

“EXHIBIT A”



Proposal for Services

LOCAL GOVERNMENT IN DEKALB COUNTY:
HOLISTIC REVIEW OF MUNICIPAL SERVICE PROVISION AND EXPLORATION OF
POTENTIAL JURISDICITONAL DEVELOPMENT

December 14, 2016

BACKGROUND AND PURPOSE:

This proposal has been prepared in response to a request from the DeKalb Municipal Association which desires to work with the government of DeKalb County to comprehensively examine municipal service delivery responsibility among local governments with jurisdiction inside DeKalb County. The assistance proposed to be provided consists of assessment of current service delivery responsibilities as they are apportioned among the various city governments and the county government, consideration and analysis related to expansion or creation of new municipal governments and the corresponding impact on county government with a goal of reaching a consensus plan for the future development of local government entities in DeKalb County.

SCOPE OF WORK:

Institute of Government faculty would provide independent research to assist a cooperative effort between DeKalb County and the DeKalb Municipal Association. It is anticipated that this would be accomplished through an examination of the jurisdictional and service delivery footprint of existing city governments and the county government, consideration of expenditures in providing certain municipal services (i.e. police, fire, roads and streets, water and sewer, sanitation, planning, code enforcement, parks, etc.), available revenues for providing services based on an examination of the tax base throughout the county and considerations of possible logical areas of expansion for existing and potentially new municipal governments, evaluation of potential costs and benefits associated with different scenarios and options presented for considerations by decision makers throughout the review process. A report detailing the results of the effort as well as any relevant data considered during the process would be produced by the Institute.

PROJECT GUIDANCE:

It is contemplated that a steering group representing both the county and the municipal association will need to be created to which Institute faculty can regularly report. It is likely that this group will need to meet on a regular basis throughout the course of a year in order to monitor the research process, and provide ongoing project guidance.

TASKS:

The Institute proposes to serve as a neutral analyst for a successful inquiry desired by the client governments. Acknowledging that the steering group may ultimately choose to ask a variety of different questions at different stages, the following identified tasks and sample schedule merely represents one possible set of steps in a multi-phased project.

Task 1: Steering Committee Formation

A steering committee comprised of representatives of the local government collaborators will need to be composed and logistical rules of operation adopted. During the initial weeks of the project, it will be important for Institute faculty to make contact with steering committee members and to arrive at a consensus on research direction.

Task 2: Assessment of Current Government Service Delivery Responsibility and Cost

Early in the process, a neutral assessment of the current service portfolios of existing local governments should be documented. This should include data gathering about the tax base county-wide, for each of the cities, as well as the unincorporated area along with tax rates applicable in each jurisdiction's service area. Additionally, identification of services provided by the various governments, as well as the revenues and expenditures on service provision should be documented.

Task 3: Identification of Specific Areas of Inquiry and Analysis

Once oriented by the above research into the state of the tax base, and general costs and revenues associated with service provision, it is likely the steering committee will want to explore specific areas of inquiry. These may include evaluating costs associated with potential municipal expansions, the potential feasibility or estimation of costs associated with creating new local government service providers, as well as possible intergovernmental agreements related to service delivery.

Task 4: Report Drafting

A final written report that summarizes the work described above, providing a general overview of the existing local government service provision portfolios as well as analysis related to

specific question posed and narrative describing the options considered by the committee would be prepared and submitted to the steering committee.

A charted outline of the scheduling of the proposed tasks follows:

<i>Month</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>	<i>12</i>
Task 1: Organize												
Task 2: Assessment												
Task 3: Specific Questions												
Task 4: Report												

COST:

A fixed fee of \$86,000 would be required to fund the project. This price is inclusive of all travel costs, data collection, research, report development, and presentation to stakeholders. The Institute of Government is willing to adjust the scope of work and costs accordingly to meet the client’s needs.

CAPABILITIES OF THE INSTITUTE OF GOVERNMENT:

The mission of the Institute of Government is to improve governance and the lives of people in Georgia. In carrying out this mission, the Institute can call on the wide-ranging knowledge base of the University of Georgia as well as on over 85 years of direct service experience in providing technical assistance, training, research, and policy analysis to local and state governments in Georgia. The Institute of Government is among the most highly-rated university-based organizations designed specifically to span the gap between best practices research and the existing practice of government. Possible team members for this project include:

Ted Baggett, J.D. manages the Institute’s Strategic Operations and Planning Assistance Division, which provides Georgia’s state agencies, cities and counties with customized services to help them operate effectively and efficiently. Such services include revenue and expenditure analyses, consolidation studies, charter reviews, and financial planning and budgetary reviews. Prior to joining the Institute, he spent many years working in and with city and county governments. For 10 years, he assisted local governments in the Georgia Municipal Association’s legal department. He has taught training courses through the Institute since 2000 and is the author of several guidebooks on local government law.

Kris Sikes, Ph.D., J.D. works with local governments on diverse projects such as conducting organizational assessments and analyzing rate structures for water authorities. She regularly provides assistance and applied research to state and local governments in the areas of fiscal

analysis, organization, and operations. Kris came to the Institute of Government with a wealth of both public and private sector experience. She worked for five years as an economist for BellSouth Telecommunications developing forecast models, preparing business plans, and working to ensure that cost filings complied with federal law.

Malik Watkins, Ph.D. provides assistance and research to state and local governments in the areas of program development and evaluation, organization and operations, and project management. He formerly served as director of the Survey Research Center at Savannah State University, where he applied survey research to citizen and client satisfaction studies for governmental agencies. He also served as a faculty member within a public administration/urban studies program, providing graduate-level instruction on strategies of systematic inquiry, quantitative analysis, geographic information systems, housing, and community development. He regularly contributes to socioeconomic research on diverse populations.

Harry Hayes, M.C.P. draws on 20 years of management experience in Georgia local government. Harry provides technical assistance and applied research on a wide range of operational and structural issues, including consolidation and issues related to intergovernmental service delivery arrangements such as those required under The Service Delivery Strategy Act (HB 489). He is a graduate of the Local Government Management Development Program and the Association County Commissioners of Georgia Leadership Academy and has conducted classes in the GMA and ACCG newly elected training programs.

John O'Looney, Ph.D., Ed.D. has over 28 years of experience in the areas of service delivery organization, contracting, tax equity, and program and fiscal impact evaluation. His work has been recognized by the National Academy of Public Administration, the National Science Foundation and other research organizations and associations. John has also worked on studies of governmental consolidation, court and human services organization, and program evaluation. He is nationally recognized for his research in the areas of services integration, organizational development, and E-government.

The Institute of Government focuses on providing customized research and assistance projects based upon the unique and specific needs of each local government. For additional information please contact:

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