



SERVICE DELIVERY STRATEGY
FORM 1

COUNTY: CARROLL

I. GENERAL INSTRUCTIONS:

1. FORM 1 is required for **ALL** SDS submittals. 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 that are continuing *without change* in Section III, below. (It is acceptable to break a service into separate components if this will facilitate description of the service delivery strategy.)

OPTION A <i>Revising or Adding to the SDS</i>	OPTION B <i>Extending the Existing SDS</i>
<ol style="list-style-type: none"> 4. List all services provided or primarily funded by each general purpose local government and authority within the county which are revised or added to the SDS in Section IV, below. (It is acceptable to break a service into separate components if this will facilitate description of the service delivery strategy.) 5. For each service or service component listed in Section IV, complete a separate, updated <i>Summary of Service Delivery Arrangements</i> form (FORM 2). 6. Complete one copy of the <i>Certifications</i> form (FORM 4) and have it 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, FORM 4).] 	<ol style="list-style-type: none"> 4. In Section IV type, "NONE." 5. Complete one copy of the <i>Certifications for Extension of Existing SDS</i> form (FORM 5) and have it signed by the authorized representatives of the participating local governments. [Please note that DCA cannot validate the strategy unless it is signed by the local governments required by law (see Instructions, FORM 5).] 6. Proceed to step 7, below. <div style="background-color: #004a99; color: white; padding: 10px; margin-top: 10px;"> <p style="text-align: center; font-size: small;"> For answers to most frequently asked questions on Georgia's Service Delivery Act, links and helpful publications, visit DCA's website at http://www.dca.ga.gov/development/PlanningQualityGrowth/programs/servicedelivery.asp, or call the Office of Planning and Quality Growth at (404) 679-5279. </p> </div>

7. If any of the conditions described in the existing *Summary of Land Use Agreements* form (FORM 3) have changed or if it has been ten (10) or more years since the most recent FORM 3 was filed, update and include FORM 3 with the submittal.
8. Provide the completed forms and any attachments to your regional commission. The regional commission will upload digital copies of the SDS documents to the Department's password-protected web-server.

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 UNDER THE "OPTION A" PROCESS DESCRIBED, ABOVE.

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.

- Carroll County, Georgia
- City of Bowdon, Georgia
- City of Bremen, Georgia
- City of Carrollton, Georgia
- City of Mt. Zion, Georgia
- City of Roopville, Georgia
- City of Temple, Georgia
- City of Villa Rica, Georgia
- City of Whitesburg, Georgia

III. SERVICES INCLUDED IN THE EXISTING SERVICE DELIVERY STRATEGY THAT ARE BEING EXTENDED WITHOUT CHANGE:

In this section, list each service or service component already included in the existing SDS which can continue as previously agreed with no need for modification.

- Airport
- Animal Control
- Codes Enforcement/Building Inspection
- Convention/Tourism Services
- Courts
- Economic Development
- Elections
- E-911 Communications Center
- Emergency Management
- Emergency Medical Services
- Extension Service
- Hospitals
- Jail
- Law Enforcement
- Libraries
- Planning and Zoning
- Public Health
- Public Housing
- Road and Street Construction
- Road and Street Maintenance
- Senior Citizens Programs
- Social Services
- Solid Waste Collection/Disposal/Recycling
- Tax Collection
- Wastewater Collection and Treatment/Water Supply and Distribution

IV. SERVICES THAT ARE BEING REVISED OR ADDED IN THIS SUBMITTAL:

In this section, list each new service or new service component which is being added and each service or service component which is being revised in this submittal. For each item listed here, a separate Summary of Service Delivery Arrangements form (FORM 2) must be completed.

