

# ***Commonwealth Managers Association***

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MAY 25, 2011

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JANE N. KUSIAK  
*EXECUTIVE DIRECTOR*

# Outline

- Introduction to the Council on Virginia's Future and Virginia's Approach to Performance Leadership and Accountability
- Continued Evolution of Virginia Performs
- Vehicles for Communication and Dialogue
- Special Focus: Regional Competitiveness
- Concluding Remarks

# **Introduction to the Council on Virginia's Future and Virginia Performs**

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# 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.

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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

## Citizen and Business Community Leaders

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

The Honorable William D. Euille  
Mayor, City of Alexandria

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

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

The Honorable M. Kirkland (Kirk) Cox  
Majority Leader, Virginia House of Delegates

Mr. Edward W. Gillespie  
Principal & Founder, Ed Gillespie Strategies

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

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

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

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

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

The Honorable Michael J. Schewel  
Partner, McGuireWoods LLP

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

## Cabinet Members

The Honorable Richard D. Brown  
Secretary of Finance

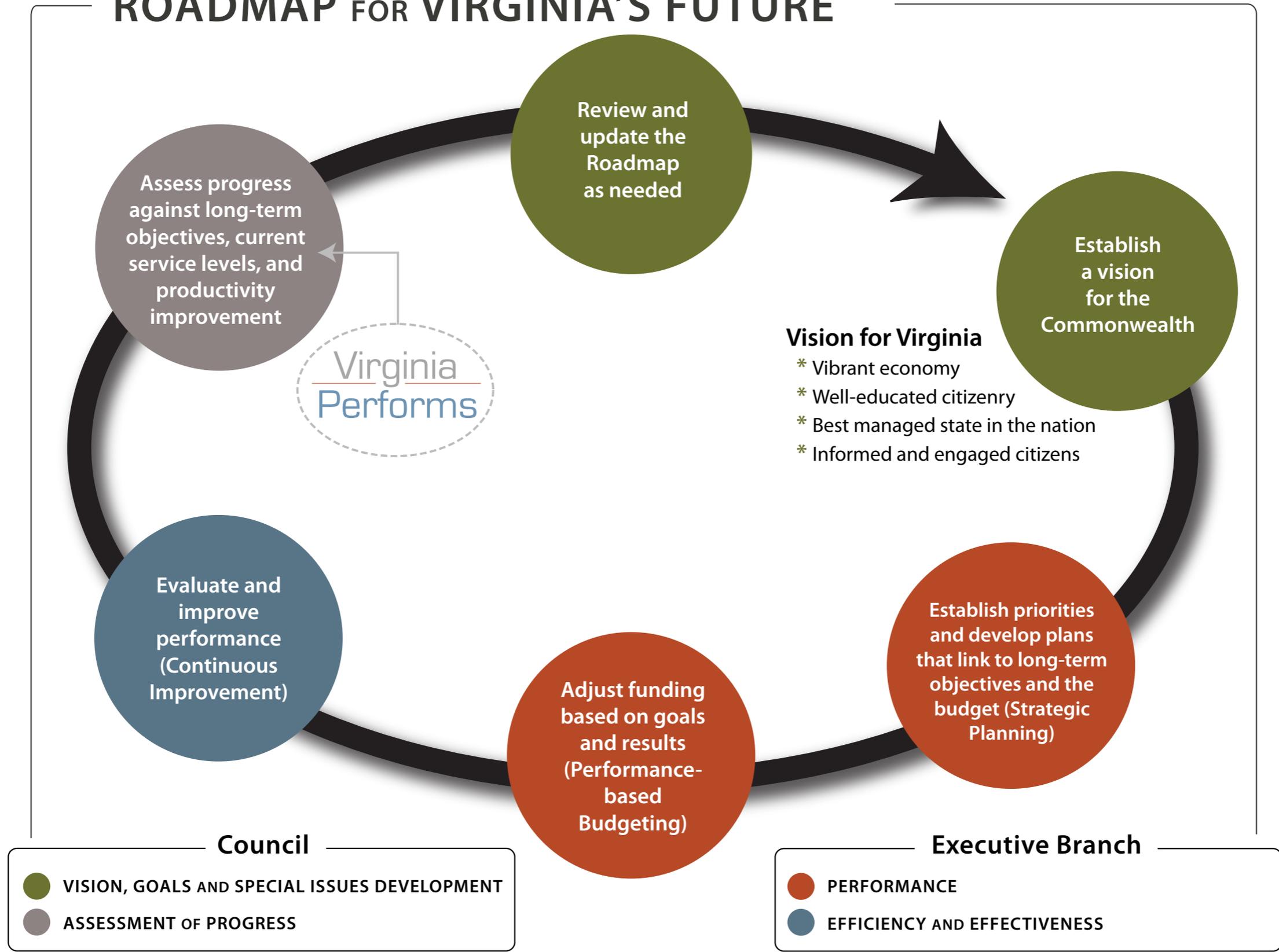
The Honorable Richard L. Saslaw  
Majority Leader, Senate of Virginia

