
AT-A-GLANCE ²⁰¹⁷ *Budget*
COBB COUNTY

A Message from the Chairman



A Message from the Chairman....

As we move into FY 2017, our goal is to continue to improve the County's conservative management policies and strive for continued transparency and improve the overall experience for Cobb County citizens.

As I have mentioned before, county employees have been providing outstanding service to the Cobb County Community for decades and since 2008, have been asked increasingly to "do more with less". The excellent operational service and financial results of Cobb government over the last seven years (in the face of dire circumstances) are directly attributable to the skill, professionalism, training, and dedication of the county employees. Proof that motivated, superior employees provide superior results. With continued oversight from the Citizens Oversight Committee, the County has been able to transform the allocation of resources by assessing the long-term sustainability and balance of revenues, prioritizing citizens' interests, providing essential public safety services and implementing long-term planning. One of those long-term plans is the implementation of Priority Based Budgeting, which is moving forward in FY 2017. In collaboration with the Center for Priority Based Budgeting, the program is designed to promote Fiscal Health and Wellness through priority based budgeting.

On November 4, 2014, the voters approved a four year Special Purpose Local Option Sales Tax (SPLOST). The 2016 SPLOST will provide for capital improvements in Public Safety, Transportation, Technology, Parks & Recreation, and Libraries.

Thanks to the support and commitment of residents, the business community, elected officials, and county employees, Cobb has been able to maintain and improve its infrastructure and delivery of its core services as the County's top priorities. As we remain focused on providing an exceptional community where all people and businesses can safely thrive through a commitment to transparency, fiscal responsibility, and prudent resource management, we will continue to develop new and creative solutions to reach beyond the status quo and provide the best for our community. It is my privilege to present to you the 2017 Budget-At-A-Glance.

Respectfully submitted,

A handwritten signature in blue ink that reads "Timothy P. Lee".

Tim Lee, Chairman
Cobb County Board of Commissioners



Tim Lee, Commission Chairman
Contact Information
tlee@cobbcounty.org
100 Cherokee Street, Marietta, GA. 30090
770.528.3305 phone 770.528.2606 fax



This document is brought to you by the Office of Finance & Economic Development Budget Staff and Director.

COBB COUNTY

GUIDING PRINCIPLES

We act with *Integrity* and *Transparency* which warrants the trust of our community and our colleagues.

We are *Service Oriented* and recognize Cobb residents, businesses, and visitors as valued customers.

We are *Accountable* as good stewards of public assets.

We are *Professional* and take pride in our work as well as the benefit it brings our County.

We are *Innovative* and strive to proactively seek improvements.

We are *Future-Focused* and actively anticipate and plan for the needs of our residents, businesses, and visitors.

We embrace *Teamwork* and value our partnerships with both public and private stakeholders to the benefit of Cobb residents, businesses, and visitors.

MISSION

To help make Cobb County be the best place to live and work through efficient, effective and responsive government that delivers quality services.

STATEMENT OF COMMITMENT

In order to accomplish the county's mission, the Board of Commissioners' are committed to achieving excellence in government by:

- ▣ Insisting upon Customer Satisfaction*
- ▣ Ensuring High Value for Tax Dollars*
- ▣ Adhering to the Highest Ethical Standards*
- ▣ Appreciating Diversity*
- ▣ Being Open, Accessible, and Responsive*
- ▣ Empowering and Supporting Employees*
- ▣ Striving for Continuous Improvement*
- ▣ Working Together as a Team*
- ▣ Being Accountable*

VISION

Cobb County: An exceptional community where all people and business can safely thrive through our commitment to transparency, fiscal responsibility, and prudent resource management.

2017 Budget
AT-A-GLANCE
COBB COUNTY

Cobb County

Cobb County is a great place to live, work and play.

Created by the Georgia General Assembly in 1832, Cobb County was formed, becoming the 84th Georgia County to be established. The county is named after Thomas Willis Cobb, U.S. Representative, U.S. Senator and Superior Court Judge. (1784 - 1830). For the first two years there was no courthouse in Cobb County and court business was conducted in settlers' cabins, most notable the cabin of George Power. Legislation funded a courthouse in newly-formed Marietta in 1834, named in honor of Judge Cobb's wife.

Within the boundaries of Cobb County are six cities, each governed by a mayor and city council, those cities are;

Acworth - 21,505 (est. 2013 population)

Austell - 6,836 (est. 2013 population)

Kennesaw - 32,065 (est. 2013 population)

Marietta - 59,167 (est. 2013 population)

Powder Springs - 14,425 (est. 2013 population)

Smyrna - 53,506 (est. 2013 population)

Cobb County is governed by a five-member Board of Commissioners. The board is comprised of one chairman and four district commissioners (one from each of the four districts of the county) who serve staggered terms.



