

Crawford County Service Delivery Strategy

**Adopted
September 1999**

**Amended
February 1, 2006**

Prepared by:
Crawford County
City of Roberta
In Cooperation With
The Middle Georgia Regional Development Center

Table of Contents

INTRODUCTION	1
INTENT	1
SECTION A	2
Components (O.C.G.A. 36-70-23)	2
Current Service Delivery Arrangements	2
Future Service Delivery Arrangements	16
Funding Sources	23
Legal Mechanisms to Implement Strategy	28
SECTION B	28
Criteria (O.C.G.A. 36-70-24)	28
Elimination of Unnecessary Duplication	28
Elimination of Arbitrary Water and Sewer Rate Differentials	30
Elimination of Double Taxation	31
Compatible Land Use Plans	32
Water and Sewer Extension: Consistency with Land Use Plans	33
Resolution of Annexation Dispute Over Land Use	34
SECTION C	34
Adoption of the Strategy (O.C.G.A. 36-70-21, 36-70-25)	34
Jurisdictions Required to Adopt	34
SECTION D	35
Strategy Updates (O.C.G.A. 36-70-28)	35
APPENDIX A	
Service Delivery Strategy Act of 1997	36
APPENDIX B	
Current Services Survey Form (blank)	42
APPENDIX C	
Future Services Survey Form (blank)	44
APPENDIX D	
Memorandum of Agreements Survey Form (blank)	46
APPENDIX E	
Dispute Resolution Process Agreement for Land Use Disputes	48
APPENDIX F	
Legal Resolution Adopting/Implementing the Strategy	60
APPENDIX G	
Geographic Service Area Maps	64

Service Delivery Strategy Crawford 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 Crawford County and officials from the City of Roberta have held numerous 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.

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 Crawford 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. The form used by the local governmental entities to identify current services is attached as Appendix B.

As a result of this survey, the following services have been identified as “Current Services” within Crawford County. These tables also identify the funding source for each service as well as the provider of the service and the geographic service area associated with the service.

The following descriptions on the adjacent pages briefly identify the services provided.

²et. al, pages 4-5.

Crawford County: Existing Services

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 collection for county residents	Crawford County	County-wide	User Fees, General Fund
Building Inspection and Code Enforcement	Routine building services and code enforcement activities.	Crawford County	County-wide	User Fees, General Fund
911 Communications		Crawford County	County-wide	General Fund, User Fees
Coroner	Ascertains the cause and manner of death in any trauma related death or death attended by a doctor.	Crawford County	County-wide	General Fund
Court Services	Basic court operations costs associated with day-to-day operations of the county's courts.	Crawford County and State Employees	Unincorporated Areas	General Fund, Fines
Economic Development/Tourism	Operation of the Roberta/Crawford County Industrial Development Authority and various other activities designed to generate economic development.	Roberta/ Crawford County Industrial Development Authority	County-wide	General Fund, Various Revenue Sources
Emergency Management	Coordination of available resources in planning for, responding to, and recovering from a variety of events that injure a significant amount of people, do extensive damage to property, and disrupt community life.	Crawford County	County-wide	General Fund
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed.	Crawford County (volunteer employees)	County-wide	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.	Crawford County	County-wide	General Fund, Jail Fine Fund
Library Services	Provides basic library services to all county residents.	Crawford County	County-wide	General Fund
Public Transportation	Provides public transit services for county residents.	Crawford County	County-wide	General Fund, Federal and State Grants
Recreation	Maintains county-owned parks and runs recreation programs for youth and adults.	Crawford County	County-wide	General Fund and User Fees
Roads and Bridges Maintenance	Patching, repairing paving, grading, resurfacing, driveway culverts, ROW, mowing etc...	Crawford County	Unincorporated Areas	General Fund and SPLOST
Solid Waste Collection/Recycle	Collection of solid waste through drop-off sites and through on-site dumpster pickups.	Crawford County	Unincorporated Areas	User Fees
Stormwater Management	Routine Maintenance of the county's stormwater drainage system along county roadsides.	Crawford County	Unincorporated Areas	General Fund

Community Name: Roberta

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 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 (EF, GF, LOST, SPOLST, user fees,
Courts	Routine court operations for offenses occurring within the city.	City of Roberta	City-Wide	GF,F
Fire Protection	Fire Protection services for the city through city personnel.	City of Roberta	City-Wide	GF
Law Enforcement	Routine police services for city residents/businesses.	City of Roberta	City-Wide	GF, S&F Grants
Parks/Recreation	Routine parks/recreation services and grounds upkeep and swimming pool maintenance and operations.	Crawford/Roberta Clean and Beautiful Commission	City-Wide	UF
Road Maintenance	Routine road maintenance projects.	City	City-Wide	GF and SPOLST
Sewage Collection/Treatment	Sewerage collection and treatment and system upkeep for sewer customers.	City	City-Wide and Extraterritorial Service Area (see attached map)	Enterprise Sewer Fund and UF
Solid Waste Protection	Door-to-door collection of solid waste and drop-off site collection of recyclables and disposal of solid waste at a commercial landfill.	City	City-Wide	GF&UF
Street Lighting	Street lighting within the city.	City	County-Wide	GF
Stormwater Management	Routine maintenance of the city's stormwater drainage system.	City	City	GF
Water Services	Water distribution and treatment within the city's service area.	City	City and Extraterritorial Services	EF

The following are abbreviations:

Enterprise Funds=EF, General Fund=GF, Special Purpose Local Option Sales Tax= SPOLST, Local Option Sales Tax= LOST, Sewer Fund=SF, State and Federal Grants=S&F Grants, User Fees=UF, Fines=F

Crawford County Service Delivery Strategy
Existing Services

Name or Type of Service	Crawford County	City of Roberta
Ambulance	X	
Building Inspection and Code Enforcement	X	
Coroner	X	
Courts	X	X
911 Communications	X	
Economic Development	X	
Emergency Management	X	
Fire Protection	X	X
Jail Operations	X	
Law Enforcement		X
Library Service	X	
Public Transportation	X	
Recreation	X	X
Roads and Bridges	X	X
Sewerage Collection/Treatment		X
Solid Waste/Recycling	X	X
Street Lighting		X
Stormwater Management	X	X
Water Services	X	X

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

arrangement.

