

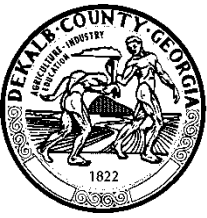


DeKalb County Service Delivery Strategy (SDS)

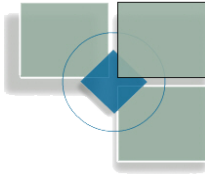
*Charting a Course for Cooperation and
Collaboration*

teamwork

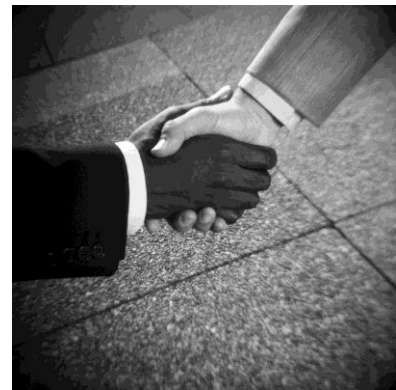
teamwork

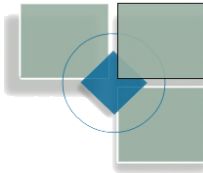
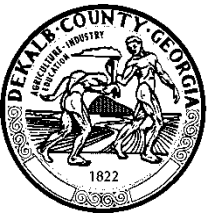


Purpose



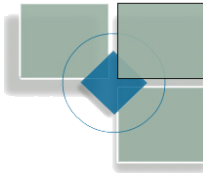
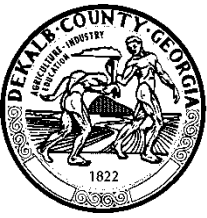
To encourage city and county officials to strive for efficiency in the provision of government services by carefully evaluating provided services to identify overlaps or gaps and improve the overall quality of life.





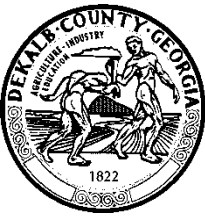
Background

- **House Bill 489** (the Service Delivery Strategy Law) requires that each local government have a Department of Community Affairs (DCA) verified Service Delivery Strategy. **Two triggers: 1) Comp Plan and 2) New Cities**
- **Noncompliance Status** for the cities & county if SDS is not agreed upon or extended. **County not eligible** for all state administered financial assistance, grants, loans or permits.
 - This does not affect the ones that the county or cities are already receiving
 - This would impact any application and approval of financial assistance, grants or loans.
 - “Permits are especially important. Ineligibility for permit means that GDOT cannot grant a permit to DeKalb County or any of the cities in DeKalb to dig up a state road for construction work.
 - Communities cannot access permit renewals to run radar in their law enforcement vehicles

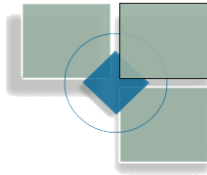


Goals

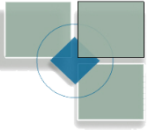
- Eliminate Unnecessary Duplication of Services
- Foster working relationships and promote service coordination
- Effectively participate in the regional planning polices with regards to ARC and DCA
- Revised concurrently with DeKalb's Comprehensive Plan document due October 31st 2016
- Include City of Tucker to SDS (pending/optional)



SDS Components



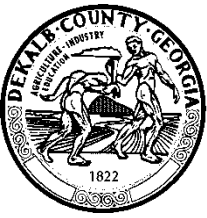
- **DCA Forms**
 - **Form 1 General Instructions and Service Summaries –**
 - Options: Option A Revises/Adds SDS based on changes - Option B Extends SDS if there are no changes
 - List all GOVERNMENTS included in SDS
 - List all SERVICES included in SDS (matrix)
 - List all service that are REVISE or ADDED
 - **Form 2 Summary of Service Delivery Agreements– Complete one (1) form per service. There are 60 services within the current SDS**
 1. Description of Service (provided countywide or cities will provide their own); include MAPS to show service area
 2. Overlap or duplication of services
 3. Funding Method for each service (i.e. general fund, enterprise, etc.)
 4. Changes to this version of SDS compared to previous (i.e. inclusion of a new city)
 5. List formal IGA (if applicable) with contracting parties and effective/ending dates
 6. Other mechanisms used to implement strategy for this service (i.e. ordinance, resolutions, general assemble, etc.)
 7. Point of Contact of preparer (DeKalb County)
 - **Form 3 Summary of Land Use Agreements – Land use conflicts (if any) i.e. annexations**
 - **Form 4 Certifications – Execution of SDS signed by Mayors of all cities (same page preferred)**
 - **Form 5 Certifications – Only if there are no changes. Extends existing SDS w/ no changes**
- Intergovernmental Agreements (IGA) as needed
- Resolutions to support Form 4 (optional)



