



CITY OF MABLETON SPECIAL CALLED
TRANSITIONAL PLANNING CONFERENCE
YMCA OF METROPOLITAN ATLANTA, INC.
569 Martin Luther King Jr. Drive NW
Atlanta, GA 30314

Attendees: Mayor Owens, Mayor Pro Tem Jeffcoat, Councilmembers Davis, Oladapo, Auch, Herndon, City Manager Bill Tanks, City Attorney Walker-Ashby, City Clerk Susan Hiott, Community Development Director Njoku, Project Manager Xavier Ross, HR Specialist Candice Fields, and Executive Assistant Lily Smith

Absent: Councilmember TJ Ferguson

Guest Speaker: David Anderson Hooker, Ph.D., JD, M. Div.

1. Saturday October 26th

- a. 08:15-Reception & Breakfast
- b. 09:00-Welcome- Mayor Michael Owens
- c. 09:15-Ice Breaker-Mayor Pro Tem Keisha Jeffcoat
- d. 09:25-Introduction of Guest Speaker- Mayor Pro Tem Jeffcoat
- e. 09:30-10:30 Dr. Hooker
 - i. Conflict Resolution
- f. 10:30 Break
- g. 10:45- Dr. Hooker- continue
 - i. Conflict Resolution
- h. 11:30- Transitional and Flex Time Q&A
- i. 11:45 Open Lunch
- j. 12:15- Working Lunch
 - i. City Attorney Update
 - 1. Review of statutory requirements for transition
 - 2. Update on ordinances
 - 3. Q&A
- k. 1:15 Break
- l. 1:30 City Manager Update
 - i. Introduction of new staff
 - ii. City achievements since April Planning Conference
 - iii. Service transition status
 - 1. Transition road map
 - 2. Hiring plan
 - 3. Space Options - Dr. Boyd
 - 4. Comp Plan Update – Grice



CITY OF MABLETON SPECIAL CALLED
TRANSITIONAL PLANNING CONFERENCE
YMCA OF METROPOLITAN ATLANTA, INC.
569 Martin Luther King Jr. Drive NW
Atlanta, GA 30314

- iv. What's Ahead
 - 1. IGA/MOUs/SDS (Attorney Walker-Ashby will address)
 - 2. Spring Planning Conference (offsite)
- m. 4:00 Break
- n. 4:10 City Attorney
 - i. IGA/MOUs/SDS
- o. 4:30 Wrap-up with optional team building activities at 3rd Spot, 400 Chattahoochee Row, NW, Atlanta, GA 30318

2. Sunday October 27th

- a. 08:30- Breakfast
- b. 09:00 Mayor's Section
- c. 10:00 Feedback and Direction from the Council
- d. 11:00 Open
- e. 12:00 Conclude

The Planning Conference adjourned at 12:41 p.m.

David Anderson Hooker, Ph.D., JD, M. Div.
Founder and Principal Narrator, *CounterStories Consulting, llc*
342 Nelson Street SW Unit 327
Atlanta, GA 30313
davidh@counterstoriesconsulting.com

David Anderson Hooker, a lawyer and former community psychologist with more than 40 years' experience as a facilitator, mediator, trainer, peacebuilder, and community builder, is Founder and Principal Narrator for *CounterStories Consulting, llc* (CSC). CounterStories uses novel practices based in narrative theories to support communities, organizations, and individuals in developing their preferred narratives of a shared future and then aligning the relationships, resources, structures, and testimonial authority in support of their newly narrated future. CSC also employs conflict transformation, restorative justice, trauma healing, and artistic modalities to accompany communities and organizations in pursuit of desired transformation. As a long-time member of the International Leadership Association (ILA), David Anderson Hooker also designs and facilitates leadership development programs that support positive social change in a variety of contexts. The conflict transformation and leadership programs currently or recently designed and facilitated by CSC include: The Church Narrative Project of the Christian Church (Disciples of Christ); The Presbyterian (PCUSA) Mission Agency Vision Implementation Project, The US Department of Justice Community Relations Agency; Environmental Protection Agency Disaster Response Teams; Obama Foundation Global Leadership Program – European Cohort; The Strategies for Trauma Awareness and Resilience (STAR) programs in South Sudan, Kenya, Myanmar, and The Bahamas; and the Initiatives of Change (IofC) Caux Scholars Programs in India, Switzerland, and Richmond, Virginia.

From 2016-2021 Hooker served as Associate Professor of the Practice of Conflict Transformation and Peacebuilding at the Joan B. Kroc Institute for International Peace Studies, which is an integral unit of the Keough School of Global Affairs at the University of Notre Dame. Before joining the Kroc Institute (2010-2015), Hooker for a Senior Fellow for Community Engagement at the J.W. Fanning Leadership Development Institute at the University of Georgia. For more than 40 years he has worked in communities and world regions experiencing intense or intractable conflict including Bosnia/Croatia, Nigeria, Southern Sudan/Northern Uganda, Myanmar, Zimbabwe, and Somalia. In the United States he served as Community Engagement Advisor to the William Winter Institute for Racial Reconciliation at the University of Mississippi (Oxford) in its Decade of Dialogue to Undo Racism in Mississippi and he established the Greensboro (NC) CounterStories Project, which continues to conduct city-wide dialogues to address police-community relationships with a special focus on BIPOC communities. Hooker helped to establish and train community leaders and organizers in five regions of the state of Mississippi to conduct multi-racial dialogue and conduct the needed analysis leading to local actions to address issues of racial inequity. Hooker also served as the Director of Research and Training for Coming to the Table – Healing Historical Harms (CTTT). The CTTT project originally connected "linked" descendants of former enslaved and former enslavers from the same plantation systems in dialogue processes. The project expanded to consider methods of engagement for any community divided by historical trauma.

Hooker's practice highlights the role of narrative in conflict transformation, transforming historical harms and understanding multigenerational transmission of trauma. Hooker's theory and practice are reported in *Transforming Historical Harms* (Hooker & Potter-Czajkowski, 2012), *The Little Book of Transformative Community Conferences* (Hooker, 2016) and many other chapters and articles related to his narrative approaches to organizational visioning, conflict transformation, restorative justice, and multigenerational trauma healing. He served as a member of the Board and as co-chair of the Board of Directors of the Chicago Torture Justice Center from 2015- 2022. He chaired the Board's committee seeking to articulate the multifaceted model of healing, advocacy, and community building

that the Center has labelled *politicized healing*, which is an important model for contexts in which traditional justice mechanisms are not applicable.

His experiences with various racial healing approaches including Coming to The Table (CTTT), The National Coalition Building Institute (NCBI), The People's Institute for Survival and Beyond, Strategies for Trauma Awareness and Resilience (STAR) and the Southern Poverty Law Center's Teaching Tolerance Program as well as his years as a Civil Rights litigator and his experience as the Vice President of Community Building for the Annie E. Casey Foundation Center for Working Families, Inc. (Atlanta GA) have called him to seek a new approach to uncovering the structural and discursive factors in a communities and organizations that result in and reproduce inequities along racial and other constructed identity lines such as ethnicity, nationality, and gender. He has also been head mediator or a member of mediation/facilitation team for various large-scale, public policy conflict transformation processes.

Hooker has a multidisciplinary expertise in designing dynamic engagement sessions and a wealth of experiences that make him a highly sought after facilitator, speaker, and trainer for small and large organizations working at the local, regional, national, and international levels. With all this, he believes that his most important professional training is as an understudy in community theatre and as a novice in urban partner dancing.

BRIEF HISTORY OF PROFESSIONAL EXPERIENCE (LIST OF CURRENT AND PREVIOUS LOCAL GOVERNMENT CLIENTS ON LAST PAGE)

CounterStories Consulting, LLC, Atlanta, GA
Founder & Principal Narrator, 2014- present

CounterStories provides executive and organizational coaching and accompaniment in the midst of conflict for individuals, organizations, and communities who seek to live in alignment with their preferred narratives. Living in alignment with preferred narratives gives individuals the clarity, agency, and momentum needed to live on purpose, achieve goals, and stretch beyond imagined limits. Among other projects, **CounterStories Consulting, llc** is currently (2019-2023) working with several Christian denominations and seminaries utilizing the Transformative Community Conferencing process (Hooker 2016) focusing on narrative change to address racism, coloniality, and any vestiges of white supremacy that may exist within the denomination.

Leadership Development: CounterStories is currently providing training and support to emerging leaders in several platforms:

- Obama Foundation Global Leaders Program – Co facilitator European Leaders Cohort
 - Focus on personal growth in support of social transformation
- Initiatives of Change Caux Scholars Program – Caux Switzerland – Faculty Director
 - Focus for young professionals incorporating peace and justice practices into current professions
- Initiatives of Change Caux Scholars Program – Panchgani, India – Lead Faculty
 - Focus for young professionals incorporating peace and justice practices into current professions
- Initiatives of Change Trustbuilders Fellowship – Richmond Virginia - Currently tasked with program redesign
 - Preparing multiracial cohorts to design and lead dialogue and change efforts where race, gender, and class are deeply indicated in community conflicts
- Trinity Wall Street (PCUSA) Young Leaders Program - Instructor

Course on Conflict Transformation and Narrative Change
Strategies for Trauma Awareness and Resilience – Morning Star – South Sudan (paused due to ongoing in-country conflict)

Systems Change: CounterStories (d a hooker leading a team of others) has designed, convened and facilitated multiyear systems change projects for complex systems shaped by deeply ingrained beliefs and long-established practices including most recently (or currently)

Presbyterian Church (PCUSA) Mission Agency (PMA) – Led a three-year, agency wide exploration of the narratives that shape the work of the agency. This included facilitating the work of a 50-member leadership Innovation Team to consider the roles of race and colonialism and (possibly) white supremacy in shaping the relationship and resource practices for the global mission work of the church. The result of this work was a transformational redesign of the entire Mission agency. The PMA is in the middle of a five-year transformation program to implement the recommendations and findings.

Christian Church (Disciples of Christ) – Currently in the midst of a five-year process to build a shared vision among the thirty-one (31) regions of the Christian Church (Disciples of Christ) across all of the US and Canada utilizing Hooker's Transformative Community Conferencing (TCC) model and other narrative transformation practices.

Joan B. Kroc Institute for International Peace Studies, University of Notre Dame, Notre Dame, Indiana.

Professor of the Practice of Conflict Transformation and Peacebuilding July 2016 – August 2021 Teach core courses in peacebuilding, conflict analysis and transformation, trauma-informed strategic peacebuilding, community building, and specialized seminars at the undergraduate, masters, and doctoral level.

J. W. Fanning Institute for Leadership Development - University of Georgia, Athens, GA

Sr. Fellow for Community Engagement Strategies, 2010- 2015

Support the Institute in fulfilling its public service and outreach mission as one of two Land-Grant Universities in the State of Georgia. Provide consultation and training in leadership development, conflict transformation, public engagement, and community building for communities, non-governmental and civil society organizations, state agencies, and local governments units including school boards, mental health, and public safety groups.

