

PROSPECTUS

Metropolitan areas in the country have mushroomed in the 20th Century unrestrained by local political boundaries. The in-migration of rural inhabitants to urban centers, accompanied by the exodus from core cities and into suburbs of central city residents is well documented. Local government on the fringes of the core city is characterized by a multiplicity of governmental units incapable of providing effective administration in zoning, policing and in other municipal services. The core city and fringe units are often hostile in their relations to each other. Problems of area-wide concern are not disposed of by common effort because of the inability of all the varying units of local government to effectively cooperate. This picture is further complicated by the fact that metropolitan areas have inherited to a large extent the problems caused by comparative neglect in raising the standard of living of the poor and integrating them into society.

The need for changing the geographical jurisdictions and powers of county and municipal governments in many of our metropolitan areas is increased by the growing maladjustment between what these governments are called on to do and their ability to perform. More specifically, the present powers, jurisdictions, and structures of local governments, and the status of inter-governmental relations in the metropolitan areas, make it increasingly difficult for the local governments to perform independently many functions which are inevitably area-wide in nature.

The Atlanta area is not unique in its crying need for more effective area-wide government services. The need has been demonstrated in a great number of metropolitan areas of the country. A number of different approaches to governmental reorganization have been attempted with varying degrees of success. Foremost of these are:

- * Municipalities' use of extra territorial powers.
- * The urban county.
- * Metropolitan special districts including multi-purpose districts.
- * City-county separation.
- * Federation.
- * Intergovernmental agreements for functional and programatic cooperation.
- * Voluntary metropolitan councils of governments.
- * Transfer of functions to the state government.
- * Annexation and consolidation of municipalities.
- * City-county consolidation.

A number of generalizations can be drawn from the different approaches employed and review of the success -- or absence of success -- experienced.

Among these undoubtedly should be:

- * There is no best single approach to governmental reorganization applicable to all conditions and times.
- * The numerous approaches are not mutually exclusive.
- * Use of limited approaches may prove adequate to meet the need for governmental reorganization in some metropolitan areas.

* Annexation, although continuing to show vitality in emerging metropolitan areas, has lost much of its usefulness in larger, older metropolitan areas.

* Limited-purpose metropolitan special districts have attributes which seriously undermine vigorous local government.

* City-county separation and city-county consolidation have shown limited recent potential.

Arrangements for intergovernmental cooperation or implementation of projects of common concern within the five-county Atlanta region are not highly developed. The arrangements that exist do not satisfy the growing demand for area-wide government and area-wide services. Accordingly, the City of Atlanta and Fulton County have expressed a desire to study the advantages and disadvantages of consolidation. The Economic Development Division of Midwest Research Institute is well qualified to assist in such a study and desires to do so. Accordingly, some general qualifying information about the Institute and extracts from resumes of key professional staff personnel that could be expected to participate in a study of governmental consolidation follow:

Midwest Research Institute is an independent, not-for-profit center devoted to research for industry, government and the general welfare. The Institute was founded in 1944, by a group of civic, industrial and technical leaders who were convinced that the application of scientific research

to industry would rapidly become a critical factor in economic and social growth. This expectation has become a fact -- as the growth of MRI testifies.

Today, the Institute has a total staff of over 400 and conducts research covering the entire spectrum of modern science. The dollar volume of research conducted by the five scientific divisions -- Economic Development, Engineering, Mathematics and Physics, Chemistry and Biological Sciences -- exceeds \$6 million annually.

In support of its professional activities, the Institute has over 150,000 sq. ft. of laboratory space and maintains a comprehensive library with those of the adjacent Linda Hall Library of Science and Technology -- an institution with over 300,000 volumes and more than 9,000 technical periodical publications of national and international origin.

Midwest Research Institute's research staff has had considerable experience in evaluative and planning efforts for government agencies at all levels, and in the development of new organizations and institutional concepts to carry forward various objectives. In recent years, the Institute and, particularly, its economic development division, has devoted a growing portion of its effort to urban and social problems which go beyond the scope of conventional economic development concepts.