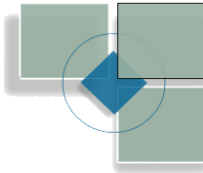
Participants

- DeKalb
- Atlanta
- Avondale Estates
- Brookhaven
- Chamblee
- Clarkston
- Decatur
- Doraville
- Dunwoody
- Lithonia
- Pine Lake
- Stone Mountain

** Note: Tucker is forthcoming*



Services



- **General Government**
- **Legal / Judicial**
- **Public Safety**
- **Planning / Development**
- **Public Works**
- **Leisure Services**

Level of Service

D: Direct

IG-DC: Intergovernmental Agreement with DeKalb County

IG-A: Intergovernmental Agreement with an Authority

J: Joint Agreement

C: Contract

A: Authority

IGA-ATL: Intergovernmental Agreement with Atlanta

N/A: Not Available

DC: DeKalb County

DeKalb County Service Delivery Strategy Matrix

Planning / Development	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Strutural Inspections / Permits												
Plans Review	D	D	D	D	D	D	D	D	C	DC	D	D
Electrical Inspection	D	D	D	D	D	D	D	D	C	DC	D	D
Building Inspection	D	D	D	D	D	D	D	D	C	DC	D	D
Plumbing Inspection	D	D	D	D	D	D	D	D	C	DC	D	D
HVAC Inspection	D	DC	D	D	D	D	D	D	C	DC	D	D
Land Development	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Plan Review Coordination	D	DC	D	D	D	D	J-DC	D	DC	D	D	D
Land Development Plan Review	D	DC	D	D	D	D	D	D	DC	D	D	D
Land Development Inspection	D	DC	D	D	D	D	D	D	DC	DC	D	D
Final Plat Processing	D	D	D	D	D	D	D	D	D/DC	D	D	D
Permits and Zoning	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Building Permits	D	DC	D	D	D	D	D	D	C	DC	D	D
Plans Review	D	DC	D	D	D	D	D	D	C	DC	D	D
Zoning Review	D	D	D	D	D	D	D	D	C	DC	D	D
Trade Permits	D	DC	D	D	D	D	D	D	C	DC	D	D
Certificate of Occupancy	D	D	D	D	D	D	D	D	C	DC	D	D
Planning & Related	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Planning / Zoning	D	D	D	D	D	D	D	D	D	D	D	D
Community Development - CDBG	N/A	N/A	D	IG-DC	J	J	IG-DC	D	J	N/A	J-DC	D
Code Enforcement	D	D	D	D	D	D	D	D	D	D	D	D
Economic Development	D/A	D	D	D	D	D/A	D	D	A	N/A	D	D/A
Public Housing	A	N/A	N/A	N/A	N/A	A	N/A	N/A	A	N/A	N/A	A

Public Works	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Water Treatment / Water Distribution	IG-DC	These services are provided by DeKalb County as an enterprise fund paid for by users fees. There is no fee differential between customers living in incorporated cities and unincorporated DeKalb County.										D-IG
Wastewater Collection & Treatment	IG-DC											D
Refuse Collection	D	D	DC	D	D	D	C	IG-DC	IG-DC	C	C	D
Landfill	C	DC	DC	DC	DC	DC	C	DC	DC	DC	C	C
Recycling Programs	C	C	DC	D	D	D	C	IG-DC	IG-DC	D	C	D
Street Construction & Maintenance	D	DC	D	DC	DC	D/DC	DC	D	DC	DC	DC	D
Street Cleaning	D	D	D	D	D	D/DC	D	D	D	D	D	D
Traffic Engineering	D	IG-DC	D	IG-DC	IG-DC	IG-DC	IG-DC	D	IG-DC	IG-DC	IG-DC	D
Storm Water	D	J	DC	J	J	D/J	J	D	J	D	D	D
Cemetery	D	N/A	N/A	N/A	N/A	D	N/A	N/A	D	N/A	D	D
Airport	D	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	D	D
Leisure Services	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Parks	D	D	D	D	D	D	D	D	DC	DC	D	D
Recreation Programs	D	D	D	D	D	D	D	D	DC	DC	D	D
Libraries	DC	DC	DC	DC	DC	DC	IG-DC	IG-DC	DC	DC	DC	D
Health and Social Services	Atlanta	Avondale Estates	Brookhaven	Chamblee	Clarkston	Decatur	Doraville	Dunwoody	Lithonia	Pine Lake	Stone Mountain	DeKalb County
Physical Health / Environmental Health	N/A	These services are provided by DeKalb County and paid for by general funds. There is no fee differential between customers living in incorporated cities and unincorporated DeKalb County.										D
Hospital	N/A											D
Mental Health / Substance Abuse	N/A											D
Welfare	N/A											D
Senior Services	N/A											D