This component of the Strategy should identify 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:

Crawford County

Service Name	Geographic Service Area	Funding Source
Ambulance	Countywide	General Fund and User Fees
Building Inspection & Code Enforcement	Countywide	General Fund and User Fees
Coroner	Countywide	General Fund
Courts	Unincorporated Area	General Funds & State Revenues
E-911	Countywide	General Fund & User Fees
Economic Development	Countywide	Various Revenue Sources & General Fund
Emergency Management	Countywide	General Fund
Fire Protection	Countywide	General Fund
Jail Operations	Countywide	General Fund, Jail Fine Fund, and User Fees
Library Services	Countywide	General Fund
Public Transportation	Countywide	General Fund, State and Federal Grants
Recreation	Countywide	General Fund & User Fees
Roads and Bridges	Unincorporated Area	General Fund and SPLOST
Solid Waste Collection/Recycling	Unincorporated Area	User Fees
Stormwater Management	Unincorporated Area	General Fund
Water Services	See Map	General Fund, State & Federal Grants, User Fees

City of Roberta

³et al., page 5.

Service Name	Area	Funding Source
Courts	Municipal Area Only	General Fund and State Revenues
Fire Protection	Municipal Area Only	General Fund
Law Enforcement	Municipal Area Only	General Fund State and Federal Grants
Recreation	Municipal Area Only	User Fees
Roads and Bridges	Municipal Area Only	General Fund and SPOLST
Sewerage Collection/Treatment	Municipal Area Only	Enterprise Fund & User Fees
Solid Waste		
Collection/Recycling	Municipal Area Only	Grants and Revenues from the City
Street Lighting	Incorporated Area Only	General Fund
Stormwater Management	Municipal Area Only	General Fund and Possibly User Fees
Water Services	Municipal Area Only	Enterprise Fund

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 Crawford County have outlined the funding sources for all services provided within their jurisdiction in the previous tables.

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 Crawford 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.

⁴et al., page 6.

⁵et al., page 7.

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.

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 may 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

⁶et al., page 7.

Service Delivery Strategy Act of 1997, Crawford County and the City of Roberta acknowledge that operations in the Sheriff's office will not be reviewed under the "duplication of service" provisions.

In compliance with this requirement of the Service Delivery Strategy Act of 1997, Crawford County and the City of Roberta 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.

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 Crawford 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 Roberta provides water and sewer services to residents located outside of the municipal limits. The water and sewer rates for customers located outside of the city (unincorporated residents) are higher than rates paid by residents living inside the city. Roberta cites added costs for providing water and sewer services to unincorporated areas of the county as a reason for the water and sewer rate differential.

If concerns over water and sewer rate differentials still exist, the County will further investigate this issue through a method that is agreeable with all service providers involved. If rate differentials are considered arbitrary or continue to be unanswered concern, the following actions may occur, in accordance with O.C.G.A. 36-70-24:

1. The county will hold a public hearing for the purpose of reviewing the rate differential;
2. If the public hearing does not lead to a resolution of the dispute, a qualified engineer will be hired to prepare a study of the water and sewer rates in question (this study will be paid for equally by each disputing entity). If the disputing parties are unable to agree upon a qualified engineer, either party may request the presiding Judge of Crawford Superior Court to select a qualified engineer to conduct the study, and each party shall be bound by that selection;
3. If the rate study concludes that the rate differentials are arbitrary, the dispute will be submitted to some form of alternative dispute resolution, such as mediation; and
4. If alternative dispute resolution is unsuccessful, the disputing local government may challenge the arbitrary rate differentials in a court of competent jurisdiction. The Superior Court of Crawford County shall be deemed the Court having jurisdiction over this matter. The issue shall be submitted to the presiding Judge of Crawford Superior Court to determine what rates should be charged in the unincorporated areas of the county. The findings of the Court shall be binding on all parties.

This Service Delivery Strategy will remain in full effect until such time that it is necessary to amend the Strategy in accordance with O.C.G.A. 36-70-28.

Elimination of Double Taxation

⁷et al., pages 8-9.

“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 Crawford County have outlined the funding sources for all services provided within their jurisdiction (see above). Based on this analysis, the local governments determined that there were currently no “double taxation” problems within Crawford County.

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 Crawford County and City of Roberta are compatible. Crawford County and the City of Roberta adopted a Joint Comprehensive Plan that contained the same land use element for each jurisdiction. As a result, land use activities in the city and the county operate under the same rules and regulations. 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

⁸et al., page 10.

⁹et al., page 12.

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

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 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.”¹⁰

Prior to July 1, 1998, Crawford County and the City of Roberta 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 within the county. A copy of this dispute resolution process 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.”¹¹

In Crawford County, the following jurisdictions are required to adopt the Crawford County Service Delivery Strategy - Crawford County, City of Roberta

Completion of this final Service Delivery Strategy indicates that all jurisdictions required to adopt the Strategy for Crawford 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.

