

**Resource Management Review**  
**Conducted for Albemarle County Government,**  
**Virginia**

**February 11, 2009**



**Prepared by**  
**Commonwealth Educational Policy Institute**  
**Virginia Commonwealth University**

# Commonwealth Educational Policy Institute

*CEPI is a joint venture of  
the Center for Public Policy and the School of Education at VCU.*

*CEPI supports the development and implementation of public policy  
for the improvement of local government and school divisions  
through research, policy analysis, policy and technical support  
services to local government agencies for local, state, and  
national policy makers.*

*Founded in 1998, CEPI has developed an extensive network of  
consulting and policy associates and has completed over two  
million dollars in grant, partnership, and contractual services  
work.*

# Team Members

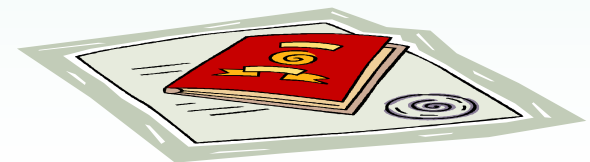
- **William C. Boshier** – Executive Director of CEPI, a distinguished professor of public policy and education at VCU, former State Superintendent of Schools, former Superintendent of Chesterfield and Henrico Schools
- **Lane Ramsey** – former County Administrator of Chesterfield County for more than 20 years, former Interim for Gloucester County
- **Bill Leighty** – former Chief of Staff to Governors Warner and Kaine, former Chief Operating Officer of the Commonwealth, currently Director of the Government Performance Initiative at VCU
- **Hattie Webb** – former Superintendent for Human Resources for Henrico Public Schools, current consultant with **Psychological Consultants, Inc.**
- **Carl R. Baker** – former Chief of Police for Chesterfield County Police Department, former Virginia Deputy of Public Safety, former Superintendent of Virginia State Police
- **Saphira Baker** – former Richmond City Deputy Chief Administrative Officer for Human Services, former Director of Charlottesville-Albemarle Commission on Children and Families

# Team Members

- **Clint Strong** – former City Manager for Hopewell, VA, and Groton, CT, former Assistant City Manager for Norfolk, VA, former Budget Analyst & Management Services Officer of Cincinnati, OH
- **Paul Hendricks** – former consultant with Department of Computer Services, Department of Information Technology, State Corporation Commission, Department of Motor Vehicles and Virginia Information Technologies Agency; currently Deputy Chief Information Officer for Chesterfield County Schools
- **Edward J. Maxwell** – prior experience in public and private sector management in cutting-edge technologies , organizational strategic planning, information technology, human resource, vendor management and budgeting.
- **Linda H. Gilliam** – former educational central office administrator, CEPI policy analyst and technical writer, former consultant on Albemarle County Schools Review
- **R. Daniel Norman** – former Senior Fellow and former Deputy Executive Director of CEPI, formerly led the development of CEPI protocols for division-level policy, planning and management review

# Context For The Study

- How well are we utilizing the multiple resources we presently have available?
- How are we changing demographically, and what are the implications?
- What are the implications of revenue and expenditure forecasts?
- How effective is our stewardship of public resources?
- What are our future service needs and expectations?
- How do we develop organizationally to extend our commitment to leadership, service and best practice?



# Key Analytical Questions

- Relationship of revenue and costs,
- Effective employment and deployment of people
- Observations of efficiency and/or effectiveness
- Mission: “enhancing the well-being and quality of life for all citizens through the provisions of the highest level of public service consistent with the prudent use of public funds”
- Decision-making and communications
- Preparation for the future, and,
- Accountability to the public.



## Board of Supervisors and Administration

- Well respected Board and Administration
- Citizen satisfaction surveys rank services and quality of life very high
- Strategic vision throughout the organization
- Low tax rate

# 2008 R.E. Tax Rates By County

<u>LOCALITY</u>	<u>POPULATION</u>	<u>TAX RATE</u>
Spotsylvania	119,907	\$.62
Albemarle	93,601	\$.71 (\$.61 )
James City	61,739	\$.77
Hanover	97,569	\$.81
Stafford	120,387	\$.84
Roanoke	90,902	\$1.09



## Board of Supervisors and Administration

- AAA bond rating
- Outstanding school system
- Strong regional partner
- County and schools consolidated on more operational efforts than most

## Board of Supervisors and Administration

- Lowest Police Department cost per capita of benchmark localities
- Historic commitment to strong growth management and smart growth philosophy
- Strong business tax base

## Key Study Recommendations

- Increase auditing of sales tax and business license reports as it relates to locality designation by filling the vacant auditor position in the Finance Department.
- Change the school funding formula to reflect the difference each year between school enrollment change and County population change.

# Key Study Recommendations

- Adopt a more comprehensive economic development plan that will enhance revenues of the County. Constantly monitor the revenue mix between residential and commercial/industrial property.
- Access Albemarle is a critical business system need. Give it a higher priority and increase the project implementation effort with an additional focus on reassurance for the customers of the system.

# Key Study Recommendations

- Analyze the VERIP program to ensure the cost benefit of the plan.
- Examine the Comprehensive Services Act administration with the city to determine the appropriate structure to balance costs and services.

# Key Study Recommendations

- Move forward with EMS Revenue Recovery and Fire and Rescue ordinance to clearly define roles and responsibilities.
- Establish performance-based contracts for outside agencies rather than formula-based contracts.

## Key Study Recommendations

- Examine possible merger of City and County Parks and Recreation functions where feasible.
- Evaluate feasibility of a regional approach to Section 8 Housing Administration.

# Key Study Recommendations

- Continue to move forward with the County Performance Management System and the continuous improvement philosophy.



## A Final Note

The entire CEPI team would like to thank the County of Albemarle for its professionalism and cooperation during the study.

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