including an inventory of current parks and recreation facilities in Mableton (including private recreation facilities); include plan for improved access to and interpretation of history/culture of the Chattahoochee River and Nickajack Creek			x	x		Community Development	Cobb County Parks, consultant	\$50,000 (City share)	N/A	Would need to be part of broader Cobb County Parks and Recreation plan
ES.7	Create an inventory of undeveloped or natural land.	x					Community Development		Staff Time	N/A	
ES.8	Create an inventory of priority natural features and viewsheds, and develop plans for their preservation.		x	x	x	x	Community Development	Trust for Public Land, Georgia Conservancy	\$25,000	General Fund	

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Environmental Sustainability</b>											
ES.9	Develop a plan for addressing flooding where Veterans Memorial Highway and Nickajack Creek intersect."		x	x			Public Works?	Consultant	\$75,000	General Fund	
ES.10	Work with Cobb County Stormwater Management to update basin plan				x	x	Public Works?	Cobb County Stormwater Management	Staff Time	N/A	
ES.11	Through corridor studies (see Items XX and XX), Identify priority corridors for street trees and improved landscaping.	x	x	x	x	x	Community Development				
ES.12	Advertise Mableton's participation in Trees Atlanta's Front Yard Tree Program.	x	x	x	x	x		Trees Atlanta	Staff Time	N/A	
ES.13	Provide resources and education on removing invasive species that are harmful to the tree canopy.	x	x	x	x	x	Community Development		Staff Time	N/A	

#	Action	Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
<b>Environmental Sustainability - Longer Term</b>						
ES.1.1	Install green infrastructure in floodplains and low-lying areas near River Line					

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Natural &amp; Cultural Resources</b>											
NC.1	Conduct an Arts & Culture Study that identifies arts and culture organizations in Mableton; identifies local arts and cultural leaders; inventories potential arts/culture venues; identifies other Cobb-base arts and culture groups with needs/desires to expand; studies how to expand access to the arts citywide; explores partnerships; and determines a citywide plan for art and placemaking			X	X		Community Development	Mable House, Consultant, ARC	\$70,000	General Fund, grants	Consolidates several actions from Cultural Resources Element into a single planning task
NC.2	Create an event-hosting guide for groups looking for space in Mableton					X	Community Development		Staff Time	n/a	
NC.3	Connect members of under-represented communities to potential partners and funding sources for creating new events and celebrations.	X	X	X	X	X	Community Development				
NC.4	Continue to coordinate and collaborate with the River Line Historic Area organization	X	X	X	X	X	Community Development	River Line Historic Area	Staff Time	n/a	

#	Action	Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
<b>Natural &amp; Cultural Resources - Long Term</b>						
NC.1.1	Identify a group of artists to work with historians in creating a public art piece/exhibit that tells the stories of a variety of Mableton's under-recognized communities					

#	Action	Timeline					Lead	Potential Partners	Estimated Cost	Potential Funding Source	Notes
		2026	2027	2028	2029	2030					
<b>Historical Resources</b>											
HR.1	Conduct a historic sites and structures inventory.			X			Community Development	Consultant	\$20,000	General Fund, grants	
HR.2	Conduct a Special Resource Study for the Covered Bridge area that inventories historic sties/structures and their preservation needs; identifies potential ownership arrangements; recommends regulatory protections; and recommends projects/initiatives for interpretation		X				Community Development	Consultant	\$50,000	General Fund, grants	Consolidates several actions in Land Use and Historic Resources Element into a single study
HR.3	For the old Downtown, develop an incentive program for façade improvements and other home renovation and rehabilitation projects		X	X	X	X	Community Development	Economic Development	staff time, plus \$50,000/year for incentives	General Fund, TBD	
HR.4	Invest in the services of a public historian to develop a history of Mableton and conduct oral history interviews			X	X		Community Development	Consultant	\$30,000	General Fund, Tgrants	
HR.5	Establish an online platform for sharing Mableton’s many stories from a broad variety of communities, especially those are typically overlooked such as the enslaved population, Native Americans, and other minority groups.					X	Community Development	Consultant	\$25,000	General Fund, Tgrants	