Coming to the Table (CTTT) - Healing Historic Harms - Eastern Mennonite Univ., Harrisonburg, VA

Director of Research and Training – March 2009 – March 2012

CTTT was a three-year pilot program funded by the Fetzer Institute (Kalamazoo, MI) and the Kellogg Foundation (Battle Creek, MI) to develop theoretical and practical approaches to healing the legacy of multigenerational trauma associated with the US institution of slavery. (Grant ended in March 2012. Program has since become a self-sustaining 501©3 organization and has laid the foundation for the Kellogg Foundation's National grant program focused on Truth, Racial Healing and Transformation.

Annie E. Casey Foundation – Atlanta Civic Site/ The Center for Working Families, Inc., Atlanta, GA

Vice President Community Building – 2007- 2010

Supervised a staff of community organizers, resident engagement specialists, and project associates and an additional 20 volunteers working in communities of marginalized residents in to help them define, lead, own, benefit from, and sustain the transformation that they sought for their rapidly changing communities. Conceptualized and implemented Community Economic Development Academy; managed Social Innovation Small Grants fund (CIC); designed and initiated the community involvement strategy for the development of 31+ acres in the community.

Georgia Law Department, Atlanta, GA

Assistant Attorney General, Special Assistant Attorney General, 1994- 1996, 1996- 2000

Represented state agencies – Juvenile Justice; Mental Health, Mental Retardation, and Substance Abuse Services; Medical Assistance (hospital division) – in State and Federal Courts and Administrative Law Forums

National Institute for Dispute Resolution (NIDR), Washington, D.C.

Sr. Program Officer, 1987- 1991

Managed the grant making portfolios for Mediation in Health Care, Innovations in Dispute Resolution, and Public Policy Dispute Resolution. Worked closely with representatives in several states to establish and expand statewide offices for systematic resolution of statewide and local public policy disputes.

Examples of Conflict Transformation, Organizational Change, and Leadership Development Programs

Annie E. Casey Foundation Community Economic Development Academy

Strategies for Trauma Awareness and Resilience (STAR) (2002- 2016)

Morning Star South Sudan (2014-2019)

Initiatives of Change Caux Scholars Program- Switzerland (2017, 2018, 2023)

Initiatives of Change Caux Scholars Program in the Asia Plateau (India) (2016, 2018, 2022-23)

Presbyterian Mission Agency (PCUSA) leadership Innovation Team (2020-2022)

Christian Church Disciples of Christ Transforming Historical Harms (2022-2024)

Obama Foundation Global Leadership Program – European Cohort (2023 - present)

Examples of International Practice

Initiatives of Change (IofC) Caux Scholars Program – Caux Switzerland and Panchgani, India – Serve as core faculty for international leadership in peacebuilding programs. Programs are currently offered in two locations developing plans for a Australia/New Zealand offering (now COVID delayed until Fall/Spring 2021)

Morning Star /Strategies for Trauma Awareness and Resilience/ Leadership In Peacebuilding – South Sudan travel throughout Southern Sudan delivering extended leadership training and coaching in peacebuilding programs focusing on conflict transformation, principles of leadership, trauma healing, and restorative justice.

Institute for Conflict Resolution, University of Hargeisa (UoH), Somaliland (East Africa). Part of a three-person team of faculty consultants to work with the University of Hargeisa to establish a degree program (bachelor's and post-grad- certificate) in Peacebuilding and Conflict Transformation; for three years, worked with UoH faculty in curriculum development, pedagogy, and research.

Myanmar/Burma – February 2008 – August 2010, traveled to both Myanmar and Thailand to work with NGOs representing the seven major ethnic constituencies of Myanmar, operating both in and out of the country to implement a leadership in peacebuilding curriculum based on the STAR model.

Africa University Institute for Peace, Leadership, and Governance (IPLG) under a grant for the National Peace Foundation – Mutare, Zimbabwe served as a Visiting Fellow at the IPLG. Conducted a curriculum and faculty assessment of the IPLG for the University Vice-Chancellor and conducted a grant evaluation for the NPF. Delivered a university-wide lecture series entitled: “*Liberating Liberation Struggles from the Myth of Redemptive Violence*.” Provided ongoing advice and counsel to master's degree and post-baccalaureate certificate students in the development of research proposals and design of data gathering strategies.

Education

Ph.D.,	Tilburg University, Tilburg, Netherlands (2014)
M. Div.	Emory University, Candler School of Theology, Atlanta, GA (2004)
J. D.	Emory University School of Law, Atlanta, GA (1994)
M.P. A.	Univ. of Massachusetts, Amherst, MA – Health Policy (1987)
M.P.H	Univ. of Massachusetts, Amherst, MA – Public Health Finance and Administration (1987)
A. M.	Washington University, St. Louis, MO – Minority Mental Health (1983)
BS	Morehouse College, Atlanta, GA -- Psychology & Biology (1981)

Examples of Published Scholarship (* peer reviewed):

*Hooker, David A. and Bedi, Sheila (Aug 2023) *Re-Defining Justice and Creating Pathways for Healing: The Limits of the US Legal System and the Promise of Politicized Healing as a Model for Redressing Racialized Harm* in Journal of Transdisciplinary Peace Praxis Winter 2021

*Hooker, David A., Corrie, Elizabeth, & Toure, Itahari, *Justice Seeking is Joy Seeking: The formation of faith-informed, community-focused, critical consciousness in adolescents*, journal of Youth and Theology (Scheduled for Spring 2021 publication)

Hooker, David A. (2020) *A Story of a Journey – Resolution to Transformation in Good Work in Troubled Times: Mending the Social Fabric* Terry, Susanne (Ed.)

*Segueda, Wendpanga E. and Hooker, David A. (2020) *The Significance of African Storytelling in journalism* in Saluwa, Abiodun (ed) *African Language Media: Development, Economics and Management*. New York: Routledge

*Schiff, Mara, and Hooker, David A. (Fall 2019) *Neither Boat nor Barbeque: In search of new language to advance the causes and consequences of restorative justice*. *Contemporary Justice Review*.

Hooker, D. A., Corrie, E, and Toure, I., (2018) “*Justice Seeking is Joy Seeking: Establishing a critical consciousness in youth to promote adolescent flourishing*” for *Joy and Theology of the Good Life Volume I, Miroslav Volf, Ed.*

Hooker, D. A. (2017). “*Legacy and Aftermath: The mechanisms of power in the multigenerational transmission of trauma*” in, Pinderhughes, E., Jackson, V., and Romney P.A. *Understanding Power: An Imperative for Human Services*. Washington, DC: NASW Press.

Hooker, D.A. (2016). *The Little Book of Transformative Community Conferencing*. Intercourse, PA: Good Books/ SkyHorse Publishing.

Hooker, D.A. and Potter Czajkowski, Amy (2012). *Transforming Historical Harms: A Guidebook for Community Engagement*. Harrisonburg, VA: Eastern Mennonite University.

*Hooker, D.A. "Grandma's Table was Communion: Community ritual as a model for conflict resolution" in Porter, T.A. (2006), *Conflict and Communion: Reconciliation and Restorative Justice at Christ's Table*. Boston: Boston University Press.

Current Civic and Community Activities

Chicago Torture Justice Center, Board Member (Bd. Co- Chair and Chair of Programs Committee)

United Church of Christ (UCC) National JustPeace Round Table

Leadership Atlanta,

Leadership Georgia

Omega Psi Phi Fraternity, Inc.

Examples of local government clients:

City of South Fulton Mayor and Council – Currently providing conflict coaching to Mayor and Council. This includes designing retreats, facilitating difficult conversations, mediating between specific members of council, and providing individual coaching, skill building and counsel to each Council Member

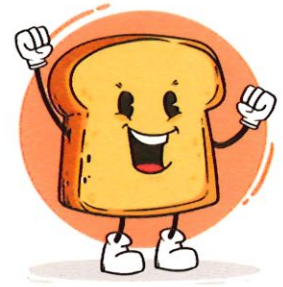
Atlanta Board of Education – During a period where the Board's accreditation was at stake because of ineffective relationships between members, I co-facilitated Board working sessions, designed and facilitated a series of workshops to develop skills for difficult conversations and provided individual and collective conflict coaching to re-establish effective relationships and to build a shared narrative of future.

Dekalb County Board of Education - During a period where the Board's accreditation was at stake because of ineffective relationships between members, I co-facilitated Board working sessions, designed and facilitated a series of workshops to develop skills for difficult conversations and provided individual and collective conflict coaching to re-establish effective relationships and to build a shared narrative of future.

City of Augusta Mayor and Council – mediated conflicts between and among various factions on the City Council, conducted conflict assessment and based on assessment designed a series of capacity building workshops to resolve ongoing conflicts

JW Fanning Institute for Leadership Development University of Georgia – While serving as Senior Fellow for Community Engagement Strategies at the Fanning Institute, I designed and facilitated countless trainings and interventions for municipalities throughout the State of Georgia. These included: local environmental justice conflicts between several communities; variety of policy conflicts; leadership development programs focused on conflict transformation, community building, and visioning; and mediations between counties and cities regarding renewal and division of local option taxes.

Key Takeaways from the "How to Make Toast" Activity



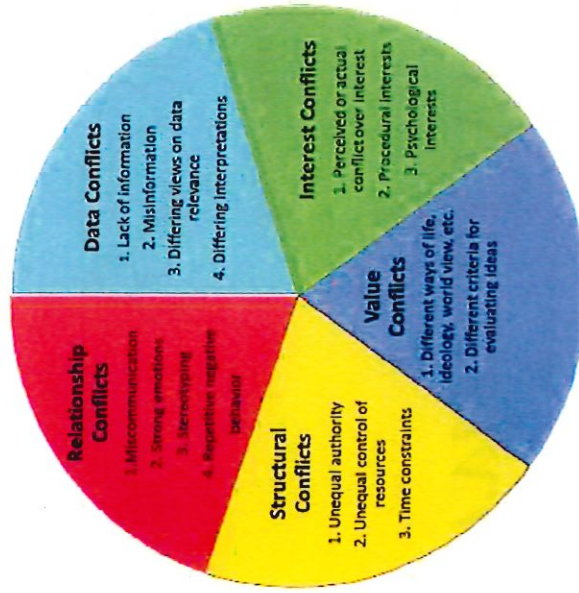
1. **Respect for Different Approaches:** There isn't just one "right" way to approach a problem. Seeing how each person has their own process reminds everyone to respect diverse perspectives. This can help reduce tension when disagreements arise, as the group can appreciate the value each member brings to the table.
2. **Clarity Reduces Conflict:** Misunderstandings often stem from unclear communication or assumptions about how tasks should be done. By breaking down even a simple process like making toast, the activity shows how clarifying expectations and responsibilities can minimize confusion and friction in team dynamics.
3. **Complexity in Simplicity:** What seems like a straightforward task becomes more complex when people break it down into different steps. This highlights the importance of addressing the details and considering all angles when tackling complex issues. In the group, this can foster patience and a more deliberate approach to working through disagreements.
4. **Collaboration Over Competition:** By encouraging team discussions around the "perfect" process, the activity shifts the focus from individuals proving their way is best to a more collaborative mindset. This reinforces the idea that working together and combining strengths leads to better outcomes than trying to outshine one another.
5. **Focus on the Big Picture:** The activity can help redirect the group from getting bogged down in minor disagreements by showing how small steps contribute to a larger goal. This can be a useful metaphor during passionate discussions, reminding the group that they all ultimately want the same big-picture outcome, even if their methods differ.
6. **Embracing Conflict as Growth:** This activity provides a safe space for people to see how conflict—such as debating the best way to make toast—can be productive when handled constructively. By framing disagreements as a natural part of finding better solutions, the group can reframe passionate discourse as an opportunity for growth rather than division.
7. **Finding Common Ground:** No matter how different the processes may be, everyone in the room is ultimately working toward the same goal: to make toast. Similarly, even in passionate debates, the team can focus on the shared goals they have in common, helping to build unity despite differing approaches.
8. **Systemic Thinking for Conflict Resolution:** Seeing how one person's "missing step" can cause issues in the toast-making process can reflect how one person's concerns or ideas, if unaddressed, can create conflict in group dynamics. The group can learn to be more attentive to the small but important contributions of each member and address issues proactively.