D: Direct (Jurisdiction provides its own service)

IG-DC: Intergovernmental Agreement with DeKalb County

IG-A: Intergovernmental Agreement with an Authority

J: Joint Agreement (Multiple agreements between two or more jurisdictions)

C: Contract (Jurisdiction has executed an agreement of services with a private company)

A: Authority

IGA-ATL: Intergovernmental Agreement with Atlanta

N/A: Not Available

DC: DeKalb County (The County is the sole provider of service)

**Note: Health and Social Services are provided by DeKalb County and paid for by general funds. There is no fee differential between customers living in incorporated cities and unincorporated DeKalb County. Water Treatment / Water Distribution and Wastewater Collection and Treatment services are provided by DeKalb County as an enterprise fund paid for by users fees. There is no fee differential between customers living in incorporated cities and unincorporated DeKalb County.*

Instructions - Review the SDS Matrix below. Note all changes (if applicable) in the "Updated LOS" column. Sign the Acknowledgement section and return to: Zachary Williams, zwilliams@dekalbcountyga.gov and Cedric Hudson, chudson@dekalbcountyga.gov

Acknowledgement Form

What is it?

This form is specialized for each city to review their services with DeKalb, and to make final edits to the SDS.

How is it used?

Once cities have acknowledged changes, the revised services (if any) will be reflected in the Summary Matrix, and the final SDS document.

General Services	LOS	Updated LOS	Planning / Development	LOS	Updated LOS	Public Works	LOS	Updated LOS
Finance	D		Structural Inspections / Permits:			Water Treatment / Water Distribution	DC	
Purchasing	D		Plans Review	D		Wastewater Collection & Treatment	DC	
Information Technologies	D		Electrical Inspection	D		Refuse Collection	C	
Elections	D-IG-DC		Building Inspection	D		Landfill	C	
Personnel	D		Plumbing Inspection	D		Recycling Programs	C	
Property Tax Collections/Tax Billing	IG-DC		HVAC Inspection	D		Street Construction & Maintenance	DC	
Legal/Judicial Services			Land Development			Street Cleaning	D	
Municipal/Recorders Court	D		Plan Review Coordination	D		Traffic Engineering	IG-DC	
Public Defender	C		Land Development Plan Review	D		Storm Water	D	
Solicitor	C		Land Development Inspection	D		Cemetery	D	
Local Government Attorney	C		Final Plat Processing	D		Airport	D	
Public Safety			Bond Management	D		Health & Social Services		
Police (Basic)	D		Sewer	DC		Physical Health/Environmental Health	DC	
Police (Non-Basic)	DC		Permits and Zoning			Hospital	DC	
Sheriff/Jail & Evictions	DC		Building Permits	D		Mental / Substance Abuse	DC	
Marshall/Real Estate & Warrants	D/DC		Plans Review	D		Welfare	DC	
Fire	DC		Zoning Review	D		Senior Services	DC	
Animal Control	DC		Trade Permits	D		Key: LOS: Level of Service Update LOS: Use this column only if the LOS has been changed D: Direct DC: DeKalb County IG-DC: Intergovernmental with DeKalb County J: Joint Agreement IG-A: Intergovernmental Agreement with an Authority C: Contract A: Authority N/A: Not Available		
EMS	DC		Certificate of Occupancy	D				
911	IG-DC		Planning & Related					
Dispatch	IG-DC		Economic Development	D				
Medical Examiner	DC		Planning / Zoning	D				
Emergency Management	J/DC		Code Enforcement	D				
Leisure Services			Public Housing	N/A				
Parks	D		Community Development	N/A				
Recreation Programs								
Libraries	DC							

cities and unincorporated DeKalb County. Water Treatment / Water Distribution and Wastewater Collection and Treatment services are provided by DeKalb County as an enterprise fund paid for by users fees. There is no fee differential between customers living in incorporated cities and unincorporated DeKalb County.

Acknowledgement:

I have reviewed the Service Delivery Strategy for the City of _____ . The proposed SDS is acceptable to form and substance.

Name of Representative:

Position:

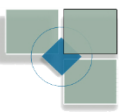
Signed:

Date:

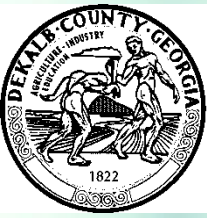
(Check here if applicable) See attached email acknowledging the above information is accurate.



