



**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: Gordon Service: Water & Wastewater

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 Calhoun	User Fees, Bonded Indebtedness, Grants,
City of Fairmount	User Fees, Bonded Indebtedness, Grants,
Gordon County	User Fees, Grants, Loans

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

If Gordon County wants to extend wastewater lines into the unincorporated areas either in Calhoun's or Fairmount's service areas, the county will fund the design and installation of the wastewater line extensions and give the line extensions to Calhoun or Fairmount, whichever is applicable, for operation and maintenance. The cities will keep all revenues generated from the operations and the county will retain all connection fees to pay off the cost of the design and installation.

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:
1) Water & Wastewater Service Delivery Agreement	Gordon County, Calhoun, Fairmount, Plainville, Ranger, Resaca	1999
2) Revisions to the Agreement	same as above	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?

Same as #5 above

7. Person completing form: Randy Dowling, County Administrator

Phone number: (706) 629-3795 Date completed: 10/28/02

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:

**Revised and Amended Comprehensive Plan
Pertaining to Service Delivery Strategy for Water and Wastewater Services
for the Cities of Calhoun, Fairmount, Plainville, Ranger, Resaca, and
Unincorporated Gordon County**

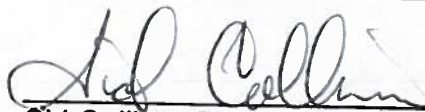
The City of Calhoun provides the only water system in Gordon County and the largest public wastewater system. In 1953, at the request of sole Commissioner John Slagle, the City of Calhoun began the extension of public water throughout Gordon County, including the municipalities of Resaca, Ranger, and Plainville. The City of Fairmount operated its own water system until 1986, when it contracted with Calhoun for operation, maintenance, and improvements. Calhoun rebates a franchise fee annually to the City of Fairmount for repayment of outstanding revenue bonds. That franchise fee will be rebated until the year 2003, at which time title to all remaining portions of the Fairmount system will be transferred to the City of Calhoun. Plainville also serves as a point of payment for water bills and Calhoun remits a fee of \$.20 per bill for collection services. The City of Calhoun's water system now has over 561 miles of public water lines located throughout Gordon County. It serves a customer base of 14,923 with 10,196 of those customers in the unincorporated area of Gordon County.

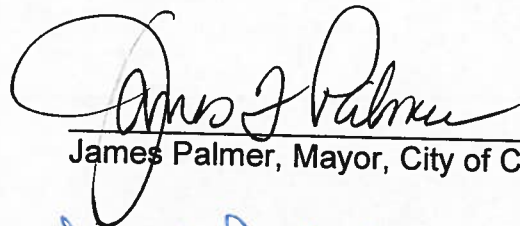
The City of Calhoun has a two tier rate system for customers located within and without the corporate limits of Calhoun, and has justified that the rate differential through actual operating costs, debt service costs, and utilization of system capacity cost associated with the operation and maintenance of the city water system. The rates are reviewed annually as budgets are considered.

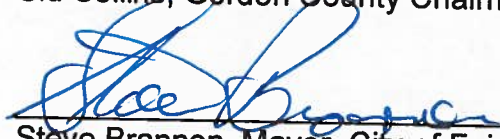
The City of Calhoun and the City of Fairmount both own and operate wastewater treatment facilities. Both the City of Calhoun and the City of Fairmount now allow the extension of sewer lines into all areas of Gordon County without the requirement of annexation, with all costs of extensions being borne by the developer or the Board of Commissioners. The City of Calhoun and the City of Fairmount, whichever is applicable, will own, operate and maintain line extensions and any accoutrements to insure the integrity and function of the sewer systems. The City of Calhoun and the City of Fairmount, whichever is applicable, will reserve the right to approve any connections based on permitting policies, EPD and EPA guidelines and system capacity/availability guidelines. The Board of Commissioners may, from time to time, establish and adjust connection fees and other charges for users of extensions funded by the county by means of service agreements between all parties to recoup the capital expenditures incurred in the cost of extensions. The City of Calhoun and the City of Fairmount will establish a two tier rate system for their customers located within and without the corporate limits of Calhoun and Fairmount. The rates will be based on operating costs, debt service, and utilization of system capacity costs. These rates will be reviewed annually.