This activity not only serves as a fun icebreaker but also provides deep lessons on how we can collaborate and work better together, even during times of disagreement.

Christopher Moore's Conflict Wheel

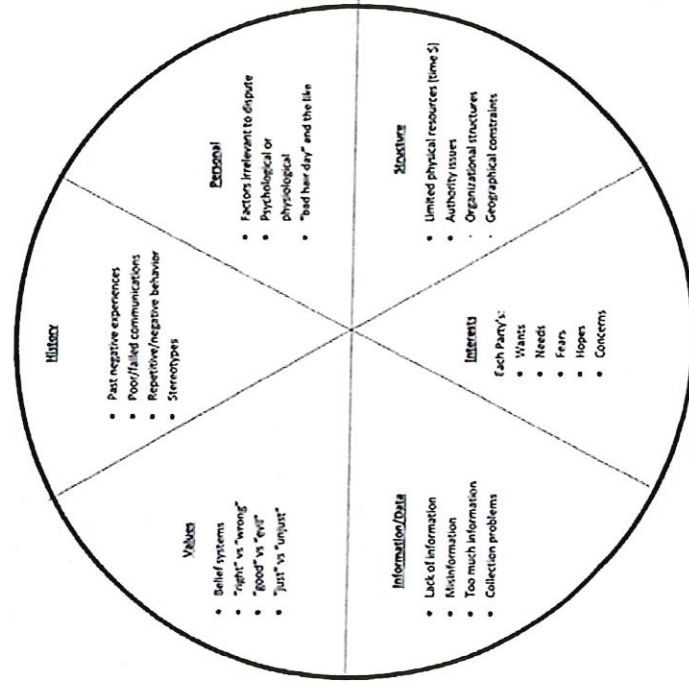
Five sources

Causes of Conflict



adapted from:
Christopher Moore, *The Mediation Process*, Third Edition (San Francisco: Jossey-Bass), 2003.

Six Sources



Overview of NVC

Self-Empathy (aka "What We're Bringing into the Room")



1. **Thoughts** - Touching our head and Naming stories, judgments, interpretations, and beliefs we're holding.

Take a DEEP breath!



2. **Feelings** - Touching our heart and Naming the present body sensations and emotions we feel.

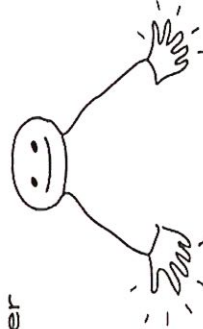
Take a DEEP breath!



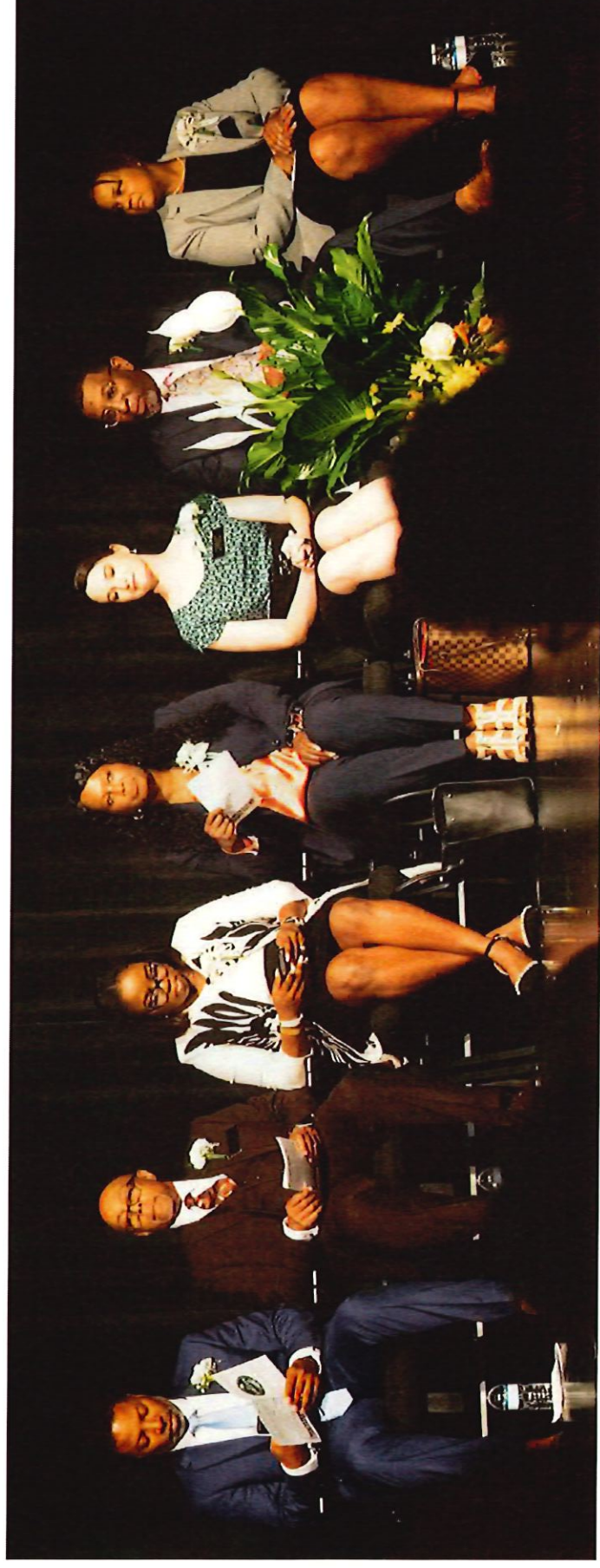
3. **Needs** - Touching our belly and Naming the Needs underlying and being expressed through the Thoughts and Feelings.

Breathe and center

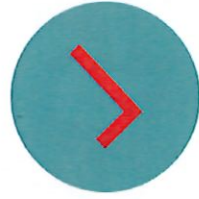
4. **Requests** - With hands open to receive, Naming any Request for Action that arises out of connecting to the Needs.



