Loudoun County Government Reform Commission (LCGRC)

Mission Statement, Work Approach and Scope of Work of Sub-Committees and Committee of the Whole (March 30, 2012)

MISSION STATEMENT

The following mission statement was adopted by the Commission on February 9, 2012.

"*Conduct an objective review of Loudoun County government functions, taking into account citizen input and best practices from other locales, in order to make recommendations regarding structure, process and efficiency that would enhance the quality of local government in a cost-effective manner".*

WORK APPROACH

The Government Reform Commission agreed at their February 9th meeting to use the following work approach:

- Scoping
- Discovery (including input from citizens and staff)
- Re-scoping as required
- Benchmarking
- Draft report
- Additional input as required
- Final report

MEETING DATES, TIMES AND LOCATIONS

See LCGRC Meeting Calendar

COMMITTEE OF THE WHOLE AND SUB-COMMITTEES SCOPE OF WORK

Committee of the Whole

Consists of all members of the Loudoun County Government Reform Commission

Issues / Scope of Work and Initial Assessment:

Staggered Terms: Can a re-structuring of the County Board of Supervisors to provide for staggered elections of Supervisors provide greater accountability to the citizens of Loudoun

County as well as more predictable, consistent and better governance? Specifically, what would be required to put this in place for the 2015 elections?

Internal inquiries: TBD; existing studies; citizen input

External inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change

Metrics: Can a new or supplemental system of metrics be established to better assess the cost-effectiveness of individual governmental programs or the operation of Loudoun County government as a whole? Specifically, should Loudoun establish a formulaic construct linked to economic performance, revenue collected, assessed values and/or other such measures that guides and limits spending in future County budgets?

Internal Inquiries: TBD; existing studies; citizen input

External Inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change

Miscellaneous: The Committee of the Whole will also address other issues that are referred to and/or decided upon by the LCGRC. This includes the creation of an Inspector General Position and review of the County's Adult Day Care program, as requested by the Board of Supervisors.

Subcommittee #1

Members
James Rohrbaugh - co-chair
Phil Sandoe - co-chair
Scott Hamberger
Ken Glozer
Cliff Keirce (assigned pending confirmation)
Don Walker
John Whitbeck

Issues / Scope of Work and Initial Assessment:
Finance: Can the finance functions of the County be changed or consolidated in whole or in part to promote greater operational efficiency, effectiveness, and cost-savings?

Internal Inquiries: County Administrator; County Treasurer; County Commissioner of Revenue; County Assessor; County Director of Finance; existing studies

External Inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change

Consolidation: Can functions shared by County general government and the public school system be further consolidated and shared to promote greater operational efficiency, cost-savings, and accountability to their respective Boards and the taxpayers of Loudoun County? Specifically, should site selection, land acquisition and building construction be consolidated? Should certain personnel-related functions be consolidated?

Internal Inquiries: County Administrator, Superintendent of Schools, and other staff as needed; existing studies

External Inquiries: Other jurisdictions and studies
Other: Legal constraints, mandates and requirements for change

Privatization: Can any functions operated by County general government and/or the public school system using full or part-time employees by contracted out or privatized in part or in their entirety to promote long term savings to County taxpayers and a greater focus on core governmental services? Further, should user fees be imposed or increased for use of specific County informational or recreational services, especially by non-County residents or businesses? Specifically, can employee costs be mitigated over the long term? Should the County landfill be maintained? Should the affordable housing program be continued? Is Loudoun missing logical and reasonable opportunities to collect user fee revenue such as for access to the Geographic Information System (GIS)?

Internal Inquiries: County Administrator, Superintendent of Schools and other staff as needed; existing studies; citizen input

External Inquiries: Other jurisdictions and studies
Other: Legal constraints, mandates and requirements for change

Subcommittee #2

Members
Bob Gordon - co-chair
Tanya Mathews - co-chair
Tom Julia
Barbara Munsey
Mark Nelis
Woody Turner
Don Walker

Issues / Scope of Work and Initial Assessment:

Public Safety: Can the public safety functions of the County be restructured to promote better governance and delivery of public services in the long term given the size and demographic complexity of Loudoun County, as well as current and prospective challenges of recruiting and maintaining the necessary professional work force? Specifically, should the Sheriff's Department have its law enforcement functions separated and managed by a Chief of Police who reports to the Board of Supervisors? Should the volunteer-based governance of fire and rescue services by modified to provide for a larger role for career employees? Should greater incentives be provided to ensure the sustainability and relative cost effectiveness of volunteer firefighters?

Internal Inquiries: County Sheriff; County Fire Chief; Volunteer Fire and Rescue Commission; existing studies; citizen input

External Inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change

Loudoun Water: Can the current structure and management of Loudoun Water be changed to promote governance and oversight of critical County infrastructure that is more directly accountability to the ratepayers/citizens of Loudoun County and that promotes better fiscal management?

Internal Inquiries: Loudoun Water; existing studies; citizen input

External Inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change

Development and Permitting Processes: Can the administration of County development and permitting processes be changed to promote more timely, predictable, consistent and less costly handling of applications by citizens and entities? Specifically, is each of these processes purposeful and valid? Should the current treatment of bed and breakfasts and other commercial use categories be changed? Should special exception requirements be simplified and/or reduced? Should required archeological reviews be reduced or eliminated in certain cases?

Internal inquiries: County Administrator and other staff; existing studies; citizen input

External inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change

Economic Development Authority (EDA): Can the economic development structure of the County be changed to promote more cohesive and results-driven business development that contributes more effectively to overall County revenues? Specifically, should the County create an Economic Development Authority to replace in part or in whole the current structure of economic development-related functions? If so, how and when?

Internal inquiries: TBD; existing studies; citizen input

External inquiries: Other jurisdictions and studies

Other: Legal constraints, mandates and requirements for change