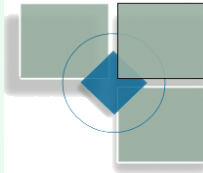
Project Schedule



Tasks	Due	Role Players	Status	Process
Preliminary Review	1/29/2016	Planning, City Managers, DCA	In Progress	<ol style="list-style-type: none"> 1. DCA Meeting (1/12/16) 2. Post SDS document and matrix to website (done) 3. Internal Kick-off meeting (DeKalb Dept. only)
Service Negotiations and Review	4/29/2016	DeKalb CEO, City Mayors, City Staff, DeKalb (affected) Departments, Planning, Finance and Law Department	Not Started	<ol style="list-style-type: none"> 1. SDS Kick-off meeting with cities (<i>Unsuccessful negotiations result in mediation, or extension of the existing SDS until differences have been resolved.</i>) 2. Acknowledgement Notifications to Cities 3. City Feedback – Once we receive completed acknowledgement forms, send changes (if any) to Dept Heads for review. Only departments with changes need to review. 4. Send Notification 5. Meeting with other Cities individually (if needed). This will involve DeKalb County CEO and staff, and City Mayors and staff. Successful negotiations result in preparing the draft package for adoption. 6. Prepare draft SDS packages - This draft is to be prepared by DeKalb staff, reviewed by law, and distributed to the cities.
Preparation of SDS Document	7/29/2016	Planning & City Managers	Not Started	<ol style="list-style-type: none"> 1. Document Preparation – DeKalb County Planning staff. 2. Consist of four (4) basic forms: <ol style="list-style-type: none"> I. Form 1 – General Instructions (Summary of all cities & services/matrix) II. Form 2 – Summary of Services (each service w/ maps) III. Form 3 – Summary of Land Use Agreements (conflicts?) IV. Form 4 - Certifications (signed by all cities on the same page) 3. City review of draft document. 4. Build in cursory review, prior to formal submittal. (June or July) 5. CEO Cover Letter 6. Submit to DCA (only if cities and county decide NOT to submit resolutions)
BOC Adoption Process (Optional. Certification Form 4 only required, not county/city resolutions)	8/23/2016	BOC, Cities, Law, Planning, & Clerk	Not Started	<ol style="list-style-type: none"> 1. Prepare Resolution. 2. Once all cities have revised and executed their SDS, all versions are included within the County's BOC Agenda submittal package. 3. Law Review of SDS Package 4. Prepare Agenda Item for Clerk w/ all city resolution 5. Submit to Clerk; May need to walk-on for 11/18 6. COW and PED 7. BOC Hearing
DCA Submittal	9/2/2016	Zach & Planning	Not Started	<ol style="list-style-type: none"> 1. Retrieve executed docs from Clerk. 2. Submit package to DCA (<i>Electronic submittal now accepted by DCA.</i>) 3. DCA Review (<i>up to 30 days</i>) 4. Edit period (if needed) 5. DCA Recommendation to Certify Revised SDS



DeKalb County Service Delivery Strategy



Questions and Comments

Contact: Cedric Hudson, Planning Administrator
DeKalb County Planning and Sustainability

