



DeKalb County Government

Manuel J. Maloof Center
1300 Commerce Drive
Decatur, Georgia 30030

Agenda Item

Revised 9.9.25

File ID: 2025-1239

Substitute

9/9/2025

Public Hearing: YES ☐ NO ☒

Department: Chief Executive Officer

SUBJECT:

Commission District(s): All

Strategic Planning and Organizational Development Consulting Services (Purchasing Policy Exemption). Consists of the implementation of the operational and performance assessment and development of a countywide transformation strategy and road map. A contract will be developed and executed in a form acceptable to the County Attorney or his designee. Awarded to: The Momentum Firm, LLC. Amount Not to Exceed: \$475,000.00

Information Contact: Zachary L. Williams, Executive Assistant/Chief Executive Officer

Phone Number: (404) 371-2174

PURPOSE:

The County completed an operational and performance assessment of various County Departments. The Momentum Firm has been engaged to assist in strategically implementing the operational and performance assessment as well as the development of a countywide transformation strategy and road map. The scope of services primarily include, but are not limited to, assisting with: updating policies and procedures, identifying technological limitations, strategic planning and alignment, streamlining governance structure, formalizing interdepartmental communication, data tracking, and training opportunities. These services will also include the development and implementation of a change management strategy and will include quarterly updates to the Board of Commissioners' committees of jurisdiction.

Attachment: Amended Scope of Work

This revised substitute is submitted to revise the recommended award amount, supporting scope of work attachment, and various entries.

NEED/IMPACT:

These strategic planning and organizational development consulting services will allow The Momentum Firm to assist in implementing organizational and operational policies, practices, and procedures that need to be improved upon and can be leveraged elsewhere within the County.

RECOMMENDATION:

Recommend award to:

The Momentum Firm, LLC, 384 Northyards Boulevard NW, Unit 190, Atlanta, GA 30313



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and authorize the Chief Executive Officer to execute the contract and all associated documents.

FISCAL IMPACT:

Amount Not to Exceed: \$475, 000.00



DeKalb County
GEORGIA



THE
MOMENTUM
FIRM

Strategic Planning and Organizational Development Consulting Services

Statement of Work (SOW)

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COMPANY BACKGROUND

FIRM OVERVIEW

The Momentum Firm, LLC or “TMF” is a public sector strategic advisory and organizational consulting firm headquartered in Atlanta, Georgia. TMF exclusively serves state and local governments, education institutions, and social impact organizations. Clients engage TMF to develop and operationalize bold strategies, tackle long-standing and complex issues, and enable the organizational improvements and transformation that sticks.

The Momentum Firm leverages decades of public sector experience, offers principal-led consulting engagements, and boasts a premier network of specialized industry leaders and partners to deliver high-profile and high-stakes client engagements. TMF uniquely brings extensive experience working with local governments and public sector organizations across the state of Georgia and Metro Atlanta region. Our teams have successfully led many large and transformative projects for other metropolitan governments like Cobb County, multiple State of Georgia government agencies, local universities, large municipalities like the City of Atlanta, and local institutions like DeKalb Public Health, Grady, and the Atlanta Regional Commission.

CONSULTING CAPABILITIES

The Momentum Firm strives to provide world-class, end-to-end management consulting services exclusively to state and local governments, education institutions, and social impact organizations. We delight our clients by embedding innovation and tech-enabled solutions across our five Core Consulting Domains:

- Strategy
- Organizational Development
- Change & Transformation Management
- Data Analytics & Applied Intelligence
- IT Optimization

PROJECT OVERVIEW

PROJECT RATIONALE

DeKalb County Government is at a pivotal moment following a recent Operational Review & Performance Assessment conducted by Mauldin & Jenkins. The assessment highlighted both immediate challenges and long-term opportunities in a culmination of over 266 findings, underscoring the need for a proactive and strategic approach for implementation and immediate investment.