Crawford County and the City of Roberta adopted its original Service Delivery Strategy in 1999 in accordance with Georgia House Bill 489 and the subsequent Georgia Department of Community Affairs guidelines.

¹⁰et al., page 13.

¹¹et al., page 14.

SECTION D

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

In compliance with O.C.G.A. 36-70-28, Crawford 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;
- 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.

On December 8, 2005, Crawford County in conjunction with the City of Roberta agreed upon the updates necessary to become in compliance with the regulations set forth by the Department of Community Affairs. These updates will become effective February 1, 2006.

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
(blank)

Crawford County: Existing Services

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 collection for county residents	Crawford County	County-wide	User Fees, General Fund
Building Inspection and Code Enforcement	Routine building services and code enforcement activities.	Crawford County	County-wide	User Fees, General Fund
911 Communications		Crawford County	County-wide	General Fund, User Fees
Coroner	Ascertains the cause and manner of death in any trauma related death or death attended by a doctor.	Crawford County	County-wide	General Fund
Court Services	Basic court operations costs associated with day-to-day operations of the county's courts.	Crawford County and State Employees	Unincorporated Areas	General Fund, Fines
Economic Development/Tourism	Operation of the Roberta/Crawford County Industrial Development Authority and various other activities designed to generate economic development.	Roberta/Crawford County Industrial Development Authority	County-wide	General Fund, Various Revenue Sources
Emergency Management	Coordination of available resources in planning for, responding to, and recovering from a variety of events that injure a significant amount of people, do extensive damage to property, and disrupt community life.	Crawford County	County-wide	General Fund
Fire Protection	Provides basic fire protection and prevention services and rescue services as needed	Crawford County (volunteer employees)	County-wide	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.	Crawford County	County-wide	General Fund, Jail Fine Fund
Library Services	Provides basic library services to all county residents.	Crawford County	County-wide	General Fund
Public Transportation	Provides public transit services for county residents.	Crawford County	County-wide	General Fund, Federal and State Grants
Recreation	Maintains county-owned parks and runs recreation programs for youth and adults.	Crawford County	County-wide	General Fund and User Fees
Roads and Bridges Maintenance	Patching, repairing paving, grading, resurfacing, driveway culverts, ROW, mowing etc...	Crawford County	Unincorporated Areas	General Fund and SPLOST
Solid Waste Collection/Recycle	Collection of solid waste through drop-off sites and through on-site dumpster pickups.	Crawford County	Unincorporated Areas	User Fees
Stormwater Management	Routine Maintenance of the county's stormwater drainage system along county roadsides.	Crawford County	Unincorporated Areas	General Fund

Appendix C
Future Services Survey Form
(blank)

Crawford County

Service Name	Geographic Service Area	Funding Source
Ambulance	Countywide	General Fund and User Fees
Building Inspection & Code Enforcement	Countywide	General Fund and User Fees
Coroner	Countywide	General Fund
Courts	Unincorporated Area	General Funds & State Revenues
E-911	Countywide	General Fund & User Fees
Economic Development	Countywide	Various Revenue Sources & General Fund
Emergency Management	Countywide	General Fund
Fire Protection	Countywide	General Fund
Jail Operations	Countywide	General Fund, Jail Fine Fund, and User Fees
Library Services	Countywide	General Fund
Public Transportation	Countywide	General Fund, State and Federal Grants
Recreation	Countywide	General Fund & User Fees
Roads and Bridges	Unincorporated Area	General Fund and SPLOST
Solid Waste Collection/Recycling	Unincorporated Area	User Fees
Stormwater Management	Unincorporated Area	General Fund
Water Services	See Map	General Fund, State & Federal Grants, User Fees

City of Roberta

Service Name	Geographic Service Area	Funding Source
Courts	Municipal Area Only	General Fund and State Revenues
Fire Protection	Municipal Area Only	General Fund
Law Enforcement	Municipal Area Only	General Fund State and Federal Grants
Recreation	Municipal Area Only	User Fees
Roads and Bridges	Municipal Area Only	General Fund and SPLOST
Sewerage Collection/Treatment	Municipal Area Only	Enterprise Fund & User Fees
Solid Waste Collection/Recycling	Municipal Area Only	Grants and Revenues from the City
Street Lighting	Incorporated Area Only	General Fund
Stormwater Management	Municipal Area Only	General Fund and Possibly User Fees
Water Services	Municipal Area Only	Enterprise Fund

Appendix D

Memorandum of Agreements Survey Form

(blank)

Note: All existing Intergovernmental Agreements can be viewed/obtained at the respective jurisdiction's City Hall or County Commissioner's Office.

**Crawford County Service Delivery Strategy
Existing Intergovernmental Agreement for Crawford County and City of Roberta**

Name or Type of Service	Parties to the Agreement	Date Passed	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
Building Inspection/Zoning Agreement	County/City		None	County	User Fees/City Funds	\$100 per month	N/A	City
Code Enforcement	County/City		None	County	General Fund	Crawford=50% Roberta=50%	N/A	
Emergency Management	County/City		None	City	General Fund	Crawford=50% Roberta=50%	N/A	
Jail Operations	County/City		None	County	General Fund	Crawford=50% Roberta=50%	N/A	

Appendix E

Dispute Resolution Process Agreement for Land Use Disputes

Note: Signed copies of these agreements are on file at the County Commissioner's Office and can be viewed/obtained during normal business hours. Additionally, agreements between Crawford County and the City of Roberta are available at the Commissioner's Office.