James Alcott: He has directed the Economic Development Division at Midwest Research Institute since 1963. During this time, his Division has completed research projects for over 100 clients varying from public agencies such as the Iowa Development Commission and private firms such as Standard Oil Company of New Jersey. He has been active in a number of projects relating

to the needs and problems of state and local government in meeting major public requirements and public policy. Mr. Alcott's participation is frequently sought in various groups concerned with public policy issues. He currently is a member of the Commission for Organization of Jackson County Government, a citizen group charged with the responsibility for recommending alternative forms of county government in Jackson County, Missouri, a county which includes Kansas City and Independence.

James A. Smith: Mr. Smith's experience includes major emphasis in regional economics, industrial development, and public affairs. While at MRI, he has directed or participated in a HUD sponsored study of federal aid programs involving a 10-city survey of user requirements; several projects for municipal governments such as the Johnson County Library Board, Kansas City Community Service Department and City Planning Department; and studies for the Commission for Organization of Jackson County Government.

Prior to joining MRI, Mr. Smith was employed in Florida where he directed or participated in a number of studies concerned with the public interest such as a study of emerging political leadership in a metropolitan area, media impact on voter behavior, and county/city relationships. He also performed during this time studies for public groups concerned with public service aspects of television programming and media influence on determination of public issues. His experience includes 18 months concentrated study of Dade County metropolitan government problems under a Ford Foundation Grant. Included were inquiries into the role of special tax districts and special service districts.

John O. Wilson: Dr. Wilson's principal areas of specialization are public finance, quantitative analysis, and regional planning. His experience includes long term involvement in a large scale tax structure evaluation study for the state of Missouri; development of a technique of capital allocation for alternative investments projects -- part of a long range capital improvement program for Washington County, Michigan; and as a staff member of the Institute of Public Administration, University of Michigan. His Ph.D. dissertation dealt with the development of a mathematical model for optimization for investment decision making by local government units.

William Munson: Mr. Munson is an intergovernmental relations analyst with MRI with primary areas of interest in governmental programs that require cooperation and coordination across political boundaries and between state, local, and federal government levels. Prior to joining MRI, Mr. Munson served on the Task Force on Criminal Justice for the United States Department of Justice and was responsible for advising the Department on how best to administer the Law Enforcement and Criminal Justice Act of 1967. For five years, Mr. Munson served as a midwestern representative of the Council of State Governments, a joint agency of all 50 states which provide research, publishing, and secretarial services to national and regional associations and state officials. Mr. Munson has worked closely with commissions on interstate and intergovernmental cooperation, the Midwestern Governor's Conference, the Interstate Conference on Automated Data Processing, the Committee on

Information Systems of the Council of State Government, and the Midwestern Legislative Committee in the fields of transportation, taxation, and higher education.

Robert Boyd: Mr. Boyd is Assistant to the President of MRI. Since coming to MRI he has been involved in analyzing the opportunities for contract research with state and local governments. He participated in the research project completed for the Federal Housing and Urban Development Agency consisting of an in-depth study of 10 cities in the United States to analyze the management information problems, particularly as these problems relate to Federal, state and local relationships.

Prior to joining MRI, Mr. Boyd was Executive Assistant to Oklahoma's Governor Henry Bellmon. In this capacity he was primarily responsible for coordination and planning, particularly in the areas of economic and industrial development, and intergovernmental relations.

In addition to these staff members, MRI would utilize the services of other eminently qualified consultants to participate in a study such as in being considered. Foremost of these is Dr. Thomas P. Murphy, Director of Public Administration, University of Missouri at Kansas City. Dr. Murphy is Director of the Commission for Organization of Jackson County Government.

Prior to his appointment to the University of Missouri faculty, Dr. Murphy was Staff Assistant to James Webb, Administrator, NASA; and later Deputy Assistant Administrator for legislative affairs of the same agency. His academic background includes MA and Ph.D. degrees in Political Science.