



GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

SERVICE DELIVERY STRATEGY

FOR Monroe

COUNTY

PAGE 1

I. GENERAL INSTRUCTIONS:

1. Only one set of these forms should be submitted per county. The completed forms should clearly present the collective agreement reached by all cities and counties that were party to the service delivery strategy.
2. List each local government and/or authority that provides services included in the service delivery strategy in Section II below.
3. List all services provided or primarily funded by each general purpose local government and authority within the county in Section III below. It is acceptable to break a service into separate components if this will facilitate description of the service delivery strategy.
4. For each service or service component listed in Section III, complete a separate *Summary of Service Delivery Arrangements* form (page 2).
5. Complete one copy of the *Summary of Land Use Agreements* form (page 3).
6. Have the *Certifications* form (page 4) signed by the authorized representatives of participating local governments. Please note that DCA cannot validate the strategy unless it is signed by the local governments required by law (see Instructions, page 4).
7. Mail the completed forms along with any attachments to:

Georgia Department of Community Affairs
Office of Coordinated Planning
60 Executive Park South, N.E.
Atlanta, Georgia 30329

For answers to most frequently asked questions on Georgia's Service Delivery Act, links and helpful publications, visit DCA's website at www.dca.servicedelivery.org, or call the Office of Coordinated Planning at (404) 679-3114.

Note: Any future changes to the service delivery arrangements described on these forms will require an official update of the service delivery strategy and submittal of revised forms and attachments to the Georgia Department of Community Affairs.

II. LOCAL GOVERNMENTS INCLUDED IN THE SERVICE DELIVERY STRATEGY:

In this section, list all local governments (including cities located partially within the county) and authorities that provide services included in the service delivery strategy.

Monroe County, City of Forsyth, City of Culloden, Monroe County Industrial Development Authority, City of Forsyth Downtown Development Authority, Chamber of Commerce

III. SERVICES INCLUDED IN THE SERVICE DELIVERY STRATEGY:

For each service listed here, a separate *Summary of Service Delivery Arrangements* form (page 2) must be completed.

Ambulance, Animal Control, Building Inspection & Code Enforcement, Cemetery, Child Advocacy, Coroner, Courts, Drug Task Force, E-911 Communications, Economic Development/Tourism, Electricity, Emergency Management, Fire Protection, Fugitive Squad, Health Services, Indigent Care, Jail Operations, Juvenile Delinquency Programs, Landfill, Law Enforcement, Library, Recreation, Roads and Bridges, Sewage Collection/Treatment, Social Services, Soil Conservation, Solid Waste Collection/Recycling, Street Lighting, Telecommunications, Tick Control, Water Service

Verified



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe

Service: Ambulance

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Local Government or Authority	Funding Method
Monroe County	General Fund and User Fees

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues and user fees. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?
 The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC
 Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No
 If not, provide designated contact person(s) and phone number(s) below:
Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe

Service: Animal Control

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, LOST, IPT, User Fees, and Revenues from each city

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through the funding mechanisms outlined above. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Animal Control	City of Forsyth	Annually Renewed
Animal Control	City of Culloden	Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe

Service: Building Inspection & Code Enforcement

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund and User Fees
City of Forsyth	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in the unincorporated area through general fund revenues and user fees. The City of Forsyth will continue to provide the service in its municipal area through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe

Service: Cemetery

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

City of Forsyth	General Fund
City of Culloden	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The cities will continue to provide basic upkeep services for a number of cemeteries owned by each city. The cities will continue to provide this service through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Carol Ellerbee, City Clerk (912) 994-5649



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe

Service: Child Advocacy

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, State and Federal Grants

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues and state and federal grant resources. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe

Service: Coroner

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



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County: Monroe

Service: Courts

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund and State Revenues
City of Forsyth	General Fund
City of Culloden	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in the unincorporated area through general fund revenues and state revenues. The cities will continue to provide the service through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Municipal Court Agreement	Monroe, Forsyth	Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Drug Task Force

1. Check the box that best describes the agreed upon delivery arrangement for this service:
- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
 - Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
 - One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
 - One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
 - Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority:	Funding Method:
Monroe County	General Fund and State and Federal Grants
City of Forsyth	General Fund and State and Federal Grants

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues and state and federal grants. The City of Forsyth will continue to participate in the Drug Task Force. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Drug Task Force	See SDS Document	Bi-Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?
 The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC
 Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No
 If not, provide designated contact person(s) and phone number(s) below:
Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe

Service: E-911 Communications

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund and User Fees

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in portions of the unincorporated area through general fund revenues and user fees. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe

Service: Economic Development/Tourism

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund
City of Forsyth	General Fund
Downtown Development Auth.	Revenues from the City
Development Authority	Various Revenue Sources
Chamber of Commerce	Various Revenue Sources

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide funds for the operation of the Development Authority of Monroe County. Likewise, the City of Forsyth will continue to provide funds for the operation of the Downtown Development Authority. Each Authority seeks to develop economic growth within the county. The Downtown Development Authority will continue to operate within the municipal limits of Forsyth. The Development Authority will continue to operate countywide. The Chamber of Commerce will continue to operate countywide. No service area map is attached since the service areas are clearly delineated. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Economic Development	Monroe, Forsyth, Chamber, Dev. Authority	Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?
 The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC
 Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No
 If not, provide designated contact person(s) and phone number(s) below:
Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe

Service: Electricity

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

City of Forsyth	Enterprise Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The City of Forsyth will continue to provide the service to its MEAG customers through enterprise fund revenues. The city's electrical service area is governed by the Public Service Commission. Therefore, no service area map is attached. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe Service: Emergency Management

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe Service: Fire Protection

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?
 Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority:	Funding Method:
Monroe County	Insurance Premium Tax and LOST
City of Forsyth	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?
 This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in the unincorporated area and in the City of Culloden through revenues from the insurance premium tax and the local option sales tax. The City of Forsyth will continue to provide the service in its municipal area through general fund revenues. No service area map is attached due to the fact that the service areas are clearly defined. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe Service: Fugitive Squad

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service under an intergovernmental agreement with Houston county, Bibb County, the City of Macon, and the Georgia Bureau of Investigation. General fund revenues will continue to be used by the county to fund this service. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Fugitive Squad Agreement	See Attached SDS Document	Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?
 The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC
 Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No
 If not, provide designated contact person(s) and phone number(s) below:
Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe Service: Health Services

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide. General fund revenues will continue to be used by the county to fund this service. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



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County: Monroe

Service: Indigent Care

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund and State Revenues

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide. General fund revenues and state funds will continue to be used by the county to fund this service. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Jail Operations

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, Jail Fine Fund, City of Forsyth (user fee)

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues and the jail fine fund. The county will continue to contract with the City of Forsyth to house city prisoners. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Jail Intergovernmental Agreement	Monroe County, City of Forsyth, State of Ga.	Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?
 The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC
 Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No
 If not, provide designated contact person(s) and phone number(s) below:
Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Juvenile Delinquency Programs

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, Fees from Fines, State Grants (as available)

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide by providing funds to various agencies from the funding mechanisms outlined above. Services are available countywide. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe Service: Landfill

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, User Fees

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through general fund revenues and user fees. The City of Forsyth will continue to contract with the county for landfill services. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Landfill Agreement	Monroe County, City of Forsyth	Annually Renewed

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe

Service: Law Enforcement

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, State and Federal Grants (as available)
City of Forsyth	General Fund, State and Federal Grants (as available)
City of Culloden	General Fund, State and Federal Grants (as available)

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service through the Sheriff's Office. The cities will continue to operate municipal police departments. The funding mechanisms outlined above will continue to be utilized to provide the service. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe Service: Library

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, User Fees, Revenues from the Board of Education & City of Forsyth
City of Forsyth	General Fund
City of Culloden	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service countywide through an existing intergovernmental agreement with the Board of Education, the City of Forsyth, and the County Library Board. The City of Culloden will continue to provide the service through general fund revenues. Library services are available countywide. Therefore, no service area map has been attached. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Library Agreement	Monroe, Forsyth, BOE, Library Board	Oral Agreement - Annual

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe Service: Recreation

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, User Fees, State and Federal Grants (as available)
City of Forsyth	General Fund, User Fees, State and Federal Grants (as available)
City of Culloden	General Fund, State and Federal Grants (as available)

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service for all county residents and the cities will continue to provide the service for municipal residents. The funding mechanisms outlined above will continue to be used to provide this service. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

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County: Monroe Service: Roads and Bridges

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund and Special Purpose Local Option Sales Tax
City of Forsyth	General Fund
City of Culloden	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in the unincorporated area through general fund revenues and special purpose local option sales tax revenues. The cities will continue to provide the service within their municipal areas through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe Service: Sewage Collection/Treatment

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

City of Forsyth	Enterprise Fund
Monroe County	Enterprise Fund, State Grants, SPLOST, Revenue Bonds

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in portions of the unincorporated area through the funding mechanisms outlined above. The City of Forsyth will continue to provide the service in the municipal area and in outlying unincorporated areas through its enterprise fund. A map of the service areas is attached. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

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County: Monroe

Service: Social Services

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Local Government or Authority	Funding Method
Monroe County	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide general fund revenues for the support of state-sponsored social service activities for all county residents. No map is attached since the service is available countywide. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:

Contracting Parties:

Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Soil Conservation

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?
 Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?
 This strategy does not alter the method of service delivery for this service. The county will continue to provide general fund revenues for the support of the Soil Conservation Services' soil management service activities. The service will continue to be available countywide. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160

Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Solid Waste Collection/Recycling

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	General Fund, LOST, Insurance Premium Tax, User Fees
City of Forsyth	General Fund and User Fees

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in the unincorporated areas (but to the benefit of all county residents) by providing drop-off sites and on-site dumpster pickups through the funding mechanisms outlined above. The City of Forsyth will continue to provide the service through general fund revenues and user fees. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Street Lighting

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

City of Forsyth	General Fund
City of Culloden	General Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will not provide this service. The cities will provide the service in their incorporated areas through general fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Carol Ellerbee, City Clerk (912) 994-5649



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe

Service: Telecommunications

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

City of Forsyth	Enterprise Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The City of Forsyth will continue to provide the service for the benefit of its cable subscribers. The city's service area extends into portions of the unincorporated area. However, due to growth of this service, no service area map is attached. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Carol Ellerbee, City Clerk (912) 994-5649



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Tick Control

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, **attach a legible map delineating the service area of each service provider**, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, **attach an explanation for continuing the arrangement** (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, **attach an implementation schedule** listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority: Funding Method:

Monroe County	LOST, IPT, User Fees

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in the unincorporated areas through the funding mechanisms outlined above. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS**

Instructions:

Make copies of this form and complete one for each service listed on page 1, Section III. Use exactly the same service names listed on page 1. Answer each question below, attaching additional pages as necessary. If the contact person for this service (listed at the bottom of the page) changes, this should be reported to the Department of Community Affairs.

County: Monroe Service: Water Service

1. Check the box that best describes the agreed upon delivery arrangement for this service:

- Service will be provided countywide (i.e., including all cities and unincorporated areas) by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- Service will be provided only in the unincorporated portion of the county by a single service provider. (If this box is checked, identify the government, authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the service will not be provided in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- One or more cities will provide this service only within their incorporated boundaries, and the county will provide the service in unincorporated areas. (If this box is checked, identify the government(s), authority or organization providing the service.)
- Other. (If this box is checked, attach a legible map delineating the service area of each service provider, and identify the government, authority, or other organization that will provide service within each service area.)

2. In developing the strategy, were overlapping service areas, unnecessary competition and/or duplication of this service identified?

- Yes No

If these conditions will continue under the strategy, attach an explanation for continuing the arrangement (i.e., overlapping but higher levels of service (See O.C.G.A. 36-70-24(1)), overriding benefits of the duplication, or reasons that overlapping service areas or competition cannot be eliminated).

If these conditions will be eliminated under the strategy, attach an implementation schedule listing each step or action that will be taken to eliminate them, the responsible party and the agreed upon deadline for completing it.

3. List each government or authority that will help to pay for this service and indicate how the service will be funded (e.g., enterprise funds, user fees, general funds, special service district revenues, hotel/motel taxes, franchise taxes, impact fees, bonded indebtedness, etc.).

Local Government or Authority:	Funding Method:
Monroe County	Enterprise Fund, SPLOST, Revenue Bonds
City of Forsyth	Enterprise Fund
City of Culloden	Enterprise Fund

4. How will the strategy change the previous arrangements for providing and/or funding this service within the county?

This strategy does not alter the method of service delivery for this service. The county will continue to provide the service in portions of the unincorporated area through the funding mechanisms outlined above. The City of Culloden will continue to provide the service in its municipal area through an enterprise fund. The City of Forsyth will continue to provide the service in the city and in portions of the unincorporated area (see attached map) through enterprise fund revenues. The attached Service Delivery Strategy document contains additional information related to the provision of this service.

5. List any formal service delivery agreements or intergovernmental contracts that will be used to implement the strategy for this service:

Agreement Name: Contracting Parties: Effective and Ending Dates:

Agreement Name:	Contracting Parties:	Effective and Ending Dates:
Water Services Agreement	Monroe County, City of Forsyth	9/1/97 - 9/1/2002

6. What other mechanisms (if any) will be used to implement the strategy for this service (e.g., ordinances, resolutions, local acts of the General Assembly, rate or fee changes, etc.), and when will they take effect?

The county and city have elected to use resolutions adopted by each governing body to initiate the Service Delivery Strategy. Provision of this service will be carried out as outlined and authorized by the governing bodies upon passage of the adoption resolution. Additionally, any agreements outlined above will govern the delivery of this service.

7. Person completing form: Andy Crosson, Dir. of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: 7/29/1999

8. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with the service delivery strategy? Yes No

If not, provide designated contact person(s) and phone number(s) below:

Gail King, County Clerk (912) 994-7000



SERVICE DELIVERY STRATEGY
SUMMARY OF LAND USE AGREEMENTS

Instructions:

Answer each question below, attaching additional pages as necessary. Please note that any changes to the answers provided will require updating of the service delivery strategy. If the contact person for this service (listed at the bottom of this page) changes, this should be reported to the Department of Community Affairs.

County: Monroe

1. What incompatibilities or conflicts between the land use plans of local governments were identified in the process of developing the service delivery strategy?

The City of Forsyth and Monroe County have adopted a Joint Comprehensive Plan that contains a compatible and nonconflicting Land Use element. The City of Culloden has adopted a separate Comprehensive Plan. However, Culloden's plan contains a land use element that is compatible and nonconflicting with the Joint Comprehensive plan used by Monroe and Forsyth. Both plans utilize the existing land use element as a basis for land use classifications countywide.

2. Check the boxes indicating how these incompatibilities or conflicts were addressed:

- amendments to existing comprehensive plans
- adoption of a joint comprehensive plan
- other measures (amend zoning ordinances, add environmental regulations, etc.)

Note: If the necessary plan amendments, regulations, ordinances, etc. have not yet been formally adopted, indicate when each of the affected local governments will adopt them.

If "other measures" was checked, describe these measures:

3. Summarize the process that will be used to resolve disputes when a county disagrees with the proposed land use classification(s) for areas to be annexed into a city. If the conflict resolution process will vary for different cities in the county, summarize each process.

The county and the cities have adopted a dispute process that requires a city to notify the county prior to annexation of its proposed land use for the property to be annexed. The county has a set amount of time to respond on official forms as to its concurrence or objection. Further steps, and mediation methods are outlined in the agreement. A copy of the process is attached to the SDS document.

4. What policies, procedures and/or processes have been established by local governments (and water and sewer authorities) to ensure that new extraterritorial water and sewer service will be consistent with all applicable land use plans and ordinances?

The county and cities have adopted a similar process for water/sewer line extensions. The jurisdiction proposing to expand its services must notify the other jurisdiction and give it sufficient time to analyze and comment on its potential impact. A copy of this process is also attached in the county's Service Delivery Strategy.

