



FY 2016 Recommended Budget Budget Question

Board Question #: 25

BUDGET QUESTIONS:

Provide the draft MOU and process documents previously submitted by the CBRC concerning review of potential consolidation of certain functions with the Schools. Provide the School Board's response that was sent after they reviewed these documents some time ago.

RESPONSE:

The attached MOU was created in June 2013 and subsequently updated in June 2014 and resubmitted. The attached CBRC analysis process was created at the behest of the Joint Meeting of the Schools in September 2014 and sent out in October 2014. It appears that Mr. King, on his own initiative, sent the draft MOU to the Schools. The draft CBRC analysis/process was sent to the County Administrator.

The CBRC read the School's response (attached) at a CBRC meeting. The consensus of the CBRC was this was not a response but only a challenge to the qualifications, mission, and even existence of the committee. In the CBRC's opinion, the School's response served no purpose in furthering an agreement between the County and the Schools on CBRC actions. Therefore, it is the CBRC's opinion that the work required to reach an agreement still remains in the hands of the Board of Supervisors who selected us.

Spotsylvania County

Spotsylvania Public Schools Division

Memorandum of Understanding

For Review of Common Services.

CBRC will undertake to review services performed at both County and Schools

- **One Service (e.g. Legal) will be completed before the next is decided**

CBRC will obtain information from each organizational unit as to

- **What is being done**
- **Staffing**
- **Cost**

Based on information developed, CBRC will make a written synopsis of findings, and prepare recommendations for future review by each organizational unit

Such report may recommend no changes

Alternatively, CBRC will outline possible consolidation and potential savings

Written report will be sent to:

- **School Superintendent**
- **School Board Members**
- **County Administrator**
- **Board of Supervisors**

CBRC will not be involved in any potential implementation; responsibility is only to evaluate that there are potential savings for taxpayers.

Responsibility of organizational unit:

- **Review of CBRC Recommendation**
- **Joint County/Schools Decision to**
 - **Proceed**
 - **Do Nothing**

If decision is made to proceed with consolidation, appropriate resources (Consultants) to accomplish the merger may be required

DRAFT

CBRC Analysis Process

Mission: The CBRC is an independent committee of citizens from the Spotsylvania districts. Our purpose is to review budget and functional areas and recommend potential improvements and/or savings to the Board of Supervisors (BoS).

Functional Review Mission: Specifically, the Board of Supervisors may request the CBRC to review specific functional areas for improved performance, budget savings and/or consolidation. In addition, CBRC may be tasked to perform a detailed analysis of County activities, as directed by the BoS.

Identify area for review: Typically, we meet monthly and upon reaching consensus of a topic, based on guidance from the BoS, we determine function areas to review including potential consolidation between County Administration and School system functions. At this point, we establish general objectives for the review.

Information collection

The analysis/review of a specific function begins with requests for:

- points of contact
- functional briefings
- detailed budget information
- detailed budget execution information
- procedural documentation of current functions

Review/analyze collected information

- Review approved budget information and existing procedures
- The action of this step is to analyze this material and any other information obtained from the points of contact or during the briefings
- Develop a (1) understanding of current operations, (2) identify overlapping functions/processes, (3) identify potential improvements
- Identify areas for clarification

Conduct interviews (may or may not be necessary)

- Request interviews with knowledgeable staff to ask more specific questions as a follow on analysis to make sure we understand what was provided

Develop Recommendations

- Develop final assessment of potential improvements, changes and consolidation including high level estimate of implementation impacts and prepare presentation to the Board of Supervisors

The CBRC only has the capacity to address the “analysis for potential” first step

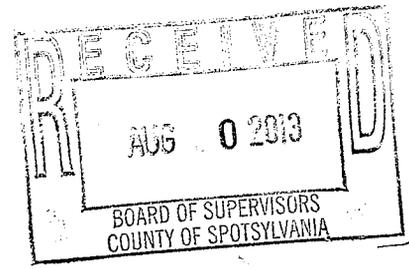
Initiate Further Evaluation

- If recommended changes are initially approved, further analysis and implementation planning would be required
- If recommendation is to further evaluate consolidation, it would be necessary to develop a detailed implementation plan in order to better evaluate/provide more complete information in support of a final decision
- If recommended consolidation is approved, a joint working committee composed of Board of Supervisors, County Administration, School Board and School Administration representatives could be created to oversee the development of a detailed implementation plan
- The detailed implementation plan would address policy changes, procedural changes, timelines, staffing impact and cost
- A contractor could be employed to reduce workload impact on staff and provide a neutral point of view

