Council on Virginia's Future

Our Journey

September 30, 2010

Jane N. Kusiak
Executive Director

Outline of the Presentation

- Council on Virginia's Future: Introduction and Evolution
  - Council Overview and Membership
  - Virginia Performs Structure and Outcomes
  - Complementary Initiatives
  - 2010 Workplan and New Initiatives
- Long-Term Challenges
- Concluding Remarks

Background / Additional Information

Council on Virginia's Future: Introduction and Evolution

Council Overview and Membership

Established in 2003 (Code of Virginia, § 2.2-2683 et seq.) to serve as an advisory board to the Governor and the General Assembly, the Council is a forum where legislative, executive branch, and community leaders come together for work that transcends election cycles, partisanship, organizational boundaries, and short-term thinking.

The Council:

- Provides a long-term focus on high-priority issues.
- Creates an environment for improved policy and decision-making.
- Increases government accountability, operations, and performance.
- Informs citizens about performance and engages them in dialogue about Virginia's future.

The Honorable Robert F. McDonnell, Chair
Governor, Commonwealth of Virginia

The Honorable William T. Bolling
Lieutenant Governor, Commonwealth of Virginia

Mr. John O. (Dubby) Wynne, Vice Chair
President & CEO (retired), Landmark Communications

General Assembly Members

The Honorable Ward L. Armstrong
Minority Leader, Virginia House of Delegates

The Honorable Charles J. Colgan
President pro tempore & Chairman, Senate Finance Committee, Senate of Virginia

The Honorable H. Morgan Griffith
Majority Leader, Virginia House of Delegates

The Honorable William J. Howell
Speaker of the House, Virginia House of Delegates

The Honorable Yvonne B. Miller
Member, Senate Finance Committee, Senate of Virginia

The Honorable Thomas K. Norment, Jr.
Minority Leader, Senate of Virginia

The Honorable Lacey E. Putney
Chairman, House Appropriations Committee Virginia House of Delegates

The Honorable Richard L. Saslaw
Majority Leader, Senate of Virginia

Citizen and Business Community Leaders

The Honorable William D. Euille
Mayor, City of Alexandria

Mr. W. Heywood Fralin
President & CEO,
Medical Facilities of America, Inc.

Mr. James F. McGuirk, II
President, AKLM Consulting, Inc.

Mr. Harris N. Miller
President & CEO, Career College Association

Dr. Edward G. Murphy
President & CEO, Carilion Clinic

The Honorable Michael J. Schewel
Partner, McGuireWoods LLP

Cabinet Members

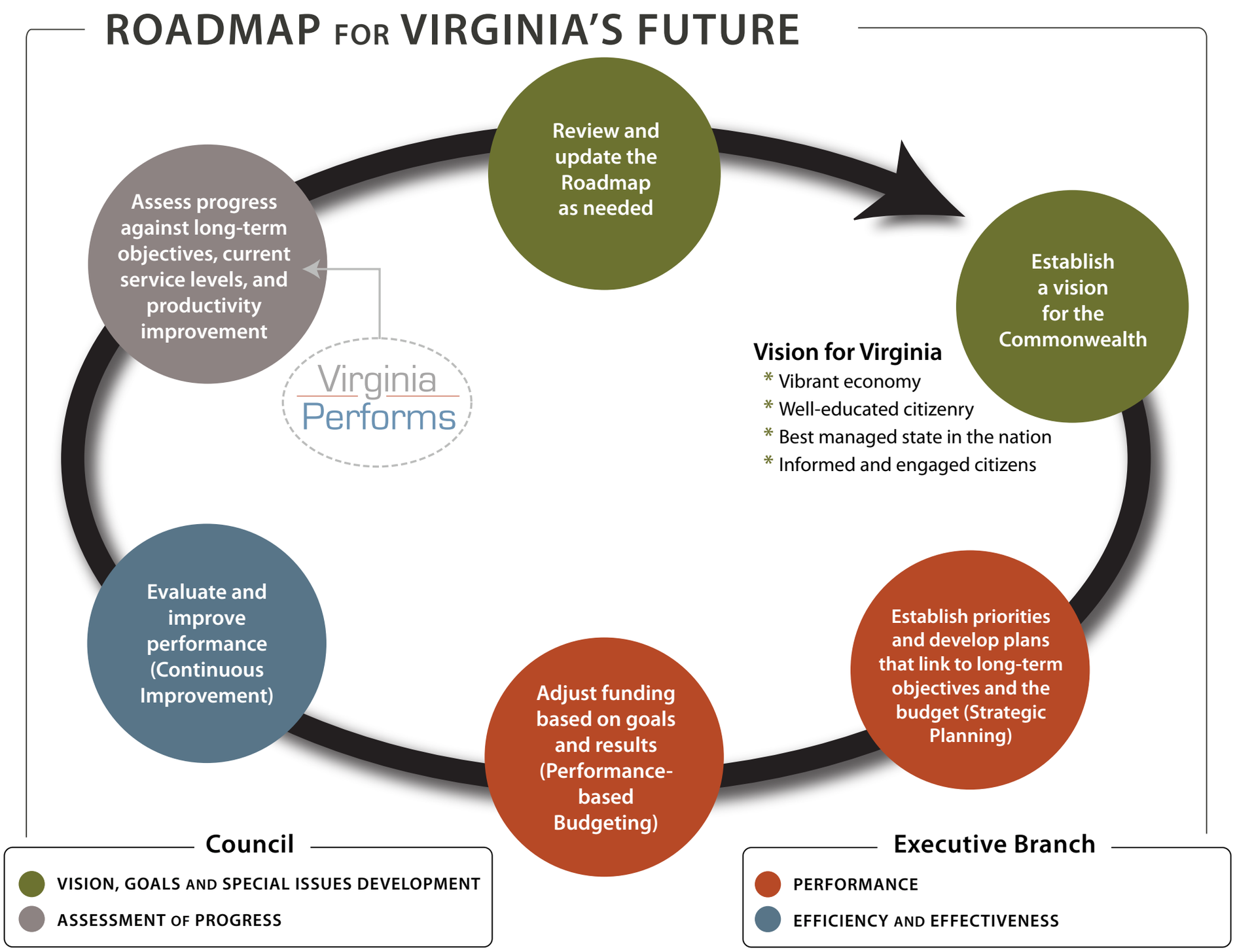
The Honorable Richard D. Brown
Secretary of Finance

To Be Appointed

Council support provided by the Weldon Cooper Center for Public Service, University of Virginia and the Virginia Department Planning and Budget, in cooperation with the Governor's Office.

