



FULTON COUNTY

Mayors Meeting
May 12, 2026

AGENDA

- **Opening Remarks**
- **Summary of Service Delivery Strategy**
- **Working Group Progress**
- **List of Services for discussion by Elected Officials**
- **Summary of Takeaways**
- **TSPLOST Updates**
- **Closing Remarks**

Purpose of the Service Delivery Strategy (SDS)

The **Service Delivery Strategy (SDS)** is a legal and administrative framework established under Georgia law (O.C.G.A. § 36-70-20 et seq.) to help cities and counties coordinate how they deliver public services to residents in a **cost-efficient, effective, and non-duplicative** manner

Core Purposes:

- **Agreement on Service Delivery** – Provides clarity on how services will be provided, ensuring alignment across jurisdictions
- **Minimize Duplication and Competition** – Prevents overlapping or competing service provision by different local governments, reducing waste and inefficiency
- **Resolve Disputes** – Offers a formal method for resolving disagreements on issues such as service delivery, funding equity, and land use
- **Coordinate Planning and Funding** – Ensures that service delivery and revenue distribution are consistent and access to State grant programs



SCHEDULE FOR SERVICE DELIVERY STRATEGY

DATE/DEADLINE	EVENT/ACTION NEEDED
March 27 th	Notice given to the cities of upcoming meeting to begin developing an updated SDS.
April 13 th	Meeting between the cities and the County to discuss SDS.
May 26 th	Cities provide IGAs and contracts to the County supporting the service delivery matrix
May 27 th through June 24 th	Cities and County continue to exchange information and negotiate SDS.
June 25 th through August 31 st	<i>Mediation would start on June 25th, if no agreement is reached and conclude August 31st</i>
September 1 st through September 30 th	Cities and County finalize SDS and each prepare resolutions adopting the final SDS. (If agreement is reached prior to September 1st, then County and cities can begin resolution adoption.)
October 1 st	Cities and County must each adopt resolutions approving the SDS. This must occur before the submission of the SDS to DCA on October 2 nd
October 2 nd	SDS to be submitted to DCA for initial review (this date is 90 days prior to December 31 st
December 31 st	SDS must have been submitted to DCA and verified by DCA by this date to avoid sanctions.

INITIAL DISCUSSIONS ON SERVICES BY THE WORKING GROUP

Team came to agreement on 95% of the items from the Service Matrix List

- Meetings held on April 13th, April 20th, and April 27th
- As a result, staff clarification on from DCA related to definitions and contracts/agreement that should be included in the package
- Six items remained for the Elected Officials to discuss and/or get clarification on services.



DISCUSSION ITEMS FOR THE COMMISSIONERS AND MAYORS MEETING

- 1. Senior Services/Senior Centers**
- 2. Jail Operations and Detention**
- 3. Water Supply**
- 4. Wastewater Treatment**
- 5. Warming/Cooling Centers**
- 6. Animal Control/Animal Shelter**



WHAT DO WE NEED FROM YOU TODAY?

- **Keeping the End Goal in Mind:**
 - Consensus to how to reflect the current providers for each of the remaining services, how they are funded, and how they are governed (IGA, contract, etc.) – completing the spreadsheet (shown on next slide)
 - Allowing you to return to your full elected bodies for review
 - Allowing staff to complete the paperwork and forms and submitting a final document to DCA by October 2nd with no disruption in services and funding
 - Keep in mind, service arrangements can be updated at any time with submissions to the state
- **Productive feedback on the remaining items**
 - Does this issue need to remain as a point of concern?
 - Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
 - What moves us to solutions that can be agreed upon?