Present Plan

- These components of the detailed plan would be presented to the School Board and the Board of Supervisors for discussion, additional guidance and questions
- Based on the results of that initial presentation, the detailed plan would be finalized
- The final plan would be presented to the Board of Supervisors for a Go/No Go decision

August 27, 2013



Mr. Alfred King
11102 Fawn Lake Parkway
Spotsylvania, VA 22551

Dear Mr. King,

This correspondence is to confirm that the Spotsylvania County School Board is in receipt of the Citizen Budget Review Committee's intent/proposal to conduct a study of various school division administrative responsibilities and functions you perceive to overlap with county department responsibilities and functions. Dr. Baker, Superintendent, has provided me with the proposal and I have shared it with our Board members.

It is our understanding that an open discussion regarding this proposal, as well as other matters of the boards, will take place at the quarterly work session between the School Board and Board of Supervisors on September 10, 2013. Therefore, we will not be providing consent of or alternatives to the proposal until after that work session has occurred. Acknowledging and appreciating that your committee has been appointed and charged by the Board of Supervisors to determine ways to save taxpayer dollars, we are requesting response to questions we have in regard to the intent/proposal that has been provided. We are confident that the CBRC, as well as the Board of Supervisors, would expect the School Board to be vigilant in developing a clear understanding of what is being proposed. Responses to these questions may be best addressed in a future CBRC meeting or at the work session.

- 1) How were members of the CBRC selected? Is there current representation from each district? Has membership remained consistent or has there been turnover or change recently? When were current members appointed to the committee?**
- 2) We are aware that since the re-inception of the CBRC in 2012, school division staff has provided responses to many questions posed by the CBRC. Is the current proposal the main priority of the committee in terms of its work? Are there other proposals for study or review as a result of findings over the past two fiscal years? The reports provided to the Board of Supervisors are noted, but the School Board**

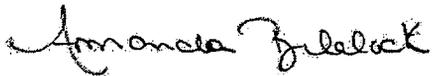
may desire additional clarification regarding means of analysis that resulted in those reports; specifically, how areas of budget prioritization were determined.

- 3) How was the current proposal developed? Through what means of analysis? Who conducted the analysis? Over what period of time?
- 4) What are the credentials of the CBRC as it pertains to qualifications to conduct a study of this magnitude? Has the CBRC membership individually and/or collectively ever been involved in conducting a study like the one proposed? Please share how your committee or any additional members appointed by the School Board constitutes an independent body. Has a state efficiency review been seriously considered as a possibility? Why or why not? Has the CBRC reviewed previous studies such as the one from Maximus, Inc. in 2005 that resulted in the joint fleet agreement?
- 5) What is the research framework that would be used to determine findings? What questions would be asked? How would a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis be used to make recommendations? Please also share specifically why the areas/departments have been chosen for study outside of common titles. What best practices in consolidation or joint operations between school divisions and county government were investigated prior to the CBRC determining, as a group, that such a study might result in greater efficiency and effectiveness in the areas identified?
- 6) Is the primary purpose of the proposal to study efficiency and effectiveness or mainly to find ways to save/redirect funding? Has the committee reviewed the Efficiency/Effectiveness Studies for Finance and Human Resources conducted by VASS (Virginia Association of School Superintendents) that our Superintendent commissioned this past year?
- 7) You have indicated that "Many" people "Assume" there is administrative overlap between the county and school division. How was this conclusion developed? Please share whether feedback was obtained from various community groups, school division parents, employees, other stakeholders, or all. How was the feedback obtained? Were interviews conducted or surveys disseminated? If available, we desire to review the data.

The School Board's first priority is always the needs of our students. Further, as a school division, we are accountable for meeting the requirements set forth at the state and national levels as well as the appropriately high expectations of our parents and community stakeholders.

We certainly desire to work cooperatively and collaboratively in a partnership with the Board of Supervisors, county staff and community stakeholders. Further, we also value the efficient and effective use of taxpayer dollars that fund the school division and county.

Sincerely,

A handwritten signature in cursive script that reads "Amanda Blalock".

Amanda Blalock, School Board Chairperson

CC: School Board
Board of Supervisors
Doug Barnes, County Administrator
Scott Baker, Superintendent
CBRC