Appendix F
Legal Resolution Adopting/Implementing
the Strategy

RESOLUTION
CRAWFORD 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 February 28, 2007; and

WHEREAS, city and county officials have worked diligently to revise the county's Service Delivery Strategy and authorizing the Chairman to sign the requisite documents acknowledging approval of the Service Delivery Strategy; and

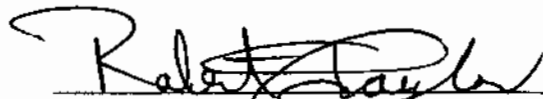
NOW THEREFORE, BE IT RESOLVED by the Crawford County Board of Commissioners that the attached *Crawford County- City of Roberta Service Delivery Strategy* is hereby adopted as the official Service Delivery Strategy, to be updated from time-to-time as required in the Title 36 of the Official Code of Georgia Annotated 36-70-1 et al; and

BE IT FURTHER RESOLVED that the Crawford County Board of Commissioners 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 February ²¹~~27~~ day of 2006 at the county's regular Commission meeting.



Chairman, Crawford County



County Administrator, Bob Taylor

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

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 revised in conjunction with the Comprehensive Plan and Solid Waste Management Plan in accordance with the Georgia Planning Act; 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 Roberta that the attached *Crawford County - City of Roberta 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 Roberta 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 7th day of March, 2006 at the city's regular Council meeting.



Becky Smith, Mayor, City of Roberta











Vicki Grant, City Clerk, City of Roberta

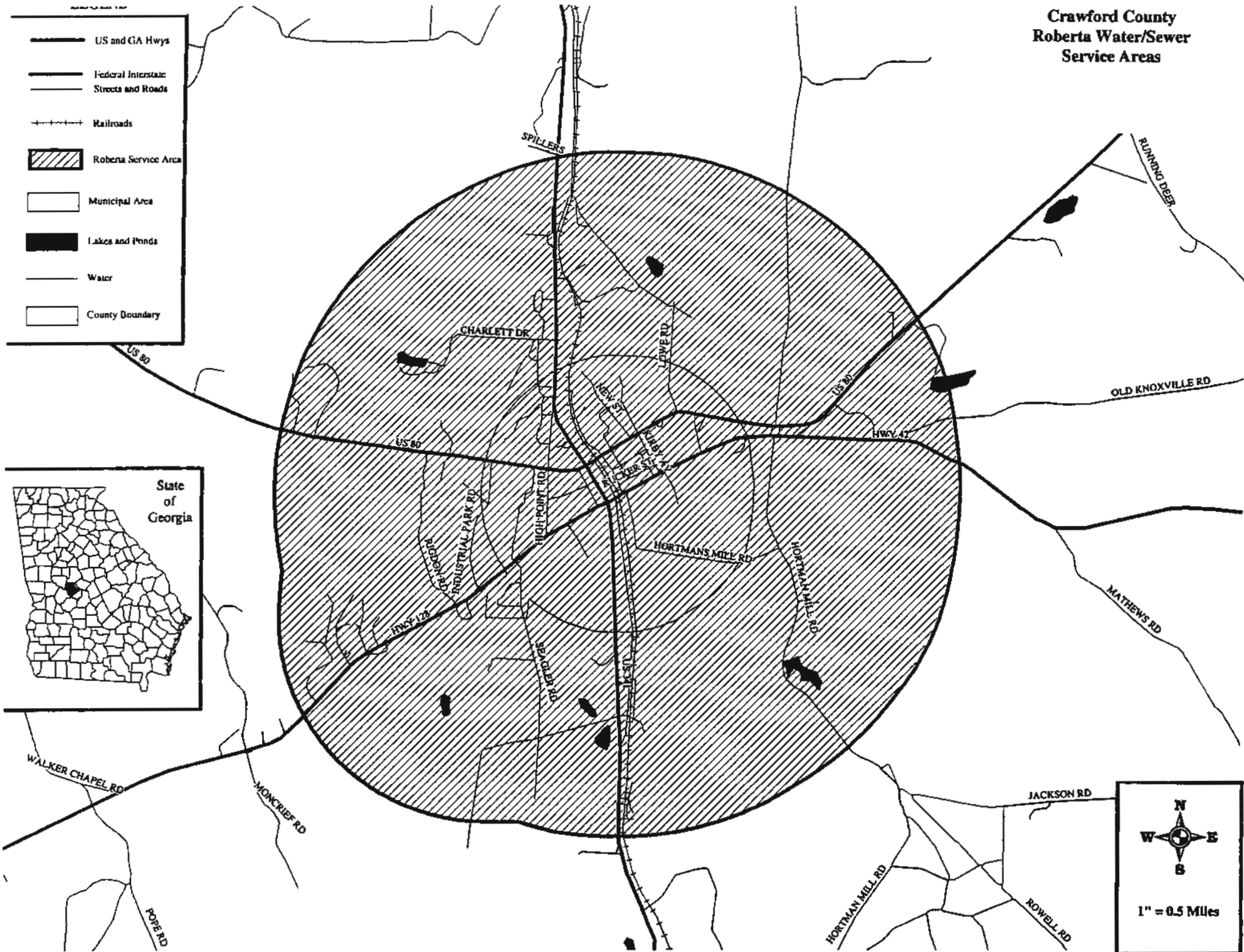
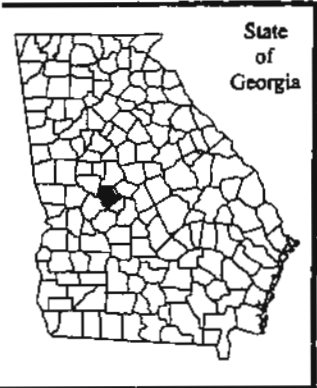