SERVICE MATRIX

Service Name	Service Category	Current Primary Provider(s)	Recommended Primary Provider(s)	State Mandated Through Court	Service Area Description	Funding Source(s)	Related IGA/Ordinance/Contract Reference	Notes/Negotiation Status
Animal Control / Animal (Elected Officials Item)	Public Safety	County	County	No	Fulton County	General Funds (Cities)	Yes, the copies of the IGA's/MOU's with each city	Concerns about costs from cities, but the cities do not want to operate the services
Jail Operations and Detention (Municipal) (Elected Officials Items)	Public Safety	Each Jurisdiction	Each jurisdiction separately	Yes	Each City	General Funds, Fees, Fines, Grants	East Point - South Fulton, Hapeville, Union City, College Park, Alpharetta	County does not take municipal charges
Jail Operations and Detention (Felony/ Misd) (Elected Officials Items)	Public Safety	County	County	Yes	Countywide	General Funds, Fees, Fines, Grants	Alpharetta, Atlanta for Outsourcing	Some cities stated that County is not taking misdemeanor charges
Senior Services / Senior Centers (Elected Officials Items)	Human Services/Quality of Life	County, Johns Creek, Alpharetta	County with city partnerships	No	Countywide and specific cities that provide services	General Funds, Grants	Agreements with centers the cities own but County Operates	Agreed upon but some cities wanted update on senior services in South Fulton
Wastewater Collection and Treatment (Elected Officials Items)	Enterprise/Utility Services	County and Atlanta	County and Atlanta (Regional Authority brought up by City of Atlanta Representative)	No	Map of Service Areas for County and City	User Fees/Enterprise Funds, Grants	Get copies of contracts and need to renegotiate on the expired contracts, agreement with City of Atlanta on the Sewer Fees	Agreed upon and some cities wanted update on the services in the South Fulton area
Water Supply and Distribution (Elected Officials Items)	Enterprise/Utility Services	County and Atlanta, Roswell	County, City of Atlanta, East Point	No	Map of Service Areas for County and City	User Fees/enterprise Funds, Grants	Need copies of the agreements	City of Atlanta Service Area are the focus of the discussion

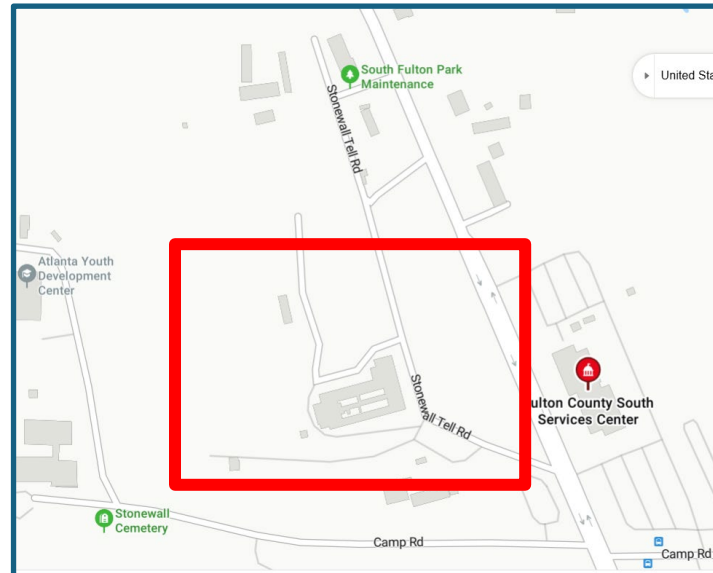
HEALTH AND HUMAN SERVICES SOUTH

Facility Details:

- Location: Stonewall Tell Rd. across from South Fulton Service Center
- Approximate Size: 80K to 100K Square Feet
- Similar in size and services to the Health and Human Services North Facility

Included Services:

- Senior Services
- Behavioral Health Services
 - Youth
 - Adult
- Elections
- Homelessness
- Health Services
 - Nursing
 - Travel Nursing
 - WIC
 - Oral Health
 - Vital Records



HEALTH AND HUMAN SERVICES SOUTH

Phase 1

Task 1 – Market Analysis - Completed

Task 2 - Feasibility Study – On-going

Task 3 – Needs Assessment – On-going

Phase 2:

Site Evaluation – The Boundary, Topographic & Utility Survey Completed.

Phase 3:

Enhanced Schematic Design

Next Steps:

Space Need/Other Requirements with Departments - Senior Services, Board of Health, HIV, Behavioral Health, Elections & Homelessness(Continuity of Care) Finalized.

Schematic Design – Conceptual Working Session/Collaboration has Started.

Bi-weekly Internal Meetings Ongoing

BOC Upcoming Presentation: Tentatively scheduled for July 15, 2026.

Proposed Major Construction Dates: (subject to change)

Tentative Construction Start Time is expected to be in 2nd Quarter of 2027

Estimated Completion Date is the 1st Quarter of 2030

(Please Note: Dates are subject to change)



DISCUSSION (1 of 6)

Questions:

- Does this issue need to remain as a point of concern?
- Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
- What moves us to solutions that can be agreed upon?