Virginia Performs Structure and Outcomes:

Performance Leadership Roadmap



Virginia Performs Structure and Outcomes:

Architecture of the Virginia Performs System

Charting a Course for Excellence

LONG-TERM GOALS & SOCIETAL INDICATORS

Economy, Education Health & Family, Transportation, Public Safety, Natural & Cultural Resources | Government and Citizens

Transforming Virginia | Transforming Government

AGENCY KEY OBJECTIVES & MEASURES

Improving Outcomes | Improving Efficiency

SERVICE AREA, PRODUCTIVITY, AND ADMINISTRATIVE MEASURES

Examples

LONG-TERM GOAL
Preserve and Enhance Virginia's Economy

SOCIETAL INDICATORS
Employment Growth
Workforce Quality

} How is Virginia doing?

AGENCY KEY MEASURES
Employment Growth
Graduation Rates

} Are we getting results on our highest priorities?

Service Area Measures:
ARE AGENCY SERVICES DELIVERING RESULTS?
Workforce training provided
Third graders passing reading SOL tests

Productivity Measures:
ARE AGENCIES BECOMING MORE EFFICIENT?
Annual safety costs per mine worker
Staff costs per fully accredited public school

Administrative Measures:
ARE AGENCIES WELL MANAGED?
Recurring audit findings
IT security

} Are we improving government services and operations?

Virginia Performs Structure and Outcomes:

Scorecard at a Glance

SCORECARD AT A GLANCE

Virginia Performs | VISION FOCUS RESULTS

"Measuring what matters to Virginians."

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Business Climate	↑
Business Startups	→
Employment Growth	→
Personal Income	↓
Poverty	↓
Unemployment	↓
Workforce Quality	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
4th Grade Reading/Math	↑
High School Graduation	↑
High School Dropout	↑
College Graduation	↑
Educational Attainment	↑
Lifelong Learning	→

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑
Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↑
Health Insurance	↓
Immunization	↑
Infant Mortality	↑
Life Expectancy	↑
Obesity	↓
Smoking	↑
Suicide	↓
Teen Pregnancy	↑

Each topic covers:

Why Is This Important?

How Is Virginia Doing?
- **Over Time**
- **By Region**
- **Compared to Other States**

What Influences the Indicator?

What Is the State's Role?

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Emergency Preparedness	↑
Juvenile Intakes	↑
Recidivism	↑
Traffic Fatalities	↑

Natural Resources

Goal: Protect, conserve and wisely develop our natural, cultural and historic resources.

Air Quality	↑
Energy	→
Historic Resources	→
Land Preservation	↑
Solid Waste and Recycling	→
Water Quality	↑

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	↓
Land Use	↑
Traffic Congestion	↓

Government & Citizens

Goal: Be recognized as the best-managed state in the nation.

Bond Rating	↑
Civic Engagement	→
Consumer Protection	↓
Government Operations	↑
Internet Access	↑
Taxation	→
Voter Registration & Turnout	→

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

Virginia Performs Structure and Outcomes:

How Does Virginia Compare to Other States?

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
ECONOMY					
Business Climate	●				
Business Startups		●			
Employment Growth			●		
Personal Income	●				
Poverty		●			
Unemployment	●				
Workforce Quality	●				
HEALTH & FAMILY					
Cancer Deaths			●		
Cardiovascular Disease			●		
Health Insurance			●		
Immunization (Childhood)				●	
Infant Mortality				●	
Obesity		●			
Smoking				●	
Suicide		●			
Teen Pregnancy		●			
NATURAL RESOURCES					
Historic Districts	●				
Energy			●		

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
EDUCATION					
College Graduation (4-Year)	●				
College Graduation (2-Year)			●		
Fourth Grade Reading	●				
Fourth Grade Math		●			
High School Dropout		●			
PUBLIC SAFETY					
Emergency Preparedness	●				
Property Crime		●			
Violent Crime	●				
Traffic Fatalities		●			
TRANSPORTATION					
Infrastructure (Deficient Bridges)			●		
Traffic Congestion (Commute Time)					●
GOVERNMENT & CITIZENS					
Bond Rating	●				
Consumer Protection (Fraud)					●
Internet Access (Digital Gov't)	●				
Taxation (State and Local)				●	
Voter Turnout		●			
Charitable Giving				●	

Virginia Performs Structure and Outcomes:

How Are Virginia's Regions Doing? (A Sampling of Indicators)

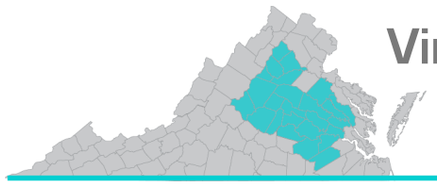
Trend Key: ● Improving ● Maintaining ● Worsening