The Honorable Martin L. Kent  
Chief of Staff to Governor Robert F. McDonnell

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

# ROADMAP FOR VIRGINIA'S FUTURE



# SCORECARD AT A GLANCE

## 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          | ↑ |

## Virginia's Eight Regions



|                      |
|----------------------|
| Valley Region        |
| Northern Region      |
| Central Region       |
| Eastern Region       |
| West Central Region  |
| Southwest Region     |
| Southern Region      |
| Hampton Roads Region |

## 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   | ↓ |

# How Does Virginia Compare to Other States?\*

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

| INDICATOR RANK                     | 1-10 | 11-20 | 21-30 | 31-40 | 41-50 |
|------------------------------------|------|-------|-------|-------|-------|
| <b>EDUCATION</b>                   |      |       |       |       |       |
| College Graduation (4-Year)        | ●    |       |       |       |       |
| College Graduation (2-Year)        |      |       | ●     |       |       |
| Fourth Grade Reading               | ●    |       |       |       |       |
| Fourth Grade Math                  |      | ●     |       |       |       |
| High School Dropout                |      | ●     |       |       |       |
| <b>PUBLIC SAFETY</b>               |      |       |       |       |       |
| Emergency Preparedness             | ●    |       |       |       |       |
| Property Crime                     |      | ●     |       |       |       |
| Violent Crime                      | ●    |       |       |       |       |
| Traffic Fatalities                 |      | ●     |       |       |       |
| <b>TRANSPORTATION</b>              |      |       |       |       |       |
| Infrastructure (Deficient Bridges) |      |       | ●     |       |       |
| Traffic Congestion (Commute Time)  |      |       |       |       | ●     |
| <b>GOVERNMENT &amp; CITIZENS</b>   |      |       |       |       |       |
| Bond Rating                        | ●    |       |       |       |       |
| Charitable Giving                  |      |       |       | ●     |       |
| Consumer Protection (Fraud)        |      |       |       |       | ●     |
| Internet Access (Broadband)        |      |       |       | ●     |       |
| Taxation (State and Local)         |      |       |       | ●     |       |
| Voter Turnout                      |      | ●     |       |       |       |

\* Rankings between 1 and 10 denote top national performance.