Regular Board of Commissioner public meetings occur twice a month on Tuesdays, with the exception of holiday weeks where some dates vary. To learn more about the Board of Commissioners visit them at the [Cobb County BOC Home page](#).

The daily operations of the County are run by a County Manager appointed by and responsible to the Board of Commissioners.



David Hankerson
David Hankerson
County Manager

COBB COUNTY'S MISSION:

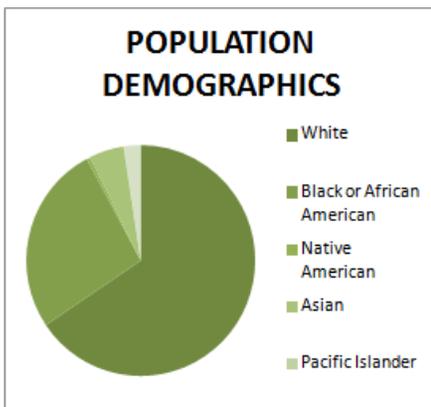
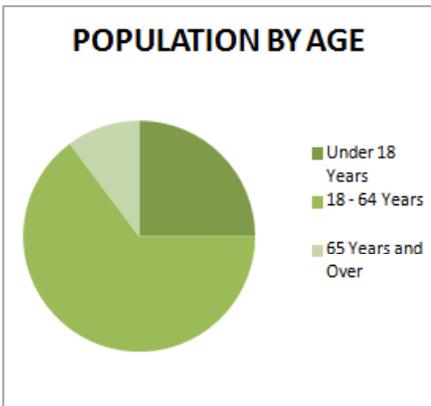
To make Cobb County the best place to live and work through efficient, effective and responsive government that delivers quality services.

2017 Budget
AT-A-GLANCE
COBB COUNTY

Statistics

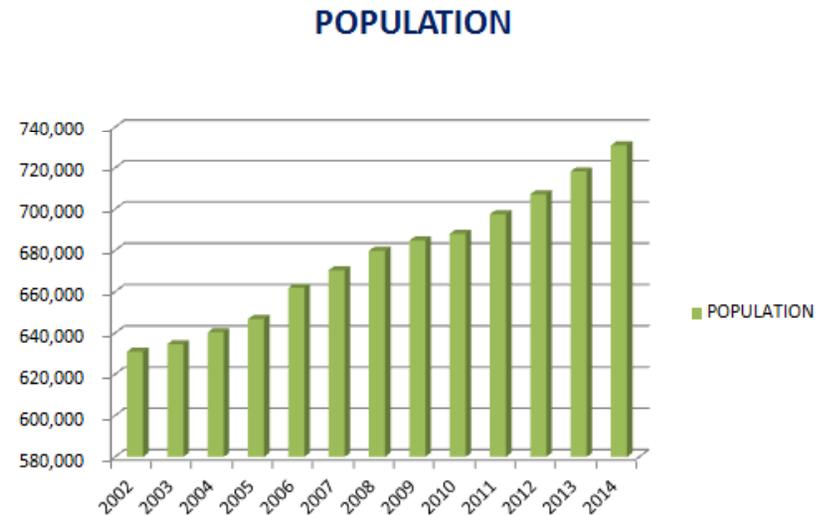
Cobb County is one of the most diversely populated counties in Georgia. The Average age of Cobb County's population is 35 years with a 48% to 52% ratio of males to females.

Cobb County Population 718,208 (U.S. Census 2013 estimate)



The U.S. Census Bureau ranks Cobb County as the most-educated in the state of Georgia and 12th among all counties in the United States. It has ranked among top 100 [wealthiest counties in the United States](#) and has a median household income of \$63,920.

POPULATION:	730,981 (2014 est.)
HOUSING UNITS:	292,870 (2014 est.)
HOME OWNERSHIP:	66.4% (2013 est.)
MEDIAN INCOME:	\$63,920 (2013 est.)



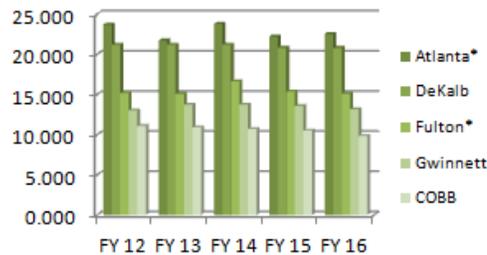
Millage Rate

MILLAGE RATE COMPARISON

Millage rates are most often found in personal property taxes where the expressed millage rate is multiplied by the total taxable value of the property to arrive at the property taxes due.