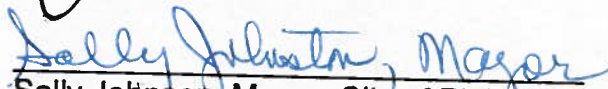
Attachments include water and sewer extension policies, Fairmount sales and franchise agreement with Calhoun.

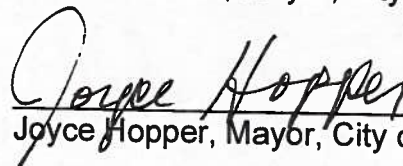
By this inter-local agreement, we the undersigned agree that this is the most effective, efficient manner in which to deliver water and wastewater services to the people of the entire county, and see no apparent duplication of services due to the significantly different levels of service being provided, this 15 day of October, 2002.

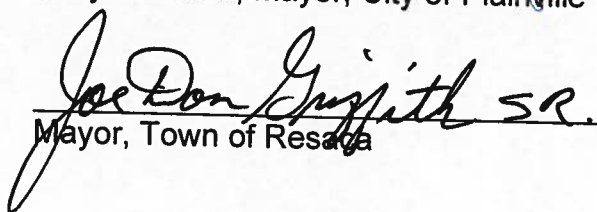

Sid Collins, Gordon County Chairman


James Palmer, Mayor, City of Calhoun


Steve Brannon, Mayor, City of Fairmount


Sally Johnson, Mayor, City of Plainville


Joyce Hopper, Mayor, City of Ranger


Jackson Griffith SR.
Mayor, Town of Resaca



**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: Gordon

Service: Roads & 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:

Gordon County	SPLOST

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

With the addition of the SPLOST that was approved by the voters during Nov. 2000, the county eliminated 2.00 mills from the property tax that was earmarked for roads and bridges in the incorporated area of the county. The county allocated a portion of the SPLOST to each of the cities for roads and bridge purposes.

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:
1) Roads & Bridge Service Delivery Agreement	Gordon County, Calhoun, Fairmount, Plainville, Ranger, Resaca	1999
2) Revisions to the Agreement	same as above	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?
 Same as #5 above

7. Person completing form: Randy Dowling, County Administrator
 Phone number: (706) 629-3795 Date completed: 10/28/02

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:

**Revised and Amended Comprehensive Plan
Pertaining to Roads and Bridges
Service Delivery Strategies for the cities of Calhoun, Fairmount,
Plainville, Ranger, Resaca and unincorporated Gordon County
Due to Changes in Funding**

Prior to the passage of a SPLOST Referendum for Roads, Streets, and Bridges, each municipality and Gordon County funded road and bridge maintenance and improvements through general fund tax revenues. Gordon County also had in place, the imposition of a County-Wide 2 mil property tax assessment dedicated to road, street, and bridge improvements in incorporated and unincorporated areas of Gordon County.

With the passage of the SPLOST Referendum, the Board of Commissioners eliminated the 2 mil property tax assessment dedicated to Roads, Streets and Bridges, and made the commitment to each municipality that they would share in SPLOST proceeds. Accordingly, the cities of Fairmount, Plainville, Ranger, and Resaca would each receive up to 3% of the SPLOST revenues derived for Roads, Streets, and Bridges for approved projects, and the City of Calhoun would receive 23% of the revenues received for approved projects over the course of SPLOST collections by the State of Georgia.

Gordon County offers Road, Street, and Bridge service through the County Road Department, maintaining approximately 600 miles of roadways including corresponding bridges and rights-of-way outside the corporate city limits of Calhoun, Fairmount, Plainville, Ranger, and Resaca.