ECONOMY	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Business Startups	●	●	●	●	●	●	●	●
Employment Growth	●	●	●	●	●	●	●	●
Poverty	●	●	●	●	●	●	●	●
Unemployment	●	●	●	●	●	●	●	●
EDUCATION	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
School Readiness	●	●	●	●	●	●	●	●
High School Graduation	●	●	●	●	●	●	●	●
High School Dropout	●	●	●	●	●	●	●	●
HEALTH & FAMILY	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
Cancer	●	●	●	●	●	●	●	●
Cardiovascular Deaths	●	●	●	●	●	●	●	●
Foster Care	●	●	●	●	●	●	●	●
Infant Mortality	●	●	●	●	●	●	●	●
Obesity	●	●	●	●	●	●	●	●
PUBLIC SAFETY	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
Property Crime	●	●	●	●	●	●	●	●
Violent Crime	●	●	●	●	●	●	●	●
Juvenile Intakes	●	●	●	●	●	●	●	●
Traffic Fatalities	●	●	●	●	●	●	●	●

Virginia Performs Structure and Outcomes:

Trends Over Time: A Regional View

See the Council presentation to the Intergovernmental Relations committee for other regional profiles. Available at future.virginia.gov

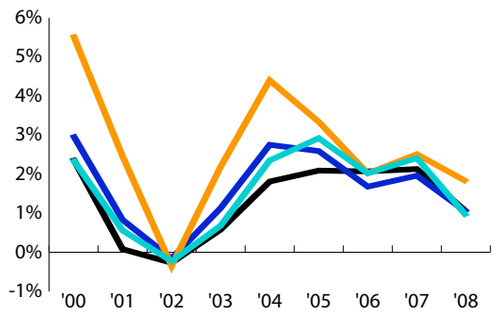


VirginiaPerforms *Trends for Selected Indicators:*

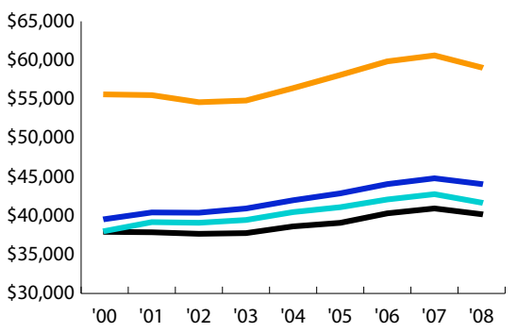
Central Region

Economy

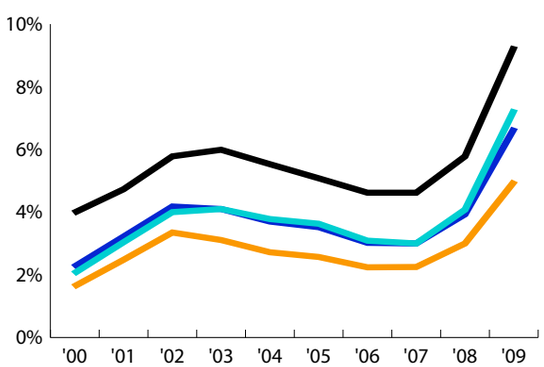
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

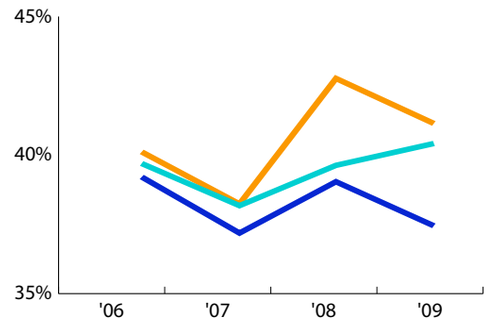


Unemployment Rate (Percent of Labor Force)

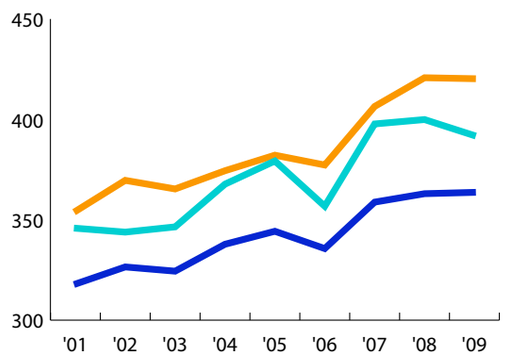


Education

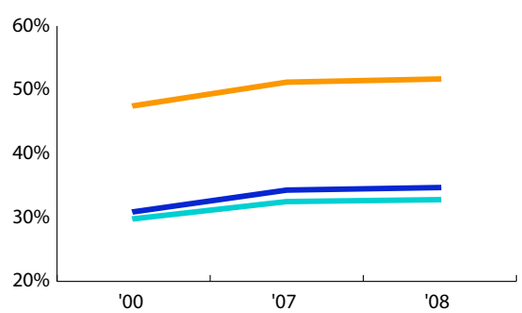
Third Grade Reading SOL Advanced Pass Rate



New Student Enrollments in 4-Year College (per 100,000 Residents)

