

RESOLUTION R16-741

A RESOLUTION AUTHORIZING THE A FEASIBILITY STUDY FOR THE DEVELOPMENT OF A POLICE FORCE FOR THE CITY OF STOCKBRIDGE; AUTHORIZING THE CITY CLERK TO ATTEST SIGNATURES AND AFFIX THE OFFICIAL SEAL OF THE CITY, AS NECESSARY; REPEALING INCONSISTENT RESOLUTIONS; PROVIDING FOR AN EFFECTIVE DATE; AND FOR OTHER PURPOSES.

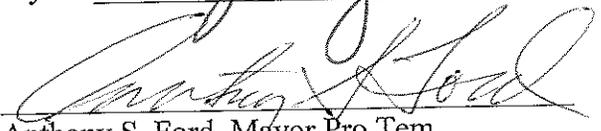
WHEREAS, the City of Stockbridge ("City") is a municipal corporation located within Henry County, Georgia duly organized and existing under the laws of the State of Georgia and is charged with providing public services to residents located within the corporate limits of the City; and

WHEREAS, the City finds it necessary and desirable to authorize a feasibility study for the development of a police force for the City of Stockbridge;

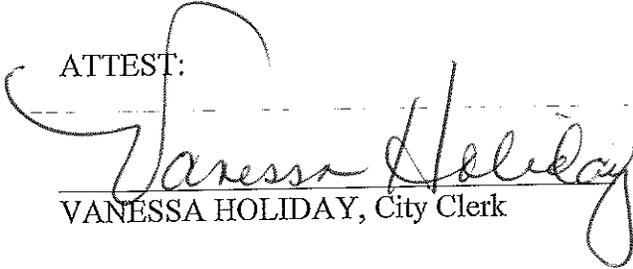
THEREFORE, IT IS NOW RESOLVED BY THE CITY COUNCIL OF THE CITY OF STOCKBRIDGE, GEORGIA, AS FOLLOWS:

1. **Approval of Execution.** The City Council hereby approves the acquisition of a feasibility study for the development of a police force for the City of Stockbridge from the Georgia Municipal Association for an amount not to exceed \$25,000, and the Mayor Pro Tem is authorized to execute a contract with the Georgia Municipal Association with such terms as are recommended by the City Attorney.
2. **Documents.** The City Clerk is authorized to execute, attest to, and seal any documents which may be necessary to effectuate the amendment, subject to approval as to form by the City Attorney.
3. **Severability.** To the extent any portion of this Resolution is declared to be invalid, unenforceable or non-binding, that shall not affect the remaining portions of this Resolution.
4. **Repeal of Conflicting Provisions.** All City resolutions are hereby repealed to the extent they are inconsistent with this Resolution.
5. **Effective Date.** This Resolution shall be effective on the date of its approval by the City Council and Mayor as provided in the City Charter.

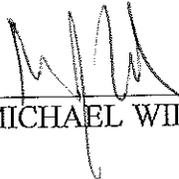
SO BE IT RESOLVED this 11th day of July 2016.


Anthony S. Ford, Mayor Pro Tem

ATTEST:


VANESSA HOLIDAY, City Clerk (SEAL)

APPROVED AS TO FORM:


MICHAEL WILLIAMS, City Attorney

2015

Stockbridge Law Enforcement Options



P r o p o s a l f o r S e r v i c e s

CITY OF STOCKBRIDGE
LAW ENFORCEMENT ORGANIZATIONAL OPTIONS STUDY

May, 2015

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

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

Background

Currently Henry County provides law enforcement services to a special services district comprised of the incorporated area of the City of Stockbridge. The services are provided through the operation of a county police department, Henry County Police Department (HCPD).

The residents of the City of Stockbridge support the cost of law enforcement services through their tax payments as citizens of the County (e.g., through their county property taxes). However, the City through an intergovernmental service delivery agreement also pays Henry County an additional fee for the provision of a higher level of police service. It is recognized that the creation of an independent, in-house City police department would result in the reopening of this Service Delivery Agreement and as well as a potential need to address tax equity between the City and the County.

The City is interested in identifying options that may result in a reduction in the cost of and/or an improvement in the delivering of law enforcement services. There is some expectation that if the City were to assume responsibility for its own law enforcement, its residents would receive some tax equity-related relief on their county taxes that would off-set the additional cost of the City's provision of law enforcement services.