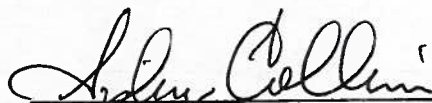
The City of Calhoun offers less comprehensive service through its Street Department for its, city streets and bridges inside the corporate city limits. The Cities of Calhoun, Fairmount, Plainville, Ranger and Resaca will utilize Gordon County expertise, equipment, and manpower for resurfacing and paving needs when logistically feasible, for Georgia D.O.T. sponsored LARP and PR projects, or other streets in each municipality as may be requested by each municipality and approved by The Board of Commissioners, utilizing each respective municipality's share of SPLOST proceeds. Gordon County will purchase necessary materials used for those projects and charge back to the respective municipality the county's cost of materials, as determined by the annual bid process and contract award, and reduce each municipality's share of SPLOST proceeds accordingly. Paving projects will be scheduled through coordination of city and county staff, with every effort made to complete those projects during the current paving season.

Following the expiration of the SPLOST funding, the cities of Calhoun, Fairmount, Plainville, Ranger and Resaca will utilize Gordon County expertise, equipment, and manpower for resurfacing and paving needs for Georgia D.O.T. sponsored LARP and PR projects, or other streets in each municipality as may be budgeted for by each municipality. Gordon County will purchase necessary materials used for those projects and charge back to the respective municipality the county's cost of materials, as determined by the annual bid process and contract award. Paving projects will be scheduled through coordination of city and county staff, with every effort made to complete those projects during the current paving season.

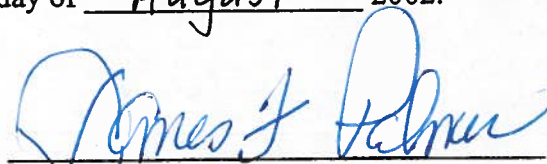
Additionally, Gordon County will provide paving services for the City of Calhoun in an amount equal to the percentage derived from comparing the total mileage of city streets to the total

mileage of County Roads, and applying that resulting percentage to the total annual General Fund operating budget of the county Road Department.


We, the undersigned agree that the Roads and Bridges Service Delivery Strategy in place is an effective and efficient method of service delivery that provides for tax equity for each entity without the need for consolidation, this the 6 day of August 2002.



Sid Collins
Gordon County Commission Chairman



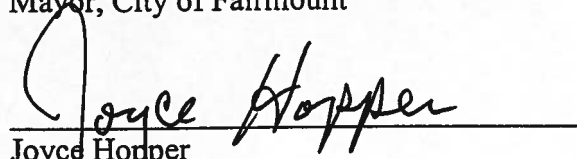
James F. Palmer
Mayor, City of Calhoun



Steve Brannon
Mayor, City of Fairmount



Sally Johnston
Mayor, City of Plainville



Joyce Hopper
Mayor, City of Ranger



Joe Don Griffith, Sr.
Mayor, City of Resaca



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

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County: Gordon Service: Recreation

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

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- 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 Calhoun	General Fund, User Fees, SPLOST
Gordon County	General Fund, User Fees, SPLOST

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

With the addition of the SPLOST that was approved by the voters during Nov. 2000, the county eliminated 0.59 mills from the property tax that was earmarked for recreation in Calhoun and Gordon County. The county allocated a portion of the SPLOST to each of the cities for recreation purposes.

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:
1) Recreation & Parks Service Delivery Agreement	Gordon County, Calhoun, Fairmount, Plainville, Ranger, Resaca	2000
2) Revisions to the Agreement	same as above	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?