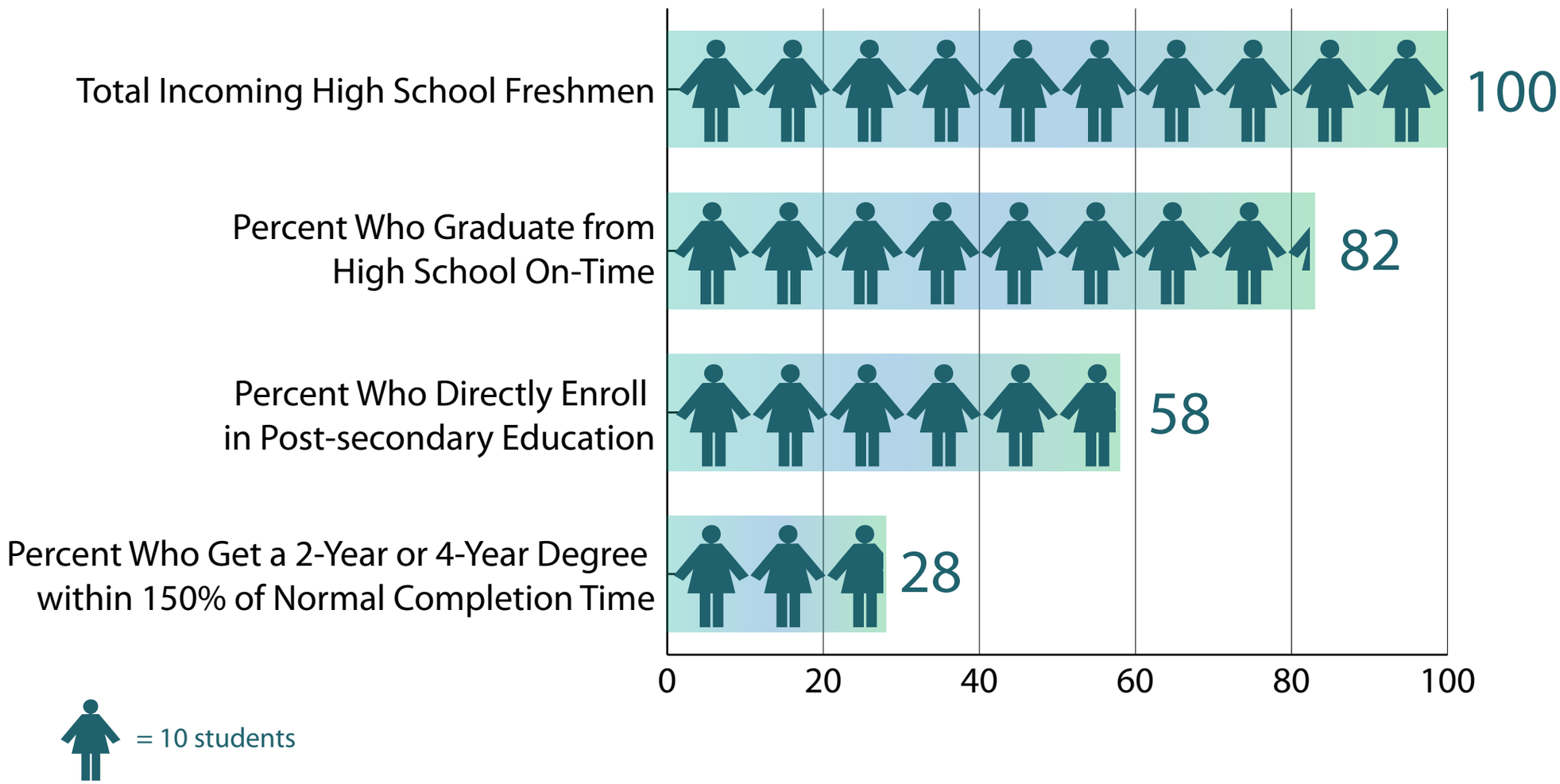


Residents with Advanced Degrees (Bachelor's and Beyond)



- Central
- Northern (Leading Region)
- Eastern (Leading Region for Property Crime)
- Virginia
- National

Educational Attrition Rates in Virginia (2008)



Source: Council analysis based on data from the Virginia Department of Education, the NCHEMS Information Center for Higher Eduction Policymaking and Analysis, and the Integrated Postsecondary Education Data System (IPEDS).

Virginia Performs Structure and Outcomes:

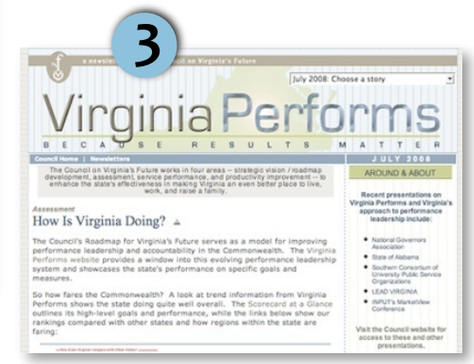
Council Products

Information / Business Intelligence

Virginia Performs website: User-friendly data at state, region and locality levels; portal to state agency strategic plans and performance measures

The Virginia Report: Annual report with high-level assessment of Virginia's progress in areas important to quality of life; highlights challenges and provides analytic information for decision-making

Analysis, Dialogue & Recommendations



Publications and Research:

1. Outcome data by legislative district compiled for members of the General Assembly
2. White papers and custom presentations on key topics
3. Council e-newsletter with updates on the Roadmap and special issues, assessment, performance, and productivity improvement

insights & ideas

virginia futures forum

Forums to bring together thought leaders on issues vital to Virginia

Complementary Initiatives:

Productivity Investment Fund and Performance-Based Budgeting

Productivity Investment Fund

Mission: Established in 2007 to partner with Virginia agencies to create a culture where great ideas can be identified and realized.

Services and Sample Projects:

- **Crafting Innovative Solutions.** UVa Health System is partnering with rural health providers via tele-medicine technology to increase rural access to health care.
- **Enhancing Process Efficiency.** Dept. of Taxation has made numerous IT-based process improvements that are projected to save nearly $2 million over 3 years.
- **Improving Customer Service.** The Virginia Employment Commission expanded online claims filing, increasing online application use and reducing errors.

Competitive Awards: A total $4.4 million has been awarded to agencies spanning all Secretariats; $2.1 million in loans and $2.3 million in grants. An additional 10 projects were funded by agencies.

Expected Return Over Three Years: Almost 4.8 times the state's investment.