Metro Atlanta Millage Rate Comparisons					
Key	FY 12	FY 13	FY 14	FY 15	FY 16
Atlanta*	23.715	21.731	23.801	22.200	22.525
DeKalb	21.210	21.210	21.210	20.810	20.810
Fulton*	15.165	15.095	16.665	15.364	15.060
Gwinnett	13.020	13.750	13.750	13.579	13.176
COBB	11.110	10.910	10.710	10.510	9.850

Figures are without school & state taxes (based on fiscal year)



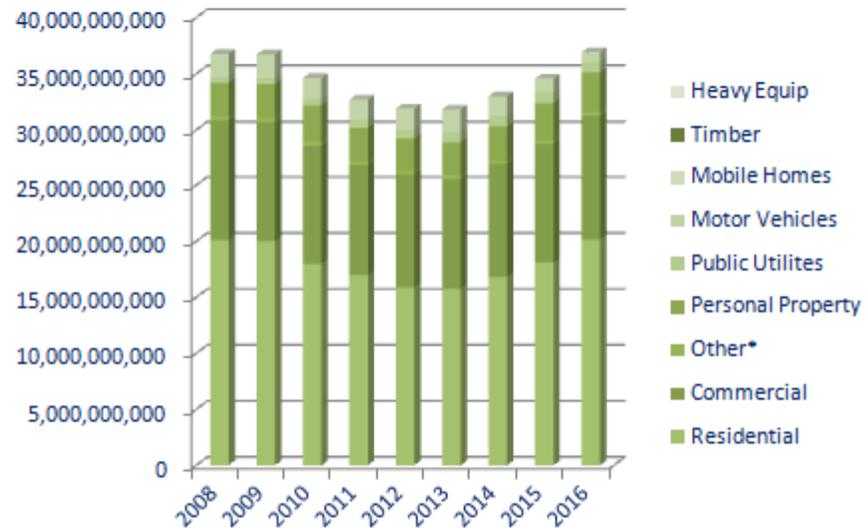
* The City of Atlanta within Fulton County is different than the City of Atlanta within DeKalb County. The rates provided are Fulton County.
 *Fulton County refers to the fully incorporated North Fulton County; specifically the City of Johns Creek



Cobb County continues to maintain one of the lowest millage rates in the Metro Atlanta Area.

The millage rate was reduced from 11.11 to 10.91 for 2013. Another 0.20 reduction of the millage rate occurred in 2014 taking it to 10.71. In 2015 another reduction of 0.20 brought it down to 10.51. The millage rate was further in 2016 bringing it down to 9.85 mills. The proposed rate for 2017 is expected to remain at 9.85 mills.

GROSS DIGEST BY PROPERTY TYPE



Property Tax

HOW IS YOUR PROPERTY TAX CALCULATED?

The amount of property tax revenue collected overall is based on the size of the Tax Digest which is the total value of all property subject to taxation as determined by the County Tax Assessor. Property in Georgia is assessed at 40 percent of the fair market value, unless otherwise specified by law.

The economy, as well as state and local policies, impacts the size of the net tax digest. A tax rate of one mill represents a tax liability of \$1 per \$1,000 of assessed value. These millage rates are set based on the amount required to fund planned expenditures divided by the net digest.

SAMPLE COBB COUNTY PROPERTY TAX BILL:



CARLA JACKSON
CHELLY MCCOFFEE
Phone: 770-528-8600
Fax: 770-528-8679



Scan to pay online!

COBB COUNTY TAX BILL 2016

Pay online at www.cobbtax.org or 1-866-728-2622
See the back of this bill for more payment information

A copy of your bill was sent to your mortgage company. See the back of this bill for more information about mortgage companies.

Street Address _____
YOUR PAYMENT IS DUE October 17, 2016 Late fees apply October 18, 2016

Parcel ID	Fair Market Value	Assessed Value	Millage	Tax District	Homestead Exemption	Tax 111 Basis
XXXXXXXXXX	245,220	98,208	0.00	9 - Unincorporated Cobb	Yes	111 Basis
Taxing Authority Assessed Value - Exemption = Net Assessment x Millage Rate = Taxes Due						
STATE 98,208 - 2,000 = 96,208 x 0.000000 = \$0.00						
The Governor and General Assembly passed a tax relief act eliminating your state property tax.						
SCHOOL 98,208 - 10,000 = 88,208 x 0.018900 = \$1,667.13						
Levied by the Cobb County Board of Education representing approximately 65.94% of your taxes due.						
COUNTY						
Levied by the Board of Commissioners representing approximately 34.96% of your taxes due Taxpayer Reassessment Relief Act: You received an increased exemption of \$720.00 because your property's value was reassessed.						
County General 98,208 - 10,720 = 87,488 x 0.006660 = \$582.67						
County Bond 98,208 - 0 = 98,208 x 0.000230 = \$22.59						
County Fire 98,208 - 0 = 98,208 x 0.002960 = \$290.70						

Tax Year	Parcel ID	Due Date	Apparel Amount	Total Taxes Due
2016	XXXXXXXXXXXX	10/17/2016	N/A or	\$0.00

2016 COBB COUNTY TAX BILL

HOMEOWNER
STREET ADDRESS _____



CITY, GA ZIP _____

IS YOUR INFORMATION UP TO DATE?