**CITY OF MABLETON
PLANNING CONFERENCE
OCTOBER 25TH 2024
CM BILL TANKS**



PRESENTATION OUTLINE



FY24 Q4 AND
FY25 Q1&Q2



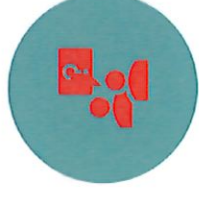
LOOKING
BACK



MOVING
FORWARD



LOOKING
AHEAD



Q&A

APRIL



City
Manager
Hired

Spring
Planning
Conference

City
Participates
in ToM

MAY

30 DAY ASSESSMENT COMPLETED

ROAD MAP
NECESSITIES

FINANCE

SPACE

HR SUPPORT

Finance

- Bookkeeping to Accounting

Space

- One month clause and cost
- Space for current and future

HR

- We will need people
- We will need attractive pay & Benefits



MAY

6116 Discovered

MAY



D1 & D2 Townhall





MAY

D3 & D5
Townhall

WVA-MDOB



MAY-NDOP

MAY



Training

- Planning and Zoning-GMA

HR

- HRKS Negotiations

JUNE-BUSY



Several
Community
Events

Land Purchase
Opportunity

Conversations
with County
Manager

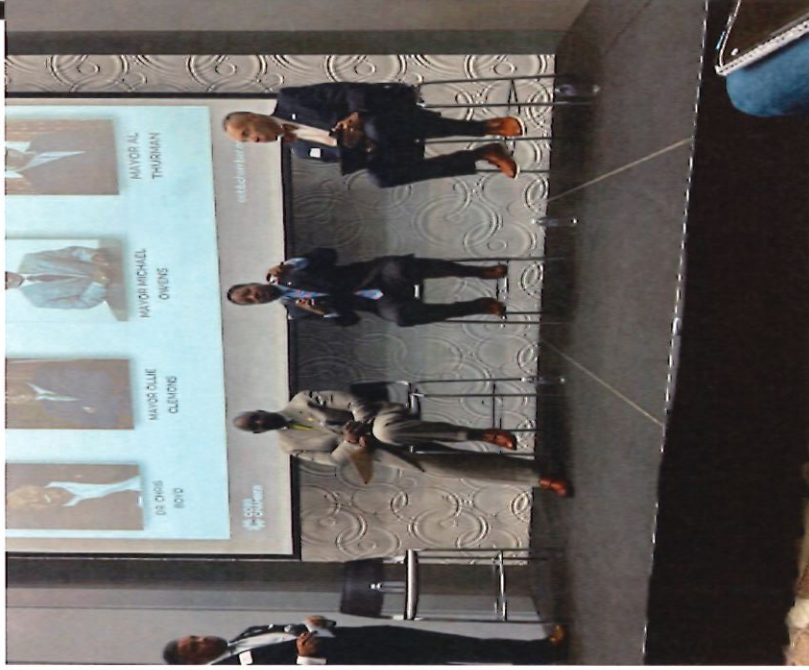
JUNE-BUSY

Toni Morrison
Bench

Six Flags
Meetings

Spending
Plan Extended
90 days

JUNE-BUSY



SCBA
Mayors

CMA
Participation

Begin Staff
Meetings

JUNE-BUSY

Comp Plan
Interviews

Discovery
of 1245

Quickbooks

BUSY JUNE



EA Alison
Hired

EPI Center
Furniture
Purchased

Defined
Pension
Ordinance

JUNE-BUSY

MDA

Six Flags
Meetings

Finance &
HR Start

BUSY -JUNE 1 YEAR ANNIVERSARY



BUSY -JUNE 1 YEAR ANNIVERSARY



BUSY -JUNE 1 YEAR ANNIVERSARY



JULY



Epi Center
WorkSpace
Brings Nyree to
Epi Center

DMO
Conversations

Began Transition
Discussions with
Cobb ComDev

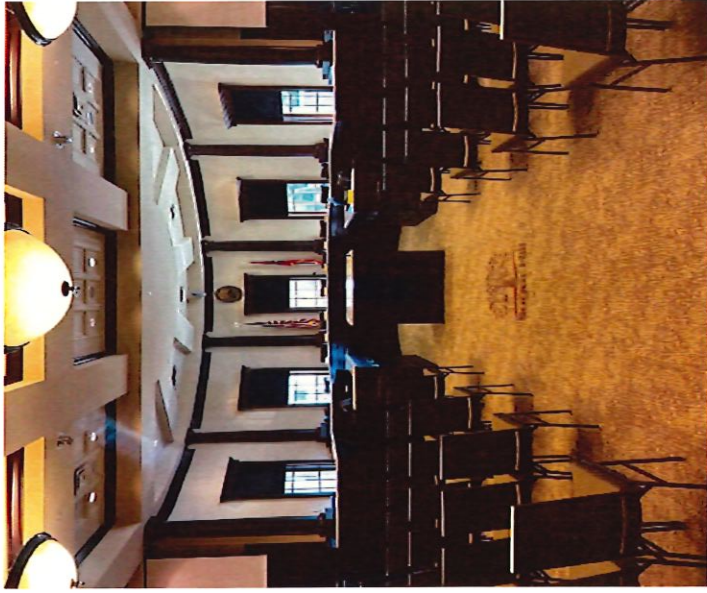
JULY

City Clerk
Software

Grice
Consulting
Kick Off

BSA
Transition
Planning

JULY



Visit to
Sugar Hill

Class and
Pay Plan
Approved

Met with All
Cobb
Directors

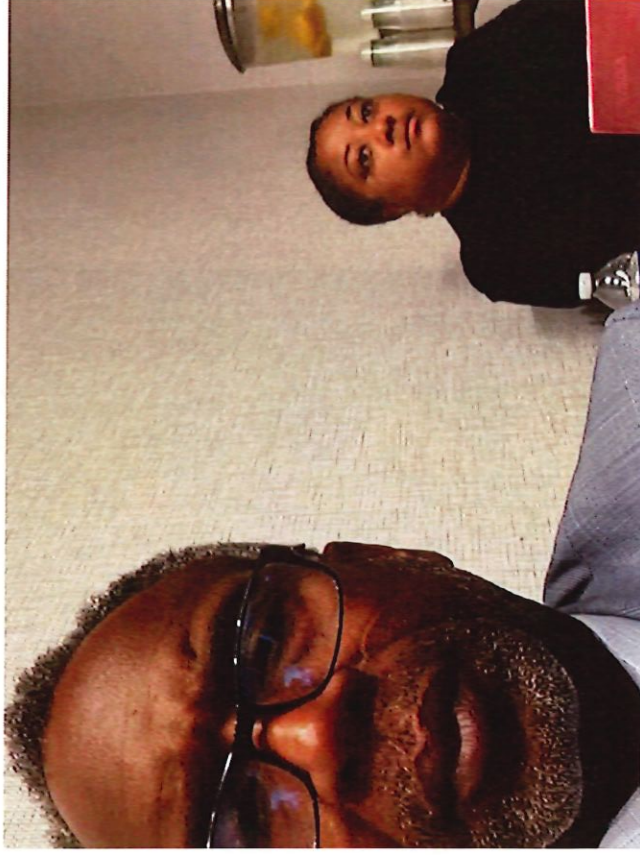
JULY

FY2024
Report
Given

Chris Pike
Presents
Financial
Assessment

Dawn
Glidden

JULY 2 DAY NEGAOTIATIONS HB489 SDS



AUGUST



Mayor Inducted
ABL Men of
Influence

YMCA
POSSIBILITY

MDA Funding
Approved

AUGUST

Linked In
Corporate
Launched

Ruben Starts

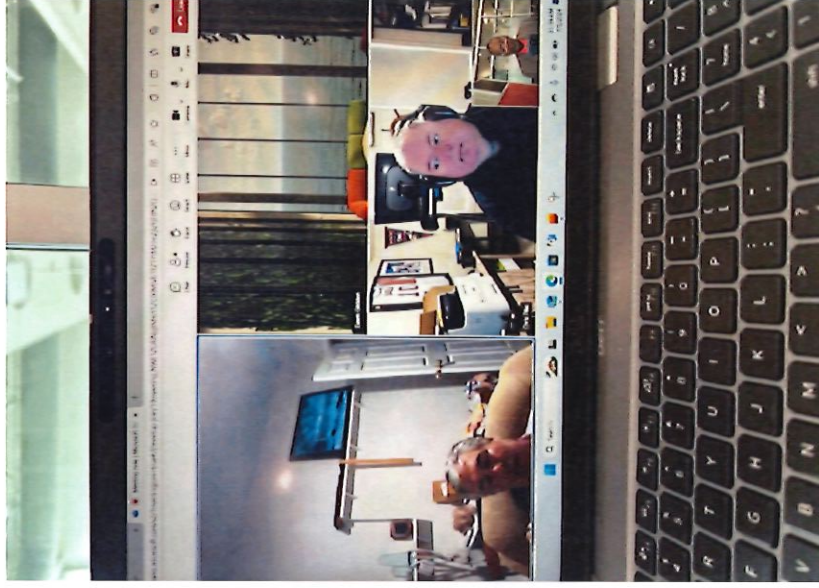
Work Sessions
Added to the
Meeting
Schedule

AUGUST

Chris Pike
Direct
Contract

MDA First
Meeting

Safe Built



AUGUST

ComDev
Director Hiring
Process Started

PCard Policy
Adopted

Special Called
Zoning
Ordinance
Meeting

SEPTEMBER



First Food
Truck Friday

We Thrive
Riverside

Alison
Completes
Clerk Training

SEPTEMBER

MLB Briefing

Heavy
Recruitment
Push

911
Proclamation

SEPTEMBER



Timber Ridge
Celebrates
100

Bond
Funding

RLI

SEPTEMBER

Clerk Training
GA Records
Association

MDA 2nd
Meeting

Business License
Renewals
Notices GivPilot

SEPTEMBER

ComDev
Director
Interviews

FY2025
Project
Spending
Plan

1245 Lease
Approved

SEPTEMBER



GA POWER
DELIVERS CHECK

FY2025
Holiday Schedule
Approved

CM 6M and 60Y

OCTOBER



Q1 Financial
Report

Construction
Cost Approved
for both Spaces

Ms Oladapo
Turns 25

OCTOBER

Candice
Fields Hired

Chapter
8&10

Juliana
Njoku
Appointed

COUNCIL BREAKS RECORD

1. Finishes Executive Session and Meeting before 8 PM!!!!



MOVING FORWARD- OCTOBER- JANUARY

*BEGIN MASS HIRING TO FILL REVENUE GENERATING AND SERVICE

TRANSITION DEPARTMENTS

*BEGIN SECURING OF WORKSPACE FACILITIES

REVENUE

- *Department*
 - COMDEV
- *SERVICE*
 - PZ
- *Location*
 - 6116
 - Suite 140

Hires	#	Time	CABS
Director & Admin	1	Oct	P&Z Commission
PZ Manager	1	NOV	BZA
Add Senior Planner	1	NOV	Alcohol Review
Reclass Business LS	1	NOV	Housing Commission
Clerks & Builder	5	DEC	Historic Preservation

MOVING FORWARD- OCTOBER- JANUARY

*BEGIN MASS HIRING TO FILL REVENUE GENERATING AND SERVICE

TRANSITION DEPARTMENTS

*BEGIN SECURING OF WORKSPACE FACILITIES

REVENUE

- *Department*
 - *Quality of Life/Code Enforcement*
- *SERVICE*
 - *Enforcement Ch 8*
- *Location*
 - *6116*
 - *Suite 144*
- *Equipment*
 - *3 PUs*

Hires	#	Time	CABS
Director & Admin	2	NOV	
Code Enforcement Supervisor	1	DEC	
Code Enforcement Officers	4	DEC	

MOVING FORWARD- OCTOBER- JANUARY

*BEGIN MASS HIRING TO FILL REVENUE GENERATING AND SERVICE

TRANSITION DEPARTMENTS

*BEGIN SECURING OF WORKSPACE FACILITIES

REVENUE

- *Department*
 - *SWB*
- *SERVICE*
 - *Waste Management*
- *Location*
 - *1245 VMH*
- *Equipment*
 - *1 PU*

Hires	#	Time	CABS
Director & Admin	2	NOV	KMB
Code Enforcement Supervisor	1	DEC	Env & Sustainability Commission
Code Enforcement Officers	4	DEC	

MOVING FORWARD- NOVEMBER-FEBRUARY

*CONTINUE MASS HIRING TO FILL CRITICAL & IMPORTANT ROLES

*TRANSITION INTO WORKSPACES

*PRE-BUDGET PLANNING

SERVICE TRANSITIONS READINESS ASSESSMENTS & ANNOUNCEMENTS

CRITICAL

• Department	Hires	#	Time	CABS
• FINANCE	Director & Admin	2	NOV	Budget Committee
• Location	Acc. Manager	1	DEC	
• 1245	Purchasing Manager	1	JAN	
	Revenue Analyst	1	DEC	
	Acc Clerks	2	JAN	

MOVING FORWARD- NOVEMBER-FEBRUARY

*CONTINUE MASS HIRING TO FILL CRITICAL & IMPORTANT ROLES

*TRANSITION INTO WORKSPACES

*PRE-BUDGET PLANNING

SERVICE TRANSITIONS READINESS ASSESSMENTS & ANNOUNCEMENTS

CRITICAL

- *Department*
- *HR*
- *Location*
- *1245*

Hires	#	Time	CABS
Director	1	DEC	
Specialist	1	NOV	

MOVING FORWARD- NOVEMBER-FEBRUARY

*CONTINUE MASS HIRING TO FILL CRITICAL & IMPORTANT ROLES
*TRANSITION INTO WORKSPACES
*PRE-BUDGET PLANNING
SERVICE TRANSITIONS READINESS ASSESSMENTS & ANNOUNCEMENTS

IMPORTANT

- Department
- CM
- Service
- Economic Development and Business Recruitment &Retention
- Special Projects
- Location
- 1245 XTRA

Hires	#	Time	CABS
Economic Dev Director	1	DEC	MDA
			DDA
			DMO
			FILM
Special Projects Manager		NOV	

MOVING FORWARD- NOVEMBER-FEBRUARY

*CONTINUE MASS HIRING TO FILL CRITICAL & IMPORTANT ROLES
*TRANSITION INTO WORKSPACES
*PRE-BUDGET PLANNING
SERVICE TRANSITIONS READINESS ASSESSMENTS & ANNOUNCEMENTS

IMPORTANT

- Department
- PARKS & COMM
- Service
- Cultural Affairs
- Public Relations
- Location
- 1245 XTR4

Hires	#	Time	CABS
Cultural Arts & Affairs	1	JAN	Veterans
Cultural & Immigration			
Public Arts			
Public Relations Specialist		NOV	

LOOKING FORWARD FEBRUARY- APRIL

Impact factor	Measurement	Target
<u>Complete All Hires for full service</u>	Rev/Critical	APR
<u>Planning Conference- Assessment- Adjustments</u>	Q4 Adj	MAR
	Parks & Rec Dec	MAR
	SDS-SME	FEB
Budget Planning Season	Adoption and Reads	MAR-JUN
Complete Service Tx Regulated Srvcs	Ordinance Amendments	APRIL