Appendix G

Maps of Service Areas

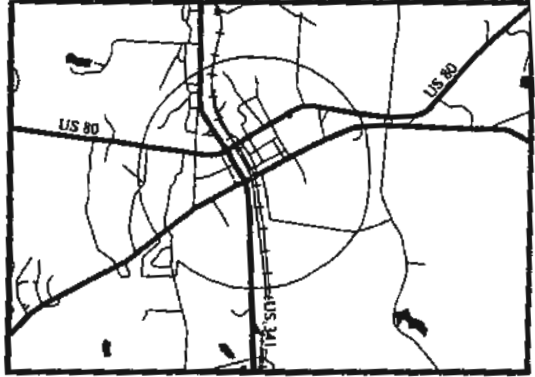
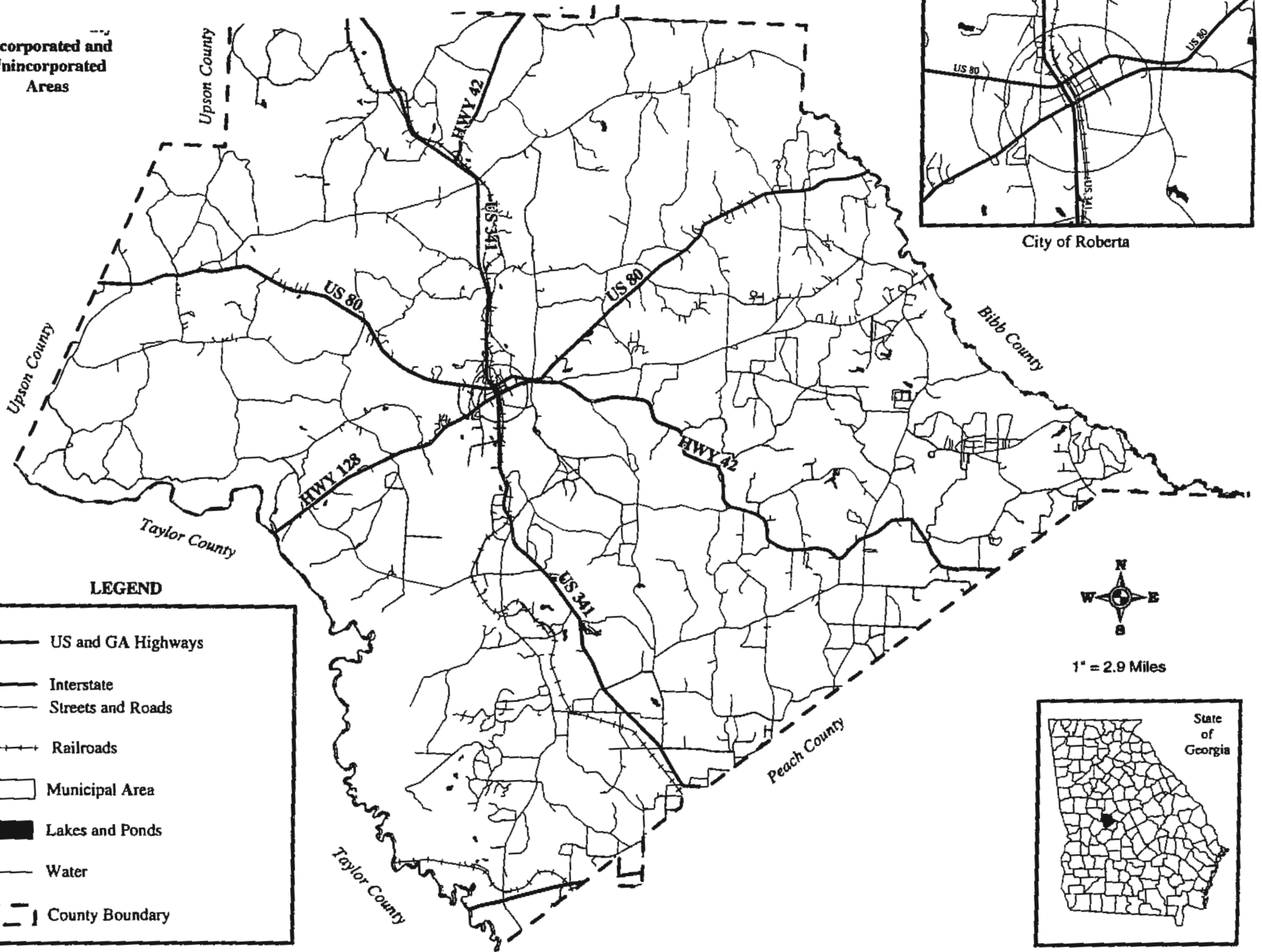
**Crawford County
Roberta Water/Sewer
Service Areas**

-  US and GA Hwys
-  Federal Interstate
Streets and Roads
-  Railroads
-  Roberta Service Area
-  Municipal Area
-  Lakes and Ponds
-  Water
-  County Boundary









1" = 0.5 Miles

Incorporated and
Unincorporated
Areas



City of Roberta

LEGEND

-  US and GA Highways
-  Interstate
-  Streets and Roads
-  Railroads
-  Municipal Area
-  Lakes and Ponds
-  Water
-  County Boundary