JAIL OPERATIONS AND DETENTION

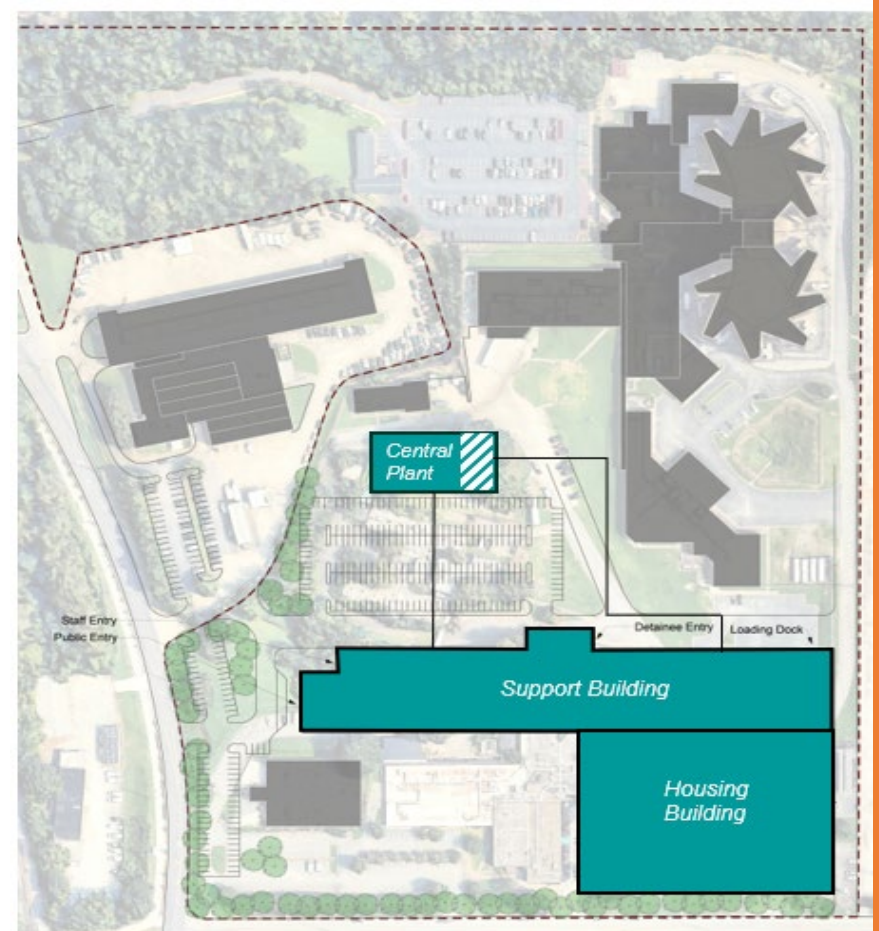
(Felonies, Misdemeanors, and Municipal)

- **Jail Operations and Detention – Felonies/Misdemeanors**
 - Current Provider – County
 - How Funded: General Fund, Fees, Fines, and Grants
 - How Governed: IGAs, Atlanta for outsourcing
- **Jail Operations and Detention – Municipal/Misdemeanors**
 - Current Providers – City facilities in Alpharetta, East Point, Union City, and other locations outside the County
 - How Funded: General Fund, Fees, Fines, and Grants
 - How Governed: IGAs



FULTON COUNTY JAIL CAPITAL IMPROVEMENT PROGRAM

- Fulton County Board of Commissioners approved financing up to \$1.3 billion for the Jail Capital Improvement Program
- The Jail Program consists of two phases:
 - Phase I: Special Purpose Facility (1800 beds) focusing on medical and behavioral care needs, and all other vulnerable populations
 - Phase II: Renovations to Rice Street main jail
- Estimated project costs
 - Phase I: \$734 million
 - Phase II: \$489 million
 - Accelerated build: \$140 million (*if needed*)
- Financing the Jail Program will be through the South Fulton Municipal Regional Jail Authority
 - Jail Authority expected to approve bond resolution and IGA at their May called meeting
 - Phase I to be financed over 40 years, Phase II over 20 years