# Are Agency Measures Aligned with High-Priority Goals?

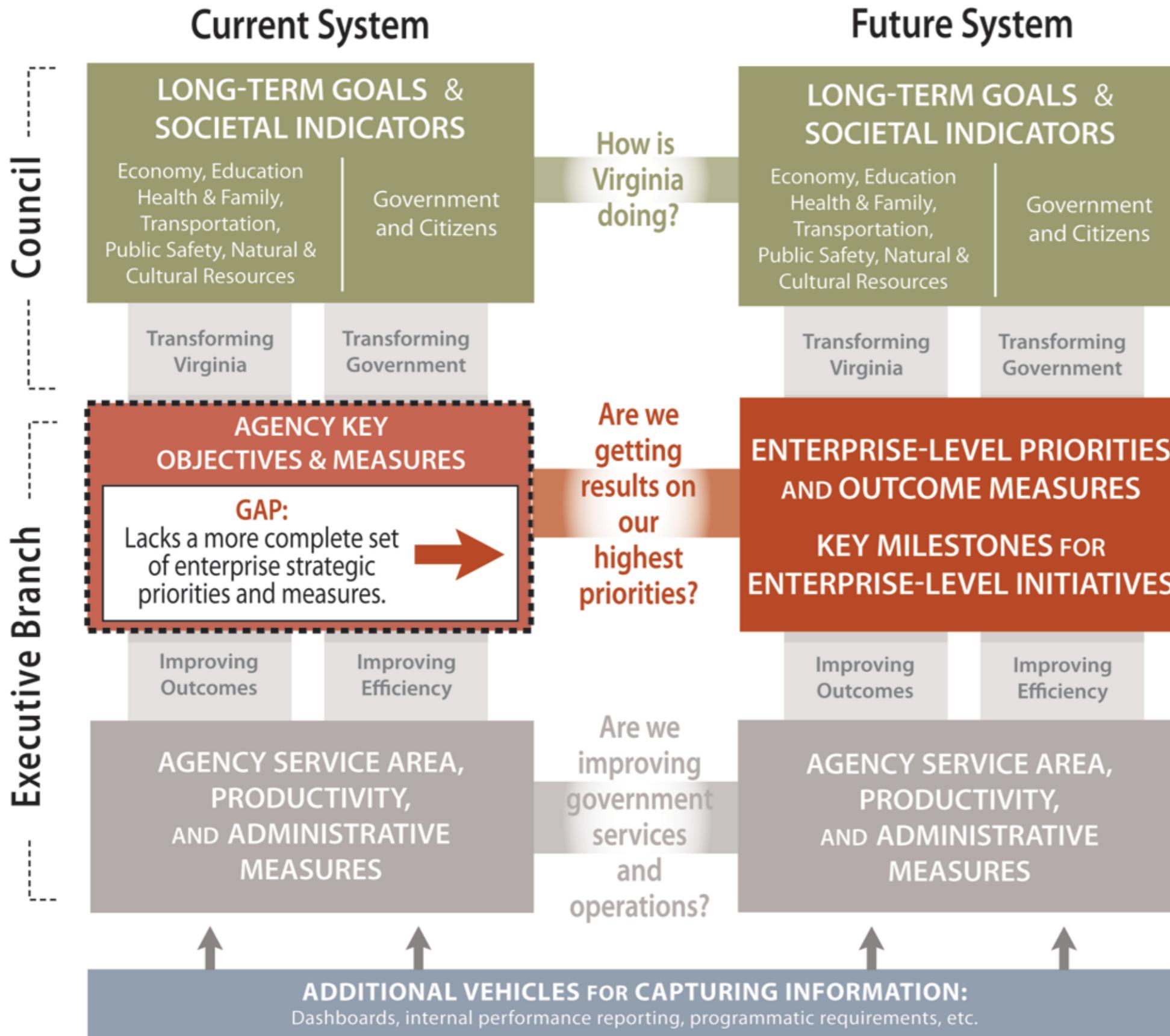
| SOCIETAL INDICATOR                               |                   | AGENCY PERFORMANCE MEASURES |  |                   |
|--|-------------------|-----------------------------|--|-------------------|
| Indicator  | Performance Trend | Agency                      | Key Measure  | Baseline / Target |
| <b>Education</b>                                 |                   |                             |  |                   |
| Third Grade Reading                              | ↑                 | Education                   | Third graders passing the reading SOL test                                       | 84%/95%           |
| High School Graduation                           | ↑                 | Education                   | High school students exiting with a diploma                                      | 74%/80%           |
| <b>Health and Family</b>                         |                   |                             |  |                   |
| Foster Care                                      | ↑                 | Social Services             | Children adopted within 24 months of entering foster care                        | 21%/37%           |
| Immunization                                     | ↑                 | Health                      | Two-year old children fully immunized  | 81%/90%           |
| <b>Public Safety</b>                             |                   |                             |  |                   |
| Traffic Fatalities                               | ↑                 | Transportation              | Traffic crash-related fatalities   | 946/846           |
| Recidivism                                       | ↑                 | Juvenile Justice            | Juveniles convicted of a new crime within a year of release                      | 38.8%/31.7%       |
| <b>Natural, Cultural, and Historic Resources</b> |                   |                             |  |                   |
| Water Quality                                    | ↑                 | Environmental Quality       | Nitrogen nutrients discharged in the Chesapeake Bay watershed (millions of lbs.) | 25.7/22.3         |
| Land Preservation                                | ↑                 | Conservation & Recreation   | Cumulative acres (000s) preserved for conservation purposes                      | 67.3/400          |