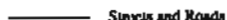

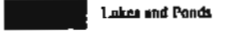

1" = 2.9 Miles

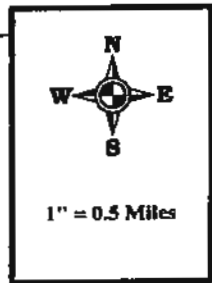
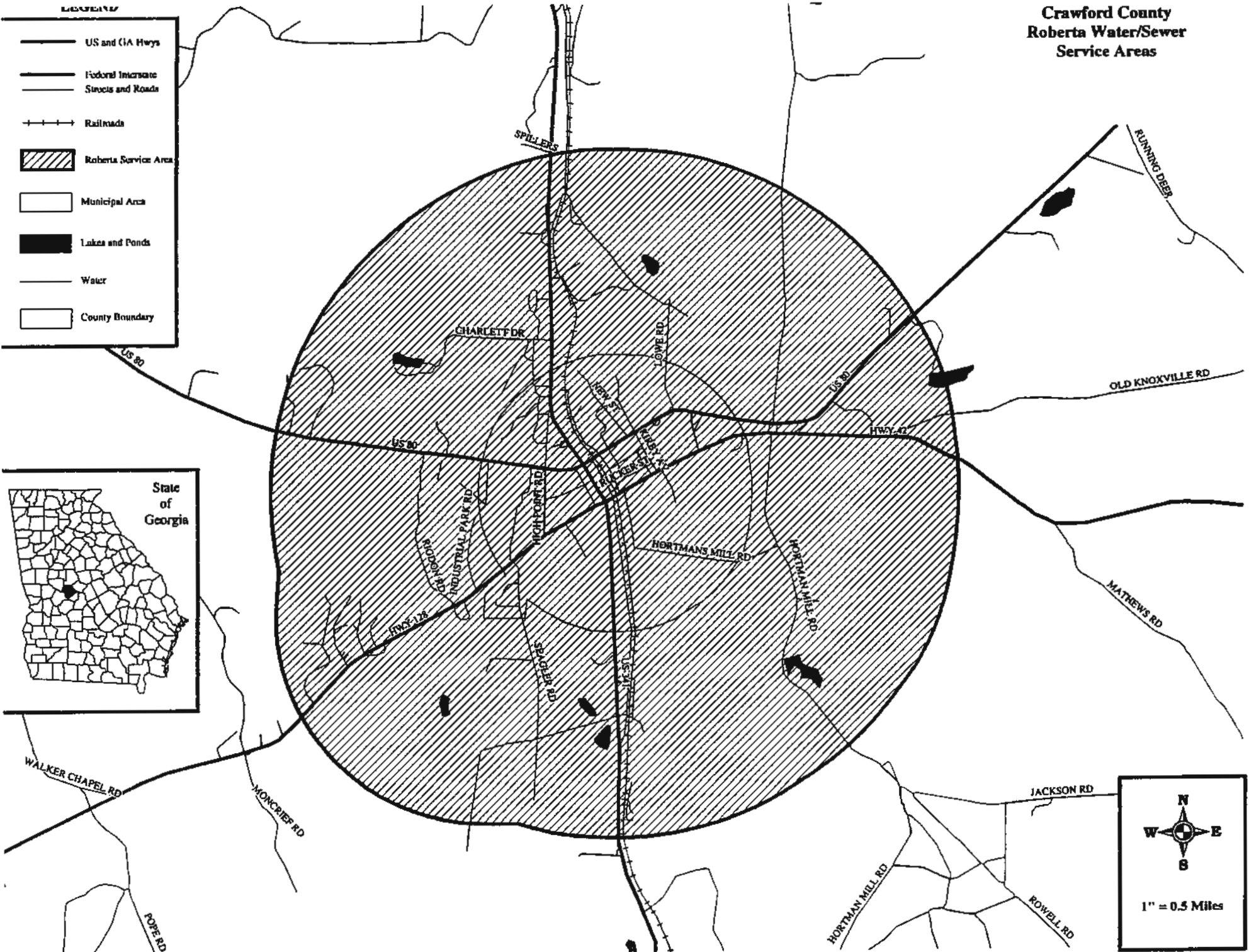