New Performance Budgeting System

Integrated System Modules

Operating Budget Development
Budget Execution
Capital Budget Development
} **Phase 1: September 2010 Completion**

Agency Spending Plan
Six-Year Financial Plan
Strategic Planning
} **Phase 2: March 2011 Completion**

- Substantially improves the links between investments and outcomes
- Enhances data analysis in support of improved decision-making and funding requests
- Improves agency-level performance analysis by providing more direct access to valuable data
- Increases transparency

2010 Workplan and New Initiatives:

2010 Workplan

Council

Roadmap and Special Issues Development	Assessment
Purpose: Refine the Roadmap for Virginia's Future.	**Purpose:** Refine Virginia Performs.
• Continue development and evaluation of Virginia Performs. • Continue to focus on high-priority issues through: ▸ the Virginia Competitiveness Index ▸ collaboration with gubernatorial commissions ▸ Futures Forums • Collaborate with The State of the USA to support national efforts.	• Continue to enhance Virginia Performs. • Develop new indicators: • Energy • Civic Engagement • Government Operations • Increase capacity for performance assessment. • Facilitate additional regional or population-specific views modeled on Virginia Performs. • Capture, incorporate, and begin tracking final, approved changes from gubernatorial commissions through Virginia Performs.
future.virginia.gov	**VaPerforms.virginia.gov**

Executive Branch

Performance (Strategic Planning and Performance Budgeting)	Productivity Improvement (Efficiency & Effectiveness)
Purpose: Improve state government planning, budgeting, and performance management.	**Purpose:** Enhance state government's productivity improvement and change management.
• Strengthen the performance management and productivity improvement structure. • Implement the performance-based budgeting system. • Integrate the new Executive Progress Report approach into agency planning.	• Continue to support high-impact, low-cost, and innovative reengineering projects through the Productivity Investment Fund. • Formalize appropriate incentives to promote cost-saving projects in and across agencies. • Encourage and support continuous improvement across state agencies.
dpb.virginia.gov	**www.pif.virginia.gov**

2010 Workplan and New Initiatives:

2010 Highlights

Spotlight on High Priority Issues

Virginia Competitiveness Index:

Indicators to monitor changing outcomes for key drivers of performance excellence

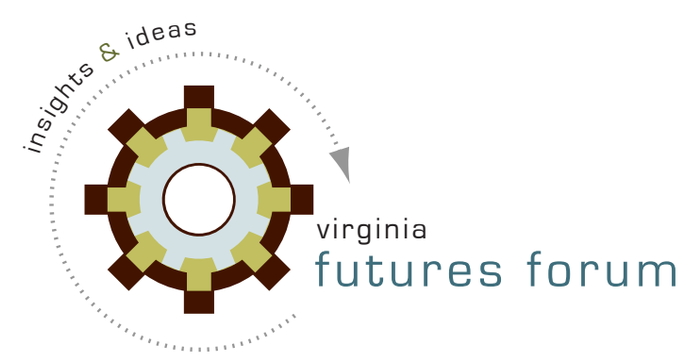
Spotlight on Agency Transparency

Agency Executive Progress Reports:
Enhanced and concise strategic views of agency progress, challenges and opportunities for improvement

Spotlight on Emerging Trends and Ideas

Working with Change-Focused Groups

Supporting New Pathways to Progress



New Council Competitiveness Index - DRAFT

VISION FOR VIRGINIA:

VIBRANT ECONOMY ~ WELL-EDUCATED CITIZENRY ~ BEST MANAGED STATE IN THE NATION ~ INFORMED AND ENGAGED CITIZENS

VISION		KEY INDICATORS	Year-to-Date		Long-Term Target
			Goal	Actual	2020
ECONOMY		New Business Incorporations			
		Total Withholding for Virginia Employees			
		Total Building Permits (1 to 4 units)			
		Average Initial Unemployment Claims			
		VA. Index of Coincident Economic Indicators (Phil. Fed)			
EDUCATION		High School Graduation			
		College Graduation (2 and 4-year)			100,000 Degrees
		College Enrollment (2 and 4-year)			
		STEM Enrollment (2 and 4-year)			
		College Readiness			
GOVERNMENT OPERATIONS	Finance	Bond Rating			
		Revenues & Expenditures to Budget			
		State Debt			
		Retirement System Funded Status			
		Audit Compliance			
	Customers	Customer Satisfaction			
		Online Transactions			
	Business Processes	Key Productivity Metric(s)			
	Infrastructure	Major Projects On-time / On-budget			
		Maintenance Deferral			
ADDITIONAL PRIORITIES		Land Preservation			
		Recidivism			

Designed to focus attention on key drivers of high-priority issues.

Long-term Challenges

Long-Term Challenges

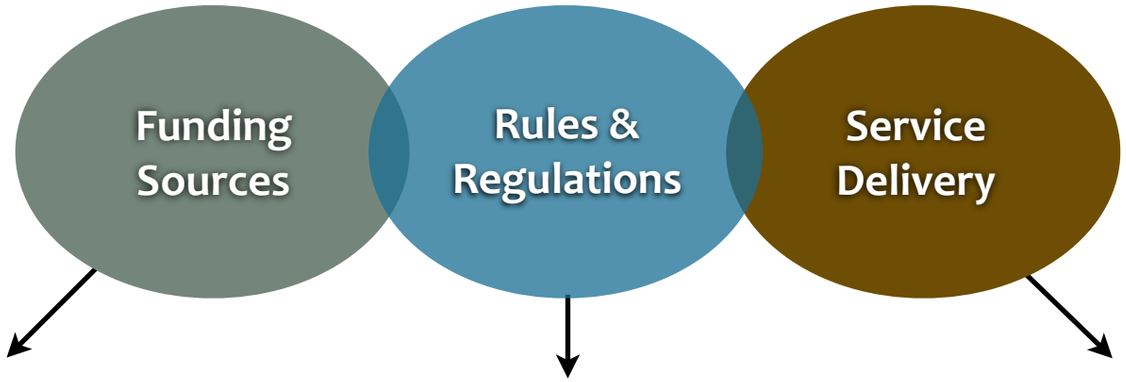
Complexity of Change

- Identifying accountability and driving change in the face of multi-jurisdictional funding flows and responsibilities
- Accommodating and facilitating regional efforts to promote efficiency and effectiveness and meaningful progress toward improved outcomes

Strategic Leadership

- Maintaining the focus on high-level, priority outcomes
- Standardizing and centralizing methods and support to optimize continuous improvement efforts
- Applying appropriate incentives and tools for change