- Fire Protection
- Parks, Recreation and Cultural Arts



SERVICE DELIVERY STRATEGY

FORM 2: Summary of Service Delivery Arrangements

Instructions:

Make copies of this form and complete one for each service listed on FORM 1, Section III. Use exactly the same service names listed on FORM 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: **CARROLL**

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.): **Type Name of Government, Authority or Organization Here**

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.): **Type Name of Government, Authority or Organization Here**

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): **Type Name of Government, Authority or Organization Here**

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.): **Type Name of Government, Authority or Organization Here**

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.): **Carroll County and the City of Carrollton will be providing Fire Protection Services according to the attached map.**

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

Yes (if "Yes," you must attach additional documentation as described, below)

No

If these conditions will continue under this 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.

SDS FORM 2, continued

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>
Carroll County	General Fund
City of Carrollton	General Fund, Intergovernmental Contract with Carroll County

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

Carroll County and the City of Carrollton will continue to coordinate fire protection for areas around the city in the incorporated county according to the attached map. Due to increasing costs, the County has agreed to further compensate the City for their services in order to maintain the County's ISO rating in those areas.

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>
Service Delivery Agreement	Carroll County and All Cities	September 1999 to Current
Intergovernmental Agreement	Carroll County and the City of Carrollton	2013 - 2022
Reciprocal Mutual Aid Pact	Carroll County and the City of Carrollton	2013 - 2022
Intergovernmental Agreement	Carroll County and All Cities (Except Carrollton)	1998 - 2048

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?

Effective in 2013, the County will be providing the City of Carrollton with a higher rate of compensation.

7. Person completing form: **Amy L. Goolsby, Planner**
 Phone number: **770-830-5861, x355** Date completed: November 14, 2012

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:
N/A

FIRE PROTECTION

Carroll County provides fire services to all of unincorporated Carroll County and to the cities of Bowdon, Mt. Zion, Roopville, Temple, Villa Rica, and Whitesburg (under the intergovernmental contracts for \$1.00 per year and extending fifty years). Carroll County Fire Department has 107 career firefighters, ten part-time firefighters, one civilian employee and thirty volunteer firefighters. In providing this service, the Carroll County Fire Department operates thirteen fire stations, fire headquarters, thirteen first out engine companies, two staffed ladder truck companies, and three reserve engines. Additional equipment that is located at the thirteen fire stations that can respond when needed are two squad trucks, four water tankers, five brush fire trucks, a Hazardous Materials Decontamination truck, a Mobile Command truck, rescue boats, and five vehicles for pulling boats and staff vehicles. Carroll County is in the process of adding two additional fire stations: one in the Hulett community and one in the Carrollton-Tyus Road community.

The City of Carrollton provides fire services to the incorporated area of Carrollton and to a designated fire district in the unincorporated Carroll County under an intergovernmental agreement with Carroll County. The City of Carrollton operates four fire stations (one owned by the County), has 62 career firefighters, four engine companies, one ladder truck company, three reserve engines, one reserve ladder truck, one regional Hazardous Materials truck. As part of the intergovernmental agreement, the City of Carrollton and the Carroll County Fire Department have a reciprocal Automatic and Mutual Aid pact. The City of Carrollton provides Automatic aid to Carroll County with a ladder truck and manpower on first alarms in the areas of Carroll County stations 3, 4, 5, 7, 8, 12 and 15. The City of Carrollton also provides an engine company for Automatic aid in the areas of Carroll County stations 3, 4, 5, 6, 7, and 15 on the first alarm. In other areas that are not first alarm assignments, the City of Carrollton provides Mutual aid to any part of Carroll County where needed. The City of Carrollton and the Carroll County Fire Departments also participate in a regional Hazardous Materials Response Program headquartered in the City of Carrollton.

As Carroll County and its cities continue to grow and the respective fire services expand, great care should be exercised in closely coordinating the location of new fire stations and the allocation of resources for equipment/apparatus between the fire service providers in the County. The Departments should consult regularly and routinely on these and other matters, study and evaluate potential growth patterns, and plan to allocate all resources (manpower, facilities and equipment) in a manner so as to maximize coverage, response, and effectiveness.