State of Georgia

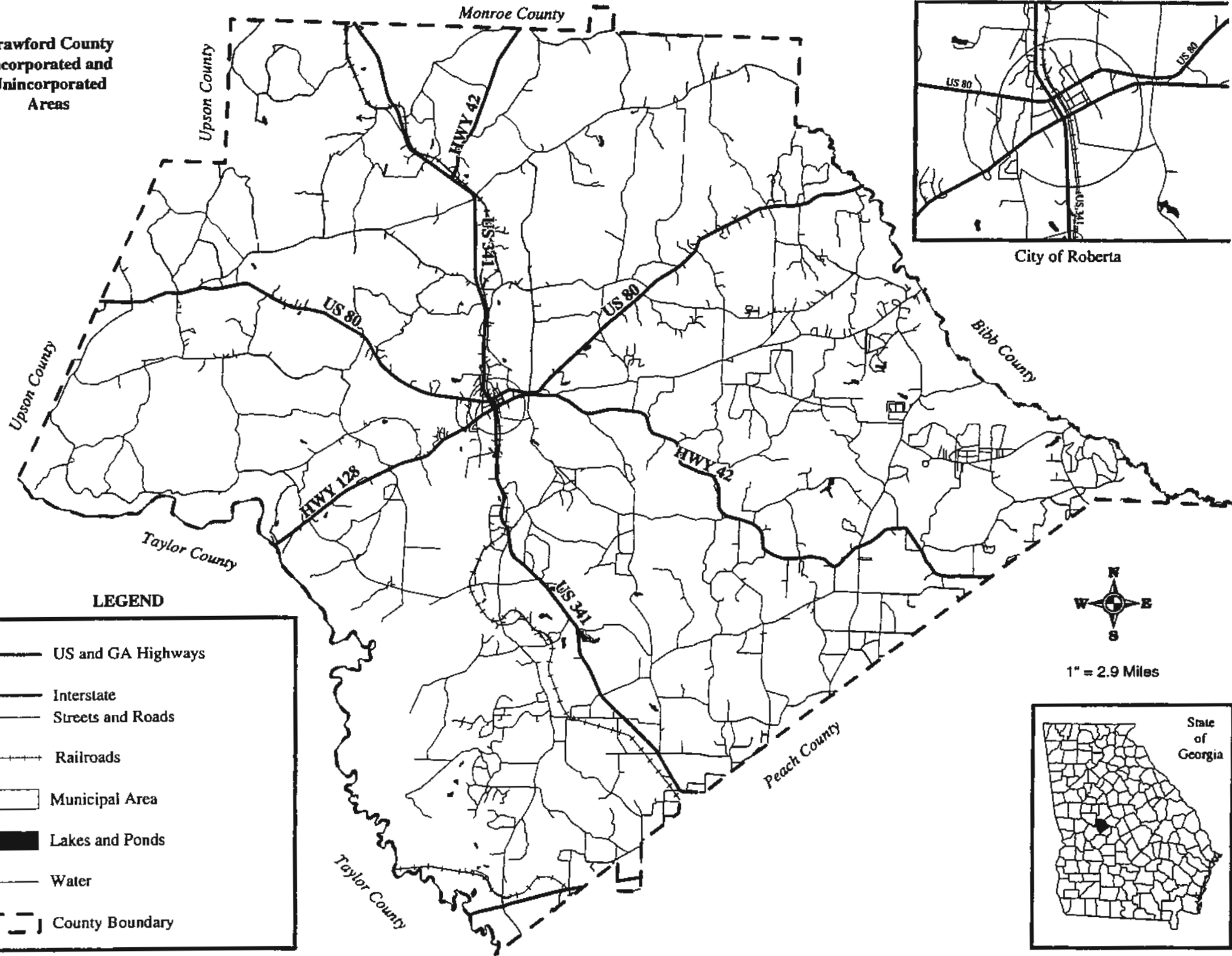
**Crawford County
Roberta Water/Sewer
Service Areas**

LEGEND









-  US and GA Hwys
-  Federal Interstate
-  Streets and Roads
-  Railroads
-  Roberta Service Area
-  Municipal Area
-  Lakes and Ponds
-  Water
-  County Boundary



**Crawford County
Incorporated and
Unincorporated
Areas**

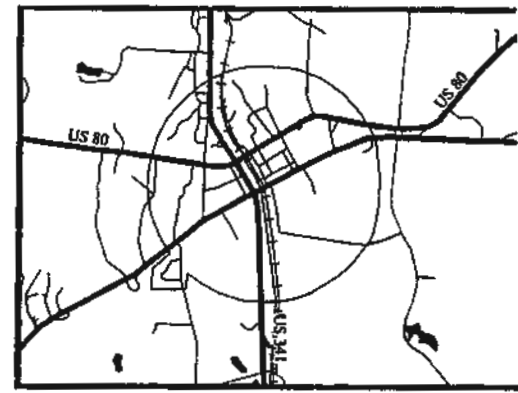
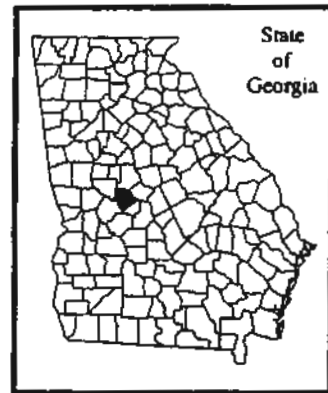


LEGEND

-  US and GA Highways
-  Interstate
-  Streets and Roads
-  Railroads
-  Municipal Area
-  Lakes and Ponds
-  Water
-  County Boundary



1" = 2.9 Miles



City of Roberta



GEORGIA DEPARTMENT OF COMMUNITY AFFAIRS

SERVICE DELIVERY STRATEGY

FOR Crawford

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.

Crawford County and the City of Roberta

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, Building Inspection & Code Enforcement, Coroner, Court Services, 911 Communications, Economic Development, Emergency Management, Fire Protection, Jail Operations, Law Enforcement, Library Services, Public Transportation, Recreation, Roads and Bridges, Sewerage Collection/Treatment, Solid Waste Collection/Recycling, Street Lighting, Stormwater Management, Water Services



SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2

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: Crawford Service: 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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund and User Fees from Telephone Surcharges

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

This is a future service that is currently being developed and implemented. This strategy alters the way this service is being provided by the fact that the service has not been provided in the past. The county and city will utilize telephone surcharges to operate a county 911 system for all county residents. Additional operation funds will be derived from general fund revenues. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 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: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	User Fees and 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 way this service is being provided within the county. The county will continue to provide the service county-wide through user fees and general fund revenues. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 6/9/1999

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:

Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

Service: Building Inspection

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	User Fees and 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 way this service is being provided within the county. The county will continue to provide the service countywide through user fees and general fund revenues in accordance with an existing intergovernmental agreement with the city. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>
Bldg Insp and Zoning Agreement	Roberta, Crawford County	April 1999- N/A
Code Enforcement Agreement	Roberta, Crawford County	April 1999-NA

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 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: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford 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 way this service is being provided within the county. The county will continue to provide the service county through user fees and general fund revenues in accordance with an existing intergovernmental agreement with the city. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 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: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager, (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund and State Revenue
City of Roberta	General Fund, Fines

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 way this service is being provided within the county. The county will continue to provide the service for adjudication cases occurring in the county, and the city will continue to provide the services for cases brought through the municipal court. The funding mechanism outlined above will continue to be used by each jurisdiction. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 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: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-2005