LOOKING FORWARD

MARCH -MAY

- Begin Negotiations for
- SDS/MOUs/IGAs
- CA to Address

JUNE

Official Budget Adoption

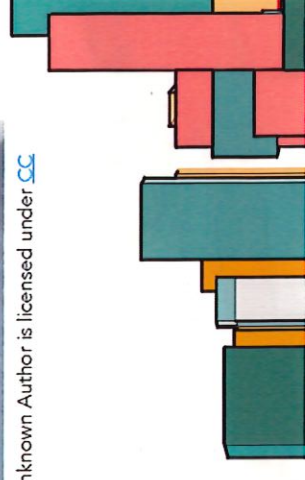
DCA Compliance confirmations

Comp Plan Adoption

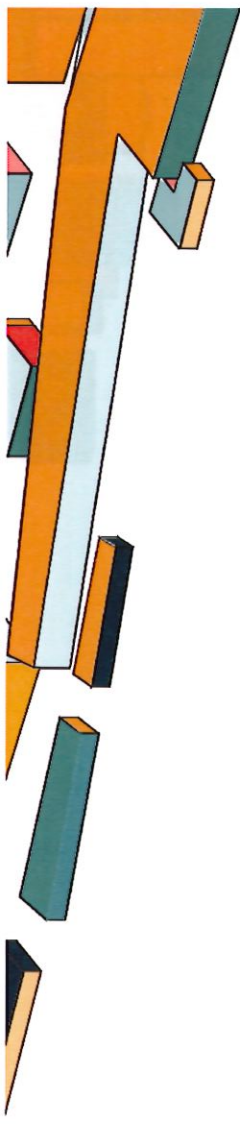
GMA CONFERENCE



[This Photo](#) by Unknown Author is licensed under [CC BY-SA](#)



SPEAKING IMPACT

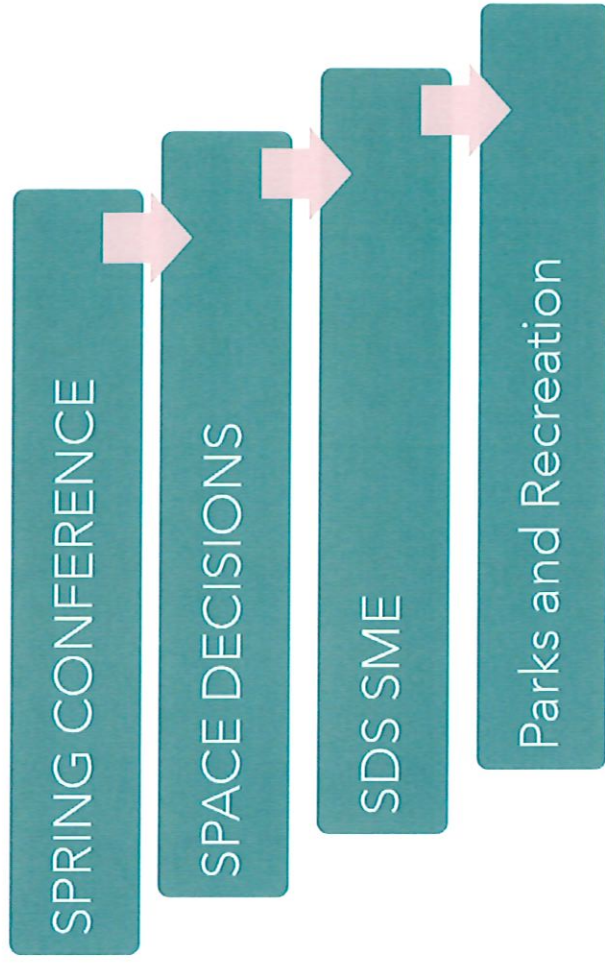


Your ability to communicate effectively will leave a lasting impact on your audience

Effectively communicating involves not only delivering a message but also resonating with the experiences, values, and emotions of those listening



QUESTIONS ?????





City of Mableton Planning Conference
October 26 – 27, 2024

Transitional Planning

By: Emilia Walker-Ashby, Esq.



Part 1:

CITY ATTORNEY UPDATE

Active Municipality Requirements & Corresponding Ordinances

Active Municipality Minimum Standards

vs.

Transition Period

Active Municipality Minimum Standards

O.C.G.A. § 36-30-7.1

“(b) An active municipality is any incorporated municipality in this state the governing body of which meets each of the following minimum standards:

(1) Provides at least three of the following services, *either directly or by contract*:

- (A) Law enforcement;
- (B) Fire protection (which may be furnished by a volunteer fire force) and fire safety;
- (C) Road and street construction or maintenance;

In-Progress (D) Solid waste management;

- (E) Water supply or distribution or both;
- (F) Waste-water treatment;
- (G) Storm-water collection and disposal;
- (H) Electric or gas utility services;

In-Progress (I) Enforcement of building, housing, plumbing, and electrical codes and other similar codes;

In-Progress (J) Planning and zoning; and

In-Progress (K) Recreational facilities;

✓ (2) **Holds at least six regular, monthly or bimonthly, officially recorded public meetings** within the 12 months next preceding the execution of the certificate required by subsection (c) of this Code section; and

✓ (3) **Qualifies for and holds a regular municipal election** as provided by law, other than a municipality which has a governing authority comprised of commissioners or other members who are appointed by a judge of the superior court.”

Active Municipality Minimum Standards

O.C.G.A. § 36-31-2:

“When a municipal corporation is created by local Act as authorized in this chapter, the provisions of Code Section 36-30-7.1 shall not apply for two years from the date the first elected officials of such municipal corporation take office. **No later than July 1 following the expiration of such two-year period, the governing authority of the municipal corporation shall file a certification with the Department of Community Affairs stating whether the municipal corporation does or does not meet the standards for an active municipality under subsection (b) of Code Section 36-30-7.1.**”

March 27, 2024 – Districts 1 & 6 Certified

April 24, 2024 - Mayor & Districts 2,3,4,5 Certified

Transition Period (6/1/23 – 6/30/25)

Charter 7.15 (Transition)

(a) A period of time will be needed for an orderly transition of various government functions from Cobb County to the City of Mableton. Accordingly, there shall be a transition period **beginning on the effective date provided for in subsection (c) of Section 7.14 of this charter, and ending at midnight on the last day of the twenty-fourth month following such date**. During such transition period, all provisions of this charter shall be effective as law, but not all provisions of this charter shall be implemented.

(b) During such transition period, Cobb County shall provide within the territorial limits of the City of Mableton all government services and functions which Cobb County provided in such area which is now within the corporate limits of the City of Mableton during 2022 and at the same actual cost, except to the extent otherwise provided in this section; provided, however, that upon at least 30 days' prior written notice to Cobb County by the City of Mableton, responsibility for any such service or function shall be transferred to the City of Mableton.

Charter 7.14 (Effective Dates)

(c) The remaining provisions of this Act shall become of full force and effect for all purposes on the first day of the second month following the month in which the certification of the results of the special election provided for by subsection (d) or (e) of Section 5.11 of this charter occurs, if this Act is approved at the referendum election provided for in Section 7.13 of this charter, except that the initial mayor and councilmembers shall take office immediately following their election and by action of a quorum may, prior to such effective date, meet and take actions binding on the city.

Active Municipality Services

1. Planning and Zoning
2. Code Enforcement
3. Solid Waste Management

Active Municipality Ordinance Adoption Schedule		
✓ Ordinance Adopting Mableton Zoning Code & Map (Title 10, Planning & Zoning) (1st Read)		Oct. 9
✓ Buildings & Construction Ordinance (1st Read)		Oct. 9
✓ Public Hearing - Ordinance Adopting Mableton Zoning Code & Map		Oct. 23
✓ Public Hearing - Buildings & Construction Ordinance		Oct. 23
✓ Public Hearing - Planning Commission & Board of Zoning Appeals ("BZA") Ordinance		Oct. 23
✓ Planning Commission & BZA Ordinance (2 nd Read & Adoption)		Oct. 23
Buildings & Construction Ordinance (2 nd Read & Adoption)		Nov. 13
Ordinance Adopting Mableton Zoning Code & Map (2 nd Read & Adoption)		Nov. 13
Solid Waste Management Ordinance (1st Read)		Nov. 13
Solid Waste Management Ordinance (2 nd Read)		Nov. 27
Authorization to Send Charter 7.15 Notice to County with Admin Takeover Dates		Dec.11



Part 2:

CITY ATTORNEY UPDATE

Service Delivery Strategy

Service Delivery Strategy

Purpose

"[T]o 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 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." O.C.G.A. § 36-70-20

Service Delivery Strategy Transition Exemption (O.C.G.A. § 36-31-8(e))

During the transition period, the new municipality shall not be subject to:

- (1) Chapter 70 of this title, relating to planning and service delivery strategies;
- (2) Provisions of Code Section 12-8-31.1, relating to solid waste planning;
- (3) Provisions of Code Section 48-13-56, relating to reporting of excise taxes collected and expended pursuant to Article 3 of Chapter 13 of Title 48; and
- (4) Provisions of Code Section 36-81-8, relating to reporting of local government finances, reporting of revenues derived from a tax levied pursuant to Article 3 of Chapter 13 of Title 48, and reporting of local government services and operations.

Questions?

**RESOLUTION APPROVING SERVICE DELIVERY STRATEGY
BY COBB COUNTY, GEORGIA**

WHEREAS, Cobb County, Georgia (the "County"), and the City of Acworth, the City of Austell, the City of Kennesaw, the City of Marietta, the City of Powder Springs, the City of Smyrna (collectively, the "Cities") have engaged in discussions and negotiations to reach an agreement on a Service Delivery Strategy; and

WHEREAS, the Cities and County have reviewed the requirements of O.C.G.A. § 36-70-20 *et seq.* for the Cities and County to develop an efficient and responsive local government service delivery system and provide for funding equity; and

WHEREAS, the Cities and the County have undertaken studies to identify all local government services presently provided or primarily funded by each and identified the source of funding for each identified service; and

WHEREAS, the Cities and County have devised an agreement in fulfillment of the requirements of O.C.G.A. § 36-70-20 *et seq.*; and

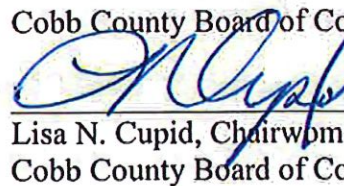
WHEREAS, the agreement is an intergovernmental agreement by and between the Cities and the County to commence on November 1, 2024 and pursuant to the provision of the State Constitution at Ga. Const. Art. IX, Sec. III, Par. I for the provision of services, facilities and equipment; and

WHEREAS, the agreement shall constitute the implementation of the service delivery strategy of the Cities and County.

NOW, THEREFORE, BE IT RESOLVED by the Cobb County Board of Commissioners that the agreement set forth in the intergovernmental agreement attached hereto as Exhibit A is approved in fulfillment of the requirements of O.C.G.A. § 36-70-20 *et seq.*

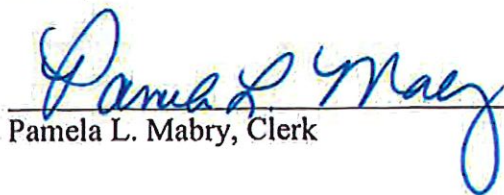
This 15th day of August, 2024.