Creating Sustainable Change



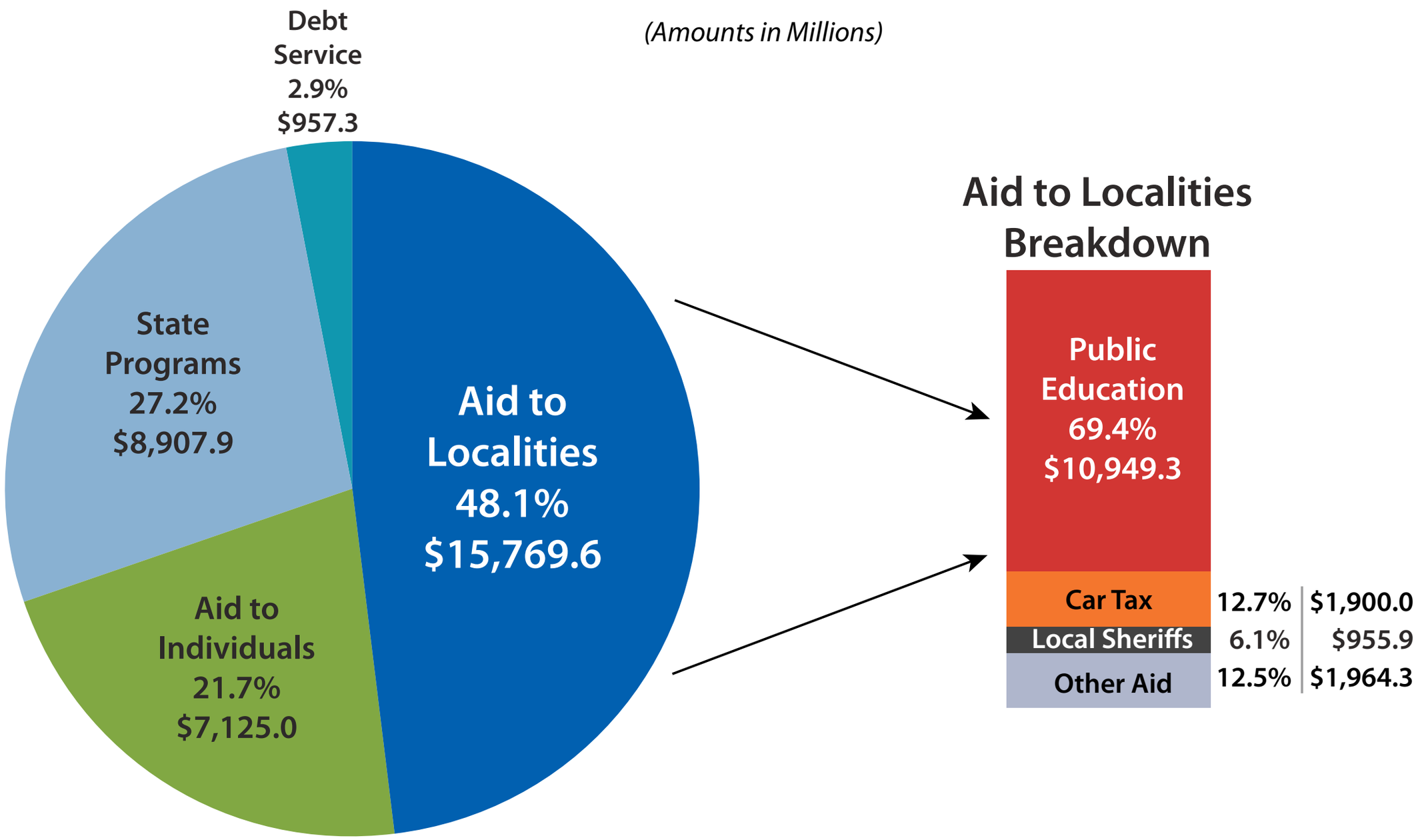
Funding flows from various sources	A variety of rules and regulations govern service delivery	Multiple jurisdictions and agencies are responsible for service delivery
• State general fund • State nongeneral fund (e.g., tuition, fees, and sales revenue) • Federal government • Industry and federal grants	• State laws, regulations • Federal laws • Grant provisions • Local regulations	• State agency • Locality • Not-for-profit on behalf of the state • Industry and federal grants

- Accountability systems are sometimes at a different level than rules, regulations, and funding.
- Linkages between performance and funding are sometimes limited.
- Outcome targets are not incorporated into formulas driving significant investment.
- It can be difficult to isolate specific metrics for monitoring outcomes.
- Accountability for outcomes is weakened and diffused when the service site has multiple funding sources.