My mailing address has changed

I want to remove homestead exemptions

Date Moved: _____

New Mailing Address: _____

Signature: _____

YOUR PROPERTY TAX BILL:

The average home has a fair market value of \$225,000 in Cobb County. Fair market value is the amount a knowledgeable buyer would pay for the property and a willing seller would accept for the property at an arm's length, bona fide sale. Assessed value is 40 percent of the fair market value.

Formula to calculate property tax for a sample home with a FMV (Fair Market Value) of \$225,000.

FAIR MARKET VALUE (FMV)	=	\$225,000
ASSESSED VALUE	=	\$90,000
ANNUAL PROPERTY TAX	=	[(40% x FMV-Exemptions] x Millage Rate
ANNUAL PROPERTY TAX	=	[(0.40 x \$225,000)- Exemptions] x Millage Rate
ANNUAL PROPERTY TAX	=	\$90,000 - Exemptions x Millage Rate

Standard Homestead Exemptions:

\$10,000 County BOC/ \$10,000 Schools/\$2,000 State

Based on Residential home with fair market value of \$200,000

Sample Cobb Property Tax Bill	
Standard Homestead Exemptions:	
\$10,000 County BOC / \$10,000 Schools / \$2,000 State	
Based on Residential home with fair market value of \$225,000	
COUNTY SCHOOLS (BOE)	
Maintenance & Operations	\$ 1,512.00
COUNTY GOVERNMENT (BOC)	
General Fund	\$ 532.80
Fire District	\$ 266.40
Debt Service	\$ 20.70
STATE GOVERNMENT	\$ -
TOTAL	\$ 2,331.90
BOE (64.8%)	\$ 1,512.00
BOC (35.2%)	\$ 819.90
STATE (0%)	\$ -
TOTAL	\$ 2,331.90

(Other potential exemptions include BOC Floating Homestead Exemption and ROF Exemption for homeowners over 62 years of age)

2017 Budget
AT-A-GLANCE
COBB COUNTY

Budget Process

BUDGET PLAN AND PROCESS

This FY 2017 Budget began with the process of the FY 2017-2018 Biennial Budget which began in December 2015 and concluded in September 2016.

Although the recovery from the national economic recession and real estate decline has been painfully slow, the forecast in early 2014 for the next biennial indicated improved revenues. Therefore county management tentatively suspended the target levels previously imposed on departmental expenditure budgets and proceeded with the usual (pre-recession) biennial budget process.

On this page is the planning calendar which provides a snapshot of the budget plan and process utilized for the compilation of the FY 2017-2018 Biennial Budget.

BUDGET CALENDAR

Budget Calendar	November	December	January	February	March	April	May	June	July	August	September	October
Assess & Request												
Prepare budget plans & guidance and explain process to departments												
Departments prepare and submit Management Plans												
Non-profit agencies prepare grant applications (Financial Plan)												
Departments prepare and submit operating budget requests (Financial Plan)												
Departments prepare & submit the CRS/CIP requests (Capital Plan)												
Review & Recommend												
Budget reviews Management Plan submissions												
Cobb Collaborative reviews grant applications												
Budget reviews Capital Plans (CIP & CRS)												
Operating Budget (Financial Plan) analysis and management review												
Capital Plan management review & draft Capital Plan recommended												
Finalize & Adopt												
Funding for Grants finalized												
Operating and Capital Budget drafts reviewed and finalized												
Public Hearings & BOC approval of current year Property Tax Millage												
Chairman proposes Operating and Capital Budgets to BOC												
Public Hearing for Operating and Capital Budgets by the BOC												
Adoption of the Operating and Capital Budgets by the BOC												✓

COBB COUNTY

REVENUE & BUDGET ADMINISTRATION

Cobb County operates under an annual balanced budget (budgeted revenues equal budgeted expenditures), which is adopted by resolution and administered in accordance with State law. Although departments within each fund are not required to have balanced budgets, each fund as a whole is balanced.