5. Person completing form: Andy Crosson, Director of Public Administration, MGRDC

Phone number: (912) 751-6160 Date completed: July 29, 1999

6. Is this the person who should be contacted by state agencies when evaluating whether proposed local government projects are consistent with land use plans of applicable jurisdictions? Yes No

If not, provide designated contact person(s) and phone number(s) below:
John Kutsher, Zoning Administrator, Monroe County (912) 994-7000



**SERVICE DELIVERY STRATEGY
CERTIFICATIONS**

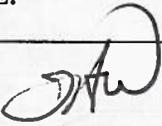
Instructions:

This page must, at a minimum, be signed by an authorized representative of the following governments: 1) the county; 2) the city serving as the county seat; 3) all cities having 1990 populations of over 9,000 residing within the county; and 4) no less than 50% of all other cities with a 1990 population of between 500 and 9,000 residing within the county. Cities with 1990 populations below 500 and authorities providing services under the strategy are not required to sign this form, but are encouraged to do so. Attach additional copies of this page as necessary.

SERVICE DELIVERY STRATEGY FOR Monroe COUNTY

We, the undersigned authorized representatives of the jurisdictions listed below, certify that:

1. We have executed agreements for implementation of our service delivery strategy and the attached forms provide an accurate depiction of our agreed upon strategy (O.C.G.A. 36-70-21);
2. Our service delivery strategy promotes the delivery of local government services in the most efficient, effective, and responsive manner (O.C.G.A. 36-70-24 (1));
3. Our service delivery strategy provides that water or sewer fees charged to customers located outside the geographic boundaries of a service provider are reasonable and are not arbitrarily higher than the fees charged to customers located within the geographic boundaries of the service provider (O.C.G.A. 36-70-24 (2)); and
4. Our service delivery strategy ensures that the cost of any services the county government provides (including those jointly funded by the county and one or more municipalities) primarily for the benefit of the unincorporated area of the county are borne by the unincorporated area residents, individuals, and property owners who receive such service (O.C.G.A. 36-70-24 (3)).

SIGNATURE:	NAME: (Please print or type)	TITLE:	JURISDICTION:	DATE:
	Tommy Wilson	Chairman	Monroe County	July 29, 1999
	Paul Jossey	Mayor	City of Forsyth	July 29, 1999
	Steve Eller	Mayor	City of Culloden	July 29, 1999

Monroe County Service Delivery Strategy

**Adopted
May 1999**

**Prepared by:
Monroe County
Cities of Forsyth and Culloden
In Cooperation With
the Middle Georgia Regional Development Center**

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- SECTION C**
- Adoption of the Strategy (O.C.G.A. 36-70-21, 36-70-25)**
- Jurisdictions Required to Adopt**
- SECTION D**
- Strategy Updates (O.C.G.A. 36-70-28)**
- Appendix A**
- Service Delivery Strategy Act of 1997**
- Appendix B**
- Current Services Survey Form (blank)**
- Appendix C**
- Future Services Survey Form (blank)**
- Appendix D**
- Memorandum of Agreements Survey Form (blank)**
- Appendix E**
- Dispute Resolution Process Agreement for Land Use Disputes**
- Appendix F**
- Legal Resolution Adopting/Implementing the Strategy**
- Appendix G**
- Geographic Service Area Maps**

Service Delivery Strategy Monroe County

Introduction

During the 1997 legislative session, the Georgia State Legislature adopted House Bill 489, otherwise known as the Service Delivery Strategy (SDS) Act of 1997 (see Appendix A). The SDS Act requires every county within the State of Georgia to develop and adopt a Service Delivery Strategy that outlines current and future service delivery arrangements for the county. The Act requires that each Strategy contain four components (O.C.G.A. 36-70-24). These components include the identification of current service delivery arrangements (those services being provided at the time that the community began this process), identification of future service delivery arrangements (those services that may be provided after July 1, 1999), the funding sources of both current and future services, and the identification of the legal mechanisms that will be used by each of the jurisdictions to implement the Service Delivery Strategy once it is complete.

Additionally, the Service Delivery Strategy Act requires that each Strategy meet six criteria (O.C.G.A. 36-70-24). These criteria include the following:

- Elimination of Unnecessary Duplication of Services
- Elimination of Arbitrary Water and Sewer Rate Differentials
- Elimination of Double Taxation
- Compatible Land Use Plans
- Water and Sewer Extensions: Consistency with Land Use Plans
- Resolution of Annexation Disputes over Land Use

A discussion of the purpose of each of these criteria is included under the *Criteria* section of this Service Delivery Strategy.

Intent

“A Service Delivery Strategy is intended to be a concise action plan, backed up by the appropriate ordinances and intergovernmental agreements, for providing local government services and resolving land use conflicts within an entire county area. While the law does not dictate specific service delivery and land use planning arrangements within any given county, it does require every Strategy to include four basic components and to meet six criteria.

As indicated in Code Section 36-70-20, the General Assembly intends for local governments to use this planning process to develop service delivery systems which reduce unnecessary duplication, promote cooperation, eliminate funding inequities and minimize inter-jurisdictional land use disputes.

The intent of the code section is to provide a flexible framework within which local governments in each county can develop a service delivery system that is both efficient and responsive to citizens in their county. The General Assembly recognizes that the unique characteristics of each county throughout the state preclude a mandated legislative outcome for the delivery of services in every county. The process provided by this legislation is intended to minimize inefficiencies resulting from duplication of services and competition between local governments and to provide a mechanism to resolve disputes over local government service delivery, funding equity and land use. The local government service delivery process should result in the minimization of non-compatible municipal and county land use plans and in a simple, concise agreement describing which local governments will provide which service in specified areas within a county and how provision of such services will be funded.

After receiving the necessary level of local approval [...], the Strategy must be submitted to the Department of Community Affairs for review to verify that it includes the required components and addresses the minimum criteria. If a Strategy is not adopted by the county and the required combination of cities, all local governments within the county will be ineligible for state-administered funding, grants, loans and permits.”¹

Since the latter part of 1997, the Monroe County and officials from the Cities of Forsyth, and Culloden have held several meetings to discuss the county’s Service Delivery Strategy. As a result of these meetings, each of which was open to the public, this document has been developed. It is important to recognize that this document is dynamic in nature and that the document itself will be updated periodically to reflect actual service delivery arrangements within the county.

SECTION A

Components (O.C.G.A. 36-70-23)

Current Service Delivery Arrangements

“The Strategy must identify all local government services presently provided or primarily funded by each general purpose local government and each authority within the county and describe the geographic area in which the identified services are provided by each jurisdiction.

¹*Charting a Course for Cooperation and Collaboration: An Introduction to the Service Delivery Strategy Act for Local Governments* by the Association of County Commissioners of Georgia, the Georgia Municipal Association, the Georgia Department of Community Affairs, and the Carl Vinson Institute of Government, the University of Georgia, June 1997, pages 2-3.

This component of the Strategy should identify which local governments and authorities are presently providing which services in which area of the county at the time the process of developing the Strategy is initiated.”²

During the first four months of 1998, each of the local jurisdictions providing services in Monroe County completed a comprehensive “Current Services Survey.” This survey was used to develop a list of services currently (i.e. during the development of this Strategy) being provided within the community.

As a result of this survey, the following services, along with their funding sources and geographic service areas have been identified as “Current Services” within Monroe County:

²et. al, pages 4-5.

Monroe County Service Delivery Strategy
Existing Services

Name or Type of Service	Monroe County	Culloden	Forsyth
Ambulance	X		
Animal Control	X		X
Building Inspection and Code Enforcement	X		X
Cemetery		X	X
Child Advocacy	X		
Coroner	X		
Courts	X	X	X
Drug Task Force	X		X
E-911 Communications	X		
Economic Development/Tourism	X		X
Electricity			X
Emergency Management Services	X		
Fire Protection	X	X	X
Fugitive Squad	X		
Health Services	X		
Indigent Care	X		
Jail Operations	X		
Juvenile Delinquency Programs	X		
Law Enforcement	X	X	X
Landfill	X		
Library Services	X	X	X
Recreation	X	X	X
Roads and Bridges	X		X
Sewage Collection/Treatment			X
Social Services	X		
Soil Conservation	X		
Solid Waste Collection/Recycling	X		X
Street Lighting		X	X
Telecommunications			X
Tick Control	X		
Water Service	X	X	X

Monroe County Service Delivery Strategy Existing Services

Community Name: Culloden

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Cemetery	(Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas road maintenance, etc...)*	City	Special Service Area (see map)	General Fund
Courts	Maintenance and upkeep of the city's cemetery. Routine court operations for offenses occurring within the city.	City	City-Wide	General Fund
E-911 Communications	Emergency dispatching of public safety calls.	Intergovernmental Agreement with Monroe County	Monroe County	County
Emergency Management Services	Emergency response services to calls for assistance.	Intergovernmental Agreement with Monroe and Monroe County	County-Wide	County
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	County
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library	Routine and day-to-day operations for the city's public library.	City	County-Wide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep.	City	City-Wide	General Fund
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
Street Lighting	Street lighting within the city.	City	City-Wide	General Fund
Water Service	Water distribution within the city's service area.	City	City-Wide	General Fund
				Enterprise Fund (Water)

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy

Existing Services

Community Name: Forsyth

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services)	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Building Inspection and Code Enforcement	(Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas road maintenance, etc...)* Routine building inspection services and code enforcement activities.	City	City-Wide	General Fund
Cemetery	Maintenance and upkeep of the city's cemetery.	City	City-Wide	General Fund
Courts	Routine court operations for offenses occurring within the city.	County through agreement with the City of Forsyth	City-Wide	General Fund
Drug Task Force	Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	General Fund and State and Federal Grants
Electricity	Electrical service to Forsyth's MEAG customers	City	City-Wide	Enterprise Fund
Economic Development/Tourism	Operation Downtown Development Authority and various activities designed to generate tourism.	Downtown Development Authority	County-wide	General Fund
Fire Protection	Fire protection services for the city through city personnel.	City	City-Wide	General Fund
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library Services	Provides basic library services to all county residents.	Monroe County through Oral Agreement	Countywide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep and swimming pool maintenance and operation.	City	City-Wide	General Fund and User Fees
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
Sewage Collection/Treatment	Sewerage collection and treatment and system upkeep for sewer customers	City	City-Wide	Enterprise Fund (Water)
Solid Waste Collection/Recycling	Door-to-door collection of solid waste and recyclables and disposal of solid waste at the county's landfill.	City	City-Wide	General Fund and User Fees
Street Lighting	Street lighting within the city and along Interstate 75.	City	City-Wide	General Fund
Telecommunications	Cable broadcasting service for customer of the city's cable system. Water distribution and treatment within the city's service area.	City	City and Extraterritorial Service Area	Enterprise Fund (Cable)
Water Service	cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.	City	City and Extraterritorial Service Area	Enterprise Fund (Water)

**Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Existing Services

Community Name: Monroe County

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service (Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas, road maintenance, etc...)*	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county-wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Ambulance	Provides emergency and non-emergency medical care and transportation; billing and collecting for county residents.	Monroe County	Countywide	User Fees, General Fund
Animal Control	Collects, traps, adopts out, and disposes of wild/loose animals. Catches suspected rabid animals.	Monroe County and Private Contractors as needed and through Intergovernmental Agreement.	Countywide	LOST, Insurance Premium Tax, User Fees, City of Forsyth, City of Culloden
Building Inspection and Code Enforcement	Routine building inspection services and code enforcement activities.	Monroe County	Unincorporated Areas	General Fund and User Fees
Child Advocacy	Conducts child interviews in investigations where a child is the victim; provides safe-houses for victims of abuse	Monroe County	Countywide	General Fund, State and Federal Grants
Coroner	Ascertains the cause and manner of death in any trauma related or unexplained death or death unattended by a doctor.	Monroe County	Countywide	General Fund
Court Services	Basic court operations costs associated with day-to-day operations of the county's courts.	Monroe County and State Employees	Countywide	General Fund and State Revenues
Drug Task Force	Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	General Fund and State and Federal Grants
E-911 Communications	Emergency dispatching of fire, police, sheriff, and ambulance services to calls for assistance.	Monroe County	Countywide	General Fund and User Fees
Economic Development/Tourism	Operation of the Monroe County Industrial Development Authority and various activities designed to generate tourism.	Development Authority	County-wide	General Fund
Emergency Management	Coordination of available resources in planning for, responding to, and recovering from a variety of events that injure a significant number of people, do extensive damage to property, and disrupt community life.	Monroe County	Countywide	General Fund
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	Insurance Premium Tax and LOST
Fugitive Task Force	Executes fugitive felony warrants as required.	Intergovernmental Agreement	Regional	General Fund
Health Services	Supports the County Health Department and Counseling Center.	State	Countywide	General Fund
Indigent Care	Provides funds for assisting with indigent legal, medical, and burial expenses	Private Sector and Monroe County Hospital	Countywide	General Fund and State Revenues
Jail Operations	Boards inmates, provides medical and dental services to inmates, provides law library, provides commissary, transports inmates to court and to other agencies, provides inmates for work details, provides and maintains the jail facility.	Monroe County	Countywide	General Fund, Jail Fine Fund, City of Forsyth (user fee)

*Note: Other services might include: cemeteries, electric services, moving, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Existing Services

Community Name: Monroe County		Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service (Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas, road maintenance, etc...)*	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority etc.)	Service Area (Municipal only, unincorporated only, countywide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
	Juvenile Delinquency Prevention	Provides assistance for School Resource Officer, Gang Resistance Education and Training, and Drug Abuse Resistance Education Services offered to juveniles throughout the county.	Monroe County	Countywide	General Fund, State Grants, Fees from Fines	
	Law Enforcement	Routine day-to-day operations of the Sheriff's Office.	Monroe County	Countywide	General Fund, State and Federal Grants	
	Library Services	Provides basic library services to all county residents. Maintains county-owned parks and runs recreation programs for youth and adults.	Monroe County through Oral Agreement	Countywide	General Fund, User Fees, BOE, Library Board, City of Forsyth	
	Recreation	Patching, repairing, paving, grading, resurfacing, driveway culverts, ROW, mowing, etc...	Monroe County and Private Contractors as needed.	Countywide	General Fund, Grants, and User Fees	
	Roads and Bridges Maintenance	Supports DFACS, Neighborhood Service Center, Older Americans Council, and Community Improvement Coalition with day-to-day operational costs.	Monroe County and Private Contractors as needed.	Unincorporated Areas	SPLOST and General Fund	
	Social Services	Assists county resident in practicing good soil management.	State	Countywide	General Fund	
	Soil Conservation	Collection of solid waste through drop-off sites and through on-site dumpster pickups.	Soil Conservation Service through Intergovernmental Agreement	Countywide	General Fund	
	Solid Waste Collection and Recycling	Operation of the county's solid waste Subtitle D landfill.	Monroe County	Countywide	General Fund, LOST, Insurance Premium Tax, and User Fees	
	Landfill	Sprays yards to control mosquitoes and ticks.	Monroe County and Private Contractors as needed.	Countywide	User Fees, General Fund	
	Tick Control	Supports historical society and promotes economic development through attracting tourists.	Monroe County	Unincorporated Area	User Fees, LOST, Insurance Premium Tax	
	Tourism	Provides water delivery to county residents in special service districts.	Private Sector	Countywide	General Fund	
	Water Service		Monroe County and Private Contractors as needed.	Special Service Areas	SPLOST, User Fees, Revenue Bonds	

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, free swimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

The following descriptions briefly identify the services provided:

- Ambulance** Ambulance service is provided to residents of Monroe County through an intergovernmental agreement for this service. All cities and the county participate in this activity. General fund revenues and user fees are utilized by Monroe County to provide this service.
- Animal Control** Basic animal control services are provided throughout the county. Cities fund this activity under an intergovernmental agreement with the county. The county utilizes general fund revenues, user fees, and funds from each city to pay for this service.
- Building Inspection and Code Enforcement** Routine building inspection and code enforcement activities are provided by the City of Forsyth and by Monroe County. LOST revenues and user fees are used to pay for this service.
- Cemetery** The City of Forsyth and the City of Culloden each own and operate a number of small cemeteries. The costs associated with maintenance and upkeep of these facilities is derived from the cities' general fund revenues.
- Child Advocacy** The county funds child advocacy programs which conduct child interview in investigations where a child is the victim and provides safe-houses for victims of abuse. This activity is funded through general fund revenues and state and federal grants.
- Coroner** Monroe County funds the coroner's office which ascertains the cause and manner of death in any trauma related or unexplained death unattended by a doctor. This service is funded through general fund revenues.
- Court Services** Court services entail all operational functions associated with the operation of municipal, probate, state, magistrate, juvenile, and superior courts

throughout the county. Cities provide municipal court services for violations occurring in the city's geographic boundaries. The City of Forsyth provides this service through an agreement with the county. The county funds juvenile, probate, state, magistrate, and superior court functions for crimes occurring county-wide. General Fund revenues and user fees and fines are used to provide this service.