Funds used to support the provision of fire services by the Carroll County Fire Department in unincorporated Carroll County and in the cities of Bowdon, Mt. Zion, Roopville, Temple, Villa Rica, and Whitesburg for the nominal fee of \$1.00 per year should be paid with revenues derived from the unincorporated area of the County and the areas of those cities receiving the service only, by means of a Special Fire Tax District, in the jurisdiction(s) providing their own fire service offset by any direct services provided to the District by the Carroll County Fire Department.

The following is the proposed formula for the City of Carrollton Fire Tax District.

CARROLLTON – CARROLL COUNTY FIRE TAX DISTRICT FORMULA
(Example based on FY 2011-2012 data)

FIRE TAX DISTRICT	
Total County Fire Department costs:	\$6,693,592
Amount funded from revenue derived completely from unincorporated area: (Insurance premium tax)	(\$2,884,239)
Credit for payments to City under Fire Contract Agreement	(\$716,580)
Net County costs for Fire Department	\$3,092,733
Total mills to fund net County costs for Fire Department = (based on a mill generating \$2,570,548)	1.20

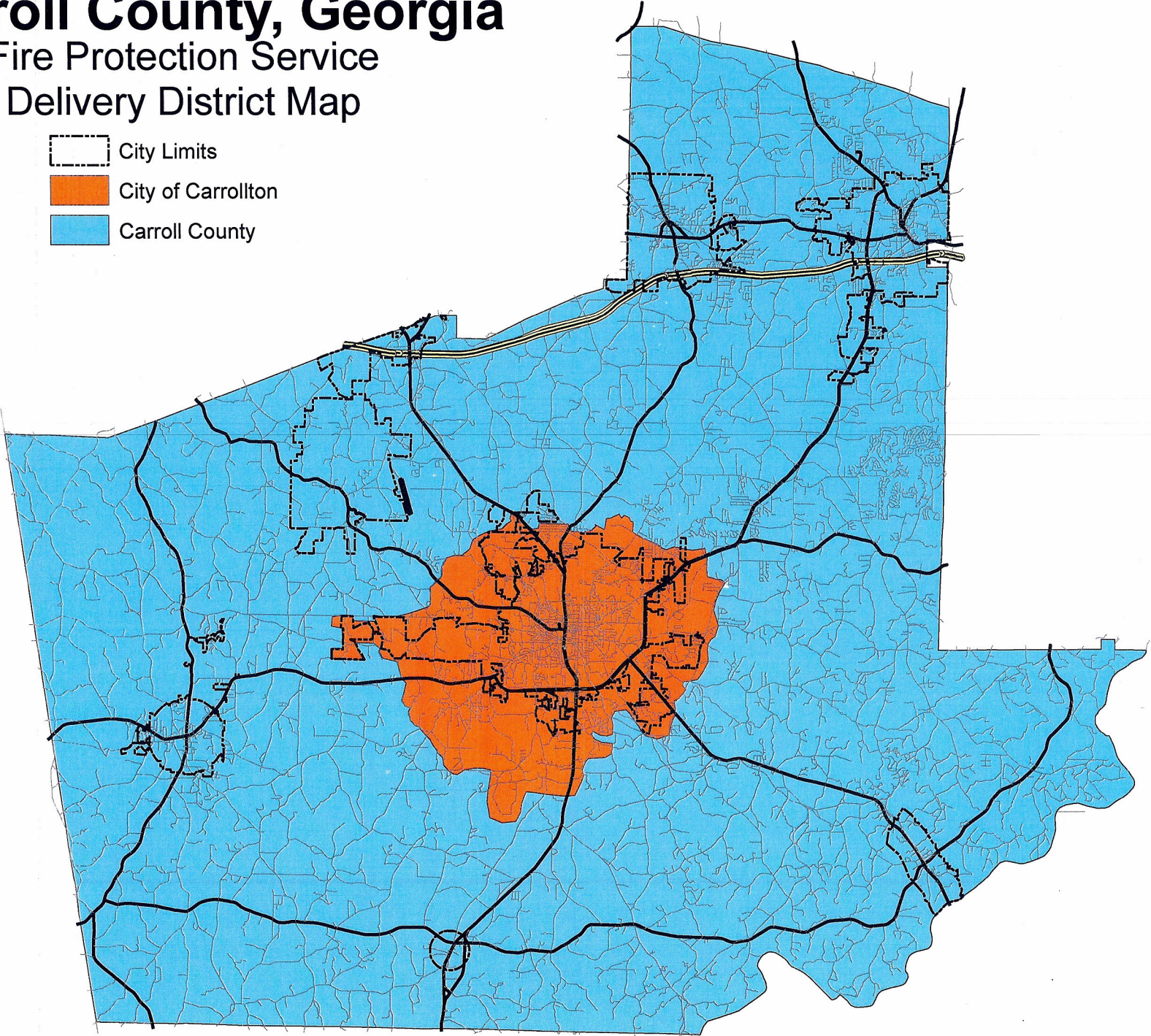
The millage will vary from year-to-year depending upon County Fire Department costs, insurance premium collections, and the amount generated by a county mill