# Continued Evolution of Virginia Performs

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# Evolution of the System: 2011



# History and Next Steps

--- Council ---

----- Executive Branch -----

|  | Implementation Phase<br>(2004-2009)  | Current Status  | Next Steps<br>(2011-2013)   |
|--|--|---|---|
| <b>Level</b>   | <i>Strengthen Links to Performance,<br/>Improve Transparency</i>   |   | <i>Continue Development<br/>&amp; Enhancement</i>   |
| <b>Societal</b><br>How Is Virginia Doing?                              | <ul style="list-style-type: none"> <li>Developed Virginia Performs and launched a website that integrates societal- and agency-level views</li> <li>Special focus on higher education</li> <li>Development of Hampton Roads Performs</li> </ul>  | <ul style="list-style-type: none"> <li>Strong foundation in place</li> <li>Well-developed system</li> <li>Refinement continues</li> </ul>   | <ul style="list-style-type: none"> <li>Complete the first phase of the regional competitiveness study; identify and track a critical few drivers of regional and statewide economic competitiveness</li> </ul>  |
| <b>Enterprise</b><br>Are We Getting Results on Our Highest Priorities? | <ul style="list-style-type: none"> <li>Agency key measures: First step toward gaining enterprise perspective</li> </ul>  | <ul style="list-style-type: none"> <li>Ongoing assessment and refinement of agency key measures; work underway to move beyond agency key measures to incorporate enterprise-level priorities and measures</li> </ul>  | <ul style="list-style-type: none"> <li>Enterprise level:                             <ul style="list-style-type: none"> <li>Capture metrics related to top priorities (e.g., health care reform, college degrees), including measures that transcend secretarial and agency boundaries</li> <li>Continue to assess and refine key outcome measures for the more inclusive set of ongoing priorities of government</li> <li>Collaborate with VITA on the development of IT business plans</li> </ul> </li> </ul> |
| <b>Agency</b><br>Are We Improving Government Services and Operations?  | <ul style="list-style-type: none"> <li>Consistent and integrated strategic planning; service area plans linked to the budget</li> <li>Strengthened focus on agency outcomes and results</li> <li>Regular reporting by agencies on performance measures</li> <li>Began development of a new enterprise planning and budgeting system</li> </ul> | <ul style="list-style-type: none"> <li>Continued training and technical assistance</li> <li>Initiated assessment and evaluation of strategic planning process and metrics</li> <li>Completed the first phase of the Performance-based Budgeting System</li> </ul> | <ul style="list-style-type: none"> <li>Facilitate a clearer integration of enterprise priorities into agency planning</li> <li>Continue training and technical assistance</li> <li>Fully implement the Performance-based Budgeting System, including strategic planning</li> <li>Integrate the new Executive Progress Reports into agency strategic planning processes</li> <li>Focus on continuous improvement, formalize cost-saving incentives</li> </ul>  |

# Vehicles for Communication and Dialogue

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# Virginia Performs

VISION  
FOCUS  
RESULTS

[Regions](#) | [Trends](#) | [Demographics](#) | [Map It](#)  
[Agency Planning and Performance](#) | [Scorecard at a Glance](#)