Phone: (404)371-2789

Email: chudson@dekalbcountyga.gov

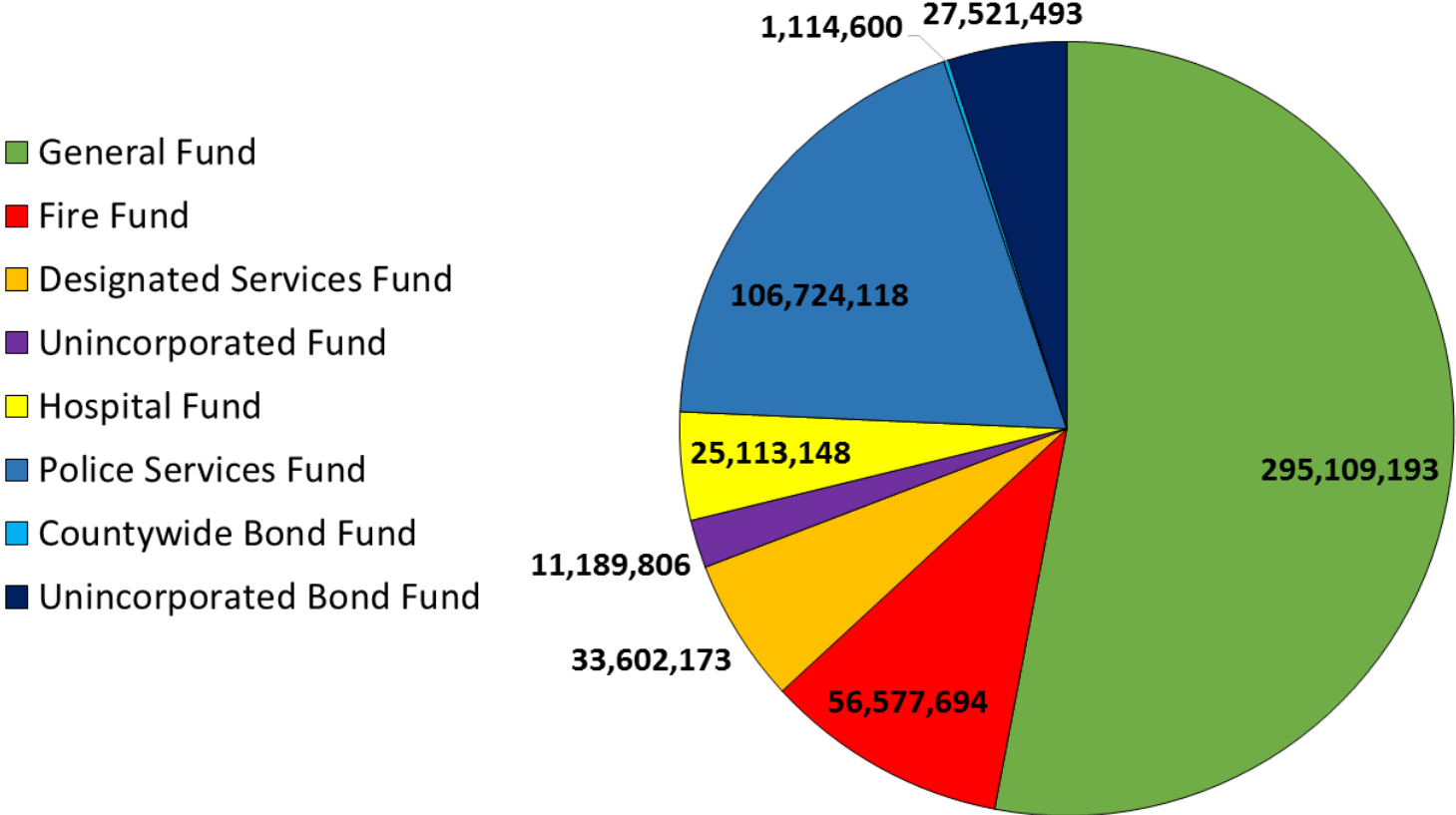
DeKalb County City/County Service Delivery Strategy Background

JANUARY 29, 2016

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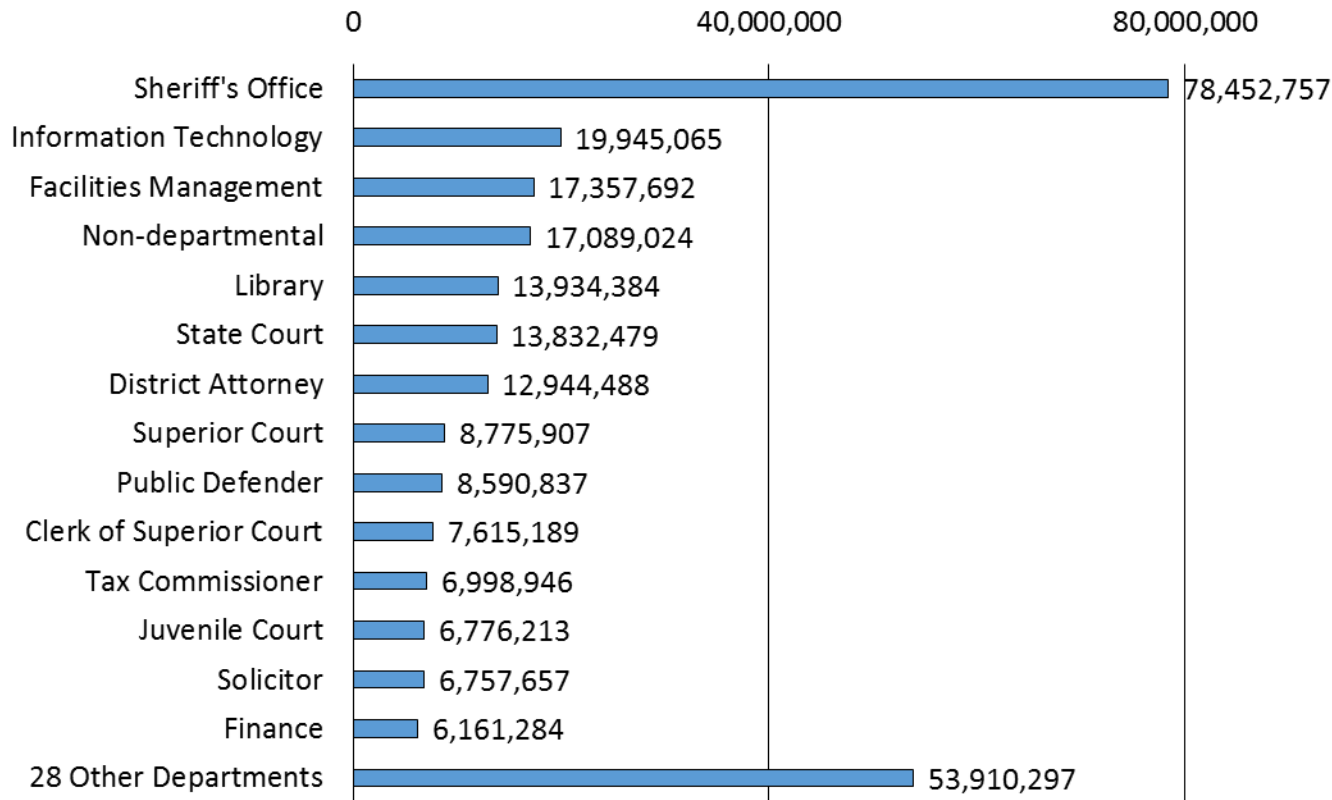
Core Issue: General Fund v Other Funds