Carroll County, Georgia

Fire Protection Service

Delivery District Map

-  City Limits
-  City of Carrollton
-  Carroll County





SERVICE DELIVERY STRATEGY

FORM 2: Summary of Service Delivery Arrangements

Instructions:

Make copies of this form and complete one for each service listed on FORM 1, Section III. Use exactly the same service names listed on FORM 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: CARROLL

Service: *Parks, Recreation and Cultural Arts*

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.): **Type Name of Government, Authority or Organization Here**

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.): **Type Name of Government, Authority or Organization Here**

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: **Type Name of Government, Authority or Organization Here**

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.): **Carroll County, City of Bowdon, City of Bremen, City of Carrollton, City of Mt. Zion, City of Temple, City of Villa Rica, and City of Whitesburg**

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.): **Type Name of Government, Authority or Organization Here**

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

Yes (if "Yes," you must attach additional documentation as described, below)

No

If these conditions will continue under this 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.

SDS FORM 2, continued

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>
Carroll County	General Fund, User Fees, Grants, SPLOST
City of Bowdon	General Fund, User Fees, Grants, SPLOST
City of Bremen	General Fund, User Fees, Grants, SPLOST
City of Carrollton	General Fund, User Fees, Grants, SPLOST
City of Mt. Zion	General Fund, User Fees, Grants, SPLOST
City of Temple & City of Villa Rica	General Fund, User Fees, Grants, SPLOST

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

Traditionally, residents in the unincorporated area have taken advantage of city recreational programs because they provide for a higher level of service (adult, leisure, senior programs, etc.). To continue this relationship, Carroll County agreed in 1999 to offset these costs by providing the cities with additional funding to compensate. Since the original agreement, Mt. Zion has now risen to the level of a full-time recreational program and will now be receiving a share of the compensation.

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>
Service Delivery Strategy	Carroll County and All Cities	September 1999 - Current

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?

N/A

7. Person completing form: **Amy L. Goolsby, Planner**
 Phone number: **770-830-5861, x355** Date completed: November 15, 2012

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:

PARKS, RECREATION AND CULTURAL ARTS

Carroll County, the City of Bowdon, City of Bremen, City of Carrollton, City of Mt. Zion, City of Temple and the City of Villa Rica provide what are considered to be full-time recreation programs. Carroll County provides county-wide recreational services, including to the Central, Roopville, Whitesburg and Hulett communities. The types of programs, activities, and facilities vary in each jurisdiction/community but all provide/sponsor certain youth recreation programs (basketball, football, baseball, softball, and cheerleading). However, programs, activities, and facilities in some jurisdictions, particularly those with full-time programs, are more expansive in scope.