Economy

Education

Health & Family

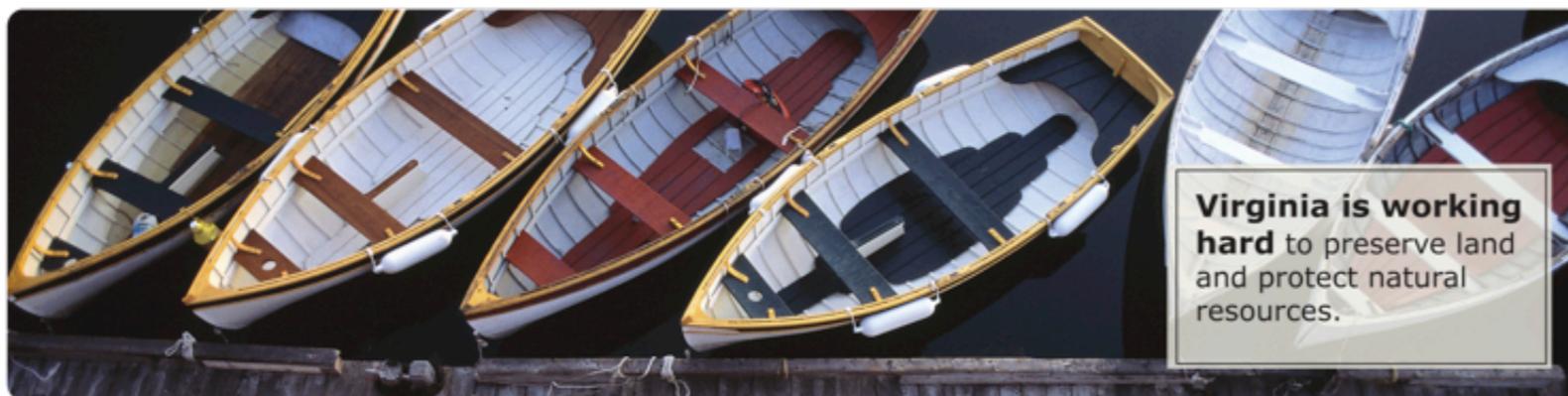
Public Safety

Natural Resources

Transportation

Government & Citizens

Search the Site



## SCORECARD



A T A G L A N C E

See how Virginia measures up.

### A message from the Governor of Virginia:

The Commonwealth of Virginia is a spectacular place to live. We treasure the heritage and resources that contribute to our high quality of life, but it takes constant planning and fine tuning to maintain this quality and make needed improvements.

This website, brought to you by the Council on Virginia's Future, shows you how we measure the state's performance, plan for the future and monitor our progress. Explore the links above to see how we're working to make Virginia strong and healthy.

Thanks for visiting.



### Agency Performance Plans

 Key Objectives at a Glance

Explore by Secretariat how state agencies set and measure their performance goals and targets.

- Administration
- Agriculture & Forestry
- Commerce & Trade
- Education
- Finance
- Health & Human Resources
- Natural Resources
- Public Safety
- Technology
- Transportation

**State Agencies**  
Explore performance measures by agency

## Measuring Virginia

Virginia Performs shows you how the state is doing in areas that affect the quality of life for you and your family. Explore these pages ([main menu above](#)) to learn more about the Commonwealth's performance from region to region and compared to other states. For more about your own community, try out our [Map It tool](#). You can also see how Virginia state government is working on your behalf on our [Agency Planning and Performance](#) pages.

### Measuring What Matters

#### How Is Virginia Doing? Our Annual Performance Summary



The 2010 Virginia Report is now available for download ([see News & Resources](#) for access to different PDF versions). Each year the Council on Virginia's Future publishes this annual summary of the state of the Commonwealth, based largely on data culled from Virginia Performs.

This year's report includes two new chapters: "A Profile of Virginia" that highlights key data about Virginia's people, economy, and government; and "A Regional Perspective," which examines Virginia's eight regions in some detail, revealing sometimes wide disparities in performance.