2015 Estimated Expenditures



Core Issue: General Fund

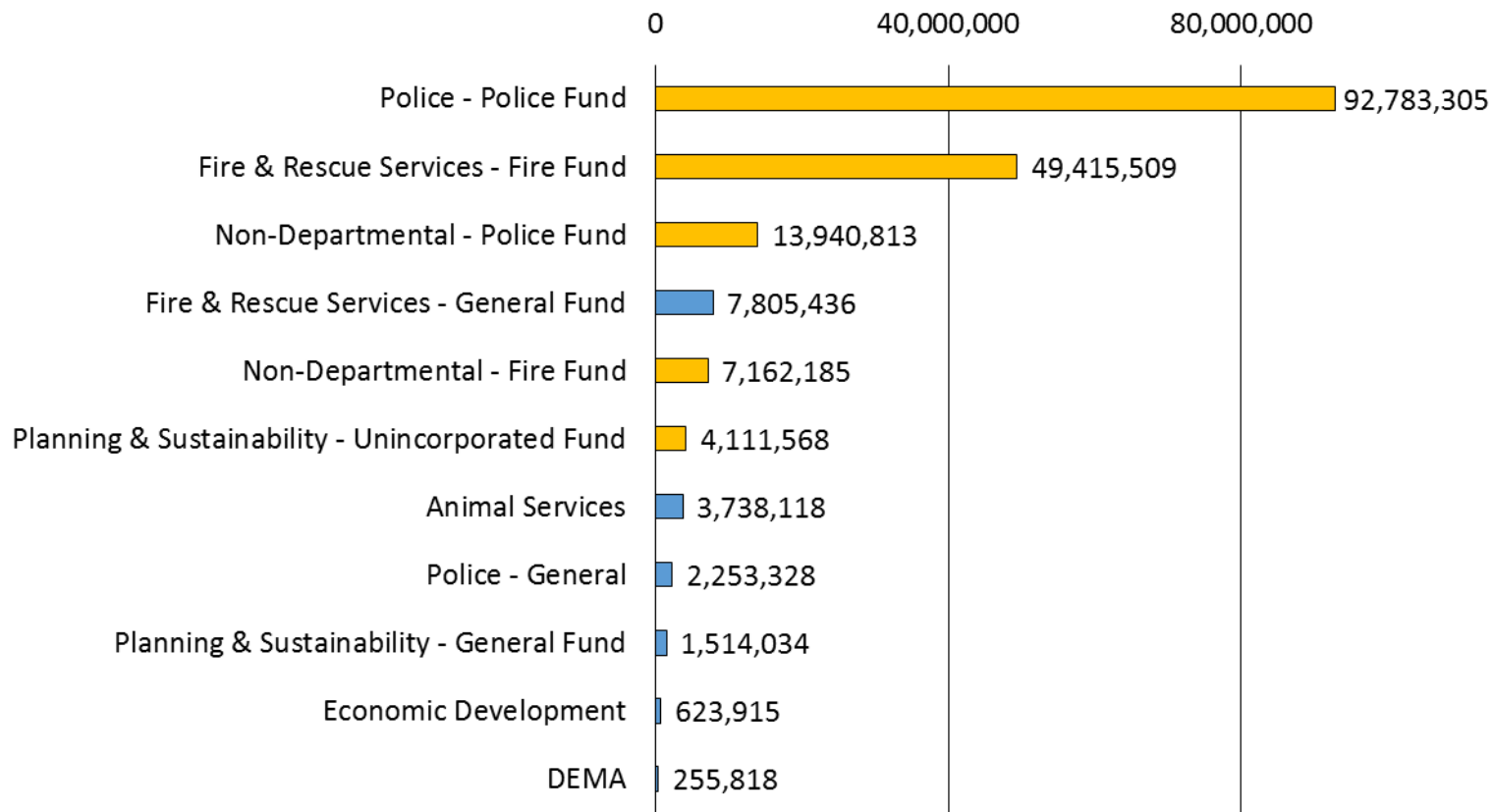
2015 Estimated Expenditures



Other 28 departments include Property Appraisal & Assessment, Human Services, Board of Health, Law Department, Human Resources & Merit System, Magistrate Court, Purchasing, Debt Service, Medical Examiner, Board of Commissioners, Child Advocacy Center, G.I.S., Community Service Board, Elections, Probate Court, DFACS, Executive Assistant, CEO, Cooperative Extension, Budget, Public Works Director, Ethics Board, All Funds, Risk Management, CIP, Citizen Help Center, Grants, and contributions to capital.