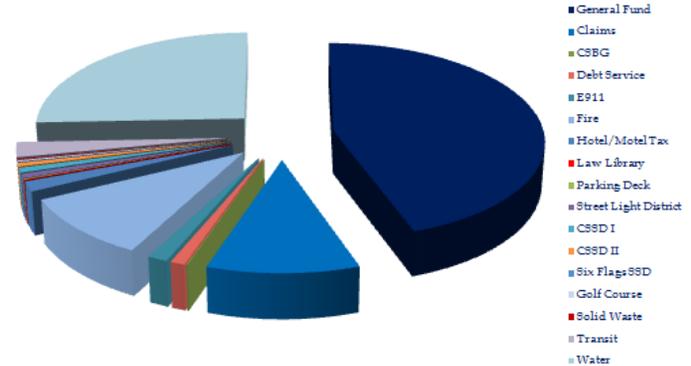
The three tax supported operating funds (General Fund, Fire District Fund and the Debt Service Fund) are each required to maintain a fund specific reserve amount of total budgeted appropriations. The General Fund maintains a minimum 9% reserve, the Fire District fund a 5% reserve and the Debt Service fund a 100% reserve of total budgeted. This policy demonstrates the county's commitment to maintain a high standard of fiscal responsibility.

In addition to the required reserves, an average ten percent (annually) of all tax-related funds are set aside for capital improvements, unless circumstances in a particular year dictate a greater/lesser amount. The General Fund also has contingency set aside for unforeseen expenditures. This contingency is at least \$1,000,000 annually. Use of contingency funds must be approved by the Board of Commissioners.

BUSINESS-TYPE FUNDS	GOVERNMENTAL FUNDS
	General Fund
	CSBG*
	Debt Service
	E-911
	Fire
	Hotel/Motel Tax
	Law Library
	Parking Decks
	Street Light District
	Casualty/Liability
	Medical/Dental
	Workers' Compensation
Golf Course	
Solid Waste	
Transit	
Water	

OPERATING BUDGET OVERVIEW

FY 17 Adopted



Fund	
General Fund	\$383,591,580
Claims	\$89,415,529
CSBG	\$676,525
Debt Service	\$8,642,811
E911	\$11,773,971
Fire	\$85,776,796
Hotel/Motel Tax	\$13,900,000
Law Library	\$570,788
Parking Deck	\$1,012,262
Street Light District	\$6,015,681
CSSD I	\$6,766,281
CSSD II	\$5,150,000
Six Flags SSD	\$703,248
Golf Course	\$1,796,700
Solid Waste	\$1,061,373
Transit	\$20,999,851
Water	\$220,114,879
Total	\$857,968,275

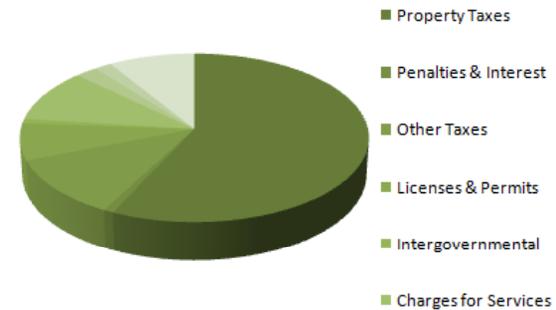
COBB COUNTY

GENERAL FUND

The General Fund is the largest component of the operating budgets. The General Fund provides general purpose government services to the citizens of Cobb County. Property Taxes account for 56.95% of the General Fund's total revenue. Personnel Services account for 67.94% of the General Fund's expenditure budget.

GENERAL FUND REVENUES		
Description	FY 17 Budget	%
Property Taxes	\$218,470,785	56.95%
Penalties & Interest	\$3,245,551	0.85%
Other Taxes	\$43,147,576	11.25%
Licenses & Permits	\$26,915,985	7.02%
Intergovernmental	\$3,304,000	0.86%
Charges for Services	\$39,026,757	10.17%
Fines & Forfeitures	\$8,727,000	2.28%
Miscellaneous Revenue	\$6,637,100	1.73%
Other Financing Sources	\$461,000	0.12%
Transfers	\$33,655,826	8.77%
Total	\$383,591,580	100%

REVENUES FY 17



GENERAL FUND EXPENDITURES		
Description	FY 17 Budget	%
Personal Services	\$260,628,995	67.94%
Operating	\$76,288,252	19.89%
Capital	\$0	0.00%
Debt Service	\$14,393,290	3.75%
Transfers Out	\$22,434,481	5.85%
Contingency	\$9,846,562	2.57%
Total	\$383,591,580	100%