Illustrative example

FULTON COUNTY JAIL CAPITAL IMPROVEMENT PROGRAM

- The overall Jail Program has an expected duration of 9 – 10 years
 - Phase I Special Purpose Facility: 2026 – 2031
 - Phase II Rice Street Renovations: 2029 – 2035

		2026									2027												2028				
		May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
Special Purpose Facility	Design Procurement																										
	Design																										
	Construction Procurement																										
	Pre-Construction Services																										
	Construction																										

- Fulton is exploring options for inmate outsourcing during the construction of Phase I, with first preference being an extension to the ACDC lease



DETENTION LANDSCAPE

- **Survey Results**

- Use of Rice Street: 12 cities book some or all misdemeanor charges at Rice Street
- Use of other facilities
 - 6 cities use East Point for either misdemeanor or municipal charges
 - 2 cities use Smyrna for either misdemeanor or municipal charges
 - 1 city uses Alpharetta for misdemeanor and municipal charges
 - Other misdemeanor charge facilities include: Douglas County
 - Other municipal charge facilities include: Coweta County and Lumpkin County
 - 1 city uses Cherokee County
- Exploring other options: 7 cities are exploring other facilities for misdemeanor or municipal charges

- **Complicating issue**

- The Federal Monitor has referenced the potential of a court-order population cap at Rice Street in their February 20 progress report if staffing levels do not improve
- The Sheriff is evaluating the refusal of misdemeanor charges as a jail population control/reduction strategy



DISCUSSION (2 of 6)

Questions:

- Does this issue need to remain as a point of concern?
- Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
- What moves us to solutions that can be agreed upon?



WATER SUPPLY AND DISTRIBUTION

- Updated agreements need to be in place with expectations
- Lack of infrastructure and investments in the system are a concern
- Capacity issues for growth needs to be continually addressed and impacts on plans for wastewater demands and investments
- Rate differential for residents that live outside of the City of Atlanta boundaries
- Separate meetings between all of cities involved/impacted to address their specific issues with the City of Atlanta are being coordinated by the City of Atlanta



DISCUSSION (3 of 6)

Questions:

- Does this issue need to remain as a point of concern?
- Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
- What moves us to solutions that can be agreed upon?



WASTEWATER TREATMENT

Camp Creek Upgrade and Expansion

- \$500M planned investment to upgrade and expand the Camp Creek facility in South Fulton.
- Expansion increases capacity from 24 MGD to 40 MGD to support growth; done in phases.
- Project will use a Progressive Design-Build approach similar to Big Creek WRF.
- RFP process expected to begin in late 2026.
- Includes a new Education Center modeled after the one at Johns Creek.
- Final Fulton County plant to transition from activated sludge to membrane treatment technology.
- Updated service agreements with the cities will be required
- Estimated Completion Date: Summer of 2033



DISCUSSION (4 of 6)

Questions:

- Does this issue need to remain as a point of concern?
- Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
- What moves us to solutions that can be agreed upon?



WARMING/COOLING CENTERS

Policy on Extreme Weather Response Coordination
presented to the BOC on February 18, 2026

Scope of Authority

- County Emergency Management Framework
 - Fulton County Emergency Management provides countywide coordination, situational awareness, resource support pathways, and information synchronization to support municipal-led operations. ***Municipalities retain authority for operational decisions and facility operations within their jurisdictions, including the operation of warming and cooling centers.***
- **Discretionary Protective Actions**
 - The Board acknowledges that warming and cooling centers are discretionary protective actions, activated based on prevailing conditions, capacity, and intergovernmental coordination, and not automatically assigned as a County operated function.
- Federal Alignment
 - This policy aligns with HUD and Continuum of Care guidance emphasizing planning, coordination, and system readiness, rather than default County-operated facilities.



WARMING/COOLING CENTERS

Policy on Extreme Weather Response Coordination
presented to the BOC on February 18, 2026

County Role:

Under this policy, Fulton County's role during extreme weather events is to:

- Verify municipal and partner response status
- Coordinate with municipalities, Community Service Program grantees nonprofit and CoC partners
- Support access to services, including transportation and logistics where feasible
- Publish warming/cooling center locations and hours of operation on County communications platforms
- Identify and document gaps in coverage
- Recommend response options to County leadership
- This policy does not establish Fulton County as the default operator of warming or cooling centers.
- **Declaration of a State of Emergency IGAs**
 - Could the County make facilities available and the cities staff the sites?
 - How to define the State of Emergency?