DeKalb County's CEO is bringing best-in-class management practices to local government. She is committed to improving the County's performance and enhancing the quality of life for all of those that live, work, and play in DeKalb. A key focus of the new CEO is for DeKalb County Government to become a "High-Performance Organization" that enables innovation and delivers the highest level of public services and community outcomes.

PROJECT BACKGROUND & OBJECTIVES

In February 2025 TMF was hired alongside Mauldin & Jenkins to support DeKalb County with Program Management Quality Assurance and Strategic Operations Consulting. Following the M&J Organizational Assessment, TMF developed a Transformation Strategy that provided an Implementation Roadmap for how the County can consolidate and implement assessment recommendations to improve services, operations, and County performance.

The Scope of Services support's the County's efforts to achieve the following Organizational Transformation Goals:

- Operate more strategically and deliver better community outcomes
- Improve county service delivery and customer satisfaction
- Save money and optimize existing resources
- Embrace innovation and gain operational efficiencies
- Become a high-performing organization and preferred place to work

CONSULTANT REQUIREMENTS

DeKalb County's Office of the CEO seeks to engage a qualified, individual consultant, or team of consultants with recent and significant expertise in Change Management, Strategic Planning, Data Analytics & System Integration, Organizational Development, and Program Management to support the County with improving its strategic alignment, operations and overall performance.

SCOPE OF SERVICES

SCOPE OVERVIEW

The project's scope encompasses a series of six coordinated consulting workstreams designed to guide and provide specialized support for DeKalb County through organizational change and operational transformation. The project's workstreams are outlined and described below.

KEY ACTIVITIES

Change Enablement

The project will commence with a thorough mobilization phase, during which our team will establish key project governance structures, align project objectives, onboard project stakeholders, and develop a detailed project plan and communications framework. This foundational step ensures all parties are informed, engaged, and prepared to collaborate.

Strategy Development & Goal Setting

Following mobilization, we will undertake strategy development and goal setting, working closely with leadership to clarify DeKalb's vision, strategic goals, success factors, and key performance measures (KPIs) to identify priority areas for change. This will include facilitating workshops and interviews to define measurable objectives and success criteria, ensuring all efforts and County resources are focused and outcomes are aligned with long-term organizational goals.

Organizational Development & Design

In this workstream, we will assess the County's current organizational structure, capabilities, and processes to ensure alignment with strategic goals. Activities will include evaluating roles and responsibilities at the department and business unit level, clarifying decision-making authority, and identifying opportunities to improve collaboration, efficiency, and employee engagement. Recommendations will be developed for an optimized organizational design that supports agility, scalability, and future growth. Change management strategies and implementation plans will be provided to support a smooth transition to the new structure.

Change Initiatives

The change initiatives workstream focuses on the consolidation, prioritization, and planning of high impact, recommended projects and change interventions that address identified gaps or opportunities for the County. We will collaborate to categorize *types* of required changes (i.e., changes to policy, people, process, technology, etc.) and prioritize initiatives, develop implementation roadmaps, and support business case development.

Stakeholder Engagement & Change Management

A critical workstream will be stakeholder engagement and change management, which involves identifying key internal and external stakeholders, developing tailored engagement strategies, and implementing change management plans. Our team will provide communications support, stakeholder mapping, readiness and impact assessments, and training as needed to drive adoption and mitigate resistance throughout the transformation process.

Implementation Management Support

The implementation support workstream provides hands-on assistance to execute transformation initiatives and assessment recommendations to realize desired outcomes. Our consultants will offer special projects management, departmental action planning, progress monitoring, problem-solving, and issue resolution throughout execution, adjusting plans as needed to accommodate real-time organizational feedback and evolving priorities, with the goal of delivering sustained organizational improvement.

Performance Improvement Monitoring & Evaluation

A comprehensive performance monitoring and evaluation workstream will be established to track change progress, effectiveness, and impact of all transformation activities. We will define and implement clear departmental and project-based performance metrics—such as employee adoption rates, operational efficiency improvements, stakeholder satisfaction, etc. Regular reporting and stakeholder reviews will be conducted to assess outcomes, facilitate data-driven decision making, and promote a culture of continuous improvement. Adjustments to strategy and implementation will be recommended based on these evaluations to ensure sustained transformation success.