EXPENDITURES FY 17

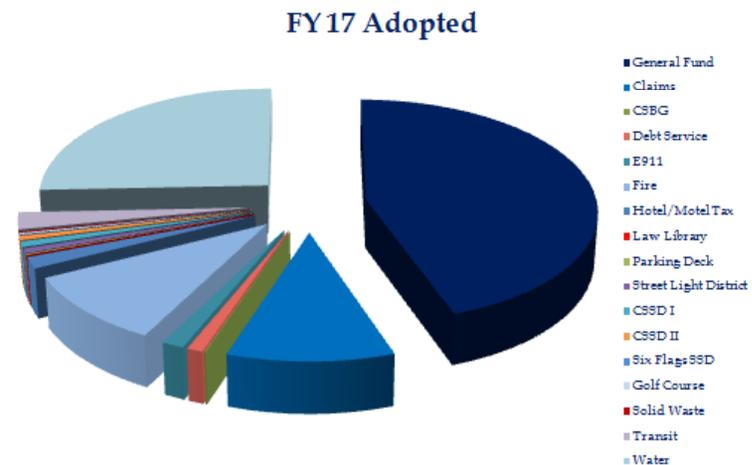


COBB COUNTY

OPERATING BUDGETS BY FUND

Operating and capital budgets consist of different funds. A fund is an accounting entity for separating various revenue-generating activities and the related expenditures. Each contains revenue sources and objects of expenditure for a specific purpose.

<i>Fund</i>	<i>FY 17 Budget</i>
General Fund	\$383,591,580
Claims	\$89,415,529
CSBG	\$676,525
Debt Service	\$8,642,811
E911	\$11,773,971
Fire	\$85,776,796
Hotel/Motel Tax	\$13,900,000
Law Library	\$570,788
Parking Deck	\$1,012,262
Street Light District	\$6,015,681
CSSD I	\$6,766,281
CSSD II	\$5,150,000
Six Flags SSD	\$703,248
Golf Course	\$1,796,700
Solid Waste	\$1,061,373
Transit	\$20,999,851
Water	\$220,114,879
Total	\$857,968,275

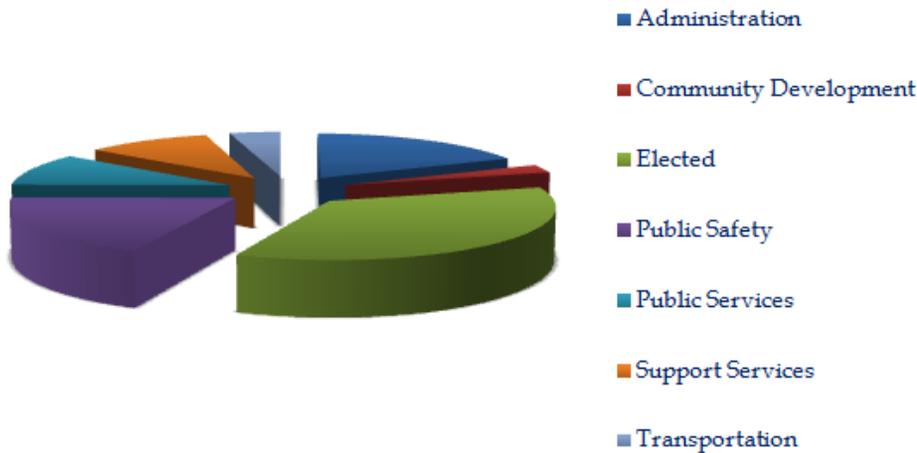


COBB COUNTY

GENERAL FUND OPERATING BUDGETS BY GROUP/AGENCY

Operating budgets provide funding for daily operations of the county government, such as courts, fire protection, public libraries, parks and police. The below table includes General Fund broken out by category. The FY 2017-2018 Biennial Budget book contains the complete breakout of which agencies/departments make up each group in the Department Information Section.

<i>General Fund by Service Category</i>	<i>FY 17 Budget</i>	<i>%</i>
Administration	\$69,797,546	18.20%
Community Development	\$10,052,608	2.62%
Elected	\$136,440,545	35.57%
Public Safety	\$71,980,109	18.76%
Public Services	\$39,696,017	10.35%
Support Services	\$39,595,929	10.32%
Transportation	\$16,028,826	4.18%
Total	\$383,591,580	100%



Administration:

BOC	Adopted FY17	\$915,388
G/F ADMIN		\$30,233,744
G/F CONTINGENCY		\$22,444,852
OTHER GOV'T AGENCIES		\$2,696,631
NON-PROFIT		\$850,695
COMMUNICATIONS		\$1,432,017
COUNTY CLERK		\$410,983
COUNTY MANAGER		\$841,019
EMA		\$187,195
ETHICS BOARD		\$2,130
FINANCE/ECON. DEV.		\$2,953,909
HUMAN RESOURCES		\$2,661,727
INTERNAL AUDIT		\$387,900
LAW DEPARTMENT (COUNTY ATTORNEY)		\$2,455,250
MEDICAL EXAMINER		\$1,324,106
		\$69,797,546