Drug Task Force

The Monroe County Sheriff's Office and the City of Forsyth's Police Department participate in a multi-jurisdictional drug task force that includes the Counties of Monroe, Upson, Lamar, and Pike and the Cities of Forsyth, Barnesville, Thomaston, and Zebulon. This task force investigates drug cases (distribution and possession) throughout the four county region and makes arrests as required. General fund revenues and state and federal grants are used to pay for this service.

**E-911
Communications**

This activity involves the operation of an E-911 emergency dispatch system. All cities and the county participate in E-911 services. Monroe County funds E-911 through general fund revenues and through a surcharge on all telephones within the county. E-911 dispatchers are employees of the county's Sheriff's Office. The Sheriff's Office also serves as the central dispatch unit for non-emergency calls.

**Economic
Development**

The Monroe County Development Authority, the Downtown Development Authority, and the Monroe County Chamber of Commerce provide basic economic development activities for the entire county. General fund revenues are used to pay for economic development activities which benefit all county residents. The City of Forsyth and Monroe County each contribute to these services.

Electricity

The City of Forsyth is a Municipal Electrical Authority of Georgia member and provides electricity within the city and in unincorporated areas of the

county. Enterprise fund revenues derived from user fees are used by the city to provide this service.

Emergency Management Services

The Monroe County Emergency Management Agency is funded by Monroe County. EMA is charged with developing mitigation activities that either prevent the occurrence of an emergency or reduce the community's vulnerability in ways that minimize loss associated with disasters. General fund revenues are used to pay for this service. This service benefits all residents of the county.

Fire Protection and Prevention

Fire protection is provided in Monroe County and the City of Forsyth by each jurisdiction's own fire department. Monroe County also provides fire protection services to the City of Culloden. Insurance Premium Tax funds and Local Option Sales Tax revenues are used by the county to provide this service. The City of Forsyth uses general fund revenues for this service.

Fugitive Task Force The Monroe County Sheriff's Office participates in a Fugitive Task Force with the Georgia Bureau of Investigation, and law enforcement agencies from Houston and Bibb Counties and the City of Macon. This task force executes fugitive warrants as required. The county provides funding for this service through general fund revenues.

Health Services The county provides financial support to the County Health Department and Counseling Center to assist with public health issues. General Fund revenues are used to pay for these services. This service benefits all county residents.

Indigent Care The county provides financial assistance to private sector attorneys for the provision of indigent legal defense services. The county also provides assistance to the Monroe County Hospital to assist with indigent medical care costs. Finally, the county provides

financial assistance totaling \$250 for indigent burial cases. The county funds these services through general fund revenues and utilizes state grant funds when available.

Jail Operations

The county's Sheriff's Office maintains and operates the county jail. This facility boards inmates, provides medical and dental services to inmates, and contains a law library. Additionally, jail personnel transport inmates to court and to other agencies, provide inmates for work details, and maintain the jail on a day-to-day basis. The county provides this service through general fund revenues and through the Jail Fine Fund. The City of Forsyth pays for this service by contributing a set amount of funds based on the number of city prisoners housed at the jail per day.

Juvenile Delinquency Prevention

The county funds programs that provide assistance for the School Resource Officer, the Gang Resistance Education and Training program, and the Drug Abuse Resistance Education (DARE) program. These services are offered in an attempt to prevent at-risk youth from committing juvenile crimes. These services are funded through general fund revenues, state grants, and fees from fines and forfeitures. This service is offered countywide.

Landfill

Monroe County provides the operational costs for the day-to-day operations of the county landfill. The City of Forsyth treats leachate from the county's landfill in the city's waste water plant in lieu of tipping fees at the Monroe County Landfill. General fund revenues and user fees are used to pay for this service. The City of Forsyth does not pay a tipping fee at the county's Subtitle D landfill. All county residents may utilize the county landfill.

Law Enforcement

Law enforcement activities such as routine patrol, traffic enforcement, enforcement of city/county ordinances and regulations, enforcement of state and federal laws, juvenile ordinances, warrants, and jail operations are provided county-wide. The cities each

operate their own police departments. The county funds the sheriff's department. The Sheriff's Office maintains and operates the county jail. Sheriff Office revenues come through the county from general fund revenues as well as through state and federal grants. The cities provide this service through general fund revenues.

Library

Basic library services are provided countywide for all residents regardless of where they live. This service is funded through an oral agreement between the county and the City of Forsyth and the Monroe County Board of Education. General fund revenues, user fees, and funds from the Board of Education, the Library Board, and the City of Forsyth are used to provide this service.

Recreation

Recreation activities are provided for all county residents located in municipal and unincorporated areas. The county provides this service through user fees, grants, and general fund revenues. The City of Forsyth provides recreation services (i.e. public swimming, parks, tennis courts, walking trails, basketball courts, playgrounds, a municipal golf course, and swimming pools.) in the downtown Forsyth area. This service is funded through general fund revenues and user fees by the city. The county funds this service through user fees and state/federal grants. The City of Culloden provides recreation services (i.e. a city park) in the downtown Culloden area. This service is funded through general fund revenues by Culloden.

Roads and Bridges

Basic road and bridge maintenance and construction activities are performed by each jurisdiction. Beneficiaries of these activities are municipal and unincorporated area residents. General fund revenues are used by the cities to pay for these services. The county provides this service through general fund revenues and through SPLOST funds and other revenues as they are made available.

**Sewerage
Collection and
Treatment**

Collection and treatment of sewerage is a service offered by the City of Forsyth. The city provides this service to its municipal residents and to residents in areas of the unincorporated area (see attached service area map). The city also treats the county's leachate at the county landfill. Enterprise fund revenues are used to provide this service.

Social Services

Monroe County provides basic social service assistance to all county residents by providing financial assistance to the Department of Family and Children Services, the Neighborhood Service Center, the Older Americans Council, and the Community Improvement Coalition. General fund revenues are used to support these services.

Soil Conservation

The county provides funds to the Soil Conservation Service to assist all county residents practice good soil management. General fund revenues are used to pay for this service.

**Solid Waste
Collection
and Recycling**

Solid waste collection for municipal area residents is provided by the City of Forsyth. The county provides solid waste and recycling disposal sites throughout the county (i.e. drop-off sites). Also, the county provides green-boxes at schools and at various business locations around the county. The county utilizes general fund revenues, LOST revenues, user fees, and the Insurance Premium Tax (IPT) to pay for this service. The city provides this service through user fees and general fund revenues.

Street Lighting

Street lighting is provided by the Cities of Forsyth and Culloden. The City of Forsyth also provides street lighting along portions of Interstate 75. Street lighting is not provided by the county in unincorporated areas. The city pays for street lighting in the city system out of electrical fund

revenues which constitute the electrical enterprise fund.

Telecommunications Service

The City of Forsyth owns and operates a telecommunications cable company. The city provides this service through enterprise funds derived from the cable company's customers. The city provides this service within the municipal area and in unincorporated areas of the county.

Water Services

Water services (including distribution and treatment) are provided by all jurisdictions in the county. The water distribution area for municipalities that provide water services extraterritorially are outlined on the attached service area maps. The county has developed a special service district in areas where water services are available and charges user fees for persons in that area. Additionally, the county uses Revenue Bonds, SPLOST funds and user fees to pay for this service. Water service funding in the cities comes from enterprise funds which derive their revenues from user fees associated with the service.

Future Service Delivery Arrangements

“The Strategy must indicate which local government or authority will provide each service, the geographic areas of the county in which each service will be provided and a description of any services to be provided by any local government to any area outside of its geographical boundaries. If two or more local governments within the same county are assigned responsibility for providing identical services within the same geographic area, the Strategy must include an explanation of this arrangement.

This component of the Strategy should which local governments and authorities will provide which services in which areas of the county after the Strategy is adopted and implemented.”³

The following services are anticipated to be provided by their respective jurisdictions and/or authorities within the next five years. Additionally, these tables outline the funding sources and geographic service areas for each of these services:

³et al., page 5.

**Monroe County Service Delivery Strategy
Future Services**

Name or Type of Service	Monroe County	Culloden	Forsyth
Ambulance	X		
Animal Control	X		X
Building Inspection and Code Enforcement	X		X
Cemetery		X	X
Child Advocacy	X		
Coroner	X		
Courts	X	X	X
Drug Task Force	X		X
E-911 Communications	X		
Economic Development/Tourism	X		X
Electricity			X
Emergency Management Services	X		
Fire Protection	X	X	X
Fugitive Squad	X		
Health Services	X		
Indigent Care	X		
Jail Operations	X		
Juvenile Delinquency Programs	X		
Law Enforcement	X	X	X
Landfill	X		
Library Services	X	X	X
Recreation	X	X	X
Roads and Bridges	X		X
Sewage Collection/Treatment	X		X
Social Services	X		
Soil Conservation	X		
Solid Waste Collection/Recycling	X		X
Street Lighting		X	X
Telecommunications			X
Tick Control	X		
Water Service	X	X	X

Monroe County Service Delivery Strategy Future Services

Community Name: Culloden

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services)	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Cemetery	(Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas road maintenance, etc...)*	City	Special Service Area (see map)	General Fund
Courts	Maintenance and upkeep of the city's cemetery. Routine court operations for offenses occurring within the city.	City	City-Wide	General Fund
E-911 Communications	Emergency dispatching of public safety calls.	Intergovernmental Agreement with Monroe County	Monroe County	County
Emergency Management Services	Emergency response services to calls for assistance.	Intergovernmental Agreement with Monroe and Monroe County	County-Wide	County
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	County
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library	Routine and day-to-day operations for the city's public library.	City	County-Wide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep.	City	City-Wide	General Fund
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
Street Lighting	Street lighting within the city.	City	City-Wide	General Fund
Water Service	Water distribution within the city's service area.	City	City-Wide	General Fund

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Future Services

Community Name: Forsyth

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service (Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas, road maintenance, etc.)	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Building Inspection and Code Enforcement	Routine building inspection services and code enforcement activities	City	City-Wide	General Fund
Cemetery	Maintenance and upkeep of the city's cemetery.	City	City-Wide	General Fund
Courts	Routine court operations for offenses occurring within the city.	County through agreement with the City of Forsyth	City-Wide	General Fund
Drug Task Force	Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	General Fund and State and Federal Grants
Economic Development/Tourism	Operation of the Downtown Development Authority and various activities designed to generate tourism.	Downtown Development Authority	County-wide	General Fund
Electricity	Electrical service to Forsyth's MEAG customers	City	City-Wide	Enterprise Fund
Fire Protection	Fire protection services for the city through city personnel.	City	City-Wide	General Fund
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library Services	Provides basic library services to all county residents.	Monroe County through Oral Agreement	Countywide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep and swimming pool maintenance and operation.	City	City-Wide	General Fund and User Fees
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
Sewage Collection/Treatment	Sewerage collection and treatment and system upkeep for sewer customers	City	City-Wide	General Fund
Solid Waste Collection/Recycling	Door-to-door collection of solid waste and recyclables and disposal of solid waste at the county's landfill.	City	City-Wide	Enterprise Fund (Water)
Street Lighting	Street lighting within the city and along Interstate 75.	City	City-Wide	General Fund and User Fees
Telecommunications	Cable broadcasting service for customer of the city's cable system.	City	City-Wide	General Fund
Water Service	Water distribution and treatment within the city's service area.	City	City and Extraterritorial Service Area	Enterprise Fund (Cable)

**Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Future Services

Community Name: Monroe County		Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service (Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas, road maintenance, etc...)	Producer of Service (In-house by city or county employees, private sector, contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, countywide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Ambulance		Provides emergency and non-emergency medical care and transportation; billing and collecting for county residents.	Monroe County	Countywide	User Fees, General Fund	
Animal Control		Collects, traps, adopts out, and disposes of wild/loose animals. Catches suspected rabid animals.	Monroe County and Private Contractors as needed and through Intergovernmental Agreement.	Countywide	LOST, Insurance Premium Tax, User Fees, City of Forsyth, City of Culloden	
Building Inspection and Code Enforcement		Routine building inspection services and code enforcement activities.	Monroe County	Unincorporated Areas	General Fund and User Fees	
Child Advocacy		Conducts child interviews in investigations where a child is the victim; provides safe-houses for victims of abuse.	Monroe County	Countywide	General Fund, State and Federal Grants	
Coroner		Ascertains the cause and manner of death in any trauma related or unexplained death or death unattended by a doctor.	Monroe County	Countywide	General Fund	
Court Services		Basic court operations costs associated with day-to-day operations of the county's courts.	Monroe County and State Employees	Countywide	General Fund and State Revenues	
Drug Task Force		Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	General Fund and State and Federal Grants	
E-911 Communications		Emergency dispatching of fire, police, sheriff, and ambulance services to calls for assistance.	Monroe County	Countywide	General Fund and User Fees	
Economic Development/Tourism		Operation of the Monroe County Industrial Development Authority, and various activities designed to generate tourism.	Development Authority	County-wide	General Fund	
Emergency Management		Coordination of available resources in planning for, responding to, and recovering from a variety of events that injure a significant number of people, do extensive damage to property, and disrupt community life.	Monroe County	Countywide	General Fund	
Fire Protection		Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	Insurance Premium Tax, and LOST	
Fugitive Task Force		Executes fugitive felony warrants as required.	Intergovernmental Agreement	Regional	General Fund	
Health Services		Supports the County Health Department and Counseling Center.	State	Countywide	General Fund	
Indigent Care		Provides funds for assisting with indigent legal, medical, and burial expenses.	Private Sector and Monroe County Hospital	Countywide	General Fund and State Revenues	
Jail Operations		Boards inmates, provides medical and dental services to inmates, provides law library, provides commissary, transports inmates to court and to other agencies, provides inmates for work details, provides and maintains the jail facility.	Monroe County	Countywide	General Fund, Jail Fine Fund	

**Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Notes: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Service Delivery Strategy

Monroe County sds future service listing.xls

Monroe County Service Delivery Strategy Future Services

Community Name: Monroe County								
Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**				
Juvenile Delinquency Prevention	Provides assistance for School Resource Officer, Gang Resistance Education and Training, and Drug Abuse Resistance Education Services offered to juveniles throughout the county.	Monroe County	Countywide	General Fund, State Grants, Fees from Fines				
Law Enforcement	Routine day-to-day operations of the Sheriff's Office.	Monroe County	Countywide	General Fund, State and Federal Grants				
Library Services	Provides basic library services to all county residents. Maintains county-owned parks and runs recreation programs for youth and adults.	Monroe County through Oral Agreement	Countywide	General Fund, User Fees, BOE, Library Board, City of Forsyth				
Recreation	Patching, repairing, paving, grading, resurfacing, driveway culverts, ROW, mowing, etc...	Monroe County and Private Contractors as needed.	Countywide	General Fund, Grants, and User Fees				
Roads and Bridges Maintenance		Monroe County and Private Contractors as needed.	Unincorporated Areas	SPLOST and General Fund				
Sewerage Collection	Sewerage collection and treatment and system upkeep for sewer customers	Monroe County	Countywide	Enterprise Fund (Water), State Grants, SPLOST, Revenue Bonds				
Social Services	Supports DFACS, Neighborhood Service Center, Older Americans Council, and Community Improvement Coalition with day-to-day operational costs.	State	Countywide	General Fund				
Soil Conservation	Assists county resident in practicing good soil management.	SCS through Intergovernmental Agreement	Countywide	General Fund				
Solid Waste Collection and Recycling	Collection of solid waste through drop-off sites and through on-site dumpster pickups.	Monroe County	Countywide	Enterprise Fund				
Landfill	Operation of the county's solid waste Subtitle D landfill.	Monroe County and Private Contractors as needed.	Countywide	User Fees, General Fund				
Tick Control	Sprays yards to control mosquitoes and ticks.	Monroe County	Unincorporated Area	User Fees, LOST, Insurance Premium Tax				
Tourism	Supports historical society and promotes economic development through attracting tourists.	Private Sector	Countywide	General Fund				
Water Service	Provides water delivery to county residents in special service districts.	Monroe County and Private Contractors as needed.	Special Service Areas	Enterprise Fund, SPLOST, Revenue Bonds				

Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

****Note:** Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Funding Sources

“The Strategy must describe the funding source for each service to be provided. This component of the Strategy must indicate the source of revenue each local government will use to fund each service it will provide within the county (e.g., countywide revenues, unincorporated area revenues, municipal revenues, enterprise funds, or some combination).”⁴

In compliance with this section, the local governments in Monroe County have outlined the funding sources for all services provided within their jurisdiction. The above tables outline the funding sources for each service provided by Monroe County:

Legal Mechanisms to Implement Strategy

“The Strategy must identify the mechanisms, if any, to be used to implement the Service Delivery Strategy.