Overall Goals

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

1. Analyze and describe to the degree possible the nature of the current service components, the current level of these service components (e.g., amount of service, responsiveness of service, professionalization, and service capacity), and associated costs of providing the services in their current configuration.
2. Assess the advantages and disadvantages of bringing law enforcement services into the City administration.
3. Provide a rough estimate of the transition costs of moving to alternative provision of law enforcement services.
4. Identify potential mechanisms by which the City may be able to obtain greater control and flexibility with regard to the current organizational arrangement for the provision of law enforcement service and, relatedly, identify the key elements of a model service contract for the provision of law enforcement services.

5. Describe the capabilities of the general City government to provide indirect support services (e.g., finance, accounting, purchasing, HR, IT, etc.) to a newly formed City police department.

The proposed 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 Carl Vinson Institute of Government will, however, provide some organizational change and/or contracting options and related advantages/disadvantages of each option.

Depth and Scope

The proposed Institute of Government study is designed to provide decision makers with a broad assessment of the advantages and disadvantages of alternative service provision arrangement (e.g., 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 proposed study, it should be recognized that Institute faculty will be dependent on the cooperation of the current service provider as well as any potential alternative service provider to be investigated (e.g., Henry County Police Department). In this regard, the Institute's ability to produce a timely and actionable study will require time and effort on the part of these organizations. Institute of Government faculty will coordinate with county officials to ensure the development of these relationships.

Data Gathering and other Project Activities

Institute faculty 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 and those in organizations that could be potential alternative service providers.
3. Review of the literature and 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 (e.g., 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 changed.

Expected Time Frame

Contract Initiation: Once the scope of work has been approved, it typically takes two weeks on the University side to complete a legal and administrative review of the contract and to have the contract offer in the hands of local government officials.

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.

Deliverables

The Institute of Government will:

1. Provide a .pdf file of a final report that can be downloaded from the Institute of Government web site and used to print additional copies of the report.
2. Institute of Government faculty will be available to provide consultation on the results of the study to City officials.

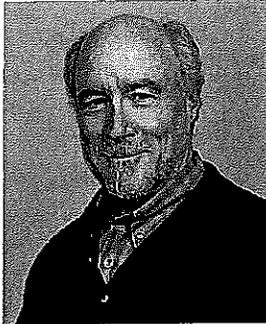
Project Budget

The Institute of Government will provide the services outlined in this proposal for a total fee, covering all personnel services, operating supplies, equipment, software, and expenses, computer time, travel, and indirect costs, of \$19,500.

Project Staff

The study group will include:

John. O'Looney
Senior Public Service Associate
Carl Vinson Institute of Government
Strategic Operations and Planning Assistance



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gjo@uga.edu

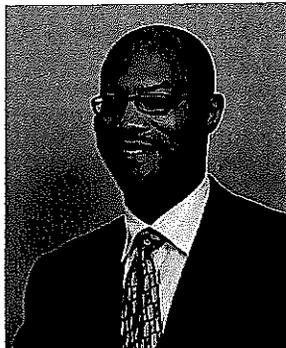
John O'Looney is a local government specialist in such areas as fiscal analysis, information systems design and management, service delivery, program evaluation, organizational structure, and operational efficiency. He is a trained mediator and has published extensively in the areas of human services and information systems design, contracting, and conflict resolution. He has also contributed to numerous studies related to taxation and funding equity, governmental reorganization, departmental efficiency, public safety, growth impacts, consolidation and incorporation.

Education: B.A. Yale University, Ph.D., Ed.D. M.A., University of Georgia

Malik Watkins

Public Service Associate

Strategic Operations and Planning Assistance



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Malik@uga.edu

Malik Watkins 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

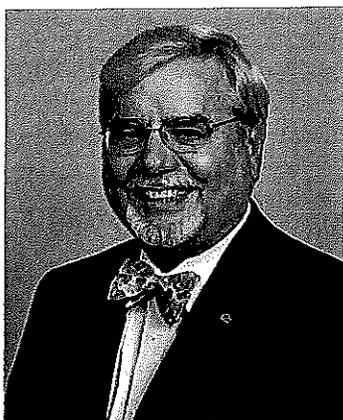
community development. He regularly contributes to socioeconomic research on diverse populations.

Education: Ph.D., Ohio State University

Harry Hayes

Senior Public Service Associate

Strategic Operations and Planning Assistance



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hwhayes@uga.edu

Drawing on 20 years of management experience in Georgia local government, Mr. Hayes 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. **Education:** Master of City Planning (M.C.P.), Georgia Institute of Technology