Cobb County Board of Commissioners


Lisa N. Cupid, Chairwoman
Cobb County Board of Commissioners



Attest:


Pamela L. Mabry, Clerk

APPROVED
PER MINUTES OF
COBB COUNTY
BOARD OF COMMISSIONERS

8/13/24

STATE OF GEORGIA
COUNTY OF COBB

SERVICE DELIVERY STRATEGY AGREEMENT

THIS SERVICE DELIVERY STRATEGY AGREEMENT ("Agreement"), made and entered into this _____ day of August, 2024, by and between the BOARD OF COMMISSIONERS OF COBB COUNTY, GEORGIA (hereinafter referred to as "County") and the undersigned CITIES OF COBB COUNTY, GEORGIA, including Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna (hereinafter referred to as "City or "Cities"), collectively referred to as the "Parties." The City of Mableton ("Mableton") shall not be a party to this Agreement because Mableton has been created but is a municipality in transition and therefore is "not subject to Chapter 70 of this title, relating to planning and service delivery strategies...." O.C.G.A. § 36-31-8.

RECITALS

WHEREAS, the Cities and County have reviewed the requirements of O.C.G.A. § 36-70-20 *et seq.* for the Cities and County to develop an efficient and responsive local government service delivery system and provide for funding equity; and

WHEREAS, the Cities and the County have undertaken studies to identify all local government services presently provided or primarily funded by each and identified the source of funding for each identified service; and

WHEREAS, the Cities and County have devised this Agreement in fulfillment of the requirements of O.C.G.A. § 36-70-20 *et seq.*; and

WHEREAS, this Agreement is an intergovernmental agreement by and between the Cities and the County entered into for a period of ten years as authorized and pursuant

to the provision of the State Constitution at Ga. Const. Art. IX, Sec. III, Par. I for the provision of services, facilities and equipment; and

WHEREAS, this Agreement shall constitute the implementation of the service delivery strategy of the Cities and County.

NOW THEREFORE, be it resolved that the preamble is agreed to and incorporated herein and the Cities and County have further agreed to the following terms.

1.

Compliance with the Act

The Parties hereto enter into this Intergovernmental Agreement for the purpose of complying with the Georgia Service Delivery Act, O.C.G.A. § 36-70-20; *et seq.*

2.

Service Agreement Forms

The Service Delivery Strategy for the County and the Cities consists of this Agreement, and all Form 2: Summary of Service Delivery Arrangements (the “Service Agreements”), which are attached hereto as Exhibit A and incorporated herein, and all associated Intergovernmental Agreements (the “Associated Agreements”). This Agreement and all Service Agreements shall become effective upon the execution of this Agreement and shall remain in effect for the duration of this Agreement. The Associated Agreements shall be effective per their respective dates of adoption and shall remain in effect per their express terms.

3.

Revenues

Notwithstanding O.C.G.A. § 36-70-24 (3) (B), any future amendments to the Service Delivery Act, or the precise terms used in the Service Agreements, during the term of this Agreement, any Party shall be entitled to take advantage of all revenue sources to fund services provided by the Parties. The Parties further agree that any Party may use future SPLOST, TSPLOST, MSPLOST, or other sales tax funding source expended in accordance with then-existing Georgia Law for capital improvements associated with any service or facility under this Agreement, even if not specified in the Service Agreements, and to offset administrative costs as permitted by State law.

4.

Alternative Funding Mechanism for Supplemental City-Provided Services

As permitted in O.C.G.A. § 36-70-24(3)(B), the Parties agree, in consideration of Service Agreements, covenants, and conditions contained herein and without the need of rolling back the county-wide millage rate in each municipality and to ensure compliance with O.C.G.A. § 36-70-24(3)(A), the County will issue annual cash payments to the Cities on November 1 of each year in accordance with the following schedule which accounts for future inflation:

- i. 2024 - \$6,500,000
- ii. 2025 - \$7,000,000
- iii. 2026 - \$7,500,000
- iv. 2027 - \$8,000,000
- v. 2028 - \$8,500,000
- vi. 2029 - \$9,000,000
- vii. 2030 - \$9,500,000
- viii. 2031 - \$10,000,000
- ix. 2032 - \$10,500,000
- x. 2033 - \$11,000,000

The amounts identified above shall constitute the total amount of proceeds due to the Cities under this Agreement. The apportionment of each payment among the Cities shall be determined by the Cities' respective tax digests.

5.

Consideration

The payments provided for herein are supported by good and valuable consideration stated above and including, but not limited to:

- a. Payment by the County to the Cities entitling unincorporated residents to full access to City-owned parks and recreation programs on equal terms as City residents in the municipal jurisdiction where the park and recreation program is located. This equal term requirement shall not apply to parks operated by the City or County that are leased from the US Army Corps of Engineers. This equal term requirement shall not apply to parking lots operated by a City or the County;
- b. Payment by the County to the Cities entitling unincorporated residents to full access to any City-owned library on equal terms as City residents in the municipal jurisdiction where the library is located; and
- c. Payment by the County to the Cities entitling unincorporated residents to full access to any City-owned senior service facility (not including senior housing) on equal terms as residents in the municipal jurisdiction where the senior facility (not including senior housing) is located.

6.

Amending Agreement

This Agreement may be amended, supplemented, or otherwise modified solely by a document in writing duly executed and delivered by the County and the applicable City. No waiver, release or similar modification of this Agreement shall be established by conduct, custom, or course of dealing, but solely by a document in writing duly approved, executed and delivered by a duly authorized official of the County and the Cities or City.

The Service Agreements and Associated Agreements may be amended with approval of the County and one or more Cities without the consent of the remaining Cities, so long as the amendment does not affect the rights or obligations of the remaining Cities.

7.

Execution of Documents

None of the Service Agreements will be required to be individually executed in order to be in full force and effect. All such Service Agreements shall remain in effect for the duration of this Agreement. Following adoption by the County and each of the Cities of a resolution as required by O.C.G.A. § 36-70-25, the Parties shall submit the Services Agreements, along with the necessary Forms 1, 3, and 4 to the Department of Community Affairs. Adoption of this Agreement by each respective Party shall authorize the Chair of the County or the Mayor of a City to execute all necessary documents to facilitate transmission of the Cobb County Service Delivery Strategy (the “SDS”) to the Department of Community Affairs and to make any corrections or revisions to the Forms 1, 2, 3, or 4 as may be required by the Department of Community Affairs for verification of the SDS, provided that such corrections or revisions are not inconsistent with this Agreement and do not materially alter the Service Agreements after written notice of the proposed changes to the Cities.

8.

Binding Effect

This Agreement shall be binding upon the County and Cities provided that it is ratified at an open meeting by the respective governing authorities of the County and each of the Cities on or before August 14, 2024.

9.

Duration of Agreement

This Agreement shall become effective immediately upon the last Party to the Agreement approving same at a duly noticed Council or Board meeting and shall expire on October 31, 2034, unless earlier terminated as provided for herein.

10.

Termination

The County shall provide eighteen (18) months' advance written notice of its intention to unilaterally terminate this Agreement for reasons other than those identified in paragraph 11 below. If the County provides notice of its intention to terminate for reasons other than those identified in paragraph 11, the County shall pay that amount of "November 1" payments that remain under the paragraph 4 schedule that are or may thereafter become due during the eighteen (18) month notice period, plus a half (1/2) year payment based upon what would otherwise be due during the following year under the paragraph 4 schedule. For example, if the County issued notice of termination in July of 2026, the County shall pay the Cities \$7,500,000 by November 1, 2026, and \$12,250,000 by November 1, 2027 (which is \$8,000,000 plus \$4,250,000.00, one half of the scheduled payment of \$8,500,000.00 in 2028). By way of additional example, if the County issues a notice of termination in March of 2026, the County shall pay the Cities \$11,500,00 by November 1, 2026 (which is \$7,500,000 plus \$4,000,000, one half of the scheduled payment of \$8,000,000 in 2027).

The purpose of the aforementioned payments shall be to offset the cost incurred by the Cities in the operational investments and capital improvements made in reliance on this

Agreement with respect to the services and facilities contemplated in this Agreement on behalf of and in conjunction with the County. The Parties acknowledge that the payments required by this paragraph are in exchange for services, facilities, and other lawful consideration and shall not constitute a penalty or gratuity in violation of the Gratuities Clause of the Georgia State Constitution.

11.

Triggering Events

Notwithstanding any other requirement or provision herein, the County shall make the November 1, 2025 payment to the Cities, but the County shall have no obligation to make further payments under this Agreement if : (i) any entity with a statutory right to require the County to update or revise the SDS refuses to adopt an SDS consistent with the terms of paragraphs 3, 4, and 5 of this Agreement and the pre-sanction mediator declares an impasse, (ii) one or more local governments in the County are created, abolished, or consolidated, (iii) when the SDS expires, or (iv) when the Parties agree to revise this Agreement. If any of the triggers (i)-(iv) herein are satisfied, a termination of this Agreement and the existing SDS shall be deemed to have occurred. If a triggering event occurs and a future payment-based SDS is negotiated by the County and the Cities, any future annual payment by the County to the Cities will become due no earlier than November 1, 2026.

The Parties agree that House Bill 1407 (from 2023/2024) becoming operational and enforceable on January 1, 2026, shall not constitute a triggering event or otherwise require the Parties to review and revise the SDS.

12.

Joint Defense

Each City shall join in the defense of the County and each other City against any challenges to this Agreement. The County shall join in the defense of each City against any challenges to this Agreement.

13.

Notice

All notices required to be given hereby are to be given in writing addressed to the Chairman of the Board of Commissioners and the County Manager (for the County) and the Mayor and City Manager (for a City) and delivered as follows.

- A. Hand delivery with receipt signed; or
- B. Federal Express mail with return receipt requested.

14.

Governing Law

This Agreement and the rights and obligations of the parties hereto shall be governed, construed, and interpreted according to the laws of the State of Georgia. For the purposes of all legal proceedings arising out of or relating to this Agreement, unless otherwise provided by law, the Cities and County submit to the exclusive jurisdiction of the Superior Court of Cobb County, Georgia.

15.

Entire Agreement

This Agreement expresses the entire understanding and all agreements between the parties hereto with respect to the matters set forth herein.

16.

Severability

To the extent any term, provision, or portion of this Agreement is declared to be invalid, unenforceable, or nonbinding, such declaration shall not affect the remaining terms, provisions, and portions of this Agreement.

17.

Counterparts

This Agreement may be executed in several counterparts, each of which shall be an original, and all of which shall constitute but one and the same instrument.

IN WITNESS WHEREOF, the Parties have hereunto set their hands and affixed their seals the day and year first above written.

Signed, sealed and delivered
In the presence of:

Judy Solomon
Unofficial Witness

Heidi O'Shea
Notary Public



COBB COUNTY, GEORGIA

Date: 8/15/2024

By: [Signature]
Chairwoman

Attest: Daniel R. May (L.S.)
Clerk

(SEAL)



APPROVED
PER MINUTES OF
COBB COUNTY
BOARD OF COMMISSIONERS
8/13/24

Signed, sealed and delivered
In the presence of:

Unofficial Witness

Notary Public

CITY OF ACWORTH, GEORGIA

Date: _____

By: _____ (L.S.)
Mayor

Attest: _____ (L.S.)
Clerk

(SEAL)

Signed, sealed and delivered
In the presence of:

Unofficial Witness

Notary Public

CITY OF AUSTELL, GEORGIA

Date: _____

By: _____ (L.S.)
Mayor

Attest: _____ (L.S.)
Clerk

(SEAL)

Signed, sealed and delivered
In the presence of:

Unofficial Witness

Notary Public

CITY OF KENNESAW, GEORGIA

Date: _____

By: _____(L.S.)
Mayor

Attest: _____(L.S.)
Clerk

(SEAL)

Signed, sealed and delivered
In the presence of:

CITY OF MARIETTA, GEORGIA

Date: _____

Unofficial Witness

By: _____ (L.S.)
Mayor

Notary Public

Attest: _____ (L.S.)
Clerk

(SEAL)

Signed, sealed and delivered
In the presence of:

Unofficial Witness

Notary Public

CITY OF POWDER SPRINGS, GEORGIA
Date: _____

By: _____ (L.S.)
Mayor

Attest: _____ (L.S.)
Clerk

(SEAL)

Signed, sealed and delivered
In the presence of:

CITY OF SMYRNA, GEORGIA

Date: _____

Unofficial Witness

By: _____ (L.S.)