DISCUSSION (5 of 6)

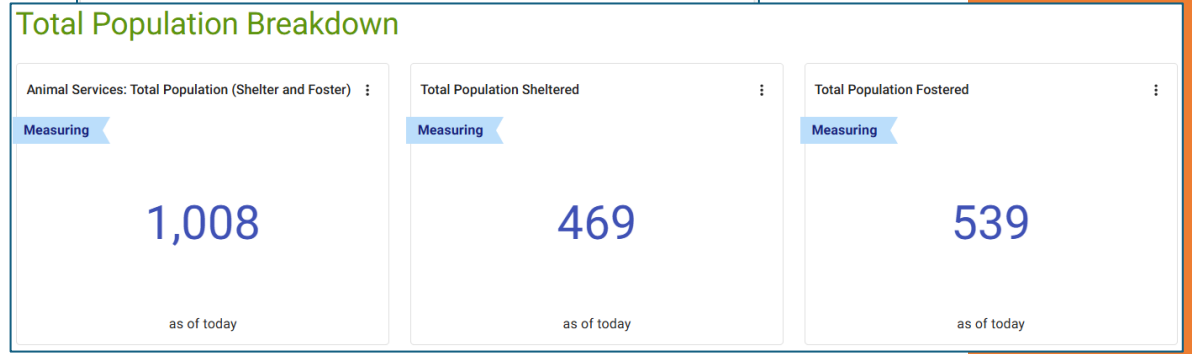
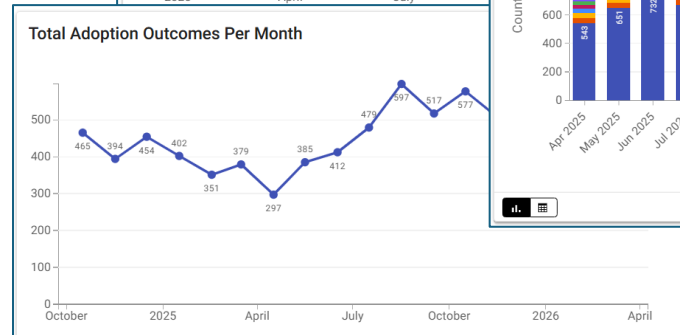
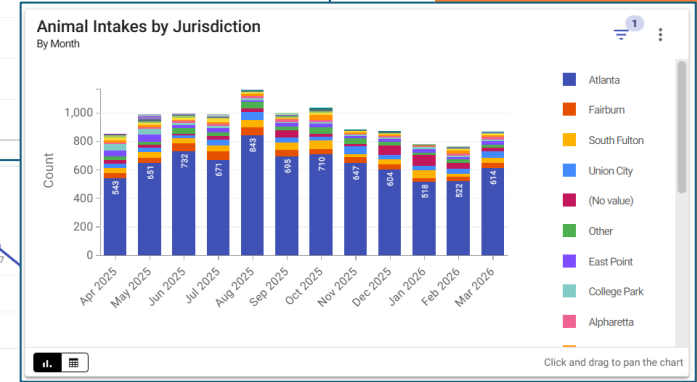
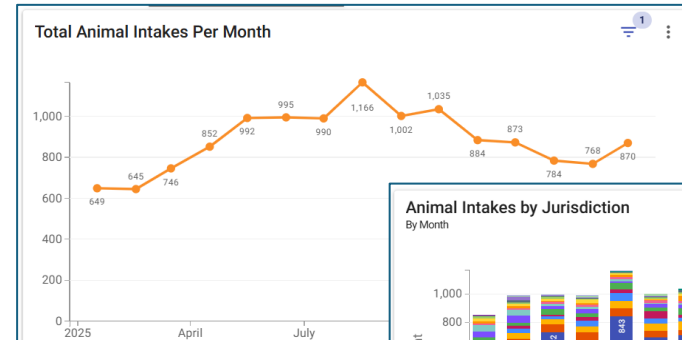
Questions:

- Does this issue need to remain as a point of concern?
- Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
- What moves us to solutions that can be agreed upon?