TIMELINE

Project performance time will be 12 months with the option to renew the contract annually.

WORKSTREAMS & ACTIVITIES

The Project delivery plan is designed to begin with a mobilization period followed by four, non-consecutive phases of work. Multiple project phases are designed to run in parallel to accelerate DeKalb's time to realize value across various project workstreams. For example, launching and overseeing "quick win" improvements can begin early in the engagement while change mobilization activities are also occurring.

The tasks and activities below are notional and non-exhaustive. A Detailed Work Plan deliverable (referenced in the 'Deliverable' section) will be produced during the mobilization phase of project and will outline specific, and more detailed tasks and activities associated with achieving project milestones.

Phase 0: **Mobilize** (September-October 2025)

- Establish Project Governance
- Develop Program Stakeholder Inventory
- Conduct Countywide Data Request
- Develop Project Status Reporting Framework
- Create Detailed Project Work Plan

Phase 1: **Envision** (September-November 2025)

- Validate Countywide Strategic Goals & Objectives
- Create Countywide Outcome-Based Budgeting Strategy
- Develop Change Objectives & Guiding Principles
- Validate Operational Vision for a Centralized Project Management Office (PMO)

Phase 2: **Discover** (October 2025-January 2026)

- Conduct Countywide Change Readiness Assessments
- Conduct Customer Service Analysis
- Conduct Organizational Structure Analysis (Current-State)
- Assess Employee Experience (Current-State)
- Develop KPI Data Source Inventory

Phase 3: **Define** (October 2025-April 2026)

- Develop Countywide Strategic Roadmap (2026-2027)
- Conduct Change Impact Assessments (What is Changing)
- Develop Change Intervention Roadmap (How to Prepare for the Change)
- Create Change Management Plan
- Co-Develop Departmental Action Plans
- Develop Countywide Key Performance Indicators (KPIs)
- Develop Organizational Structure Options (Future-State)
- Create Operating Model for PMO Centralization
- Develop Countywide Customer Success Plan

- Develop Employee Experience Recommendations

Phase 4: **Transform** (September 2025-September 2026)

- Program & Performance Management (Special Projects & Change Interventions)
- Manage Departmental Action Plans
- Monitor & Report Change & Transformation Progress

DELIVERABLES

The Momentum Firm will produce a total of (9) deliverables to accomplish the project's Scope of Services. Throughout the engagement, additional work products will be produced and provided to the County as needed.

Deliverable No.	Deliverable Name	Responsible	Timeline	Expected Output
1.	Detailed Work Plan	TMF & DeKalb Project Sponsors	Phase 0	Detailed tasks, activities, and milestones to accomplish the project's scope of services
2.	Five-Year Strategic Plan (Roadmap)	TMF & DeKalb Project Sponsors	Phase 1	Strategic goals and objectives to guide KPI development and govern the 2026-2027 budgeting process
3.	Recommended Changes to Organizational Structure	TMF & County Depts.	Phase 2	Organizational chart change recommendations at the department and business unit levels
4.	Organizational Change Management Plan	TMF	Phase 3	Change strategies (based on <i>what</i> is changing, i.e., people, process, technology, etc.) to be implemented and managed throughout the process
5.	Change Initiatives (Design & Execution)	TMF	Phase 3-4	Design and execution of efforts that support stakeholders preparing for what is changing

6.	Implementation Management	TMF & County Depts.	Phase 3-4	Management, oversight, and reporting on M&J recommendations
7.	Countywide Key Performance Indicators (KPIs)	TMF, DeKalb Project Sponsors, & County Depts.	Phase 2	Includes 3-5 strategic KPIs for every department
8.	DeKalb County Annual Report Strategy	TMF	N/A	Develop the framework and design a report that outlines CEO's strategic progress since 100-Day Progress Report
9.	Progress Reporting (Quarterly)	TMF	N/A	Quarterly progress reporting to County BOC and respective Committees to share performance improvement updates and foster accountability

CONSULTANT RESPONSIBILITIES

OVERVIEW

The consulting team will undertake a comprehensive set of roles and responsibilities aimed at guiding the DeKalb County Government organization through effective transformation and alignment with its strategic objectives.