Community Development:

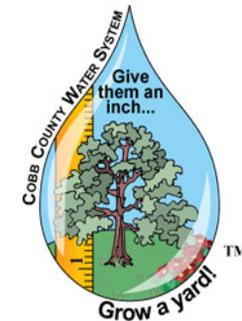
COMMUNITY DEVELOPMENT – ADMIN	Adopted FY17	\$769,300
CODE ENFORCEMENT		\$1,125,363
DEVELOPMENT & INSPECTION		\$4,579,527
EROSION CONTROL		\$490,148
OCCUPATIONAL TAX (BUSINESS LICENSE)		\$1,163,255
PLANNING		\$1,122,984
GIS – MAPPING		\$11,578
ZONING		\$790,453
		\$10,052,608

Transportation:

TRANSPORTATION (DOT)	Adopted FY17	\$13,789,600
DOT – AIRPORT MANAGEMENT		\$443,694
DOT – SPLOST PROGRAMS MANAGEMENT		\$1,795,532
		\$16,028,826



Skip Spann Connector





Cobb County Superior Court



Cobb County State Court

Elected:

	Adopted FY17
CLERK OF STATE COURT	\$4,742,881
CLERK OF SUPERIOR COURT	\$6,330,216
DISTRICT ATTORNEY	\$7,311,711
DRUG TREATMENT EDUCATION	\$560,502
JUVENILE COURT	\$5,738,719
MAGISTRATE COURT	\$3,582,447
PROBATE COURT	\$1,554,172
SOLICITOR	\$5,637,789
STATE COURT	\$7,385,784
STATE COURT – DUI COURT	\$161,538
SUPERIOR COURT	\$6,791,616
CIRCUIT DEFENDER	\$5,384,149
SHERIFF	\$73,989,133
TAX COMMISSIONER	\$7,269,888
	\$136,440,545

Public Safety:

	Adopted FY17
PUBLIC SAFETY – ADMIN	\$274,014
PUBLIC SAFETY – TRAINING	\$770,719
ANIMAL CONTROL	\$3,325,552
POLICE	\$65,620,893
800 MHZ RADIO COMMUNICATIONS	\$1,716,896
PUBLIC SAFETY – SAFETY VILLAGE	\$272,035
	\$71,980,109



Public Services:

	Adopted FY17
PUBLIC SERVICES – ADMIN	\$315,915
ELECTIONS & REGISTRATION	\$3,041,687
EXTENTION SERVICES	\$488,627
GOVERNMENT SERVICE CENTERS	\$396,641
LIBRARY	\$11,649,236
PARKS, RECREATION & CULTURAL AFFAIRS	\$20,066,682
SENIOR SERVICES	\$3,737,229
	\$39,696,017



New Waddell Street Parking Deck

Support Services:

	Adopted FY17
SUPPORT SERVICES – ADMIN	\$304,787
FLEET MANAGEMENT	\$4,188,742
VEHICLE ACQUISITION	\$0
INFORMATION SERVICES	\$15,571,258
MAIL SERVICES	\$1,330,136
RECORDS MANAGEMENT	\$1,041,495
PROPERTY MANAGEMENT	\$10,375,177
PURCHASING	\$934,418
TAX ASSESSOR	\$5,849,916
	\$39,595,929

COBB COUNTY

CAPITAL PROJECTS

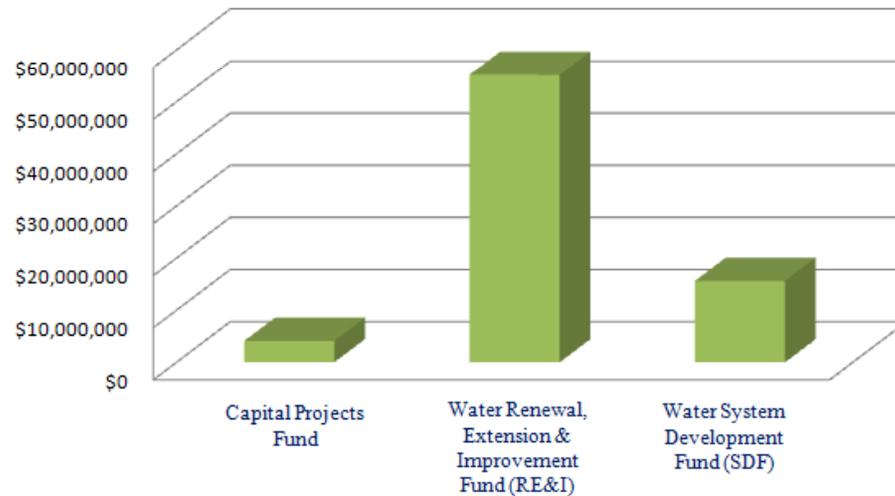
<i>Capital Projects</i>	
CRS PROJECTS	\$2,515,424
Mobile Data Computers-Public Safety	\$282,000
PC & Printer Replacements	\$1,070,707
GIS Implementation (Year 5)	\$1,062,717
Radar Units & Digital Video Cameras-Police	\$100,000
CIP PROJECTS	\$1,579,586
Enterprise Content Management - OnBase	\$1,579,586
Total	\$4,095,010

