

**THE UNIVERSITY OF GEORGIA RESEARCH FOUNDATION, INC.
ATHENS, GEORGIA**

Letter of Agreement

This agreement is made and entered into as of the date of execution by and between the Mayor and Aldermen of the City of Savannah, Georgia, hereinafter referred to as “the City” and The University of Georgia Research Foundation, Inc., hereinafter referred to as “the Foundation.” The Foundation has the authority to contract for the performance of sponsored projects that will be subcontracted to the University of Georgia, Carl Vinson Institute of Government.

The Foundation agrees to assist the City by performing the services outlined in Exhibit A.

The City will pay the Foundation a **FIXED FEE** of \$36,000, for the services outlined in Exhibit A, to be paid as follows: \$18,000 on the Effective Date, and \$18,000 upon completion of services. The City will provide payment for accepted and approved invoices within 30 days. All invoices should be sent to Mr. Rob Hernandez, City Manager, City of Savannah, P.O. Box 1027, Savannah, GA 31402; email: RHernandez@Savannahga.gov; phone: 912-651-6415.

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

This agreement will become effective upon execution by both parties and will terminate September 1, 2019 or earlier upon a fifteen (15) day written notice by either party. In the event of such termination the City will pay the Foundation a prorated portion of the contract amount consistent with the revised termination date and will also pay the Foundation for all non-cancellable and outstanding obligations related to this agreement. The Foundation will continue

to work on the project until the revised termination date and will provide to the City interim findings and summary notes that reflect the status of the project at the time of revised termination.

**FOR THE UNIVERSITY OF
GEORGIA RESEARCH
FOUNDATION, INC.:**

**FOR THE MAYOR AND ALDERMEN
OF THE CITY OF SAVANNAH
GEORGIA:**

By: _____
Jennifer Jones, Senior Grants Officer

By: _____

Date: _____

Date: _____

Exhibit A
Scope of Work
City of Savannah
FIRE DEPARTMENT ORGANIZAITONAL REVIEW

BACKGROUND AND PURPOSE:

This proposal is responsive to a request from the City of Savannah for assistance with an organizational review of its Fire Department (SFD). More specifically, this review would entail learning about and analyzing the SFD's staffing levels, general operations, adherence to best practices, potential future capital needs, and employee morale. This project will also include an analysis regarding how a different ISO rating for the SFD might affect the cost and service quality of fire services. Based on the data collected, the Institute of Government will offer relevant options as appropriate to improve the efficiency and effectiveness of the SFD.

SCOPE OF WORK:

Institute of Government faculty will utilize several methods to assess the operations of the SFD. Data will come from a variety of sources as well such as the SFD and other City of Savannah departments (e.g., Finance), other fire departments, and professional fire organizations. The following summarizes the tasks to be undertaken within the scope and costs of this project:

1. Institute of Government faculty will conduct individual interviews of SFD leadership including the Fire Chief, Assistant Fire Chief, and Battalion Chiefs. Institute of Government faculty will interview additional personnel if deemed necessary for the analysis.
2. Review relevant written documents or reports concerning the SFD e.g., any written policies, protocols, incident and training reports, summary activity and performance reports, inventory reports, financial documents, ISO reports and certification studies, etc.
3. Review operations of other ISO I fire departments in the State of Georgia to serve as a comparisons for SFD as well as standards of best practice for fire service. As part of this review, the Institute of Government will include performance measures of efficiency and performance for fire service. Data from these fire departments will be compared against SFD.

4. Study the differences in ISO ratings (rating of 1 vs. 2 and 3) in terms of service levels and the relative costs needed to achieve these different ratings. More specifically, the Institute of Government will attempt to measure the cost savings to the City of Savannah by transitioning from an ISO 1 to an ISO class 2 or 3 in terms of manpower, training, and capital needs. As part of this review, budgets and service levels of other Georgia fire departments of with ISO ratings of 2 or 3 will be incorporated.
5. Develop and administer an employee climate survey for the SFD. The components include: Survey development, review, and finalizing an online organizational climate survey with approximately 20 to 30 questions. The finalized questionnaire will be programmed by the Institute of Government and administered to SFD employees. Institute of Government faculty will analyze and summarize survey responses.
6. Conduct up to four focus groups consisting of SFD employees. In the focus groups, Institute of Government faculty will conduct a SWAT (strength, weaknesses, opportunities, threats) analysis of department operations. Furthermore:
 - Each focus group will include approximately 10 -12 SFD employees
 - Institute of Government faculty will work with the City of Savannah to ensure representation of all divisions in the focus groups
 - Participants in these focus groups will not hold senior management positions in the SFD
 - Focus groups will be approximately 2.5 hours in length each; and
 - Focus groups will be held at a City of Savannah facility.
7. Analyze collected data, develop a summary of observations, and offer for consideration possible changes aimed at enhancing operational efficiency and effectiveness.

DELIVERABLES:

The Institute of Government will:

1. Provide two reports as .pdf files that summarize the findings from the research. One study will center on the SFD's organizational review with a second report on the results from the employee climate survey.
2. Institute of Government faculty will be available to provide consultation or a formal presentation on the results of the studies to the City Manager and/or City Council.

PROJECT TIMELINE:

The Carl Vinson Institute of Government foresees this project beginning soon after a contract is executed. Depending upon data provision and availability, the estimated completion date is six months after contract execution.

Please note, any delays on the part of the Savannah Fire Department in providing data or delays in scheduling interviews or focus groups that are requested by the Institute of Government faculty may result in a later completion date.

PROPOSED FEE:

For the organizational review and employee climate survey, the Institute of Government will provide the services outlined in this proposal including all personnel services, operating supplies, computer time, travel, etc., at cost not to exceed \$36,000.

CAPABILITIES OF THE INSTITUTE OF GOVERNMENT:

The mission of the Institute of Government is to improve governance and the lives of people in Georgia. In carrying out this mission, the Institute of Government can call on the wide-ranging knowledge base of the University of Georgia as well as on over 90 years of direct service experience in providing technical assistance, research and policy analysis, and training to local and state governments in Georgia. The Institute of Government is among the most highly-rated university-based organizations designed specifically to span the gap between best practices research and the existing practice of government. The Institute of Government has developed expertise in numerous areas of public policy, public management, training, and human services and resource development.

Paula Sanford, Ph.D. specializes in public budgeting and finance but her work spans a variety of local government issues such as public-sector retirement programs, performance measurement, and comprehensive financial and organizational reviews. Her work entails offering applied research and technical assistance for local governments and national non-profit organizations. In addition, she provides training to local government officials in Georgia and internationally. Prior to coming to the Institute of Government, she taught public budgeting and financial management, organizational theory, and local government management at Northern Illinois University. Paula has also served as a senior budget analyst for the State of Nevada Department of Administration and as a policy advisor in the Governor's Office in the areas of natural resources, transportation, and the arts. She has published articles in the areas of public retirement reform, public budgeting and finance, organizational theory, and municipal annexation.

Malik Watkins, Ph.D. 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.