CONSULTING ROLES & RESPONSIBILITIES

1. Organizational Development & Design
 - Conduct a thorough assessment of DeKalb's current organizational structure in relation to transformation goals, including strategic alignment, operational processes, culture, and readiness for change.
 - Identify and prioritize key challenges, opportunities, and transformation requirements to achieve the defined strategic goals.
2. Strategy Development & Planning
 - Collaborate closely with senior leadership and key stakeholders to define clear, actionable strategic objectives aligned with the County's vision.
 - Develop an integrated strategic framework and roadmap that incorporates business, operational, cultural, and technological considerations required for successful change.
3. Organizational Change Management Strategy & Implementation
 - Design a detailed change management framework and plan that addresses stakeholder engagement, communication, training, resistance management, and performance monitoring.
 - Facilitate adoption of new processes, systems, and behaviors through tailored communication plans, coaching, and capacity-building activities.
4. Stakeholder Engagement & Communication
 - Engage with various organizational layers—executive teams, managers, and employees—to foster buy-in and active participation in change initiatives.
 - Develop and execute communication strategies that clearly articulate the rationale, benefits, and progress of change activities.
5. Monitoring, Evaluation, & Continuous Improvement
 - Track progress against milestones and performance indicators, diagnosing issues and adapting the approach to ensure successful outcomes.
 - Provide ongoing recommendations for refinement and sustainability of changes throughout the project.
6. Knowledge Transfer & Capability Building
 - Equip DeKalb stakeholders with the tools, skills, and methodologies necessary to sustain strategic planning and change capabilities beyond the project engagement.
 - Deliver sessions, workshops, and documentation that support organizational self-sufficiency within the County.

CONSULTANT QUALIFICATIONS

The Momentum Firm has developed deep industry and functional expertise in the areas outlined in the Scope of Services. TMF Principals have extensive experience providing strategic and tech-enabled consulting services to hundreds of public sector agencies and organizations around the world.

PAST PERFORMANCE

Our extensive and relevant, non-exhaustive experience successfully guiding state and local government through large-scale change and transformations are outlined below.

Strategic Planning

- DeKalb County Public Health Strategic Planning Consulting: Led the development of a metric-centric Five-Year Strategic Plan that centered on equity, excellence, and engagement for improved public health outcomes.
- DeKalb County Government Strategic Operations Consulting: Worked to operationalize the new CEO's strategic priorities across the County. Developed strategic KPIs, and a 100-Day CEO Progress Report that outlined rapid progress realized at the start of the administration.
- Atlanta Regional Commission (ARC) Strategic Visioning & Performance Improvement Consulting: Led development of an org-wide Strategic Roadmap on behalf of the new Executive Director and subsequently designed a Performance Management Program for the organization that incentivized leadership adherence to newly defined strategic goals.
- Cobb Countywide Strategic Planning Consulting: Led the development of Cobb County Government's first Comprehensive, Countywide, Five-Year Strategic Plan. The Plan leveraged data analytics, robust community engagement strategies, and was adopted by the County's Board of Commissioners.
- Georgia Hispanic Chamber of Commerce Strategic Planning Consulting: Led the development of the organization's first Five-year Strategic Plan that centered on enhancing its value proposition to generate more revenue for businesses.