The term mechanisms, as defined in O.C.G.A. 36-70-2, paragraph 5.3, includes but is not limited to, intergovernmental agreements, ordinances, resolutions and local Acts of the General Assembly in effect on July 1, 1997 or executed thereafter.”⁵

In order to implement this Service Delivery Strategy for Monroe County, each of the jurisdictions required to adopt the Strategy have elected to utilize resolutions passed by the governing body. These resolutions authorize the Chief Elected Official (i.e. County Commission Chairman or Mayor) to execute the certification forms associated with the adoption and submission of the county’s Service Delivery Strategy. A copy of the resolution passed by each jurisdiction is attached as Appendix F.

SECTION B

Criteria (O.C.G.A. 36-70-24)

Elimination of Unnecessary Duplication

“The Strategy must promote the delivery of government services in the most efficient, effective and responsive manner. The Strategy must also identify steps which will be taken to eliminate or avoid overlapping and unnecessary competition and duplication of services and identify the time frame in which such steps will be taken.

⁴et al., page 6.

⁵et al., page 7.

When two local governments or authorities provide or offer the same service in overlapping areas, the Service Delivery Strategy must provide for elimination of this duplication of services. Examples of such duplication of service include:

- A city water department and a county water authority both have excess water capacity and have extended water lines to serve the same area of the county immediately adjacent to the city's jurisdictional boundaries.
- A city contracts for ambulance service with a provider that routinely responds to calls outside the city's boundaries where the county EMS also provides ambulance service.

When a city provides a service at a higher level than the same service provided throughout the geographic area of the county by the county, the law states that such service shall not be considered a duplication of the county service.

Cities by their very nature exist to meet the greater service demands of the residents and businesses within their communities. For example, a sheriff may patrol the entire county while the city maintains its own police department and patrols more frequently within the city. In this instance, such a service would not be viewed as a duplication."⁶

Maintaining focus on the previous two paragraphs, it becomes evident that the provision of law enforcement services by municipalities do not "duplicate" those services provided by the Sheriff of a County. The Sheriff, vested with constitutional rights and authorities, is authorized in the State of Georgia to undertake various law enforcement activities. The Sheriff maintains jurisdiction over incorporated areas despite the existence of a municipal police department. For the purposes of this section of the Service Delivery Strategy, it is incumbent upon local officials to recognize that the Sheriff's services do not duplicate those services offered by local police departments because local police departments exist to provide law enforcement services above and beyond those provided by the Sheriff. To successfully develop a Service Delivery Strategy by the deadlines associated with the Service Delivery Strategy Act of 1997, Monroe County and the Cities of Forsyth and Culloden acknowledge that operations in the area of law enforcement will not be reviewed under the "duplication of service" provisions.

In compliance with this requirement of the Service Delivery Strategy Act of 1997, Monroe County and the Cities of Forsyth and Culloden have outlined the geographic service areas associated with the provision of each service under the "Current Services" and "Future Services" sections above (see also Appendix G). As a result of this analysis, no "duplicated" services appear to exist within the county at this time. However, the following activities should be noted and monitored:

⁶et al., page 7.

The fact that no “duplication of services” currently exists within the county demonstrates that county and municipal officials have been working together to ensure that services are provided to the citizens of Monroe County in the most efficient and effective possible manner. As a result, this requirement of the Service Delivery Strategy Act of 1997 has been met.

Elimination of Arbitrary Water and Sewer Rate Differentials

“The Strategy must ensure that water or sewer fees charged to customers located outside the geographic boundaries of a service provider are not arbitrarily higher than the fees charged to customers inside the boundaries of the service provider.

If a local government believes a rate differential is arbitrary and disputes the reasonableness of such water and sewer rate differentials, the law provides that local government with the following recourse:

- The disputing local government may hold a public hearing for the purpose of reviewing the rate differential.
- If the public hearing does not lead to a resolution of the dispute, a qualified engineer may be hired to prepare a study of the water and sewer rates.
- If the rate study concludes that the rate differential is arbitrary (i.e. not reasonably based on the cost to provide the service), the dispute must be submitted to some form of alternative dispute resolution, such as mediation.
- If alternative dispute resolution is unsuccessful, the disputing local government may challenge the arbitrary rate differentials in a court of competent jurisdiction.

Before initiating a time-consuming and potentially expensive appeals process, the local government representing disgruntled water and sewer customers is encouraged to meet with the jurisdiction providing the service and attempt to resolve their concerns.”⁷

The City of Forsyth and the City of Culloden each provide water and sewer services to residents located within their boundaries. Each city also provides water and sewer services to residents living in various unincorporated areas. The water and sewer rates for customers located outside of the city (unincorporated residents) is higher than rates paid by residents living inside the city. Forsyth and Culloden each cite added costs for providing water and sewer services to unincorporated areas of the county as a reason for the water and sewer rate differential.

⁷et al., pages 8-9.

Elimination of Double Taxation

“The Strategy must ensure that the cost of any service which a county provides primarily for the benefit of the unincorporated area of the county shall be borne by the unincorporated area residents, individuals and property owners who receive the service. In addition, the Strategy must ensure that when the county and one or more cities jointly fund a countywide service, the county share of such funding shall be borne by the unincorporated residents, individuals, and property owners who receive the service.

The intent of this provision is to eliminate double taxation of municipal property owners. When a county provides a service primarily for the benefit of the unincorporated area, the law provides that funding for such service must come from:

- (1) special service districts created by the county in which property taxes, insurance premiums taxes, assessments or user fees are levied or imposed; or
- (2) any other mechanism agreed upon by the affected parties which eliminates double taxation.”⁸

In compliance with this section, the local governments in Monroe County have outlined the funding sources for all services provided within their jurisdiction (see above). Based on this analysis, the local governments determined that the following “double taxation” problems exist within Monroe County and plan to take the corrective steps outlined below to eliminate this double taxation:

1. County officials realize that water services in the unincorporated area should be funded solely through revenues generated by those receiving this service. To ensure that no double taxation issues arise as a result of water services provided by the county, county officials are committed to begin funding this service through an enterprise fund that will generate its revenues through user fees associated with this service. The county plans to switch to an enterprise fund for this service beginning in fiscal year 2001.
2. The county is committed to ensuring that residents in the unincorporated area bear the greatest burden in paying for solid waste collection sites. However, since these sites may also be utilized by city residents, the imposition of a special service district affecting only unincorporated area residents will not ensure that only residents paying for the service are allowed to utilize the service. The county plans, beginning in fiscal year 2001, to develop an enterprise fund to cover the costs associated with solid waste disposal. This fund will be made up of user fees, funds

⁸et al., page 10.

from the Insurance Premium Tax, local option sales tax revenues, and some general fund revenues.

After reviewing other service delivery arrangements and funding sources, it was determined that no additional “double taxation” exists within the county based on the services identified in this Strategy. Great efforts have been made in the past and continued by current elected officials to ensure that every resident in the community receives the services that he/she pays for. Diligent efforts have been, and will continue to be, made to ensure that the primary beneficiaries of a given service within the community pay for that service. Each jurisdiction is committed to funding all services with funds collected by those who enjoy and/or have access to those services.

Compatible Land Use Plans

“Local governments within the same county must, if necessary, either amend their land use plans so that the plans are compatible and nonconflicting or adopt a single land use plan for the entire county.”⁹

Currently, the land use plans for Monroe County and Cities of Forsyth and Culloden are compatible. Monroe County and the City of Forsyth adopted a Joint Comprehensive Plan. This plan contains a single general land use plan for each jurisdiction. The components of this land use plan are utilized by each jurisdiction when implementing their land use regulations. Additionally, the City of Culloden’s land use plan does not conflict with the land use plan developed and utilized by the county and the City of Forsyth. Since the land use plans are compatible, this requirement has been met without any additional changes and/or revisions needing to be made to each jurisdiction’s land use plan.

Water and Sewer Extension: Consistency with Land Use Plans

“The provision of extraterritorial water and sewer services by any jurisdiction must be consistent with all applicable land use plans and ordinances.”¹⁰

Effective upon adoption of the resolution by the jurisdictions adopting this Service Delivery Strategy, the following process for insuring that proposed extraterritorial water and sewer service is compatible with the land use plans/ordinances of the new territory to be serviced will be implemented and followed:

1. Prior to initiating the development of water and sewer services in extraterritorial boundaries, the local government proposing the new service will notify the adjacent government in writing, through certified mail, of the

⁹et al., page 12.

¹⁰et al., page 13.

proposed new service by providing information on location of property, size of area, and existing/proposed land use associated with the property.

2. Within ten (10) working days following receipt of the above information, the local government receiving the notice of water/sewer line extension will forward to the local government proposing the extension a statement either (a) indicating that the proposal is compatible with that community's land use plan and all applicable ordinance; or (b) a description of why the proposal is inconsistent with the land use plan or ordinances and supporting documentation. If the community proposing the service extension does not receive a response in writing within ten (10) days, the proposal will be determined to be consistent with the community's land use plan or land use ordinances.
3. If the community desiring to extend the water and sewer services receives a notification that the proposal is incompatible with the land use plan, the community may respond in writing within ten (10) days of receiving the notification of land use inconsistency by (a) requesting a meeting to discuss a formal change to the land use plan, or (b) agreeing with the content of the notification and stopping action on the proposed service extension.
4. In the event the respective jurisdictions seek mediation, the governments will agree on a mediator, mediation schedule, and determine the persons who will participate in the mediation. Any costs associated with the mediation will be shared equally between the disputing parties.
5. A proposal to extend extraterritorial water and sewer services shall not be implemented until any bona fide land use plan or land use ordinance inconsistencies are resolved pursuant to this agreement.

Resolution of Annexation Dispute Over Land Use

"A process must be established by July 1, 1998 to resolve land use classification disputes when a county objects to the proposed land use of an area to be annexed into a municipality within the county."¹¹

Prior to July 1, 1998, Monroe County and the Cities of Forsyth and Culloden established a dispute resolution process that identifies the methods to be used to resolve land use classification disputes when the county objects to the proposed land use of an area to be annexed into a municipality

¹¹et al., page 13.

within the county. A copy of these dispute resolution process agreements is attached as Appendix E.

SECTION C

Adoption of the Strategy (O.C.G.A. 36-70-21, 36-70-25)

“Local governments within each county must execute an agreement for the implementation of a Service Delivery Strategy by July 1, 1999. Adoption of the Strategy must be accomplished by adoption of a resolution by:

- the county governing authority;
- the governing authority of each city located within the county which has a population of 9,000 or greater within the county;
- the city which serves as the county seat; and
- no less than half of the remaining cities which have a population of at least 500 persons within the county.”¹²

In Monroe County, the following jurisdictions are required to adopt the Monroe County Service Delivery Strategy - Monroe County and the City of Forsyth.

Completion of this final Service Delivery Strategy indicates that all jurisdictions required to adopt the Strategy for Monroe County, as outlined above, have reviewed and adopted the strategy through the legal mechanism identified in Section C. A copy of the executed resolution for each jurisdiction adopting the strategy is attached as Appendix F.

SECTION D

Strategy Updates (O.C.G.A. 36-70-28)

In compliance with O.C.G.A. 36-70-28, Monroe County will review and revise, as necessary, this Service Delivery Strategy. The county, and each jurisdiction required, will conduct such revisions under the following conditions as outlined by the law:

- In conjunction with updates of the comprehensive plan as required by Article I of this chapter;

¹²et al., page 14.

- Whenever necessary to change service delivery or revenue distribution arrangements; or
- In the event of the creation, abolition, or consolidation of local governments.

In the event that one of these conditions warrants a revision to this Service Delivery Strategy, any jurisdiction that becomes aware of a necessary revision will forward notification to all other jurisdictions within the county. At such time, the chief elected officials of each jurisdiction will take the necessary steps to identify the revisions required, to draft new language for the Service Delivery Strategy, and to adopt such revisions once they have been agreed upon by all jurisdictions required to adopt the Strategy.

Appendix A
Service Delivery Strategy Act of 1997

H. B. No. 489 (AS PASSED HOUSE AND SENATE) By: Representatives Royal of the 164th, Walker of the 141st, Reichert of the 126th and Felton of the 43rd.

A BILL TO BE ENTITLED AN ACT

To amend Title 36 of the Official Code of Georgia Annotated, relating to local government, so as to provide for the adoption of a local government service delivery strategy agreement by municipalities and counties; to change certain definitions; to provide legislative intent; to provide procedures for adopting the strategy; to provide for the elements to be included within the strategy; to provide for criteria to be met by the strategy; to provide for verification by the Department of Community Affairs; to provide for prohibitions related to state administered grants to municipalities and counties; to change a certain cross-reference; to provide for related matters; to provide an effective date; to repeal conflicting laws; and for other purposes.

BE IT ENACTED BY THE GENERAL ASSEMBLY OF GEORGIA:

SECTION 1.

Title 36 of Georgia Annotated, relating to local government, is amended by striking Chapter 70, relating to coordinated and comprehensive planning by counties and municipalities, and inserting in its place a new Chapter 70 to read as follows:

ARTICLE 1

36-70-1.

The local governments of the State of Georgia are of vital importance to the state and its citizens. The state has an essential public interest in promoting, developing, sustaining, and assisting local governments. In addition, the natural resources, environment, and vital areas of the state are of vital importance to the state and its citizens. The state has an essential public interest in protecting and preserving the natural resources, the environment, and the vital areas of the state. The purpose of this article is to provide for local governance to serve these essential public interests of the state by authorizing and promoting the establishment, implementation, and performance of coordinated and comprehensive planning by municipal governments and county governments, and this article shall be construed liberally to achieve that end. This article is enacted pursuant to the authority granted the General Assembly in the Constitution of the State of Georgia, including, but not limited to, the authority provided in Article III, Section VI, Paragraphs I and II(a)(1) and Article IX, Section II, Paragraphs III and IV.

36-70-2.

As used in this chapter, the term:

- (1) 'Comprehensive plan' means any plan by a county or municipality covering such county or municipality proposed or prepared pursuant to the minimum standards and procedures for preparation of comprehensive plans and for implementation of comprehensive plans established by the department.
- (2) 'Coordinated and comprehensive planning' means planning by counties and municipalities undertaken in accordance with the minimum standards and procedures for preparation of plans, for implementation of plans, and for participation in the coordinated and comprehensive planning process, as established by the Department.
- (3) 'County' means any county of this state.
- (4) 'Department of Community Affairs' means the Department of Community Affairs of the State of Georgia created pursuant to Article I of Chapter 8 of Title 50.