Mayor

Notary Public

Attest: _____ (L.S.)

Clerk

(SEAL)

EXHIBIT A

FORM 2 – SERVICE DELIVERY STRATEGY AGREEMENTS

RECOMMENDATION

The Board of Commissioners approve an intergovernmental agreement and adopt a resolution for an updated Service Delivery Strategy to commence on November 1, 2024, between the County and the six Cobb cities required to participate in the requirements of O.C.G.A. § 36-70-20 *et seq.*; and authorizes the Chairwoman to execute any and all necessary documents to effectuate the intent of this item.

ATTACHMENTS

1. Resolution
2. IGA



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 IV. 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: COBB COUNTY

Service: **Animal Control**

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

- a.) ☒ 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.): **Cobb County**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

Smyrna is no longer providing this service.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Animal Control Agreement	Cobb County, Austell, Acworth, Kennesaw, Marietta Powder Springs, and Smyrna	Various/Indefinite

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: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/09/2024

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:



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 IV. 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: COBB COUNTY

Service: Building Inspections

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna will provide this service within their respective incorporated areas.**
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**

Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Code Enforcement

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna will provide this service within their respective incorporated areas.**
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris**

Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Coliseum and Exhibit Hall Authority Services

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

- a.) ☒ 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.): **Cobb-Marietta Coliseum and Exhibit Hall Authority**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	Tax (hotel/motel & liquor by the drink)
Acworth	Hotel/Motel Taxes
Austell	Hotel/Motel Taxes
Kennesaw	Hotel/Motel Taxes
Marietta	Hotel/Motel Taxes
Powder Springs and Smyrna	Hotel/Motel Taxes

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

IGAs were added.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Galleria Operating Agreement	Austell, Cobb-Marietta Coliseum and Exhibit Hall Auth.	10/01/2023 - 10/01/2053
Galleria Convention Funding Agreement	Powder Springs, Cobb-Marietta Coliseum and Exhibit Hall Authority	10/01/2023 - 10/01/2053

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: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Courts (Municipal)

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☒ 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: **Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna.**)
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs	General Fund
Smyrna	General Fund

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

Courts (Judicial Services) was separated into two services: Courts (Superior, State, Magistrate) and Courts (Municipal). Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: *Courts (Superior, State, Magistrate)*

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

a.) ☒ 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.): **Cobb County**

b.) ☐ 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.):

c.) ☐ 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):

d.) ☐ 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.):

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

Courts (Judicial Services) was separated into two services: Courts (Superior, State, Magistrate) and Courts (Municipal). Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
MOU Victim Service Providers	Cobb County DA, Cobb County Public Health, Cobb County Sheriff, Cobb County, Acworth, Austell, Kennesaw, Marietta, Powder Springs, Smyrna, Etc.	01/01/24 - Indefinite

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?

Several MOUs have been entered into between and among non-party service providers and the Cobb County Veterans Accountability and Treatment Court.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Drainage / Stormwater Management Services

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna will provide this service within their respective incorporated areas.**
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	Enterprise Funds/Stormwater Utility Fund Fees
Acworth	Enterprise Funds/Stormwater Utility Fund Fees
Austell	Enterprise Funds/Stormwater Utility Fund Fees
Kennesaw	Enterprise Funds/Stormwater Utility Fund Fees
Marietta	Enterprise Funds/Stormwater Utility Fund Fees
Powder Springs and Smyrna	Enterprise Funds/Stormwater Utility Fund Fees

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**

Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: E-911 Services

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☒ 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.): **Cobb County provides this service in the unincorporated areas and in the municipal limits of Austell, Marietta, and Powder Springs. Acworth, Kennesaw, and Smyrna provide this service within their respective municipal limits.**

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.).

Local Government or Authority	Funding Method
Cobb County	E-911 Fund, Fees for 800 MHz System, Surcharges, General Fund
Kennesaw	General Fund and E-911 Fund
Smyrna	General Fund and E-911 Fund
Acworth	General Fund and E-911 Fund

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

Service providers and funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
IGA for 911 Services	Cobb County, Powder Springs, Austell, and Marietta	Various - Indefinite

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: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Economic Development

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

a.) ☐ 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.):

b.) ☐ 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.):

c.) ☐ 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:

d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna will provide this service within their respective incorporated areas.**

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Elections (Federal, State, County)

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

a.) ☒ 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.): **Cobb County Board of Elections**

b.) ☐ 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.):

c.) ☐ 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):

d.) ☐ 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.):

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

Elections was separated into two separate services: Elections (Federal, State, County) and Elections (Municipal). Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: *Elections (Municipal)*

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☒ 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: *Acworth, Austell, Kennesaw, Marietta, Powder Springs, Smyrna through the Cobb County Board of Elections.*)
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs	General Fund
Smyrna	General Fund

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

Elections was separated into two separate services: Elections (Federal, State, County) and Elections (Municipal). Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

The Cities will enter into IGAs with the Cobb County Board of Elections for elections-related services as necessary.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: **Electric, Gas, Fiber, Telecommunications and Related Technology Services**

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☒ 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.): **Acworth, Austell, Marietta**

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.).

Local Government or Authority	Funding Method
Acworth	Enterprise Funds
Austell	Enterprise Funds
Marietta	Enterprise Funds, inclusive of Board of Lights and Water Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Extension Services

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

a.) ☒ 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.): **Cobb County**

b.) ☐ 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.):

c.) ☐ 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):

d.) ☐ 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.):

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
MOU for Extension Services	Cobb County, the Board of Regents, and UGA	03/15/22 - Indefinite

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: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Fire and Emergency Services

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

a.) ☐ 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.):

b.) ☐ 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.):

c.) ☐ 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):

d.) ☐ 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.):

e.) ☒ 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.): **Cobb County provides this service in the unincorporated areas and within the municipal boundaries of Acworth, Kennesaw, and Powder Springs. Austell, Marietta, and Smyrna provide this service within their municipal boundaries.**

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.).

Local Government or Authority	Funding Method
Cobb County	Fire Tax District Fund
Austell	General Fund
Marietta	General Fund
Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Fire Inspection Agreement	Cobb County, Kennesaw, and Acworth	Various - Indefinite

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 Cities of Acworth, Kennesaw, and Powder Springs will adopt a common fire prevention and protection code in coordination with Cobb County.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Jail Services

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

a.) ☐ 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.):

b.) ☐ 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.):

c.) ☐ 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:

d.) ☒ 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.): **Cobb County, Acworth, Austell, Kennesaw, Marietta, Powder Springs, Smyrna**

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Added IGAs; Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Prison Inmates Housing IGA	Acworth, Smyrna	07/01/2023 - 06/30/2028
Prison Inmates Housing IGA	Marietta, Smyrna	07/17/2023 - 07/16/2026
Prison Inmates Housing IGA	Powder Springs, Smyrna	07/01/2023 - 06/30/2028
Prison Inmates Housing IGA	Roswell, Smyrna	05/01/2024 - 04/31/2029
Prison Inmates Housing IGA	Sandy Springs, Smyrna	07/01/2023 - 06/30/2028

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: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Library Services

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☒ 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.): **Cobb County will provide this service for the benefit of unincorporated and incorporated area residents. Smyrna will provide this service within its incorporated area for the benefit of incorporated and unincorporated area residents.**

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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Service Delivery Strategy	Cobb County, Acworth, Austell, Kennesaw, Marietta, Powder Springs, Smyrna	01/01/2024-10/31/2034
Library PASS IGA	Cobb County and Marietta City Schools	12/01/22 - Indefinite

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 shall make payments to the Cities on November 1 of each year, in accordance with the schedule provided in paragraph 4 of the cover Service Delivery Strategy Agreement for consideration including, but not limited to, the Cities providing unincorporated residents full access to any City-owned library on equal terms as City residents in the municipal jurisdiction where the library is located.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: **Parks and Recreation**

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County and within County parks located in the Cities for the benefit of unincorporated and incorporated area residents. Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna will provide this service within their respective incorporated areas for the benefit of incorporated and unincorporated area residents.**

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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Service Delivery Strategy	Cobb County, Acworth, Austell, Kennesaw, Marietta, Powder Springs, Smyrna	01/01/2024-10/31/2034

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 shall make payments to the Cities on November 1 of each year, in accordance with the schedule provided in paragraph 4 of the cover Service Delivery Strategy Agreement for consideration including, but not limited to, the Cities providing unincorporated residents full access to City-owned parks and recreation programs on equal terms as City residents in the municipal jurisdiction where the park and recreation program is located. This equal term requirement shall not apply to parks operated by the City or County that are leased from the US Army Corps of Engineers or parking lots operated by a City or the County.

The County also has various agreements and leases with non-parties such as the Department of Natural Resources and the Secretary of the Army related to Parks Services.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
 Phone number: **(770) 528-2600** Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Planning and Zoning

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna will provide this service within their respective incorporated areas.**
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Police Services

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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:
- d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna will provide this service within their respective incorporated areas.**
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Service Delivery Strategy	Cobb County, Acworth, Austell, Kennesaw, Marietta	01/01/2024-10/31/2034
	Powder Springs, Smyrna	

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 shall make payments to the Cities on November 1 of each year, in accordance with the schedule provided in paragraph 4 of the cover Service Delivery Strategy Agreement for consideration including, but not limited to, the Cities providing supplemental police protection for the Cobb County Police Department in the municipal boundaries of the Cities. Cobb County has also entered into various agreements with non-parties related to this service.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
 Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: Public Health Services

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

- a.) ☒ 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.): **Cobb County**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**

Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Right of Way Maintenance

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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:
- d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna will provide this service within their respective incorporated areas.**
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: Road/Street Maintenance Services (includes signals, signs, and bridges)

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

a.) ☐ 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.):

b.) ☐ 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.):

c.) ☐ 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:

d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs, and Smyrna will provide this service within their respective incorporated areas.**

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund, LMIG, and Sales Taxes
Acworth	General Fund, LMIG, and Sales Taxes
Austell	General Fund, LMIG, and Sales Taxes
Kennesaw	General Fund, LMIG, and Sales Taxes
Marietta	General Fund, LMIG, and Sales Taxes
Powder Springs and Smyrna	General Fund, LMIG, and Sales Taxes

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

Name of the service was changed from "Street Maintenance" to "Road/Street Maintenance". Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

From time to time the County and Cities may coordinate their road/street services. The County provides signal operation and maintenance services in certain cities such as Powder Springs.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: **Sanitation/Solid Waste Services**

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

a.) ☐ 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.):

b.) ☐ 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.):

c.) ☐ 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:

d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna will provide this service within their respective incorporated areas.**

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	Enterprise Funds
Acworth	Enterprise Funds
Austell	Enterprise Funds
Kennesaw	Enterprise Funds
Marietta	Enterprise Funds
Powder Springs and Smyrna	Enterprise Funds

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

Cobb County owns a vetative waste facility, a transfer station, and a recycling facility, which are operated by private non-party service providers.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: Senior Services

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

a.) ☐ 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.):

b.) ☐ 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.):

c.) ☐ 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:

d.) ☒ 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.): **Cobb County will provide this service within the unincorporated areas of Cobb County. Acworth, Austell, Kennesaw, Marietta, Powder Springs and Smyrna will provide this service within their respective incorporated areas for the benefit of unincorporated and incorporated area residents.**

e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund
Acworth	General Fund
Austell	General Fund
Kennesaw	General Fund
Marietta	General Fund
Powder Springs and Smyrna	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Service Delivery Strategy	Cobb County, Acworth, Austell, Kennesaw, Marietta,	01/01/2024-10/31/2034
	Powder Springs, Smyrna	

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 shall make payments to the Cities on November 1 of each year, in accordance with the schedule provided in paragraph 4 of the cover Service Delivery Strategy Agreement for consideration including, but not limited to, the Cities providing unincorporated residents full access to any City-owned senior service facility (not including senior housing) on equal terms as residents in the municipal jurisdiction where the senior facility (not including senior housing) is located.