CIP Project- Enterprise Content Management System-OnBase- This is new hardware & software being added to help with electronic data storage & retrieval will help engage the entire county into a paperless initiative and reduce costs in other areas and will expand access to document retrieval and enable greater transparency.

CAPITAL BUDGETS

Capital Budgets provide funding for major projects such as transportation improvements, water system improvements and the countywide recapitalization plan

<i>Capital Funds</i>	<i>FY 2017 Budgets</i>
Capital Projects Fund	\$4,095,010
Water Renewal, Extension & Improvement Fund (RE&I)	\$55,214,000
Water System Development Fund (SDF)	\$15,625,388
Total	\$74,934,398



COBB COUNTY

WATER CAPITAL PROJECTS (Improvements & Developments)

The Southwest Cobb Tunnel was the largest capital improvement project in Water System history. This was the Water System's second tunnel construction during the last decade. The construction started in July 2008 and was completed in July 2014. This tunnel provided a long-term sewer conveyance capacity and equalization for the Sweetwater Creek and Nickajack Creek basins located in western and southern Cobb County, and allowed Cobb to eliminate two major pumping stations and about 87,000 linear feet of aging sewer line and force main.

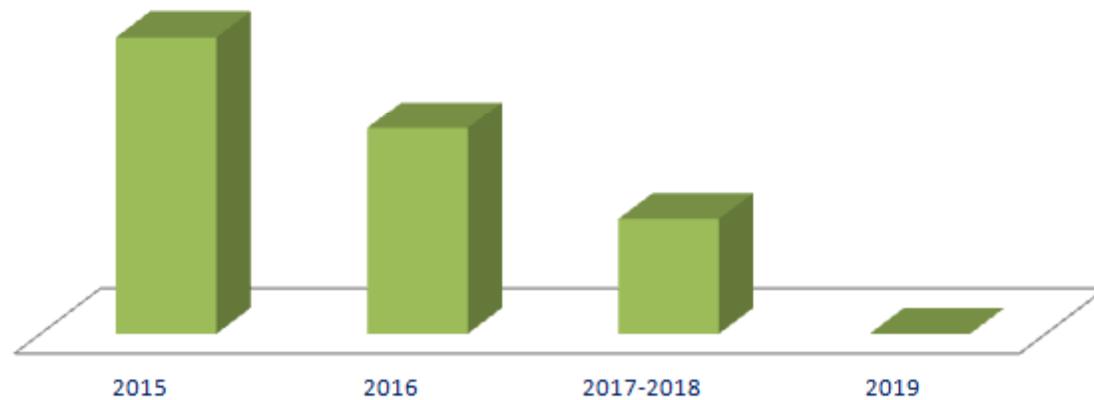
<i>Water Capital (Improvements & Development) Projects</i>	
Administration	\$15,625,388
Water Meter Replacements/New Installation	\$3,200,000
Reclamation Facility - improvements/Expansion	\$8,350,000
Sewer Main- Replacements/Expansion	\$11,060,000
Stormwater Projects	\$7,000,000
Water Main- Replacements/Expansion	\$10,704,000
Utility Relocations	\$3,000,000
Miscellaneous Projects	\$11,900,000
Total	\$70,839,388

COBB COUNTY

DEBT SERVICE FUNDS

The Debt Service Fund reflects the accumulation of monies for, and the payment of, principal and interest on all General Obligation Debt other than that issued specifically for enterprise activities. The current outstanding General Obligation Debt includes: the 2005 Refunding of the 1996 Parks Bonds, and the 2007 and 2008 Park Bonds.

OUTSTANDING G.O. DEBT



COBB COUNTY

2017 Budget
AT-A-GLANCE
COBB COUNTY

Prepared by:

The Office of Finance & Economic Development

COBB COUNTY GOVERNMENT
OFFICE OF FINANCE & ECONOMIC DEVELOPMENT
100 CHEROKEE STREET, SUITE 400
MARIETTA, GA 30090
770.528.1503 PHONE 770.528.1507 FAX