(5) 'Governing authority' or 'governing body' means the board of commissioners of a county, sole commissioner of a county, council, commissioners, or other governing authority for a county or municipality.

(5.1) 'Inactive municipality' means any municipality which has not for a period of three consecutive calendar years carried out any of the following activities:

(A) The levying or collecting of any taxes or fees;

(B) The provision of any of the following governmental services: water; sewage; garbage collection; police protection; fire protection; or library; or

(C) The holding of a municipal election.

(5.2) 'Local government' means any county as defined in paragraph (3) of this Code section or any municipality as defined in paragraph (7) of this Code section. The term does not include any school district of this state.

(5.3) 'Mechanisms' includes, but is not limited to, intergovernmental agreements, ordinances, resolutions, and local Acts of the General Assembly in effect on July 1, 1997, or executed thereafter.

(6) 'Minimum standards and procedures' means the minimum standards and procedures for preparation of comprehensive plans, for implementation of comprehensive plans, and for participation in the coordinated and comprehensive planning process, as established by the Department, in accordance with Article I of Chapter 8 of Title 50. Minimum standards and procedures shall include any standards and procedures for such purposes prescribed by a regional development center for counties and municipalities within its region and approved in advance by the Department.

(7) 'Municipality' means any municipal corporation of the state and any consolidated city-county government of the state.

(8) 'Region' means the territorial area within the boundaries of operation for any regional development center, as such boundaries shall be established from time to time by the board of the Department.

(9) 'Regional development center' means a regional development center established under Article 2 of Chapter 8 of Title 50.

36-70-3.

The governing bodies of municipalities and counties are authorized:

(1) To develop, or to cause to be developed pursuant to a contract or other arrangement approved by the governing body, a comprehensive plan;

(2) To develop, establish, and implement land use regulations which are consistent with the comprehensive plan of the municipality or county, as the case may be;

(3) To develop, establish, and implement a plan for capital improvements which conforms to minimum standards and procedures and to make any capital improvements plan a part of the comprehensive plan of the municipality or county, as the case may be;

(4) To employ personnel, or to enter into contracts with a regional development center or other public or private entity, to assist the municipality or county in developing, establishing, and implementing its comprehensive plan;

(5) To contract with one or more counties or municipalities, or both, for assistance in developing, establishing, and implementing a comprehensive plan, regardless of whether the contract is to obtain such assistance or to provide such assistance; and

(6) To take all action necessary or desirable to further the policy of the state for coordinated and comprehensive planning, without regard for whether any such action is specifically mentioned in this article or is otherwise specifically granted by law.

36-70-4.

(a) Each municipality and county shall automatically be a member of the regional development center for the region which includes such municipality or county, as the case may be.

(b) Each municipality and county shall pay, when and as they become due, the annual dues required for membership in its regional development center.

(c) Each municipality and county shall participate in compiling a Georgia data base and network, coordinated by the department, to serve as a comprehensive source of information available, in an accessible form, to local governments and state agencies.

36-70-5.

(a) Except as provided in subsection (b) of this Code section, nothing in this article shall limit or compromise the right of the governing body of any county or municipality to exercise the power of zoning.

(b) Any municipality which is as of April 17, 1992, an inactive municipality shall not on or after April 17, 1992, exercise any powers under this article or exercise any zoning powers, until and unless the municipality is restored to active status by the enactment of an appropriate new or amended charter by local Act of the General Assembly. Any municipality which becomes an inactive municipality after April 17, 1992, shall not after becoming inactive exercise powers under this article or exercise any zoning powers, until and unless the municipality is restored to active status by the enactment of an appropriate new or amended charter by local Act of the General Assembly.

(c) Any county which has located within its boundaries all or any part of any inactive municipality shall have full authority to exercise through its governing body all planning and zoning powers within the area of such inactive municipality within the county, in the same manner as if such area were an unincorporated area.

ARTICLE 2

36-70-20.

The intent of this article is to provide a flexible framework within which local governments in each county can develop a service delivery system that is both efficient and responsive to citizens in their county. The General Assembly recognizes that the unique characteristics of each county throughout the state preclude a mandated legislative outcome for the delivery of services in every county. The process provided by this article is intended to minimize inefficiencies resulting from duplication of services and competition between local governments and to provide a mechanism to resolve disputes over local government service delivery, funding equity, and land use. The local government service delivery process should result in the minimization of noncompatible municipal and county land use plans and in a simple, concise agreement describing which local governments will provide which service in specified areas within a county and how provision of such services will be funded.

36-70-21.

Each county and municipality shall execute an agreement for the implementation of a local government service delivery strategy as set forth in this article by July 1, 1999.

36-70-22.

Each county shall initiate the process for developing a local government service delivery strategy after July 1, 1997, but no later than January 1, 1998. Initiation of the strategy shall be accomplished by the provision of a written notice from the county to the governing bodies of all municipalities located wholly or partially within the county or providing services within the county and to other counties providing services within the county.

Such notice shall state the date, time, and place for a joint meeting at which designated representatives of all local governing bodies shall assemble for the purpose of commencing deliberations on the service delivery strategy. The notice shall be sent not more than 45 and not less than 15 days prior to the meeting date. In the event the county governing authority fails to initiate the process by January 1, 1998, any municipality within the county may do so by sending a written notice, containing the required information, to the county and all other municipalities.

36-70-23.

Each local government service delivery strategy shall include the following components:

- (1) An identification of all local government services presently provided or primarily funded by each general purpose local government and each authority within the county, or providing services within the county, and a description of the geographic area in which the identified services are provided by each jurisdiction;
- (2) An assignment of which local government or authority, pursuant to the requirements of this article, will provide each service, the geographic areas of the county in which such services are to be provided, and a description of any services to be provided by any local government to any geographic area outside its geographical boundaries. In the event two or more local governments within the county are assigned responsibility for providing identical services within the same geographic area, the strategy shall include an explanation of such arrangement;
- (3) A description of the source of the funding for each service identified pursuant to paragraph (2) of this Code section; and
- (4) An identification of the mechanisms to be utilized to facilitate the implementation of the services and funding responsibilities identified pursuant to paragraphs (2) and (3) of this Code section.

36-70-24.

In the development of a service delivery strategy, the following criteria shall be met:

- (1) The strategy shall promote the delivery of local government services in the most efficient, effective, and responsive manner. The strategy shall identify steps which will be taken to remediate or avoid overlapping and unnecessary competition and duplication of service delivery and shall identify the time frame in which such steps shall be taken. When a municipality provides a service at a higher level than the base level of service provided throughout the geographic area of the county by the county, such service shall not be considered a duplication of the county service;
- (2)
 - (A) The strategy shall provide that water or sewer fees charged to customers located outside the geographic boundaries of a service provider shall not be arbitrarily higher than the fees charged to customers receiving such service which are located within the geographic boundaries of the service provider.
 - (B) If a governing authority disputes the reasonableness of water and sewer rate differentials imposed within its jurisdiction by another governing authority, that disputing governing authority may hold a public hearing for the purpose of reviewing the rate differential. Following the preparation of a rate study by a qualified engineer, the governing authority may challenge the arbitrary rate differentials on behalf of its residents in a court of competent jurisdiction. Prior to such challenge, the dispute shall be submitted to some form of alternative dispute resolution;
- (3)
 - (A) The strategy shall ensure that the cost of any service which a county provides primarily for the benefit of the unincorporated area of the county shall be borne by the unincorporated area residents, individuals, and property owners who receive the service. Further, when the county and one or more municipalities jointly fund a county-

wide service, the county share of such funding shall be borne by the unincorporated residents, individuals, and property owners that receive the service.

(B) Such funding shall be derived from special service districts created by the county in which property taxes, insurance premium taxes, assessments, or user fees are levied or imposed or through such other mechanism agreed upon by the affected parties which complies with the intent of subparagraph (A) of this paragraph; and

(4) (A) Local governments within the same county shall, if necessary, amend their land use plans so that such plans are compatible and nonconflicting, or, as an alternative, they shall adopt a single land use plan for the unincorporated and incorporated areas of the county.

(B) The provision of extraterritorial water and sewer services by any jurisdiction shall be consistent with all applicable land use plans and ordinances.

(C) A process shall be established by July 1, 1998, to resolve land use classification disputes when a county objects to the proposed land use of an area to be annexed into a municipality within the county.

36-70-25.

(a) Approval of the local government service delivery strategy shall be accomplished as provided for in this Code section.

(b) The county and each municipality within the county shall participate in the development of the strategy. Approval of the strategy shall be accomplished by adoption of a resolution:

(1) By the county governing authority;

(2) By the governing authority of municipalities located within the county which have a population of 9,000 or greater within the county;

(3) By the municipality which serves as the county site if not included in paragraph (2) of this subsection; and

(4) By no less than 50 percent of the remaining municipalities within the county which contain at least 500 persons within the county if not included in paragraph (2) or (3) of this subsection.

(c) For the purpose of determining population, the population in the most recent United States decennial census shall be utilized.

(d) If a county and the necessary number of cities in the county cannot reach an agreement on the strategy, a means for facilitating an agreement through some form of alternative dispute resolution shall be employed. Where the alternative dispute resolution action is unsuccessful, the neutral party or parties shall prepare a report which shall be provided to each governing authority and made a public record. The cost of alternative dispute resolution authorized by this subsection shall be shared by the parties to the dispute pro rata based on each party's population according to the most recent United States decennial census. The county's share shall be based upon the unincorporated population of the county.

(e) The adoption of a service delivery strategy specified in Code Section

36-70-21 may be extended to a date certain no later than 120 days following the date otherwise specified in Code Section 36-70-21 upon written agreement of the local governments enumerated in subsection (b) of this Code section. In the event such an agreement is executed, the sanctions specified in Code Section 36-70-27 shall not apply until on and after such extended date.

36-70-26.

Each county shall file the agreement for the implementation of strategy required by Code Section 36-70-21 with the department. The department shall, within 30 days of receipt, verify that the strategy includes the components enumerated in Code Section 36-70-23 and the minimum criteria enumerated in Code Section 36-70-24. The department, however, shall neither approve nor disapprove the specific elements or outcomes of the strategy.

36-70-27.

On and after July 1, 1999, no state administered financial assistance or grant, loan, or permit shall be issued to any local government or authority which is not included in a department verified strategy or for any project which is inconsistent with such strategy.

36-70-28.

Each county and municipality shall review, and revise if necessary, the approved strategy:

- (1) In conjunction with updates of the comprehensive plan as required by Article I of this chapter;
- (2) Whenever necessary to change service delivery or revenue distribution arrangements; or
- (3) In the event of the creation, abolition, or consolidation of local governments.

SECTION 2.

Said title is further amended by striking paragraph (2) of Code Section 36-66-3, relating to definitions regarding zoning procedures, and inserting in its place a new paragraph (2) to read as follows:

"(2) 'Territorial boundaries' means, in the case of counties, the unincorporated areas thereof and any area defined in paragraph (5.1) of Code Section 36-70-2, and, in the case of municipalities, the area lying within the corporate limits thereof except any area defined in paragraph (5.1) of Code Section 36-70-2."

SECTION 3.

This Act shall become effective upon its approval by the Governor or upon its becoming law without such approval.

SECTION 4.

All laws and parts of laws in conflict with this Act are repealed.

Appendix B
Current Services Survey Form

Monroe County Service Delivery Strategy Existing Services

Community Name: Culloden

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Cemetery	(Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas, road maintenance, etc...)*	City	Special Service Area (see map)	General Fund
Courts	Maintenance and upkeep of the city's cemetery. Routine court operations for offenses occurring within the city.	City	City-Wide	General Fund
E-911 Communications	Emergency dispatching of public safety calls.	Intergovernmental Agreement with Monroe County	Monroe County	County
Emergency Management Services	Emergency response services to calls for assistance.	Intergovernmental Agreement with Monroe and Monroe County	County-Wide	County
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	County
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library	Routine and day-to-day operations for the city's public library.	City	County-Wide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep.	City	City-Wide	General Fund
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
Street Lighting	Street lighting within the city.	City	City-Wide	General Fund
Water Service	Water distribution within the city's service area.	City	City-Wide	General Fund

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy

Existing Services

Community Name: Forsyth

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county-wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Building Inspection and Code Enforcement	(Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas road maintenance, etc...) Routine building inspection services and code enforcement activities.	City	City-Wide	General Fund
Cemetery	Maintenance and upkeep of the city's cemetery.	City	City-Wide	General Fund
Courts	Routine court operations for offenses occurring within the city.	County through agreement with the City of Forsyth	City-Wide	General Fund General Fund and State and Federal Grants
Drug Task Force	Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	
Electricity	Electrical service to Forsyth's MEAG customers	City	City-Wide	Enterprise Fund
Economic Development/Tourism	Operation Downtown Development Authority and various activities designed to generate tourism.	Downtown Development Authority	County-wide	General Fund
Fire Protection	Fire protection services for the city through city personnel.	City	City-Wide	General Fund
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library Services	Provides basic library services to all county residents.	Monroe County through Oral Agreement	Countywide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep and swimming pool maintenance and operation.	City	City-Wide	General Fund and User Fees
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
Sewage Collection/Treatment	Sewerage collection and treatment and system upkeep for sewer customers	City	City-Wide	Enterprise Fund (Water)
Solid Waste Collection/Recycling	Door-to-door collection of solid waste and recyclables and disposal of solid waste at the county's landfill.	City	City-Wide	General Fund and User Fees
Street Lighting	Street lighting within the city and along Interstate 75.	City	City-Wide	General Fund
Telecommunications	Cable broadcasting service for customer of the city's cable system.	City	City and Extraterritorial Service Area	Enterprise Fund (Cable)
Water Service	Water distribution and treatment within the city's service area.	City	City and Extraterritorial Service Area	Enterprise Fund (Water)

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy

Existing Services

Community Name: Monroe County

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county-wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Ambulance	Provides emergency and non-emergency medical care and transportation; billing and collecting for county residents.	Monroe County	Countywide	User Fees, General Fund
Animal Control	Collects, traps, adopts out, and disposes of wild/loose animals. Catches suspected rabid animals.	Monroe County and Private Contractors as needed and through Intergovernmental Agreement	Countywide	LOST, Insurance Premium Tax, User Fees, City of Forsyth, City of Culloden
Building Inspection and Code Enforcement	Routine building inspection services and code enforcement activities.	Monroe County	Unincorporated Areas	General Fund and User Fees
Child Advocacy	Conducts child interviews in investigations where a child is the victim; provides safe-houses for victims of abuse. Ascertains the cause and manner of death in any trauma related or unexplained death or death unattended by a doctor.	Monroe County	Countywide	General Fund, State and Federal Grants
Coroner	Basic court operations costs associated with day-to-day operations of the county's courts.	Monroe County	Countywide	General Fund
Court Services	Investigates and makes arrests in drug violation cases.	Monroe County and State Employees	Countywide	General Fund and State Revenues
Drug Task Force	Emergency dispatching of fire, police, sheriff, and ambulance services to calls for assistance.	Intergovernmental Agreement	Regional	General Fund and State and Federal Grants
E-911 Communications	Operation of the Monroe County Industrial Development Authority and various activities designed to generate tourism.	Monroe County	Countywide	General Fund and User Fees
Economic Development/Tourism	Coordination of available resources in planning for, responding to, and recovering from a variety of events that injure a significant number of people, do extensive damage to property, and disrupt community life.	Development Authority	County-wide	General Fund
Emergency Management	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County	Countywide	General Fund
Fire Protection	Executes fugitive felony warrants as required. Supports the County Health Department and Counseling Center.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	Insurance Premium Tax and LOST
Fugitive Task Force	Provides funds for assisting with indigent legal, medical, and burial expenses.	Intergovernmental Agreement	Regional	General Fund
Health Services	Boards inmates, provides medical and dental services to inmates, provides law library, provides commissary, transports inmates to court and to other agencies, provides inmates for work details, provides and maintains the jail facility.	State	Countywide	General Fund
Indigent Care		Private Sector and Monroe County Hospital	Countywide	General Fund and State Revenues
Jail Operations		Monroe County	Countywide	General Fund, Jail Fine Fund, City of Forsyth (user fee)