Change Management & Government Transition Planning

- DeKalb County CEO Transition Consulting: Led the strategy and end-to-end program management of an 80+ person Government Transition Team that consisted of community, civic, and business leaders across the Metro Atlanta Region. Developed community-centric strategic priorities, analyzed and visualized public data, and led six Task Forces to develop policy recommendations.
- City of Atlanta Mayoral Transition Consulting: Led the "SAFE Streets" Transition Team Subcommittee for Atlanta Mayor Andre Dickens within his first 100 days in office. Convened multiple community stakeholders and staff to effectively recommend strategies to reduce violent crime and address its root causes.
- City of Atlanta Change Management Consulting: Led the Change Management Program for a city-wide system modernization for 311. The new system was designed to enhance self-service options for customers and improve the overall service delivery experience for the City's non-emergency services.

- State of Georgia Change Management Consulting (Department of Community Affairs): Led the Change Management Program for the State of Georgia grants management system that effectively manages over \$1Billion in public and federal funds.
- State of Georgia Office of Planning & Budget Change Management Consulting: Led the development of a statewide change management plan that outlined recommendations for the agency to implement CARES Act grants for statewide COVID-related funding.

Organizational Development & Transformation

- DeKalb County Public Health Operational Assessment Consulting: Led the program design and assessment of five DeKalb County public health centers and infectious disease clinics across the following functions: Finance, HR, and IT, Facilities, and Clinical.
- State of Georgia Organizational Assessment Consulting (Vocational Rehabilitation Agency): Led the assessment of the agency's operational structure, processes, culture, and performance as well as an Implementation Roadmap to operationalize assessment recommendations.
- State of Tennessee Organizational Development Consulting: Led the design of a program model and change management plan for a joint program between the Tennessee Department of Labor and Department of Family and Children Services.
- U.S Department of Commerce Organizational Design Consulting: Led the design and development an innovative, digital program for minority entrepreneurs under a \$2M grant in partnership with the Georgia Institute of Technology.
- State of Georgia Administrative Assessment Consulting (Department of Community Affairs): Led the assessment and restructuring recommendations relating to the department's administrative functions across the State.
- State of Georgia Operational Audit Support Consulting: Provided Medicaid policy compliance audit services to behavioral health service providers across the state on behalf of the Georgia Department of Behavioral Health & Developmental Disabilities (DBHDD).
- Grady Healthcare Operational Assessment: Led the administration of an organizational assessment to improve emergency room wait times for Grady's ER department and trauma center when the hospital experienced a significant influx of ER patients following the closure of the nearby Atlanta Medical Center.

PROJECT COST

OVERVIEW

The Momentum Firm will deliver the Scope of Services at \$375,000.00. The price is commensurate with the Consultant's experience of effectively delivering the project's requirements.

PAYMENT TERMS

The Momentum Firm proposes fixed-fee payment terms. Project milestones will be aligned with each invoice period. A hybrid payment term format may be amended over the course of the contract period to include additional scope requests on a fixed-fee, and / or time and materials basis.

PAYMENT SCHEDULE

The Momentum Firm proposes the following payment schedule over the course of the twelve-month engagement:

- Month 1: \$93,750.00
- Month 3: \$70,312.50
- Month 5: \$70,312.50
- Month 7: \$35,156.25
- Month 9: \$35,156.25
- Month 12: \$70,312.50

For Reference: Below is a chart of sample hourly rates ranges for The Momentum Firm's Consulting Resources. This chart is a baseline time & materials (T&M) estimates for scope addition amendments:

Role	Experience Level	Loaded Hourly Rate
Principal Consultant	Senior	\$175-\$225/hour
Project Manager	Mid-Senior	\$140-\$175/hour
Senior Consultant	Mid-Senior	\$115-\$150/hour
Associate Consultant	Junior-Mid	\$90-\$115/hour

Important: Please note that the \$375,000.00 amount referenced above is a fixed-fee price for the Scope of Services outlined in this document. The fixed-free price is based on milestones, not hourly rates, and the Payment Schedule is not subject to hourly rates estimates above. The hourly rate estimates above serve as a baseline for pricing future contract amendments.



**THANK
YOU.**