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:

Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

Service: Economic Development

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Industrial Development Authority	Various Revenue Sources and Revenues from the County's 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 way this service is being provided within the county. The county will continue to provide funds to the Roberta/Crawford County Industrial Development Authority to encourage economic development activities countywide. The funding mechanisms outlined above will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford 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 way this service is being provided within the county. The county will continue to provide the service countywide through general fund revenues but no longer will the city pay revenues for the service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>
Emergency Management Agreement	Crawford and Roberta	April 1999-yearly

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund
City of Roberta	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 way this service is being provided within the county. The county will continue to provide fire protection through a volunteer fire department in the city. The funding mechanisms outlined above will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford **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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	User Fees from the City of Roberta, Jail Fine Fund and 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 way this service is being provided within the county. The county will continue to provide the service in conjunction with an existing intergovernmental agreement. The county will continue to provide funds for jail operations, and the city will continue to pay for housing inmates in accordance with the existing agreement. The funding mechanism outlined above will continue to be used by each jurisdiction. (See attachment for related information)

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

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-05

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford 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 way this service is being provided within the county. The county will continue to provide law enforcement services through the Sheriff's Office. The city will continue to provide law enforcement services through its Police Department. The funding mechanisms outlined will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-2005

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:
Bob Taylor, County Manager (478) 836-3782



SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2

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: Crawford Service: Library 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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford 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 way this service is being provided within the county. The county will continue to provide funds from its general fund revenues to operate a countywide library that is available for all county residents. The funding mechanisms outlined above will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-2005

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:
Bob Taylor, County Manager (478) 836-3782

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund and Federal/State 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 way this service is being provided within the county. The county will continue to provide funds from its general funds revenue and continue to utilize federal and state grants to operate a countywide public transportation system for all county residents. The funding mechanism outlined above will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:

Bob Taylor, County Manager (478) 836-3782



SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS **PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund and User Fees
City of Roberta	User Fees
Clean and Beautiful Commission	Grants and Revenues from the 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 way this service is being provided within the county. The county will maintain the county owned parks and run countywide recreation programs. The city will continue to operate the city park. The Roberta-Crawford Clean and Beautiful Commission will continue to provide beautification and recreation programs at the city's park. The funding mechanisms outlined above will continue to be used to provide this service.

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

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund
City of Roberta	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 way this service is being provided within the county. The county will continue to maintain county roads and bridges. The city will continue to maintain city roads and bridges. The funding mechanisms outlined above will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

Service: Sewerage 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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
City of Roberta	Enterprise 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 way this service is being provided within the county. The city will continue to provide the services in the city and in the outlying service area through the enterprise fund which generates its revenue from users of the service. A map of the services is attached in the Service Delivery Strategy document. The funding mechanisms outlined above will continue to be used to provide this service. (Attachment provides further information) +

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

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:

Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County(contractual)	User fees
City of Roberta	General Fund and User Fees
Clean and Beautiful Commission	State/Federal Grants and Revenues from the City and County

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 way this service is being provided within the county. The county will continue to contract with a private contractor for the collection of solid waste. The city will continue to provide door-to-door pickup of solid waste for its residents. The Roberta/Crawford County Clean and Beautiful Commission will continue to advocate recycling efforts throughout the county. The funding mechanisms outlined above will continue to be used to provide this service. +

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

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

Service: Stormwater 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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
Crawford County	General Fund
City of Roberta	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 way this service is being provided by the city. The county will continue to provide routine maintenance of the county's stormwater drainage system in the unincorporated areas. The city will continue to provide routine maintenance of the city's stormwater drainage system. The funding mechanisms outlined above will continue to be used to provide this service. The attached Strategy provides further information.

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

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:

Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford

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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
City of Roberta	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 way this service is being provided by the city. The city will continue to provide funds for street lighting through general fund revenues. The funding mechanisms outlined above will continue to be used to provide this service. The attached Strategy provides further 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:

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12/8/2005

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:
Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF SERVICE DELIVERY ARRANGEMENTS PAGE 2**

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: Crawford Service: Water 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.).

<i>Local Government or Authority:</i>	<i>Funding Method:</i>
City of Roberta	General Fund
Crawford County	General Fund, State/Federal Grants 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 way this service is being provided or funded within the county. The city will continue to provide the services in the city and in the outlying service area. A map of the service area is attached in the Service Delivery Strategy. The city will continue to provide funds through an enterprise fund which generates its revenue from users of the service. The county will continue to provide fire protection through a volunteer fire department in the city.

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

<i>Agreement Name:</i>	<i>Contracting Parties:</i>	<i>Effective and Ending Dates:</i>

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 service.

7. Person completing form: Chan Layson, MGRDC
 Phone number: 478-751-6160 Date completed: 12-8-2005

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:

Bob Taylor, County Manager (478) 836-3782



**SERVICE DELIVERY STRATEGY
SUMMARY OF LAND USE AGREEMENTS**

PAGE 3

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: Crawford

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

There were no conflicts between Crawford County and the City of Roberta. The only changes made were eliminating funding sources that no longer existed.

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:

City of Roberta will adopt 2-7-06
Crawford County will adopt 2-27-06

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 city have adopted a dispute process that requires the 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 the city 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: Chan Layson, MGRDC

Phone number: (478) 751-6160

Date completed: January 26, 2006

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:
Bob Taylor, County Manager, Crawford County (478) 836-3782



**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 Crawford 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:
	Fred Walker	Chairman	Crawford County	January 26, 2006
	Becky Smith	Mayor	City of Roberta	