*Note: Other services might include: cemeteries, electric services, moving, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Existing Services

Community Name: Monroe County

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Juvenile Delinquency Prevention	Provides assistance for School Resource Officer, Gang Resistance Education and Training, and Drug Abuse Resistance Education Services offered to juveniles throughout the county.	Monroe County	Countywide	General Fund, State Grants, Fees from Fines
Law Enforcement	Routine day-to-day operations of the Sheriff's Office.	Monroe County	Countywide	General Fund, State and Federal Grants
Library Services	Provides basic library services to all county residents. Maintains county-owned parks and runs recreation programs for youth and adults.	Monroe County through Oral Agreement	Countywide	General Fund, User Fees, BOE, Library Board, City of Forsyth
Recreation	Patching, repairing, paving, grading, resurfacing, driveway culverts, ROW, mowing, etc....	Monroe County and Private Contractors as needed.	Countywide	General Fund, Grants, and User Fees
Roads and Bridges Maintenance	Supports DFACS, Neighborhood Service Center, Older Americans Council, and Community Improvement Coalition with day-to-day operational costs.	Monroe County and Private Contractors as needed.	Unincorporated Areas	SPLOST and General Fund
Social Services	Assists county resident in practicing good soil management.	State	Countywide	General Fund
Soil Conservation	Collection of solid waste through drop-off sites and through on-site dumpster pickups.	Soil Conservation Service through Intergovernmental Agreement	Countywide	General Fund
Solid Waste Collection and Recycling	Operation of the county's solid waste Subtitle D landfill.	Monroe County	Countywide	General Fund, LOST, Insurance Premium Tax, and User Fees
Landfill	Sprays yards to control mosquitoes and ticks.	Monroe County and Private Contractors as needed.	Countywide	User Fees, General Fund
Tick Control	Supports historical society and promotes economic development through attracting tourists.	Monroe County	Unincorporated Area	User Fees, LOST, Insurance Premium Tax
Tourism	Provides water delivery to county residents in special service districts.	Private Sector	Countywide	General Fund
Water Service	Operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.	Monroe County and Private Contractors as needed.	Special Service Areas	SPLOST, User Fees, Revenue Bonds

**Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Appendix C
Future Services Survey Form

Monroe County Service Delivery Strategy Future Services

Community Name: Culloden		Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services)	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
		Cemetery	Maintenance and upkeep of the city's cemetery.	City	Special Service Area (see map)	General Fund
		Courts	Routine court operations for offenses occurring within the city.	City	City-Wide	General Fund
		E-911 Communications	Emergency dispatching of public safety calls.	Intergovernmental Agreement with Monroe County	Monroe County	County
		Emergency Management Services	Emergency response services to calls for assistance.	Intergovernmental Agreement with Monroe and Monroe County	County-Wide	County
		Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	County
		Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
		Library	Routine and day-to-day operations for the city's public library.	City	County-Wide	General Fund
		Parks/Recreation	Routine parks/recreation services and grounds upkeep.	City	City-Wide	General Fund
		Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund
		Street Lighting	Street lighting within the city.	City	City-Wide	General Fund
		Water Service	Water distribution within the city's service area.	City	City-Wide	General Fund

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy

Future Services

Community Name: Forsyth

Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service (Solid waste collection door-to-door or using drop-off sites, water delivery, fire protection, law enforcement, courts, natural gas, road maintenance, etc...)*	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, county-wide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Building Inspection and Code Enforcement	Routine building inspection services and code enforcement activities.	City	City-Wide	General Fund
Cemetery	Maintenance and upkeep of the city's cemetery.	City	City-Wide	General Fund
Courts	Routine court operations for offenses occurring within the city.	County through agreement with the City of Forsyth	City-Wide	General Fund
Drug Task Force	Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	General Fund
Economic Development/Tourism	Operation of the Downtown Development Authority and various activities designed to generate tourism.	Downtown Development Authority	County-wide	General Fund and State and Federal Grants
Electricity	Electrical service to Forsyth's MEAG customers	City	City-Wide	General Fund
Fire Protection	Fire protection services for the city through city personnel.	City	City-Wide	Enterprise Fund
Law Enforcement	Routine police services for city residents/businesses.	City	City-Wide	General Fund
Library Services	Provides basic library services to all county residents.	City	City-Wide	General Fund
Parks/Recreation	Routine parks/recreation services and grounds upkeep and swimming pool maintenance and operation.	Monroe County through Oral Agreement	Countywide	General Fund
Road Maintenance	Routine road maintenance projects	City	City-Wide	General Fund and User Fees
Sewage Collection/Treatment	Sewerage collection and treatment and system upkeep for sewer customers	City	City-Wide	General Fund
Solid Waste Collection/Recycling	Door-to-door collection of solid waste and recyclables and disposal of solid waste at the county's landfill.	City	City-Wide	Enterprise Fund (Water)
Street Lighting	Street lighting within the city and along Interstate 75.	City	City-Wide	General Fund and User Fees
Telecommunications	Cable broadcasting service for customer of the city's cable system.	City	City-Wide	General Fund
Water Service	Water distribution and treatment within the city's service area.	City	City and Extraterritorial Service Area	Enterprise Fund (Cable)
	Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.			

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Future Services

Community Name: Monroe County		Monroe County		
Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, countywide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Ambulance	Provides emergency and non-emergency medical care and transportation; billing and collecting for county residents.	Monroe County	Countywide	User Fees, General Fund
Animal Control	Collects, traps, adopts out, and disposes of wild/loose animals. Catches suspected rabid animals.	Monroe County and Private Contractors as needed and through Intergovernmental Agreement.	Countywide	LOST, Insurance Premium Tax, User Fees, City of Forsyth, City of Culloden
Building Inspection and Code Enforcement	Routine building inspection services and code enforcement activities.	Monroe County	Unincorporated Areas	General Fund and User Fees
Child Advocacy	Conducts child interviews in investigations where a child is the victim; provides safe-houses for victims of abuse.	Monroe County	Countywide	General Fund, State and Federal Grants
Coroner	Ascertains the cause and manner of death in any trauma related or unexplained death or death unattended by a doctor.	Monroe County	Countywide	General Fund
Court Services	Basic court operations costs associated with day-to-day operations of the county's courts.	Monroe County and State Employees	Countywide	General Fund and State Revenues
Drug Task Force	Investigates and makes arrests in drug violation cases.	Intergovernmental Agreement	Regional	General Fund and State and Federal Grants
E-911 Communications	Emergency dispatching of fire, police, sheriff, and ambulance services to calls for assistance.	Monroe County	Countywide	General Fund and User Fees
Economic Development/Tourism	Operation of the Monroe County Industrial Development Authority, and various activities designed to generate tourism.	Development Authority	County-wide	General Fund
Emergency Management	Coordination of available resources in planning for, responding to, and recovering from a variety of events that injure a significant number of people, do extensive damage to property, and disrupt community life.	Monroe County	Countywide	General Fund
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Monroe County (full time and volunteer employees)	Unincorporated Areas and City of Culloden	Insurance Premium Tax, and LOST
Fugitive Task Force	Executes fugitive felony warrants as required.	Intergovernmental Agreement	Regional	General Fund
Health Services	Supports the County Health Department and Counseling Center.	State	Countywide	General Fund
Indigent Care	Provides funds for assisting with indigent legal, medical, and burial expenses.	Private Sector and Monroe County Hospital	Countywide	General Fund
Jail Operations	Boards inmates, provides medical and dental services to inmates, provides law library, provides commissary, transports inmates to court and to other agencies, provides inmates for work details, provides and maintains the jail facility.	Monroe County	Countywide	General Fund and State Revenues

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Monroe County Service Delivery Strategy Future Services

Community Name: Monroe County		Monroe County		
Name or Type of Service (May be a service which is part of a larger department (i.e. jail as part of police services))	Description of Service	Producer of Service (In-house by city or county employees, private sector contract, intergovernmental agreement, authority, etc.)	Service Area (Municipal only, unincorporated only, countywide, special service district, regional, other)	Funding Sources (Enterprise Fund, General Fund, LOST, SPLOST, User Fees, Insurance Premium Tax, etc.)**
Juvenile Delinquency Prevention	Provides assistance for School Resource Officer, Gang Resistance Education and Training, and Drug Abuse Resistance Education Services offered to juveniles throughout the county.	Monroe County	Countywide	General Fund, State Grants, Fees from Fines
Law Enforcement	Routine day-to-day operations of the Sheriff's Office.	Monroe County	Countywide	General Fund, State and Federal Grants
Library Services	Provides basic library services to all county residents. Maintains county-owned parks and runs recreation programs for youth and adults.	Monroe County through Oral Agreement	Countywide	General Fund, User Fees, BOE, Library Board, City of Forsyth
Recreation	Patching, repairing, paving, grading, resurfacing, driveway culverts, ROW, mowing, etc...	Monroe County and Private Contractors as needed.	Countywide	General Fund, Grants, and User Fees
Roads and Bridges Maintenance	Sewerage collection and treatment and system upkeep for sewer customers	Monroe County	Unincorporated Areas	SPLOST and General Fund
Sewerage Collection	Supports DFACS, Neighborhood Service Center, Older Americans Council, and Community Improvement Coalition with day-to-day operational costs.	Monroe County	Countywide	Enterprise Fund (Water), State Grants, SPLOST, Revenue Bonds
Social Services	Assists county resident in practicing good soil management.	State	Countywide	General Fund
Soil Conservation	Collection of solid waste through drop-off sites and through on-site dumpster pickups.	SCS through Intergovernmental Agreement	Countywide	General Fund
Solid Waste Collection and Recycling	Operation of the county's solid waste Subtitle D landfill.	Monroe County	Countywide	Enterprise Fund
Landfill	Sprays yards to control mosquitoes and ticks.	Monroe County and Private Contractors as needed.	Countywide	User Fees, General Fund
Tick Control	Supports historical society and promotes economic development through attracting tourists.	Monroe County	Unincorporated Area	User Fees, LOST, Insurance Premium Tax
Tourism	Provides water delivery to county residents in special service districts.	Private Sector	Countywide	General Fund
Water Service	**Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.	Monroe County and Private Contractors as needed.	Special Service Areas	Enterprise Fund, SPLOST, Revenue Bonds

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Appendix D
Memorandum of Agreements Survey Form

Monroe County Service Delivery Strategy
Existing Intergovernmental Agreements

Community Name: All Jurisdictions

Name or Type of Service*	Parties to the Agreement	Date Passed	Duration of the Agreement	Expiration Date of Agreement	Primary Provider of the Service	Funding Source(s) for the Service**	Funding Allocation (How much does each source provide?)	Special Conditions (mandatory reviews, budget process, etc.)	Service Area
Animal Control	Monroe County with City of Forsyth	Annually	1 Year	12/31/99	Monroe County	LOST, IPT, User Fees, Forsyth Reimb.	Forsyth - \$5,000/yr plus \$15 per dog. County Remainder		Countywide
Animal Control	Monroe County, City of Culloden	Oral Agreement	N/A	N/A	Monroe County	LOST, IPT, User Fees, Culloden Reimb.	Culloden - \$25 per trip plus \$15 per dog		Countywide
Library Services	Monroe County, City of Forsyth, Board of Education	Oral Agreement	N/A	N/A	Monroe County	General Fund, and Forsyth	Forsyth - \$2,010 /yr, County - \$148,671/yr, BOE - \$2,949/yr County gives the		Countywide
Economic Development	Monroe County, Chamber of Commerce, Development Authority	Annually	Annually	Annually	Chamber, Development Authority	Chamber, Dev. Author., County	Chamber \$23,000/yr and Dev. Author. Approx. \$150,000/yr.		Countywide
Jail	Monroe County, City of Forsyth, State of Georgia Counties of Monroe, Lamar, Upson, and Pike, Cities of Forsyth, Barnesville, Thomaston, and Zebulon				Monroe County	General Fund, Jail Fine Fund, Forsyth	City - \$35/day/inmate, State - per diem/inmate, County - all other costs		Countywide
Drug Task Force			Bi-annually		Each agency provides personnel, Upson Co. provides bookkeeping	Federal Grant, General Fund	Federal Grant pays basic salaries, Jurisdictions pay OT, Vehicles, gas, and operational costs. Each agency provides		Regional
Fugitive Squad	Monroe County, Houston County, Bibb County, GBI, City of Macon				Joint	Joint (through user fees and general funds)	Each agency provides personnel and vehicle and gas. US Marshall provides office, etc...		Regional
Water Services Agreement	Monroe County, City of Forsyth	9/1/97	5 Years	9/1/02	City of Forsyth	Enterprise Fund / SPLOST / LOST	N/A	N/A	City/County Areas
Landfill Agreement	Monroe County, City of Forsyth				Monroe County	User Fees, General Fund	N/A	N/A	Countywide
Municipal Court Operations	Monroe County, City of Forsyth		Yearly	N/A	Monroe County	Revenues from Forsyth	Forsyth allocates annual general fund revenues to cover costs.	N/A	City-Wide

*Note: Other services might include: cemeteries, electric services, mowing, sewer service, storm-water management, tree trimming, street cleaning, recycling, animal control, E-911 services, EMS, hospitals, indigent legal defense, jail operations, airports, building inspections, business licenses, code enforcement, cultural programs, economic development, library services, parks/recreation, planning/zoning, tourism, public housing, health services, social services.

**Note: Abbreviations are as follows: GF = General Fund, EF = Enterprise Fund, LOST = Local Option Sales Tax, SPLOST = Special Purpose Local Option Sales Tax, STD = Special Tax District, IPT = Insurance Premium Tax, UF = User Fees, SG = State Grant, FG = Federal Grant, FDNG = Foundation Grant.

Appendix E
Dispute Resolution Process
Agreement for Land Use Disputes

AGREEMENT BETWEEN MONROE COUNTY, GEORGIA AND THE CITY OF FORSYTH, A MUNICIPAL CORPORATION IN MONROE COUNTY WITH REGARD TO IMPLEMENTING PROCESSES FOR RESOLVING LAND USE DISPUTES OVER ANNEXATION

The City of Forsyth, a municipal corporation in Monroe County, and Monroe County, Georgia, a political subdivision of the State, hereby agree to implement the following process for resolving land use disputes over annexation, effective July 1, 1998.

1. Upon the initiation of any annexation activity, the city will notify the county of the proposed annexation and provide information on location of property, size of area, and proposed land use or zoning classification(s) (if applicable) of the property upon annexation.

Within thirty days following receipt of the above information, the county will forward to the city a statement either: (a) indicating that the county has no objection to the proposed land use for the property; or (b) describing its bona fide objection(s) to the city's proposed land use classification, providing supporting information, and listing any possible stipulations or conditions that would alleviate the county's objection(s).

2. If the county has no objection of the city's proposed land use or zoning classification, the city is free to proceed with the annexation. If the county fails to respond to the city's notice in writing within the deadline, the city is free to proceed with the annexation or object to land use changes after the annexation.

3. If the county notifies the city that it has a bona fide land use classification objection(s), as defined in by Georgia law, the city will respond to the county in writing within thirty days of receiving the county's objection(s) ~~by either (a) agreeing to implement the~~ conditions and thereby resolving the county's at *FAX to* (s); (b) agreeing with the county *Andy Crosson* ion on the proposed annexation; that the county's objection(s) tifying the county that the city will judgement in court; or (d) initiati um mediation process to discuss poss.

4. If the city initiates mediation, the city and county will agree on a mediator, mediation schedule and determine participants in the mediation. The city at this point, and throughout these proceedings, will notify any

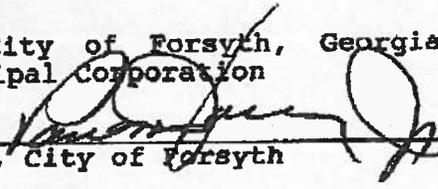
affected property owners of the status of any annexation requests. Any costs associated with the mediation will be shared equally by the city and the county.