As a part of the 1995 Local Option Sales Tax (LOST) Agreement (and subsequently the 2000 LOST Agreement and the 2012 LOST Agreement), Carroll County agreed to supplemental funding of the full-time recreation departments of Bowdon, Carrollton, Mt. Zion, Temple and Villa Rica on the same basis as the funding to community-based programs of the non full-time jurisdictions/communities in order to partially offset the cost of residents of unincorporated Carroll County participating in the programs, activities and facilities of the full-time city-funded programs. The formula currently used to implement the 1995 LOST Agreement only recognizes limited athletic programs for purposes of calculating supplements perhaps because of their commonality among all recreation providers, full-time or other.

The cities with full-time programs providing the broader range and scope of recreation, cultural, and leisure service activities (theatre, dance, music, senior programming, aerobics, gymnastics, soccer, arts, special population programming, adult athletics, etc.) have long contended the formula, while equitable for its narrow range of activities considered, does not begin to adequately compensate them for the large number of unincorporated participants in activities outside the narrowly defined list of youth athletic activities (estimated at 50%-60% of participant totals in many of the program areas).

The County acknowledges that significant numbers of residents of unincorporated Carroll County participate in the programs, activities, and facilities of full-time city recreation programs, particularly those not provided by the County or community-based programs. The County desires to continue access to these broader range program/activities for its unincorporated residents on the same basis as they are available to incorporated residents, and believes the unincorporated residents' participation is also beneficial to the full-time programs through increased user fees and corporate/business support.

In consideration for the cities with full-time programs continuing access for unincorporated residents on the same basis as incorporated residents, the County proposed to include *additional distribution of supplemental funds* (the formula used to implement the 1995 LOST Agreement to all recreation providers will not change) for those cities providing full-time recreation programs as follows:

1. County funds allotted X overall percentage of participation by unincorporated residents in Bowdon, Carrollton, Temple, Mt. Zion and Villa Rica recreation programs = Product.

2. Each respective city's pro rata share of overall participation X the Product of No. 1 = additional distribution.

EXAMPLE
(Based on 2011-2012 Data)

1. Percentage of Overall Participation

County Allocation	X	By Unincorporated Residents	=	Product
\$185,000		76% + 100%		\$140,600

<i>City</i>	<i>Pro Rata Share</i>	<i>X</i>	<i>Product</i>	<i>=</i>	<i>Additional Distribution</i>
Bowdon	16%	X	\$325,600	=	\$52,096
Carrollton	35%	X	\$325,600	=	\$113,960
Mt. Zion	10%	X	\$325,600	=	\$32,560
Temple	13%	X	\$325,600	=	\$42,328
Villa Rica	26%	X	\$325,600	=	\$84,656

This distribution formula reflects both the overall participation of unincorporated residents in the programs, activities, etc., of full-time city recreation programs as well as each city's pro rata share of that participation. Further the formula provides for full flexibility and adaptability in adjusting supplemental funding to any changes in the County allotment and the changes in participation by unincorporated residents, both overall and on a city by city basis.

An additional 20% per year was added to the *additional distribution* over the five (5) year implementation period and subsequent distributions after that period increased by the Consumer Price Index (CPI). The cities felt that with these increases over the five (5) year period, the County's total contribution at the end of the period to all full-time recreation providers would total approximately \$350,000 per year (based on the example formula), which represented very low per capita costs for the scope and level of services provided by the cities to unincorporated citizens.

The City of Bremen will be reimbursed on the same basis as the funding formula for community-based programs only to an amount not to exceed \$5,000 annually. The City of Bremen will not be included in the supplemental distribution formula in as much as the overall participation by Carroll County residents in Bremen recreation activities (148) is minimal.

With the growth in recreation, cultural arts/leisure service and facilities throughout the County by the respective service providers, it is important that a high level of cooperation and coordination be maintained among these providers to minimize unnecessary duplication and encourage the shared use of facilities and resources. To that end, the County and cities encouraged the formation of a Recreation Coordination Council made up of representatives of all the "full-time" providers and an at-large representative of the community-based providers to effect an on-going process of shared and coordinated use of facilities, programming and activities.