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: Tax Assessor Services

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

- a.) ☒ 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.): **Cobb County**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

No changes.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: Transit Services (CCT)

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

- a.) ☒ 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.): **Cobb County**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	General Fund

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

Funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: **Wastewater Collection Services**

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☒ 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.): **Cobb County, Marietta, Smyrna, Austell**

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.).

Local Government or Authority	Funding Method
Cobb County	Enterprise Funds
Marietta	Enterprise Funds, inclusive of Board of Lights and Water Fund
Smyrna	Enterprise Funds
Austell	Enterprise Funds

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

This is a new service.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: Wastewater Treatment Services

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

- a.) ☒ 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.): **Cobb County**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	Enterprise Funds

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

Service provider and funding mechanisms clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
IGA for Wastewater Treatment	Cobb County, Smyrna	04/18/2005 - 04/17/2035
IGA for Wastewater Treatment	Cobb County, Marietta Board of Lights and Water	12/27/2001 - 12/26/2051
Amendment to Serv. Boundary	Cobb County, Austell	1987 - 2037
Service Area Agreement	Cobb County, Marietta, Smyrna	2005 - 2035

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: **Dr. Jackie McMorris, County Manager**
 Phone number: (770) 528-2600 Date completed: 08/12/2024

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:



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 IV. 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: COBB COUNTY

Service: *Water Distribution Services*

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

- a.) ☐ 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.):
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☒ 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.): **Cobb County, Marietta, Smyrna, Austell**

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.).

Local Government or Authority	Funding Method
Cobb County	Enterprise Funds
Marietta	Enterprise Funds, inclusive of Board of Lights and Water Fund
Smyrna	Enterprise Funds
Austell	Enterprise Funds

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

Service providers and funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates

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

N/A

7. Person completing form: **Dr. Jackie McMorris, County Manager**
 Phone number: **(770) 528-2600** Date completed: **08/12/2024**

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:



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 IV. 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: COBB COUNTY

Service: Water Supply Services

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

- a.) ☒ 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.): **Cobb County-Marietta Water Authority**
- b.) ☐ 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.):
- c.) ☐ 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):
- d.) ☐ 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.):
- e.) ☐ 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 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.).

Local Government or Authority	Funding Method
Cobb County	Enterprise Funds
Marietta	Enterprise Funds, inclusive of Board of Lights and Water Fund
Smyrna	Enterprise Funds

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

Service providers and funding mechanisms were clarified.

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

Agreement Name	Contracting Parties	Effective and Ending Dates
Agreement for Wholesale	Cobb County, Smyrna	04/18/2005 - 04/17/2035
Water Service		
Amendment to Service Area	Cobb County, Austell	1987 - 2037
Service Area Agreement	Cobb County, Marietta	2003 - 2033
Service Area Agreement	Cobb County, Smyrna	2005 - 2035
Water Supply Agreement	Cobb County, Cobb County-Marietta Water Authority	2002 - 2032

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: **Dr. Jackie McMorris, County Manager**
Phone number: (770) 528-2600 Date completed: 08/12/2024

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:

CAB Name	Purpose	Responsibilities	Composition	Governing Statute/Charter Section	Priority	Member Consideration	Member Appointment	Skills/Expertise Needed
Planning Commission	Guides development and land use policies, ensures sustainable growth, and protects community interests.	Develop land use policies, review development plans, and ensure sustainable growth.	7 Members appointed by the Mayor and Council, with staggered terms.	City Charter Section 3.11	High	N/A	Oct 9th City Council Meeting	Urban planning, architecture, zoning laws, community development
Ethics Board	Ensures ethical conduct and transparency in local government operations.	Handle ethics complaints, promote accountability, and ensure transparency.	7 Members appointed by the Mayor and Council, with staggered terms.					
Zoning Appeals Board	Reviews and decides on appeals regarding zoning regulations.	Ensure fair and consistent application of zoning laws.	7 Members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	High	Sept 20th	September 25th City Council Meeting	Ethics, legal expertise, governance
Mableton Visitors & Tourism Authority	Promotes Mableton as a tourist destination, attracts visitors, and boosts local businesses through tourism.	Develop tourism strategies, market the city, and manage visitor services.	11 Members appointed by the local governing body with staggered terms.	City Charter, Section 3	High	Oct 9th City Council Meeting	October 23rd City Council Meeting	Legal expertise, zoning laws, community representation
Downtown Development Authority	Revitalizes downtown areas, attracts investments, and supports businesses through downtown development initiatives and projects.	Promote trade, commerce, industry, and employment; accept grants, apply for loans, and manage downtown development projects.	7 members appointed by the Local Governing Body, with staggered 4-year terms. Members must have an economic interest in downtown development. One member must be an elected official of the governing body.	City Charter, Section 3	High	Oct 9th City Council Meeting	October 23rd City Council Meeting	Tourism management, marketing, hospitality industry
Keep Mableton Beautiful Commission	Enhances environmental stewardship and community pride through beautification projects.	Organize clean-up efforts, promote environmental conservation, and engage the community.	7 Members appointed by the Mayor and Council, with staggered terms.	Georgia Code O.C.G.A. § 36-42-4	High	Nov 13th City Council Meeting	Dec 11th City Council Meeting	Urban development, business development, community revitalization, business owners.
Veterans Affairs Commission	Represents the military veteran community by evaluating and recommending programs, policies, and practices.	Address veterans' needs, promote awareness, and act as a clearinghouse for services.	7 members, with at least 5 being military veterans and up to 2 affiliated with veteran service organizations. Appointed by the Mayor and Council.	City Charter, Section 3	High	Oct 9th City Council Meeting	October 23rd City Council Meeting	Environmental conservation, community engagement, beautification
					Medium	Oct 9th City Council Meeting	October 23rd City Council Meeting	Veteran affairs, military support, social services

Cultural and Immigrant Affairs Commission	Supports cultural diversity and integration of immigrants through programs and initiatives.	Develop cultural programs, support immigrant integration, and promote multicultural awareness.	7 Members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Medium	Oct 9th City Council Meeting	October 23rd City Council Meeting	Cultural diversity, immigrant services, community relations
Special Events Commission	Organizes and oversees community events, festivals, and celebrations.	Plan, organize, and execute community events to foster engagement and cultural vibrancy.	7 Members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Medium	Oct 9th City Council Meeting	October 23rd City Council Meeting	Event planning, logistics, community outreach
Housing Commission	Addresses housing needs and advocates for affordable housing solutions within Mableton.	Review housing policies, explore financing methods for affordable housing, and provide recommendations.	Up to 7 members appointed by the Mayor. May include up to 2 resident commissioner assisted by the public housing authority.	Georgia Code § 8-3-50	Medium	Oct 9th City Council Meeting	October 23rd City Council Meeting	Housing policy, real estate, social services
Historic Preservation Commission	Identifies, preserves, and revitalizes historic districts and landmarks in Mableton.	Review and approve alterations to historic properties, conduct research on historic sites, and promote preservation.	7 members who must reside within the city limits. Members are appointed by the City Council.	Georgia Code O.C.G.A. § 44-10-24	Medium	Oct 23rd City Council Meeting	November 13th City Council Meeting	Historical preservation, architecture, community education
Environmental and Sustainability Commission	Promotes environmental conservation, sustainability, and resilience strategies.	Develop and promote plans on environmental conservation, sustainability, and climate impact mitigation. Ensure adherence to regulatory policy and membership / certifications with relevant associations.	7 members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Medium	Oct 23rd City Council Meeting	November 13th City Council Meeting	Environmental science, sustainability practices, public policy
Public Arts Commission	Integrates art into public spaces and enhances cultural identity within the city.	Support local artists, manage public art installations, and assist with funding for artistic needs.	7 members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Low	Nov 13th City Council Meeting	December 11th City Council Meeting	Arts management, public art installations, community engagement
Parks and Recreation Commission	Provides, maintains, and conducts parks, playgrounds, and recreational activities.	Oversight of the development of recreational programs, maintenance of facilities, and plan for future recreational needs.	5 to 9 members appointed by the Mayor, with staggered 5-year terms. No member shall serve more than two consecutive terms.	Georgia Code O.C.G.A. § 36-64-5	Low	Nov 13th City Council Meeting	December 11th City Council Meeting	Recreation management, landscape architecture, community wellness

Mableton Development Authority (MDA)	Stimulates economic growth, attracts businesses, and fosters job creation through development projects.	Issue bonds, finance infrastructure improvements, work with businesses and organizations and provide economic development services to the city.	7 members, with 5 appointed by the Local Governing Body and 2 by the Cobb County delegation to the General Assembly. Terms are 4 years.	Georgia House Bill - HB 1330	Low	Oct 23rd City Council Meeting	October 23rd City Council Meeting	Economic development, business strategy, real estate
Film and Entertainment Commission	Fosters film production, media industry growth, and cultural arts within the city.	Support local filmmakers, oversight of filming policy and permits, and the incentives for media productions. Responsible for city film certification and association memberships.	Members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Low	Oct 23rd City Council Meeting	November 13th City Council Meeting	Film production, entertainment industry, economic development, AFCI certified or SAG-AFTRA membership
Commission on Aging	Advocates for senior citizens' needs and enhances their quality of life through programs and policies.	Develop senior programs, provide policy recommendations, and support services for the elderly.	7 members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Low	Oct 23rd City Council Meeting	November 13th City Council Meeting	Gerontology, senior services, advocacy
Alcohol Review Board	Regulates alcohol licensing and ensures compliance with local laws and regulations.	Review alcohol license applications, ensure compliance with local laws, and promote responsible alcohol consumption.	7 members appointed by the Mayor and Council, with staggered terms.	City Charter, Section 3	Low	Nov 13th City Council Meeting	December 11th City Council Meeting	Legal expertise, alcohol regulations, community representation