- 5. If no resolution of the county's bona fide land use classification objection(s) results from the mediation, the city will not proceed with the proposed annexation.
- 6. If the city and county reach an agreement as described in this contract or as a result of mediation, an annexation agreement will be drafted by the city for execution by the city and county governments and the property owner(s).

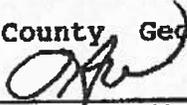
Regardless of future changes in land use or zoning classification, any site-specific mitigation or enhancement measures or site-design stipulations included in the agreement will be binding on the property. The property owner(s) shall sign, notarize and return the agreement to the city. The agreement shall become final when signed by the city and the county and shall be filed at the courthouse.

This annexation dispute resolution shall remain in force and effect until rescinded or amended by agreement of each party or unless otherwise terminated by operation of law. Upon adoption by the city and county, this agreement will be advertised and posted at city hall and the county courthouse.

The City of Forsyth, Georgia, A
Municipal Corporation

By: 
Mayor, City of Forsyth

Monroe County, Georgia

By: 
Chairman, Monroe County
Commissioners

**AGREEMENT BETWEEN MONROE COUNTY, GEORGIA AND
THE CITY OF CULLODEN, A MUNICIPAL CORPORATION IN
MONROE COUNTY WITH REGARD TO IMPLEMENTING PROCESSES
FOR RESOLVING LAND USE DISPUTES OVER ANNEXATION**

The City of Culloden, a municipal corporation in Monroe County, and Monroe County, Georgia, a political subdivision of the State, hereby agree to implement the following process for resolving land use disputes over annexation, effective July 1, 1998.

1. Upon the initiation of any annexation activity, the city will notify the county of the proposed annexation and provide information on location of property, size of area, and proposed land use or zoning classification(s) (if applicable) of the property upon annexation.

Within thirty days following receipt of the above information, the county will forward to the city a statement either: (a) indicating that the county has no objection to the proposed land use for the property; or (b) describing its bona fide objection(s) to the city's proposed land use classification, providing supporting information, and listing any possible stipulations or conditions that would alleviate the county's objections(s).

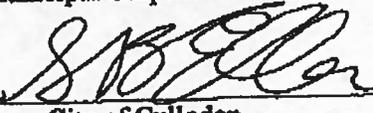
2. If the county has no objection of the city's proposed land use or zoning classification, the city is free to proceed with the annexation. If the county fails to respond to the city's notice in writing within the deadline, the city is free to proceed with the annexation or object to land use changes after the annexation.
3. If the county notifies the city that it has a bona fide land use classification objection(s), as defined in by Georgia law, the city will respond to the county in writing within thirty days of receiving the county's objection(s) by either: (a) agreeing to implement the county's stipulations and conditions and thereby resolving the county's objection(s); (b) agreeing with the county and stopping action on the proposed annexation; (c) disagreeing that the county's objection(s) are bona fide and notifying the county that the city will seek a declaratory judgement in court; or (d) initiating a thirty day maximum mediation process to discuss possible compromises.
4. If the city initiates mediation, the city and county will agree on a mediator, mediation schedule and determine participants in the mediation. The city at this point, and throughout these proceedings, will notify any affected property owners of the status of any annexation requests. Any costs associated with the mediation will be shared equally by the city and the county.
5. If no resolution of the county's bona fide land use classification objection(s) results from the mediation, the city will not proceed with the proposed annexation.

- 6. If the city and county reach an agreement as described in this contract or as a result of mediation, an annexation agreement will be drafted by the city for execution by the city and county governments and the property owner(s).

Regardless of future changes in land use or zoning classification, any site-specific mitigation or enhancement measures or site-design stipulations included in the agreement will be binding on the property. The property owner(s) shall sign, notarize and return the agreement to the city. The agreement shall become final when signed by the city and the county and shall be filed at the courthouse.

This annexation dispute resolution shall remain in force and effect until rescinded or amended by agreement of each party or unless otherwise terminated by operation of law. Upon adoption by the city and county, this agreement will be advertised and posted at city hall and the county courthouse.

The City of Culloden, Georgia
A Municipal Corporation

By: 
Mayor, City of Culloden

Monroe County, Georgia

By: 
Chairman, Monroe County Commissioners

ANNEXATION NOTIFICATION

(See O.C.G.A. 36-70-24(4)(c))

Pursuant to the Annexation Dispute Resolution Process agreement established by Monroe County and the City of _____ on June 30, 1998, the following information is provided to Monroe County for review. Failure to respond in writing to this notification prior to the deadline date listed below, shall indicate that Monroe County does not dispute the proposed land use classification of the property targeted for annexation.

Name of Jurisdiction Proposing Annexation: _____

Date of this Notice: _____

Date Application for Annexation Filed: _____

Annexation Method to Be Utilized:	<input type="checkbox"/>	100 Percent Method
	<input type="checkbox"/>	60 Percent Method
	<input type="checkbox"/>	Resolution/Referendum Method
	<input type="checkbox"/>	Local Act of General Assembly

Date Monroe County Required to Respond By: _____

Note: The deadline for responses to this notification are based on the method of annexation to be utilized. Refer to the Memorandum of Agreement for Annexation Dispute Resolution Process to determine response date.

Legal Description of Area to be Annexed:

Note: A map of the proposed area to be annexed with existing land use/zoning classifications of the area must be attached.

Existing Land Use Classification of Area to be Annexed:

Proposed Land Use Classification of Area to be Annexed:

Existing Zoning Classification of Area to be Annexed:

Proposed Zoning Classification of Area to be Annexed:

Signature of Mayor

Date

This form must be forwarded to the Chairman of the Monroe County Board of Commissioners via registered mail, return receipt requested to be valid.

Appendix F
Legal Resolution Adopting/Implementing the Strategy

**RESOLUTION
MONROE COUNTY BOARD OF COMMISSIONERS**

WHEREAS, the Georgia State Legislature adopted during its 1997 Legislative Session the Service Delivery Strategy Act; and

WHEREAS, this act requires each and every county within the State of Georgia to adopt a Service Delivery Strategy which identifies the methods, funding sources, service provider, and geographic service area of each public service activity provided within the county; and

WHEREAS, the Service Delivery Strategy must be officially adopted and verified by the Georgia Department of Community Affairs by July 1, 1999; and

WHEREAS, county and city officials have worked diligently to prepare the county's Service Delivery Strategy and to ensure that it accurately reflects service delivery arrangements within the county; and

WHEREAS, the county's Service Delivery Strategy identifies and addresses each of the key components and key criteria outlined in the Service Delivery Strategy Act of 1997; and

WHEREAS, the Board of Commissioners must adopt a resolution adopting the Service Delivery Strategy and authorizing the Chairman of the County Commission to sign the requisite documents acknowledging approval of the county's Service Delivery Strategy;

NOW THEREFORE, BE IT RESOLVED by the Board of Commissioners of Monroe County that the attached *Monroe County - Cities of Forsyth and Culloden Service Delivery Strategy* is hereby adopted as the county's official Service Delivery Strategy, to be updated from time-to-time as required in the Title 36 of the Official Code of Georgia Annotated § 36-70-1 et al; and

BE IT FURTHER RESOLVED that the Chairman of the Monroe County Board of Commissioners is hereby authorized to place the county's Service Delivery Strategy on the appropriate forms prescribed by the Georgia Department of Community Affairs, to execute those forms in the proper places, and to submit the county's Service Delivery Strategy to the Department of Community Affairs for verification in compliance with O.C.G.A. §36-70-26.

Adopted this June 1 day of 1999 at the county's regular Board of Commissioners' meeting.



Chairman, Monroe County Board of Commissioners

Gail M. King
County Clerk, Monroe County

AFFIX COUNTY SEAL

**RESOLUTION
MAYOR AND CITY COUNCIL OF THE CITY OF FORSYTH**

WHEREAS, the Georgia State Legislature adopted during its 1997 Legislative Session the Service Delivery Strategy Act; and

WHEREAS, this act requires each and every county within the State of Georgia to adopt a Service Delivery Strategy which identifies the methods, funding sources, service provider, and geographic service area of each public service activity provided within the county; and

WHEREAS, the Service Delivery Strategy must be officially adopted and verified by the Georgia Department of Community Affairs by July 1, 1999; and

WHEREAS, city and county officials have worked diligently to prepare the county's Service Delivery Strategy and to ensure that it accurately reflects service delivery arrangements within the county; and

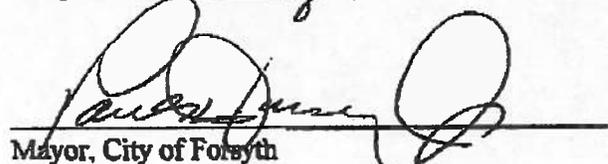
WHEREAS, the Service Delivery Strategy identifies and addresses each of the key components and key criteria outlined in the Service Delivery Strategy Act of 1997; and

WHEREAS, the Mayor and City Council must adopt a resolution adopting the Service Delivery Strategy and authorizing the Mayor to sign the requisite documents acknowledging approval of the Service Delivery Strategy;

NOW THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Forsyth that the attached *Monroe County - Cities of Forsyth and Culloden Service Delivery Strategy* is hereby adopted as the official Service Delivery Strategy, to be updated from time-to-time as required in the Title 36 of the Official Code of Georgia Annotated § 36-70-1 et al; and

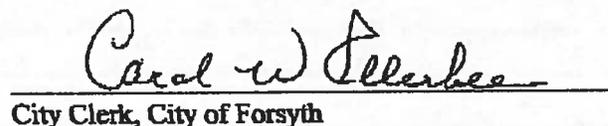
BE IT FURTHER RESOLVED that the Mayor of the City of Forsyth is hereby authorized to place the Service Delivery Strategy on the appropriate forms prescribed by the Georgia Department of Community Affairs, to execute those forms in the proper places, and to submit the Service Delivery Strategy to the Department of Community Affairs for verification in compliance with O.C.G.A. §36-70-26.

Adopted this 4th May day of 1999 at the city's regular Council meeting.



Mayor, City of Forsyth

AFFIX CITY
SEAL



City Clerk, City of Forsyth

RESOLUTION
MAYOR AND CITY COUNCIL OF THE CITY OF CULLODEN

WHEREAS, the Georgia State Legislature adopted during its 1997 Legislative Session the Service Delivery Strategy Act; and

WHEREAS, this act requires each and every county within the State of Georgia to adopt a Service Delivery Strategy which identifies the methods, funding sources, service provider, and geographic service area of each public service activity provided within the county; and

WHEREAS, the Service Delivery Strategy must be officially adopted and verified by the Georgia Department of Community Affairs by July 1, 1999; and

WHEREAS, city and county officials have worked diligently to prepare the county's Service Delivery Strategy and to ensure that it accurately reflects service delivery arrangements within the county; and

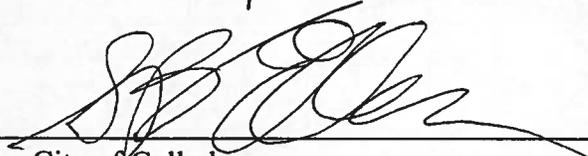
WHEREAS, the Service Delivery Strategy identifies and addresses each of the key components and key criteria outlined in the Service Delivery Strategy Act of 1997; and

WHEREAS, the Mayor and City Council must adopt a resolution adopting the Service Delivery Strategy and authorizing the Mayor to sign the requisite documents acknowledging approval of the Service Delivery Strategy;

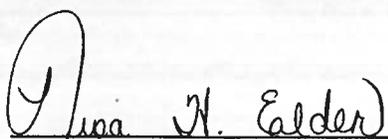
NOW THEREFORE, BE IT RESOLVED by the Mayor and Council of the City of Culloden that the attached *Monroe County - Cities of Forsyth and Culloden Service Delivery Strategy* is hereby adopted as the official Service Delivery Strategy, to be updated from time-to-time as required in the Title 36 of the Official Code of Georgia Annotated § 36-70-1 et al; and

BE IT FURTHER RESOLVED that the Mayor of the City of Culloden is hereby authorized to place the Service Delivery Strategy on the appropriate forms prescribed by the Georgia Department of Community Affairs, to execute those forms in the proper places, and to submit the Service Delivery Strategy to the Department of Community Affairs for verification in compliance with O.C.G.A. §36-70-26.

Adopted this 15th - May day of 1999 at the city's regular Council meeting.



