

AG16-347

**THE BOARD OF REGENTS OF THE UNIVERSITY SYSTEM OF GEORGIA
BY AND ON BEHALF OF THE UNIVERSITY OF GEORGIA
ATHENS, GEORGIA**

Letter of Agreement

This agreement is made and entered into as of the date of execution by and between the City of Stockbridge, Georgia and the Board of Regents of the University System of Georgia by and on behalf of the University of Georgia, hereinafter referred to as "the University." The University of Georgia's Carl Vinson Institute of Government will perform all obligations of the Board of Regents of the University under this agreement.

The University agrees to assist the City of Stockbridge, Georgia by performing the services outlined in Exhibit A.

The City of Stockbridge, Georgia will pay the University a **FIXED FEE** of \$19,950, with this amount being due on January 30, 2017. The invoice should be sent to Mr. Michael Harris, City Manager, 4640 North Henry Boulevard, Stockbridge, Georgia 30821; email MHarris@cityofstockbridge-ga.gov; telephone 770-389-7904.

University employees will not be employees of the City of Stockbridge, Georgia while performing this service and will not be entitled to fringe benefits normally accruing for employees of the City of Stockbridge, Georgia.

This agreement will become effective upon execution by both parties and will terminate April 30, 2017, or earlier upon a fifteen (15) day written notice by either party. In the event of such termination the City of Stockbridge, Georgia will pay the University a prorated portion of the

contract amount consistent with the revised termination date and will also pay the University for all non-cancellable and outstanding obligations related to this agreement. The University will continue to work on the project until the revised termination date and will provide to the City of Stockbridge, Georgia interim findings and summary notes that reflect the status of the project at the time of revised termination.

**FOR THE BOARD OF REGENTS
OF THE UNIVERSITY SYSTEM
OF GEORGIA BY AND ON BEHALF
OF THE UNIVERSITY OF GEORGIA:**

By: Jennifer Jones
Jennifer Jones, Grants Officer

Date: 8/26/16

**FOR THE CITY OF
STOCKBRIDGE, GEORGIA:**

By: Michael Harris
Michael Harris, City Manager

Date: 8/29/2016

Exhibit A
Scope of Work

TO IDENTIFY OPTIONS FOR ORGANIZING LAW ENFORCEMENT IN THE CITY OF
STOCKBRIDGE

The Carl Vinson Institute of Government (Institute of Government) will provide the City of Stockbridge, Georgia (City of Stockbridge) with an analysis of the options for providing and organizing law enforcement in the city. This analysis will identify the potential costs and benefits, including transition costs of providing law enforcement services via a contractual arrangement or other option.

Background

Currently the City of Stockbridge receives police services from the Henry County Police Department (HCPD) in the same manner as the unincorporated parts of Henry County. City of Stockbridge additionally has an arrangement with the Henry County Police Department for two off-duty police officers to patrol the city's parks. Previously, the City of Stockbridge had a service delivery agreement with Henry County for two full-time police officers to provide a heightened level of service.

The City of Stockbridge is interested in identifying options that may result in an improvement in the delivering of law enforcement services.

Overall Goals

The Institute of Government's goals for this study will be to:

1. Identify an appropriate size for a City of Stockbridge Police Department (SPD) based on an approximated level of service identified by the city. The Institute of Government will provide a police staffing recommendation based on implementation of the International Association of Chiefs of Police workload analysis standard. This standard uses service call data to accurately estimate the number of police officers needed to address citizen and resident needs.
2. Calculate the attendant expense associated with the size police department identified above as well as additional revenues that might be generated; e.g., fines and forfeitures.
3. Describe the current capabilities of the general city government to provide indirect support services such as finance to a newly formed SPD. Based on this description, the Institute of Government will analyze the need for additional support services upon the establishment of a police department of the appropriate size. This analysis will include an examination of the need for:

- Human resource services (including but not limited to payroll, standard employee training, certification tracking, benefits administration)
- Purchasing
- Vehicle management and maintenance
- Financial administration and accounting
- Information technology (including software purchasing and support, records management, automated fingerprint identification system, and server and desktop support)
- Specialized training resources

4. Identify appropriate strategies for policing the City of Stockbridge community. The Institute of Government will provide options and recommendations regarding the organizational design/structure, technologies, and officer skills needed to implement state of the art policing operations – such as community oriented policing, problem oriented policing, etc. – that best meet the needs and criminal activity in the community.

5. Analyze and describe to the degree possible the nature of the current and previous service arrangements with the county for law enforcement, the level of these service arrangements – such as amount of service, responsiveness of service, and service capacity – and associated costs of providing the law enforcement services.

6. Assess the advantages and disadvantages of bringing law enforcement services directly under the city administration.

7. Identify potential mechanisms by which the city may be able to obtain greater control and flexibility with regard to the current provision of law enforcement service and, relatedly, provide examples of successful performance based intergovernmental agreements for law enforcement services.

8. Provide suggestions on eliciting public input as to the willingness of taxpayers to fund a SPD, including the pros and cons of various methods of obtaining public input.

The study will not recommend a specific course of action with regard to changing the provision of police services. Decisions concerning how best to organize police services will be made by local officials. The Institute of Government will, however, provide some organizational change and/or contracting options and related advantages/disadvantages of each option.

Depth and Scope

The Institute of Government study is designed to provide decision makers with a broad assessment of the advantages and disadvantages of an alternative service provision arrangement – default county provision versus in-house versus contractual provision – as well as an inventory and guide to effective and efficient provisioning of such services. The Institute of Government

will rely in part on earlier studies of law enforcement efficiency, organization, and provision; e.g., Albany-Dougherty, Savannah, St. Mary's, Laurens County.

With regard to the study, it should be recognized that the Institute of Government will be dependent on the cooperation of the current service provider as well as any potential alternative service provider to be investigated such as HCPD. In this regard, the Institute of Government's ability to produce a timely and actionable study will require time and effort on the part of these organizations. The Institute of Government will coordinate with county officials to ensure the development of these relationships.

Data Gathering and other Project Activities

The Institute of Government where appropriate will employ the following data gathering techniques:

1. An examination of HCPD budgets, program descriptions, staffing, and cost accounting documents. These documents should enable an accounting of the capital (land and facilities) and major equipment contributions to the cost of the law enforcement services and programs. It is also expected that these documents will enable the tracking of operational costs of these services.
2. Interviews with HCPD program managers, police chiefs in cities of a similar size as the City of Stockbridge and those in organizations that could be potential alternative service providers.
3. Review of the literature of earlier studies related to law enforcement service contracting.

Local Government Responsibilities

It is expected that the county will respond to data and interview requests in a timely manner (within 3-4 business days) and will facilitate data collection and interview scheduling with program managers in potential alternative service providing organizations.

If response times are not feasible because of higher priorities associated with the day to day operation of the local governments, the timetable for completion of the study may be modified.

Expected Time Frame

Interviews and other Data Gathering: Completed 3 months from Contract Initiation.

Analysis and Report Writing: Completed in the fourth month from Contract Initiation.

Final Report and Presentation:

Completed at the end of the fourth month from
Contract Initiation.

These estimated completion times are subject to change based upon response time to project data requests.

Deliverables

The Institute of Government will:

1. Provide an electronic copy (.pdf file) of a final report.
2. Institute of Government will be available to provide consultation on the results of the study to City of Stockbridge officials for three months following submission of the final report.

Project Budget

The Institute of Government will complete the project for a fixed fee of \$19,950.