ANIMAL SHELTER AND FIELD SERVICES

- Average shelter population is around 440 animals daily
- Foster population is averaging around 520 animals in care
- 39% increase on intakes over the past 24 months; and project to have over 11K by the end of the year
- Over the past 12 months the average number of calls was around 1,415 per month (or 16,980 calls for the 12-month period) for Field Services
- IGA costs per city was developed based on the number of field service calls from 2023, which then set the base rate per city with a 3% increase each year
- Cities requested that the IGA be a fixed amount with the growth factor each year to allow for budgetary planning purposes



As of 04/21/26



All cities have access to Field Services data overall and for each city at:

<https://sharefulton.fultoncountygga.gov/stories/s/Animal-Services-Animal-Services-Calls/cku2-2zey/>

ANIMAL SHELTER AND FIELD SERVICES

Budget Breakdown

Category	FY2026 Budget Amount	FY2025 Budget Amounts
Police	\$2.4M	\$0.3M
911	\$0.4M	\$0.4M
Lifeline/EMA Operations	\$8.1M	\$10.5M
Building Maintenance	\$0.9M	\$0.7M
Capital Needs, Utilities, and Vehicle Replacement	\$1.4M	\$0.9M
Total Budget	\$13.2M	\$12.8M

Sources of Funds

Source Type.	FY 2026 Amount	FY2025 Amount
General Funds	\$0.36M	\$0.3M
Cities IGA's	\$12.84M	\$12.5M
Total Sources	\$13.2M	\$12.8M

County is paying the debt service on the Facility in the amount of \$2.7M for FY2026

Note that Field Services was moved to Fulton County Police as part of a contract amendment and Lifeline's contract was reduced to \$7.4M



ANIMAL SHELTER AND FIELD SERVICES

Options for consideration:

- 1. Cities take over Field Services:** The County (with a vendor) will operate the Animal Shelter at cost of the facility and operations (*to include debt service for the facility*). The cities will be billed on the previous years usage (*to include residents and field services dropping off dogs at the shelter*) of the shelter and percentage will be adjusted each year based on the prior year's usage
- 2. Continue as is and negotiate as IGA's expire naturally:** Services continue to be provided by the County under the current IGAs with the cities; and IGAs are updated and modified in the future based on usage data and actual costs based on a contractual renewal date
 - IGAs expire on December 31, 2028
 - December 2026 start the process for a new RFP to bid out Shelter Services
 - Field Services has been transferred to the Fulton County Police Department
 - Formulas: 2023 Base Year
 - $\# \text{ Field Service Calls by Jurisdiction} / \text{Total \# of Field Service Calls} = \% \text{ of Costs}$
 - $\text{Total Budget} \times \% \text{ of Costs} = \% \text{ of Cost Breakdown per Jurisdiction}$
 - 5-Year IGA with a 3% increase per year
- 3. Other Options**



DISCUSSION (6 of 6)

Questions:

- Does this issue need to remain as a point of concern?
- Should we keep the service arrangements as is or change?
 - If there are changes, what should those change look like?
- What moves us to solutions that can be agreed upon?



SERVICE MATRIX

Service Name	Service Category	Current Primary Provider(s)	Recommended Primary Provider(s)	State Mandated Through Court	Service Area Description	Funding Source(s)	Related IGA/Ordinance/Contract Reference	Notes/Negotiation Status
Animal Control / Animal (Elected Officials Item)	Public Safety	County	County	No	Fulton County	General Funds (Cities)	Yes, the copies of the IGA's/MOU's with each city	Concerns about costs from cities, but the cities do not want to operate the services
Jail Operations and Detention (Municipal) (Elected Officials Items)	Public Safety	Each Jurisdiction	Each jurisdiction separately	Yes	Each City	General Funds, Fees, Fines, Grants	East Point - South Fulton, Hapeville, Union City, College Park, Alpharetta	County does not take municipal charges
Jail Operations and Detention (Felony/ Misd) (Elected Officials Items)	Public Safety	County	County	Yes	Countywide	General Funds, Fees, Fines, Grants	Alpharetta, Atlanta for Outsourcing	Some cities stated that County is not taking misdemeanor charges
Senior Services / Senior Centers (Elected Officials Items)	Human Services/Quality of Life	County, Johns Creek, Alpharetta	County with city partnerships	No	Countywide and specific cities that provide services	General Funds, Grants	Agreements with centers the cities own but County Operates	Agreed upon but some cities wanted update on senior services in South Fulton
Wastewater Collection and Treatment (Elected Officials Items)	Enterprise/Utility Services	County and Atlanta	County and Atlanta (Regional Authority brought up by City of Atlanta Representative)	No	Map of Service Areas for County and City	User Fees/Enterprise Funds, Grants	Get copies of contracts and need to renegotiate on the expired contracts, agreement with City of Atlanta on the Sewer Fees	Agreed upon and some cities wanted update on the services in the South Fulton area
Water Supply and Distribution (Elected Officials Items)	Enterprise/Utility Services	County and Atlanta, Roswell	County, City of Atlanta, East Point	No	Map of Service Areas for County and City	User Fees/enterprise Funds, Grants	Need copies of the agreements	City of Atlanta Service Area are the focus of the discussion