Mayor, City of Culloden



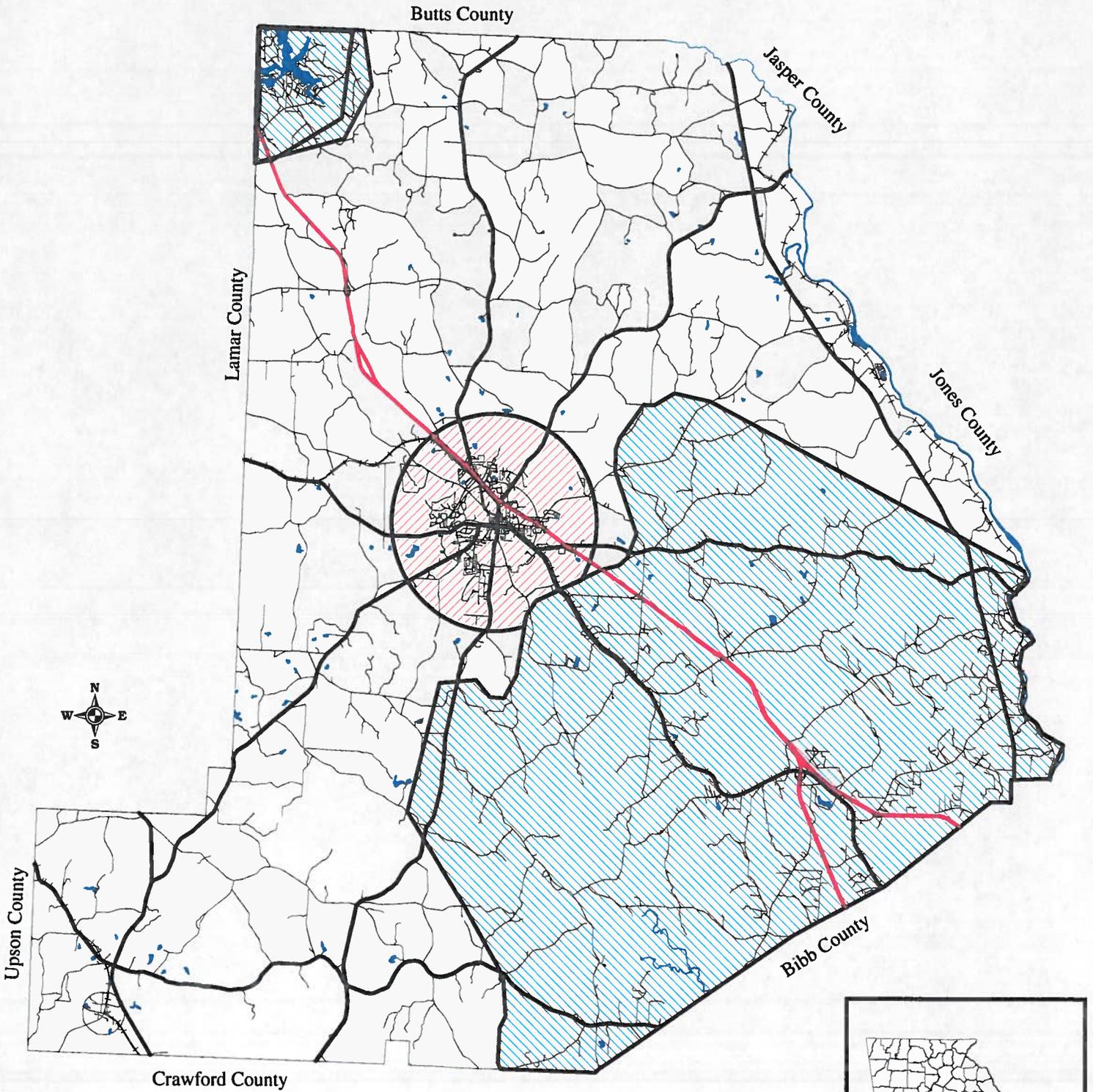
City Clerk, City of Culloden

AFFIX CITY
SEAL

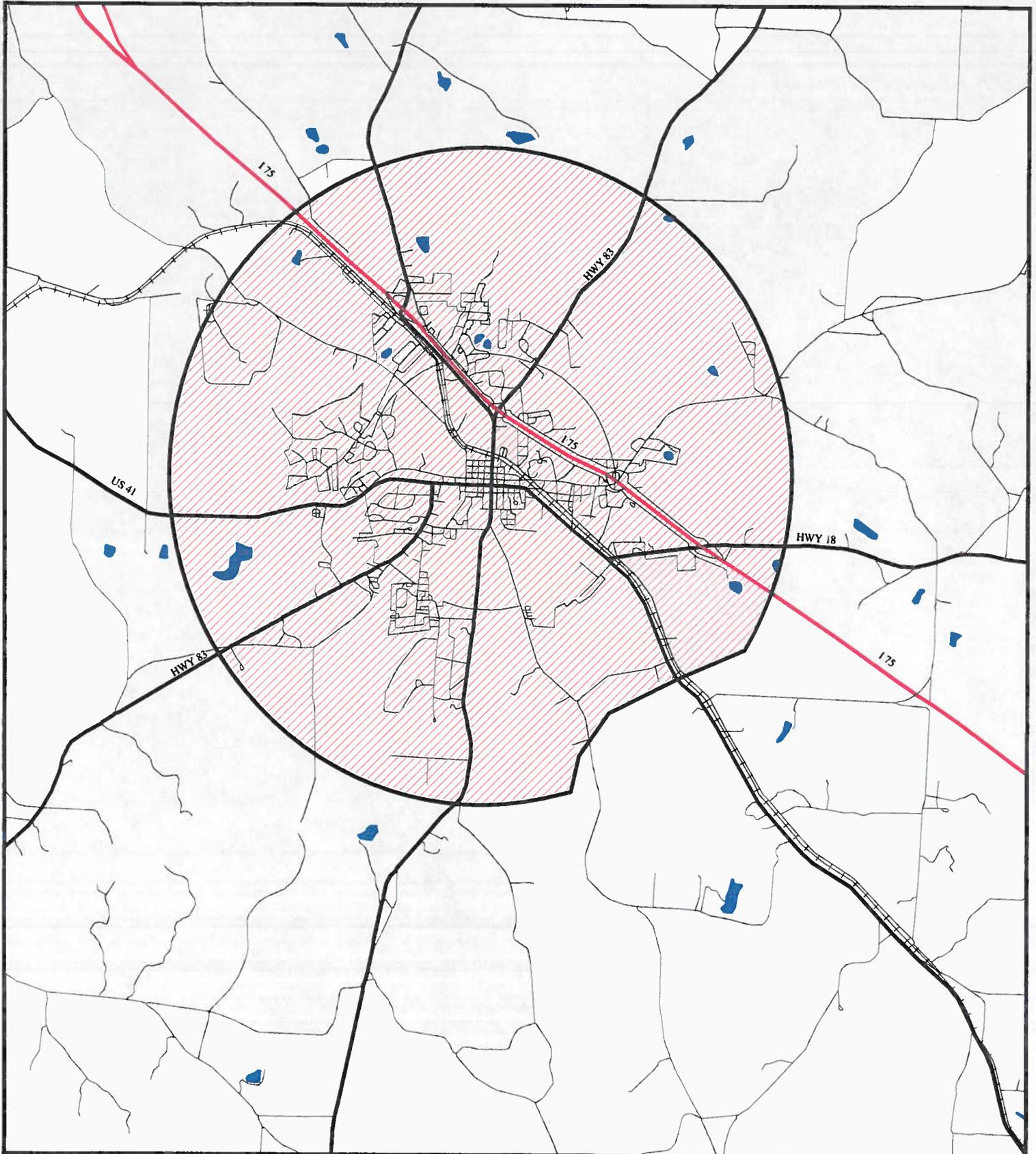


Appendix G
Maps of Service Areas

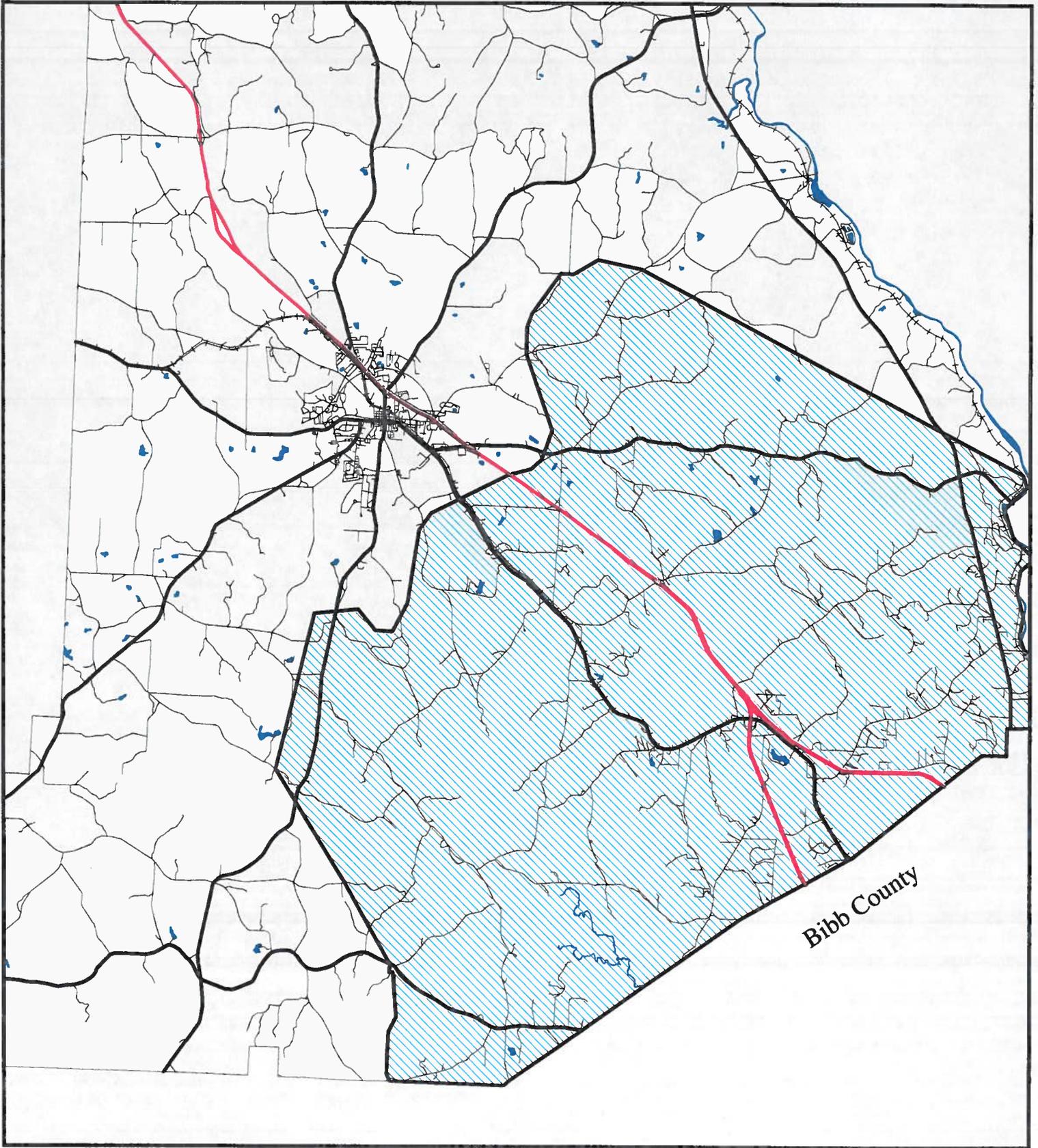
Monroe County, Georgia Incorporated and Unincorporated Areas



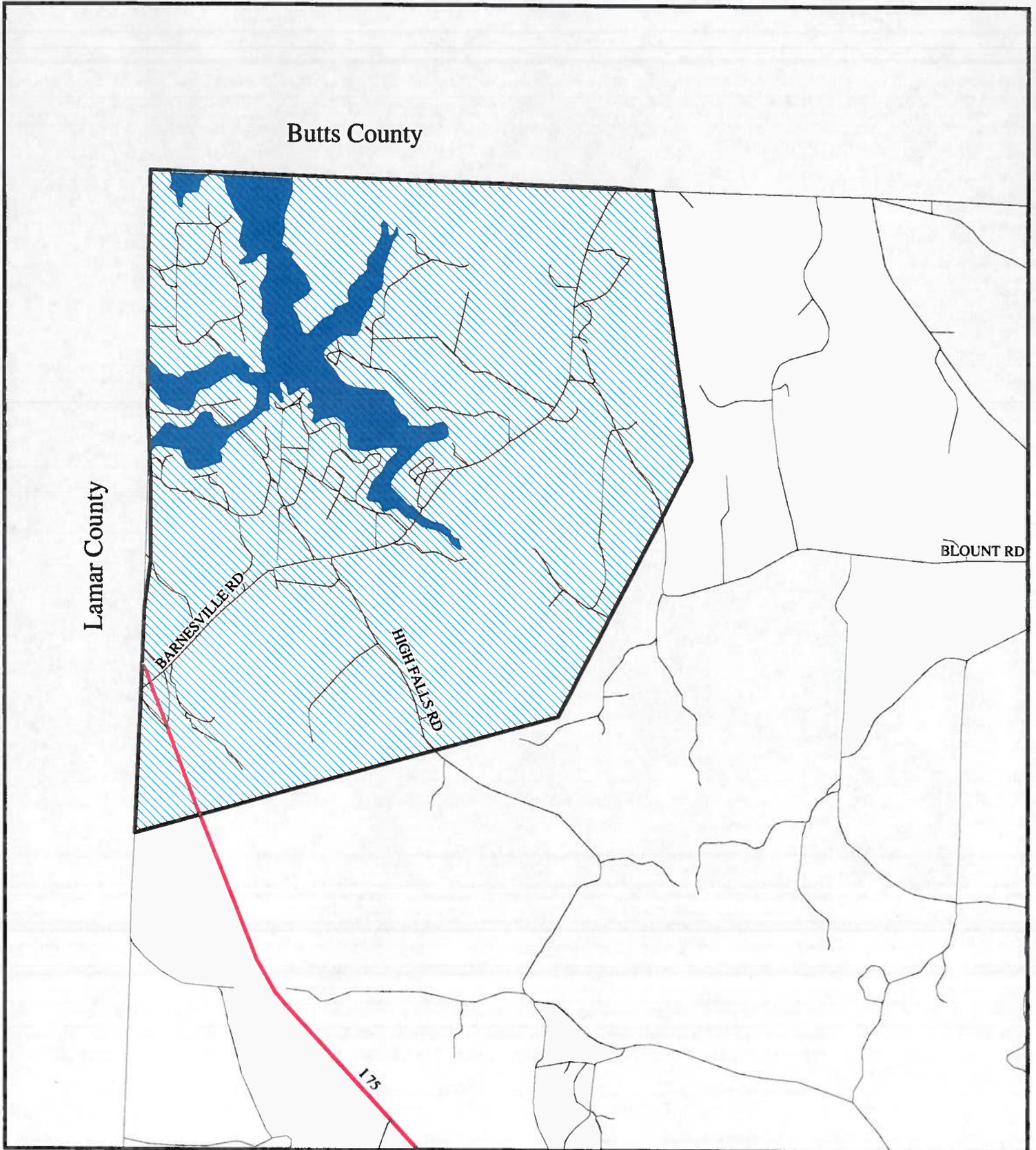
City Forsyth Water and Sewer Service Areas



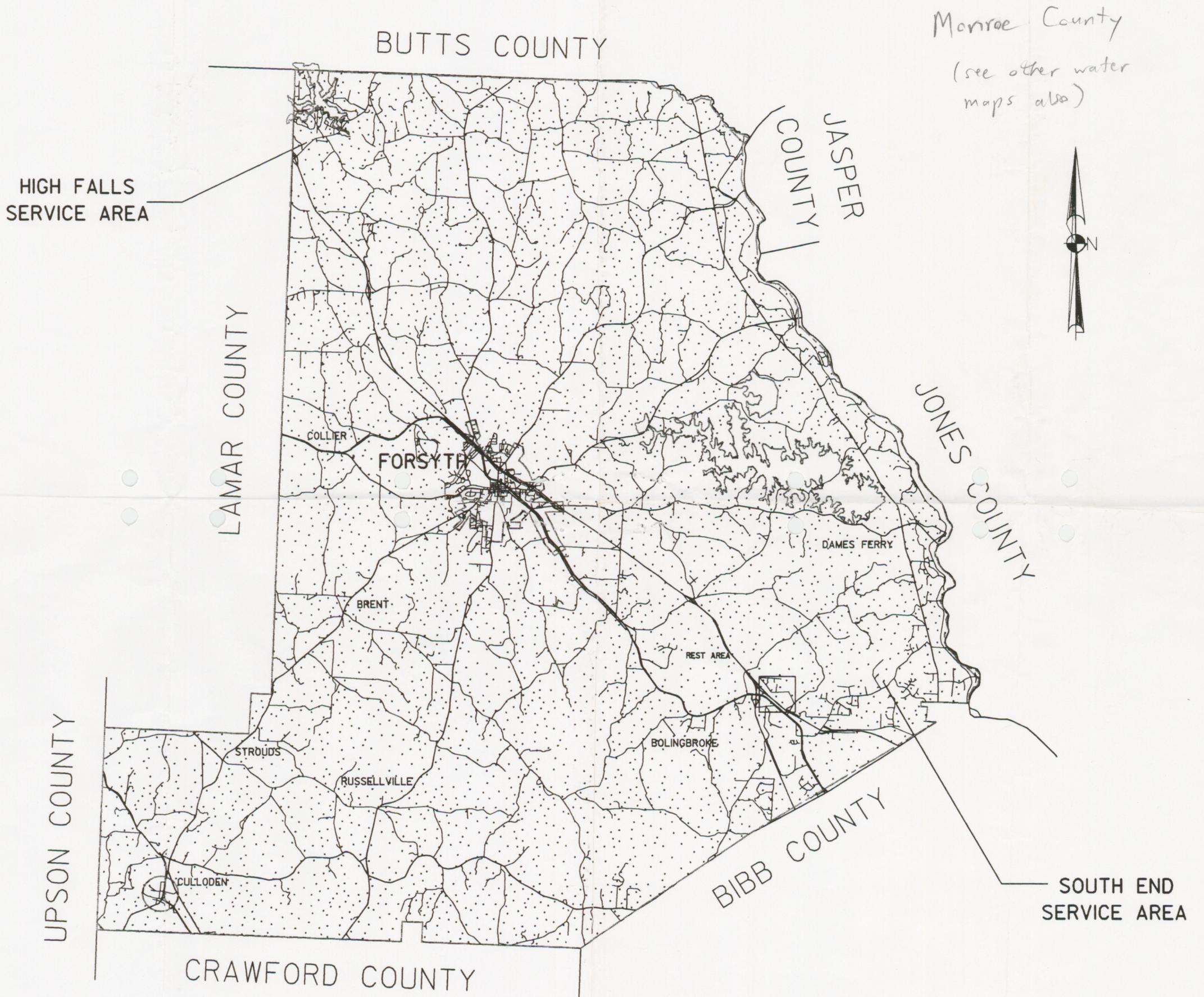
Monroe County
Water and Sewer Service Area



Monroe County Water Service Area



WATER SYSTEM SERVICE AREAS



Monroe County
(see other water maps also)