Same as #5 above

7. Person completing form: Randy Dowling, County Administrator

Phone number: (706) 629-3795 Date completed: 10/28/02

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:

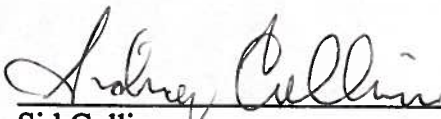
**Revised and Amended Comprehensive Plan Pertaining to
Recreation and Parks Service Delivery Strategies for
Calhoun, Fairmount, Plainville, Ranger, Resaca
and unincorporated Gordon County Due to Changes in Funding**

Prior to the passage of a SPLOST Referendum for Recreation, The Gordon County Board of Commissioners imposed a .59 mil property tax for the provision of recreation in Gordon County. The Board of Commissioners allocated 46% of the revenue collected from that tax to the City of Calhoun for the Calhoun Recreation Department. The remaining 54% of the funds collected was used by the Board of Commissioners for recreation for the remainder of Gordon County. Each entity was responsible for the disbursement of their portion of the funds according to their respective recreational needs and their respective fiscal policies, supplemented funding as deemed necessary. Gordon County and Calhoun residents are free to participate in either program.

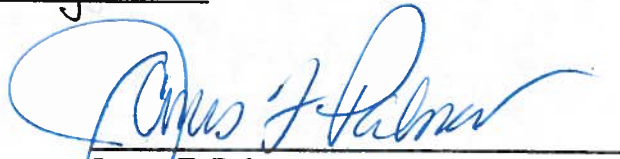
With the passage of the SPLOST Referendum, The Board of Commissioners eliminated the .59 mil property tax assessment for recreation, and made the commitment to each municipality that they would share in SPLOST proceeds. Accordingly, the cities of Fairmount, Plainville, Ranger, and Resaca would each receive up to 3% of the SPLOST revenues derived for Recreation for approved projects, and the City of Calhoun would receive 23% of the revenues received for approved projects over the course of SPLOST collections by the State of Georgia. Additionally, the City of Calhoun would receive \$275,000 per fiscal year beginning July 1, 2002, with a 3% per annum increase each subsequent year.

We, the undersigned agree that the Recreation and Parks Service Delivery Strategy can best serve the people of Gordon County by the City of Calhoun being responsible for the Calhoun Recreation Department, and the Board of Commissioners being responsible for other recreational programs in Gordon County. Due to a higher level of base service provided by Calhoun, and the overriding benefit derived from separate recreational administration, all citizens will enjoy enhanced recreational opportunities.

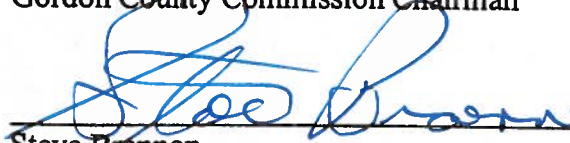
SO AGREED, this the 6 day of August 2002.



Sid Collins
Gordon County Commission Chairman



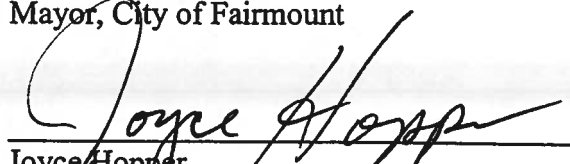
James F. Palmer
Mayor, City of Calhoun



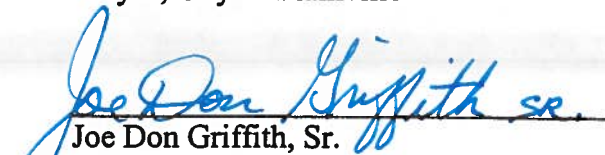
Steve Brannon
Mayor, City of Fairmount



Sally Johnston
Mayor, City of Plainville



Joyce Hopper
Mayor, City of Ranger



Joe Don Griffith, Sr.
Mayor, City of Resaca



**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 ing 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 Gordon 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:
	Sid Collins	Chairman	Gordon County	10/15/02
	Steve Brannon	Mayor	City of Fairmount	10/15/02
	James Palmer	Mayor	City of Calhoun	10/15/02
	Sally Johnston	Mayor	City of Plainville	10/15/02
	Joe Don Griffith	Mayor	Town of Resaca	10/15/02
	Joyce Hopper	Mayor	City of Ranger	10/15/02