NEXT STEPS

- **Cites and County need to identify options for mediators**
(if needed)
- **60-day deadline of May 26th related to SDS Proposals from the cites for anything that has not been agreed up on the Service Delivery Matrix**
(6 remaining items)
- **Notify DCA if there are any mediations that will need to occur by May 27th**
- **June 25th Mediation would commence**
- **June 26th Submission of any legal agreements/IGAs/Contracts for inclusion in the SDS documents**
- **Resolutions would be approved by the cities and County between September 1st and the 30th**
- **October 2nd Submit the Service Delivery Strategy to DCA**
- **Date options for next Mayors Meeting?**



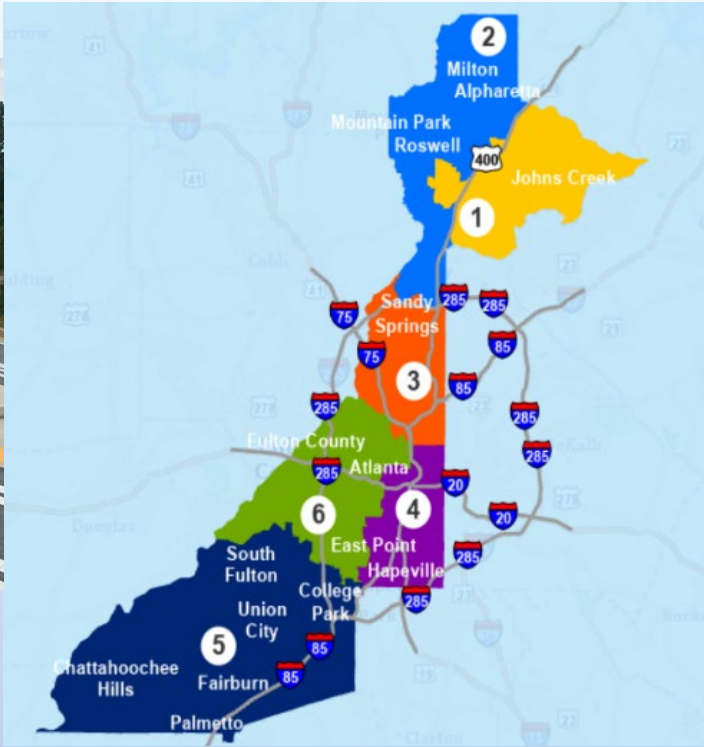
SUMMARY OF TAKEAWAYS

-





QUESTIONS



Fulton County TSPLOST – Status Update

Mayor's Meeting
May 12, 2026



TSPLOST 2: Current Collection Update

- **Total Collected through March 31, 2026: \$504,142,114**
 - \$496,579,982 directly disbursed to Cities
 - \$2,520,711 disbursed to Fulton County for Program Management
 - \$5,041,421 retained by DOR for their fees
- **Based on July 2022 IGA, collections will cease at \$545,954,720**
- **Collections are expected to cease in July 2026**



TSPLOST 3 Schedule:

Finalization of Sales Tax Projections	January 2026	✓
Review of Projections with the Cities	March 2026	✓
Cities Develop their Project Lists	January 2026 – May 2026	
Cities Submit Initial Project Lists to Fulton County	May 31, 2026	
Final Project Lists (Master List) Distributed	June 2026	
Intergovernmental Agreement Confirmed by Cities	July 2026	
Resolution Signed by Fulton County	August 2026	
Call for Referendum Coordinated with Elections	August 2026	
Voter Information & Education Period	August – November 2026	
Referendum Vote by Citizens	November 3, 2026	



GMC

Questions and Discussion