2008-2010 State Budget

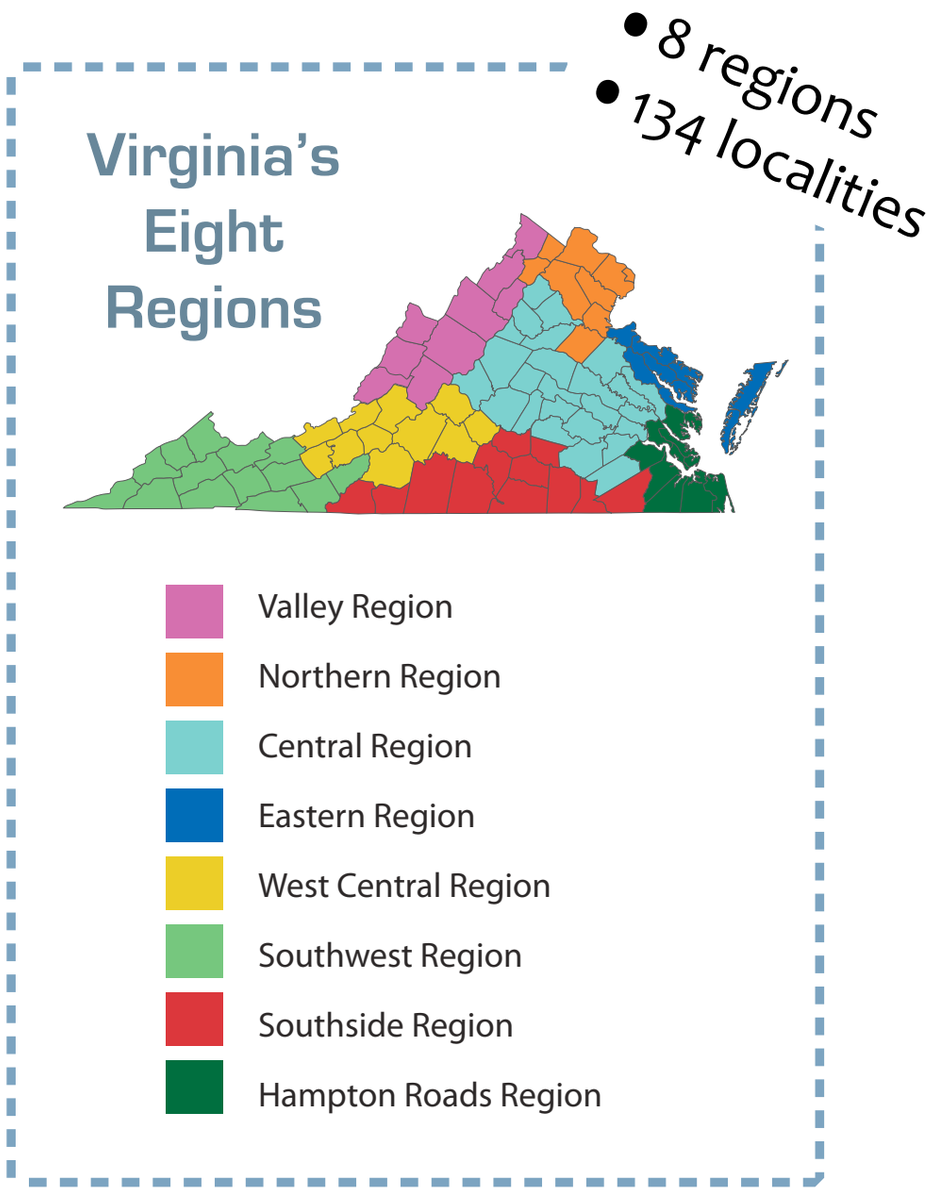
Almost Half of the General Fund Operating Budget Goes to Localities

(Amounts in Millions)



Source: "Virginia's Budget Composition, Fiscal Trends, and Future Issues." Presentation to the Governor's Commission on Government Reform and Restructuring, the Honorable Richard D. Brown, Secretary of Finance, June 4, 2010.

Barriers to Regional Collaboration



Barriers to regional collaboration:

- No systematic way to share physical and intellectual assets and other resources for improvement within and across regions
- Several conflicting models for dividing Virginia into regions (e.g., Community Services Boards, Virginia Economic Development Partnership Marketing Regions, Virginia Department of Transportation Districts, etc.)
- Limited incentives for localities to combine common service delivery vehicles for efficiency (e.g., regional jails)

Enterprise and Agency-Level Considerations

- Many significant issues require multi-agency collaboration and matrix management, but maintaining a high-level, strategic, and enterprise view of change is difficult.
- Change amidst intergovernmental issues and complexities is challenging.
- Maintaining the focus on outcomes can be difficult in the face of day-to-day responsibilities:
  - Incentives for change are not clear cut.
  - Proper balance is needed between improvement efforts and ongoing service delivery requirements.
  - Coping with budget reductions amid other organizational changes can create unintended consequences.
- Although progress has been made in developing and using performance measures, agencies may need further assistance to take measurement to the next level.

Concluding Remarks

Concluding Remarks

- Virginia has a long tradition and reputation for excellence:
  - Virginia has maintained its AAA bond rating for 70 years -- longer than any other state, and per capita state expenditures and debt are below the national average.
  - Virginia has been recognized by several leading organizations as the best state in the nation for business and several key indicators put Virginia among the elite of the nation.

- Virginia was among the first states to develop a comprehensive performance management system, which has served as a national model and garnered numerous awards.

- Current climate and challenges require us to leverage the existing foundation to accelerate progress. We need to build new approaches that allow us to channel more resources to our highest priority outcomes.

Sites of Interest

Virginia Performs:
VaPerforms.virginia.gov

Productivity Investment Fund:
www.pif.virginia.gov

Council on Virginia's Future:
future.virginia.gov

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Background / Additional Information

2010 Workplan and New Initiatives:

Council on Virginia's Future: Evolution Milestones

	2004-2007	2008	2009	2010	2011-2014
VIRGINIA PERFORMS					
Virginia Performs	• Established a vision and broad, high-level goals for Virginia • Launched Virginia Performs	• Developed Hampton Roads Performs • Improved integration and usability of Virginia Performs	• Continued to enhance Virginia Performs	• Continue to enhance Virginia Performs • New indicators: Energy, Government Operations, Civic Engagement	• Continue to enhance Virginia Performs
The Virginia Report	• Assessed progress on regional indicators and agency key objectives (*Virginia Scorecard*)	• *The Virginia Report*: Updated progress on regional indicators and agency key objectives	• *The Virginia Report* • Special report on educational attainment	• *The Virginia Report*	• *The Virginia Report*
Research and Analysis	• Virginia Futures Forum • 14 Issue Briefs, including Regional Divisions Analysis	• Business Climate Survey • Issue Insights on Business Climate Survey, Educational Attainment	• Educational Attainment initiative • Held Virginia Futures Forums • Issue Insights on Evolution of Virginia Performs, Educational Attainment	• Host forums on key issues and outcomes • Issue Insights	• Host forums on key issues and outcomes • Issue Insights • Business Climate Survey update
Complementary Products	• Began ongoing outreach to other states and nations	• *Legislator Community Snapshots* • E-Newsletter	• *Legislator Community Snapshots* • E-Newsletter	• *Legislator Community Snapshots* • E-Newsletter	• *Legislator Community Snapshots* • E-Newsletter
Performance-Based Budgeting System	• New strategic planning process • New budgetary and service area structure • Key objectives and measures for state agencies	• Integrated strategic (key), productivity, and administrative measures for performance management • Expanded use of performance metrics in budgeting process • Continued training and technical assistance	• Developed prototype Executive Progress Reports • Began implementation of a new enterprise performance budgeting system • Continued training and technical assistance	• Complete phase 1 of the new performance budgeting system • Continue training and technical assistance	• Complete implementation of the performance budgeting system • Continue training and technical assistance
Productivity Investment Fund	• Agency-level and enterprise-wide reengineering initiatives • Launched the Productivity Investment Fund • FIrst and second rounds of PIF awards	• Third round of Productivity Investment Fund awards	• Fourth round of Productivity Investment Fund awards	• Additional Productivity Investment Fund awards	• Additional Productivity Investment Fund awards