Implementation of this additional distribution formula became effective July 1, 2000.
Efforts to implement a Recreation Coordination Council are on-going.



SERVICE DELIVERY STRATEGY

FORM 4: Certifications

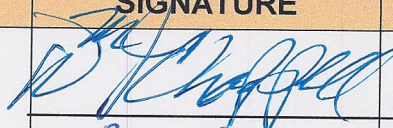
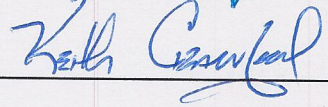
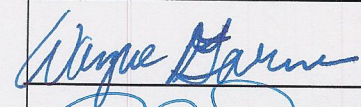

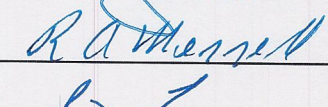
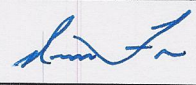
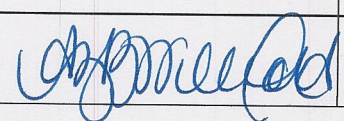
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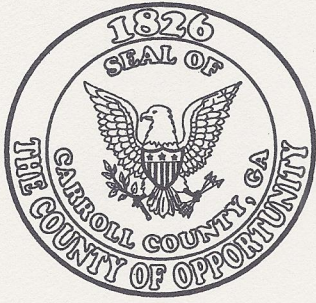
This form must, at a minimum, be signed by an authorized representative of the following governments: 1) the county; 2) the city serving as the county seat; 3) all cities having a 2000 population of over 9,000 residing within the county; and 4) no less than 50% of all other cities with a 2000 population of between 500 and 9,000 residing within the county. Cities with a 2000 population below 500 and local authorities providing services under the strategy are not required to sign this form, but are encouraged to do so.

COUNTY: CARROLL

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)).

JURISDICTION	TITLE	NAME	SIGNATURE	DATE
<u>CARROLL COUNTY</u>	Chairman	William C. Chappell		11/29/12
<u>CITY OF BOWDON</u>	Mayor	Keith Crawford		12/21/12
<u>CITY OF BREMEN</u>	Mayor	Sharon Sewell		
<u>CITY OF CARROLLTON</u>	Mayor	Wayne Garner		12/17/12
<u>CITY OF MT. ZION</u>	Mayor	Randy Sims		12/17/12
<u>CITY OF ROOPVILLE</u>	Mayor	Robert Merrell		12/18/12
<u>CITY OF TEMPLE</u>	Mayor	Rick Ford		12/3/12
<u>CITY OF VILLA RICA</u>	Mayor	J. Allen Collins		
<u>CITY OF WHITESBURG</u>	Mayor	Amy Williford		12/17/12



CARROLL COUNTY
BOARD OF COMMISSIONERS

423 COLLEGE STREET • CARROLLTON, GEORGIA 30117
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PHONE: (770) 830-5800 • FAX (770) 830-5992
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GEORGE A. CHAMBERS, DISTRICT 6

December 27, 2012

Commissioner Mike Beatty
Georgia Department of Community Affairs
Office of Planning and Environmental Management
60 Executive Park South, NE
Atlanta, Georgia 30329

VIA: Electronic Mail Address
pemd.opqga@dca.ga.gov

Dear Commissioner Beatty,

In accordance with the Service Delivery Act, Carroll County has made minor revisions to its Service Delivery Agreement as a result of Local Option Sales Tax negotiations between the County and its municipalities. Resolutions and signatures were obtained by the County, its seat, Carrollton, and more than fifty percent of the remaining cities: Bowdon, Mt. Zion, Roopville, Temple and Whitesburg. The cities of Bremen and Villa Rica opted not to sign the document as amended, and it was not required as their Carroll County populations are less than 9,000. PDFs of the Service Delivery Forms are attached.

Please let us know if we can be of any assistance as the document is reviewed. We look forward to receiving DCA's comments.

Sincerely,

William J. Chappell
Chairman