Core Issue: General Fund

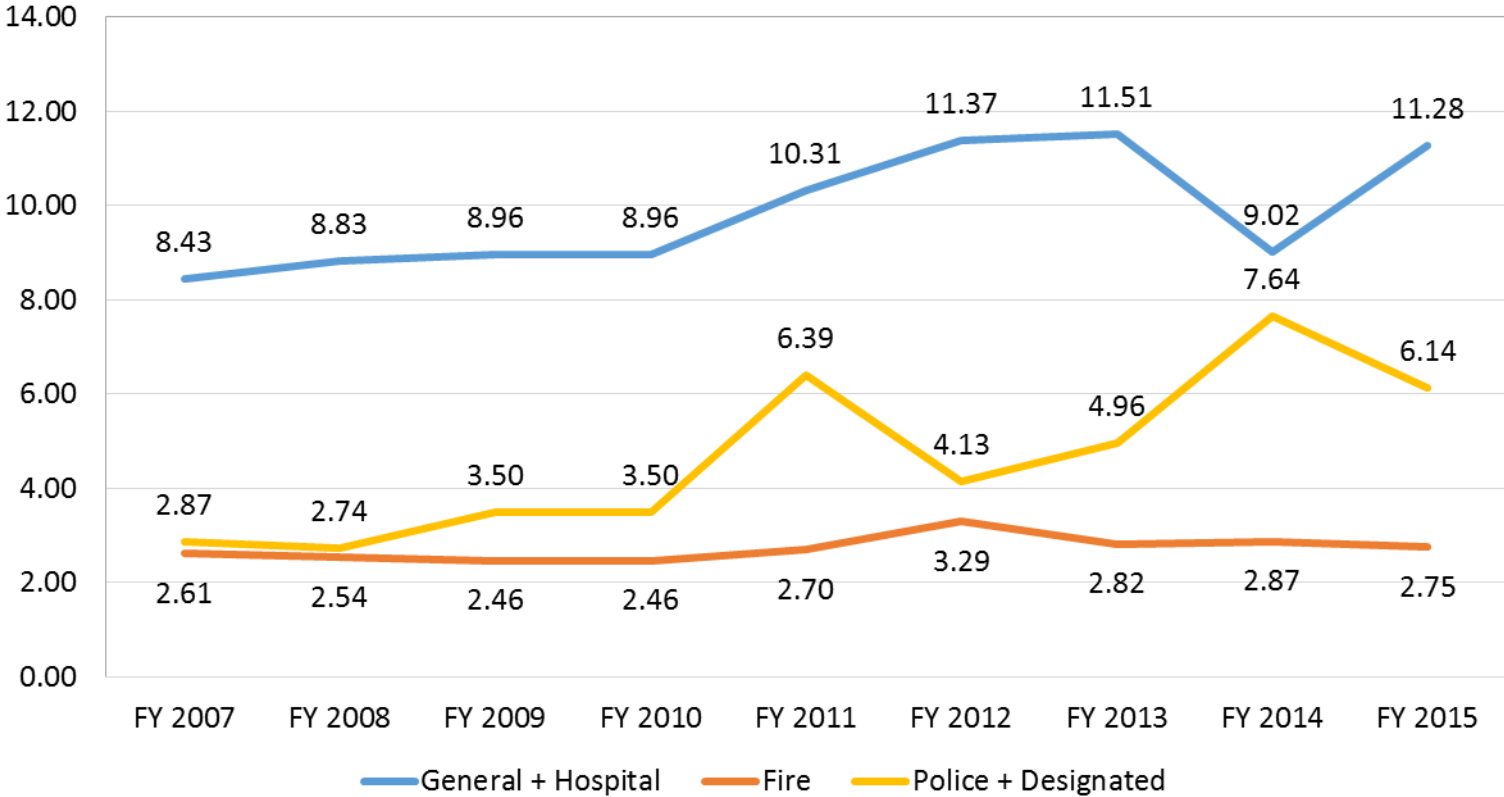
2015 Estimated Expenditures



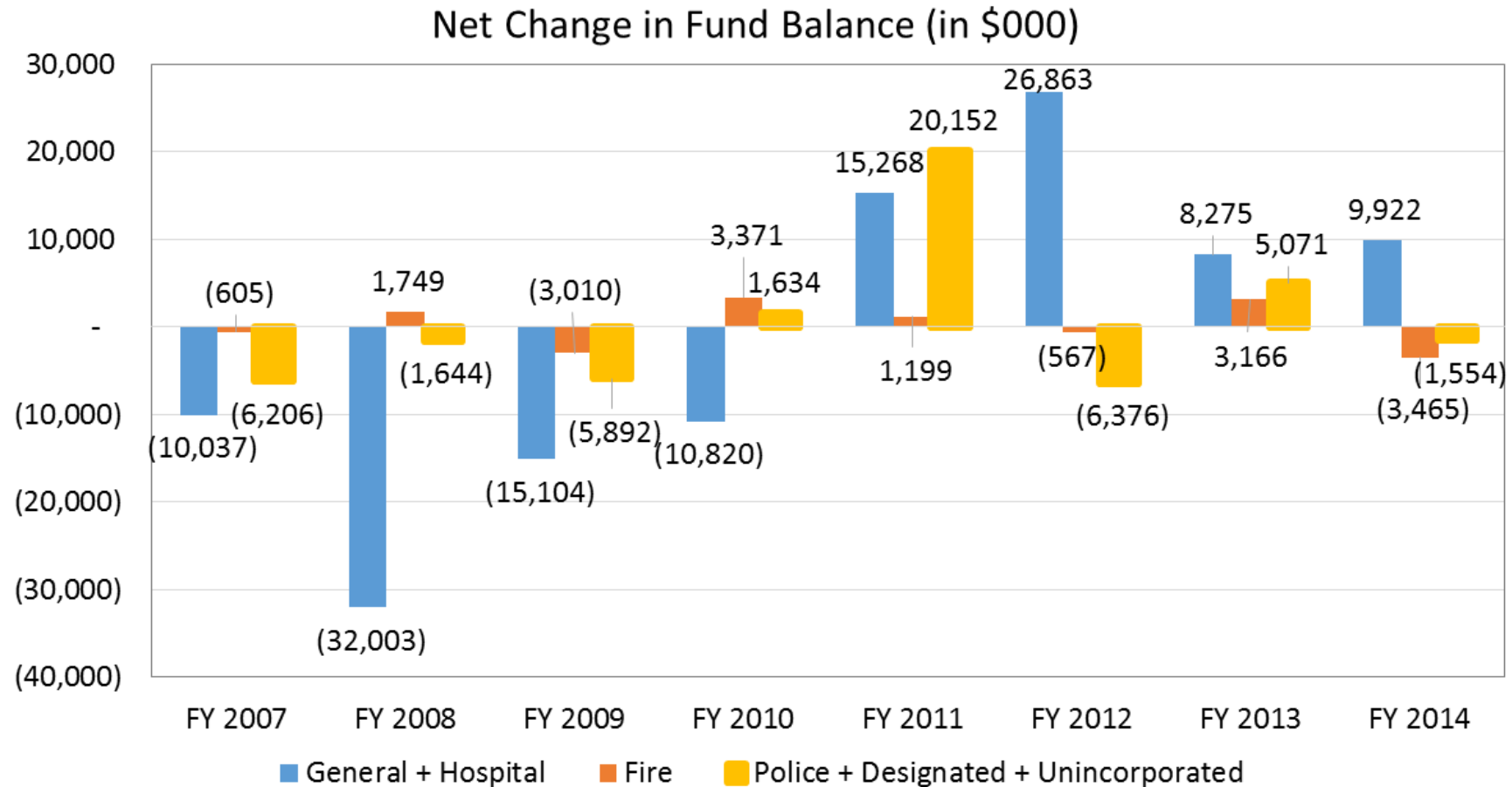
General Fund expenditures are shaded **blue**. Non-General Fund expenditures are shaded **gold**.

Core Issue: Millage Rates

Millage Rate History



Core Issue: Use of Fund Balance



DeKalb County City/County Service Delivery Strategy Background

JANUARY 29, 2016