EXECUTIVE PROGRESS REPORT

Spotlight on Agency Transparency:

Executive Progress Reports

COMMONWEALTH OF VIRGINIA
SECRETARY OF HEALTH & HUMAN RESOURCES

Department of Medical Assistance Services

AT A GLANCE

Patrick Finnerty, Director

The Department of Medical Assistance Services (DMAS) administers Medicaid for Virginia by providing qualifying Virginians access to a comprehensive system of high quality and cost effective health care services.

Staffing 465 authorized positions (360 full-time, 83 wage, 22 contract)

Financials

Budget FY 2010: $6.70 billion; 36 percent from the state's General Fund

Trends

- Number and type of services provided: Increasing
- Number of health care providers: Steady
- Number of claims: Increasing with customer population
- Number and age of customers: Increasing

Key Performance Areas

Legend: ⬆ Improving; ⬇ Worsening; ➡ Maintaining

⬆ Normal birth weights

⬆ Preventive dental care for children

⬆ Home and community care for long-term care recipients

Productivity

➡ Cost per claim

Administrative Measures

Legend: ● Meets expectations; ● Progress toward expectations; ● Below expectations; ● Data not available

● Emergency Preparedness
● Financial Management
● Government Procurement
● Human Resources
● Information Technology

For more information on key, productivity, and administrative measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

EXECUTIVE PROGRESS REPORT OCTOBER 2009

Background & History

The Department of Medical Assistance Services (DMAS) administers a variety of state-funded and Medicaid-funded health care programs for qualifying Virginians. Medicaid, an entitlement program authorized under Title XIX of the Social Security Act, is financed by the state and federal governments and administered by the states.

While Medicaid was created to assist persons with low income, coverage is dependent upon other criteria as well. Eligibility is primarily for those persons falling into particular categories, such as low income children, pregnant women, the elderly, persons with disabilities, and parents meeting specific income thresholds. Within federal guidelines, states set their own income and asset eligibility criteria for Medicaid, which results in a large variation among the states as to those deemed eligible. In Virginia, income and resource requirements vary by category.

SERVICES. The Virginia Medicaid program covers all of the federally-mandated services, with nominal cost sharing for some of the beneficiaries as permitted under federal law.

- Inpatient and outpatient hospital care
- Physician, nurse midwife, and pediatric and family nurse practitioner services
- Federally-qualified health centers and rural health clinic services
- Laboratories and x-ray services
- Transportation services
- Prenatal care
- Family planning services
- Skilled nursing facility and home health care services for persons over age 21
- Early and Periodic Screening, Diagnosis, and Treatment program for children (EPSDT)

Virginia Medicaid also covers several optional services, including, but not limited to:

- Routine dental care for people under age 21
- Prescription drugs
- Rehabilitation services such as occupational, physical, and speech therapy
- Intermediate care facilities for persons with developmental and intellectual disabilities and related conditions
- Mental health services
- Substance abuse services

Medicaid beneficiaries also receive long-term support coverage through home and community-based "waiver" programs, which provide community services as an alternative to institutionalization. The following waiver programs are available to Medicaid beneficiaries who meet level of care criteria:

- AIDS Waiver
- Alzheimer's Waiver
- Day Support for Persons with Intellectual Disabilities Waiver
- Elderly or Disabled with Consumer-Direction Waiver
- Intellectual Disabilities Waiver
- Technology-Assisted Waiver
- Individual and Family Developmental Disabilities Support Waiver

CUSTOMER BASE. DMAS provides Medicaid to individuals through two general care delivery models: 1) a model utilizing contracted managed care organizations (MCO) to coordinate care and 2) a fee-for-service (FFS) model, the standard Medicaid program whereby service providers are reimbursed directly by DMAS.

The MCO program, started in 1996, is available in certain regions of the state. As of October 2009, 528,299 Medicaid beneficiaries were enrolled in managed care (68 percent of total beneficiaries) and 256,954 beneficiaries were enrolled in the FFS program (32 percent of total beneficiaries).

Another "managed care" option for long-term care recipients is the expansion of the Program for All-Inclusive Care for the Elderly (PACE) across the Commonwealth. PACE is designed to allow Medicaid-eligible individuals aged 55 or older who have been assessed as meeting nursing facility level-of-care to avoid more costly institutionalization by providing coordinated care in their homes and communities. Currently, there are six PACE sites; two are under development.

- Agency-level reporting is enhanced:
  - Strategic view of an agency
  - Concise information on agency services, progress, challenges, and improvement opportunities
- New Executive Progress Reports were developed for the Departments of:
  - Conservation and Recreation
  - Medical Assistance Services
  - Motor Vehicles
- Executive Progress Reports will be integrated into the strategic planning process and Virginia Performs.