



Task Force on Service Delivery

A Strategy for Assuring Faster, Friendlier, Easier Services for Georgians

Introduction:

The State of Georgia works through a multitude of government entities and funding sources to deliver hundreds of local programs and services that impact quality of life for our citizens.

These services are channeled through various state agencies, regional centers, authorities, boards, commissions and local governments, or a combination of these, to reach the point of delivery to the customer.

This multi-layered structure is widely dispersed and regionally administered, so the quality of service delivery varies from program to program and district to district, with inherent unevenness of quality and geographic equity. Well-intentioned efforts can end up being inefficient, overly expensive or under-funded, and sometimes duplicated by other entities - - confusing citizens and even local government officials.

The Need:

The state's array of locally-delivered services needs to be assessed for effectiveness of operations, practicability to end-users, and viability to be continued, expanded, modified or provided by another entity. This begins by documenting all state-mandated services delivered locally – by governments or other organizations -- and checking their consistency with the intention of their statutes. An overall evaluation should review how these services are being delivered to Georgians at various levels of government, where there may be duplicated efforts, and whether changes are needed in law, rules, regulations, policies or distribution locations and methods.

The core mission is how to best deliver state-mandated services. Because the scope of this project is so broad, the initial approach should start with a small list of state agencies that are most visible to the customer. These agencies include: the Department of Community Affairs (DCA), Natural Resources (DNR), Human Resources (DHR), Transportation (DOT), Labor (DOL), Revenue (DOR), and Economic Development (DEcD).

Tasks

Inventory: This will lay the ground for a functional evaluation of statewide services provided by each of the seven individual agencies, along with any connected regional entities, boards, and commissions, to determine who is doing what. The inventory will cover services to state and local governments to determine what the state is mandating local governments, regional entities, and/or authorities to do, and whether the mission is in accordance with the statute. If fees are involved in the financing of services, is the revenue stream flowing to the

service? This is also an opportunity to evaluate past studies and findings and to identify current best practices.

Assessment: A functional assessment will identify any duplication of services and suggest a method for screening proposed service initiatives before action is taken. Other assessment issues include financing of fee-based services and determining how state agency offices are geographically dispersed on regional/district maps. This evaluation will lead to a clearer method of integrating program plans across state government, without duplication, or at least, knowing where such exists.

Recommendations: What statutory, budgeting (investment), or policy changes are needed in Georgia to better facilitate the delivery of services? How should regional delivery of services be dispersed geographically across the state.

Approach:

This project will be a Commission for a New Georgia initiative, with the Department of Community Affairs as the primary partner and driver. A task force will be formed to include members representing groups with a vested interest in this project. The proposed make-up includes

- 1 Chairman
- 2 General Assembly representatives (1 House; 1 Senate)
- 1 OPB representative
- 2 ACCG representative
- 2 GMA representative
- 1 RDC representative
- 1 Social services representative
- 2 private business (Chamber of Commerce) representatives
- 1 state agency representative
- 1 CNG appointee

Technical assistance will be provided by the Carl Vinson Institute of Government at the University of Georgia. The institute has significant capability for designing the mechanics of such a project, as well as the statewide perspective for an inclusive approach to service delivery.

Timeline (Contingent upon release date of project):

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| 1. Inventory: | March 15, 2007 |
| 2. Assessment: | July 1, 2007 |
| 3. Recommendations: | November 1, 2007 |

Desired Outcome: A comprehensive new model for service delivery in Georgia that will guide state investments in programs, services and facilities; encourage local governments to bring their ideas and

concepts to the table for better integrating the planning process for programs, services and facilities; and assist in assigning the right agencies to provide the right services to the people of Georgia.

A desired outcome will also be a new model for how state and local government agencies can better partner to support local communities on co-location of new state offices to improve the convenience and efficiency of service delivery to customers, and to better match citizen needs, expectations and priorities with services to be provided.

Final recommendations should include accountability standards and performance reviews.