# 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

## Analysis, Dialogue & Recommendations

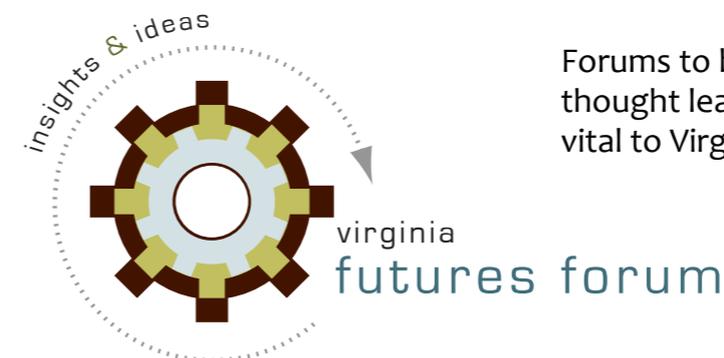


### Publications and Research:

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



**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



Forums to bring together thought leaders on issues vital to Virginia

# **Special Focus: Regional Competitiveness**

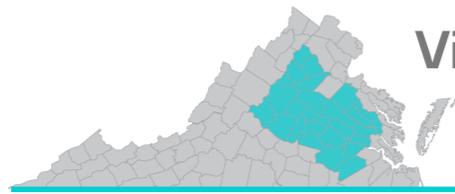
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# Special Focus: Regional Competitiveness

- Maximizing the effectiveness of the state-local government service delivery system.
- Accelerating regional efficiency and effectiveness.
- Strengthening regional economic competitiveness.

# Trends Over Time: A Regional View



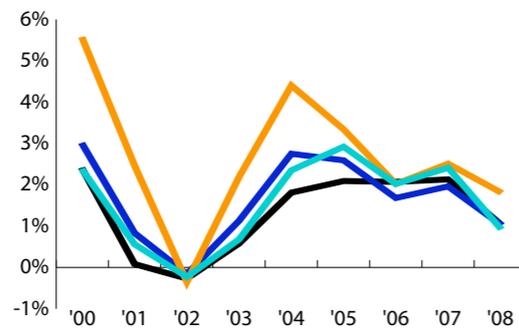
VirginiaPerforms Trends for Selected Indicators:

## Central Region

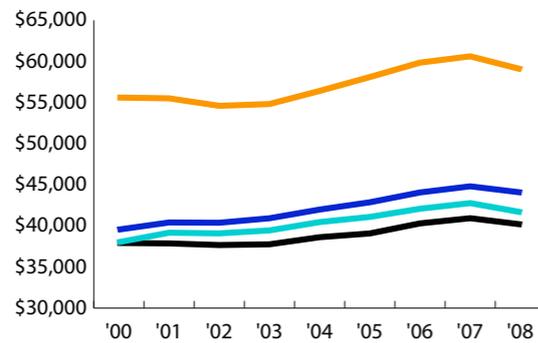
See the Council presentation to the Intergovernmental Relations committee for other regional profiles. Available at [future.virginia.gov](http://future.virginia.gov)

### Economy

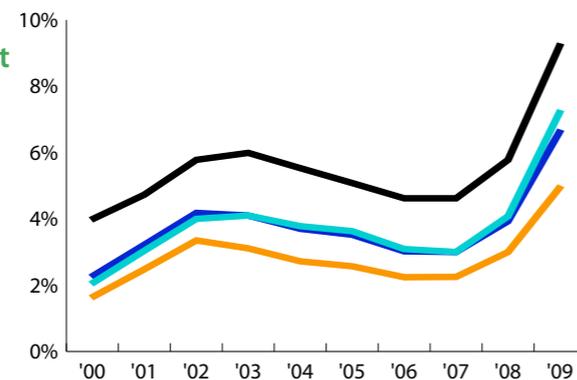
Annual Percent Change in Employment



Per Capita Personal Income (2008 Dollars)

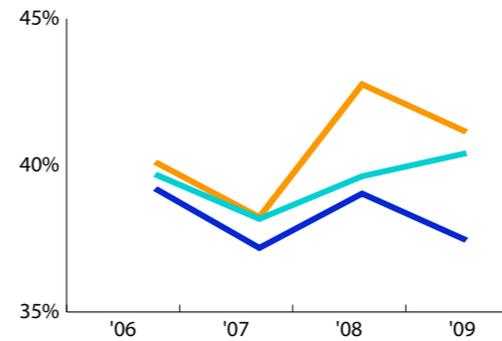


Unemployment Rate (Percent of Labor Force)

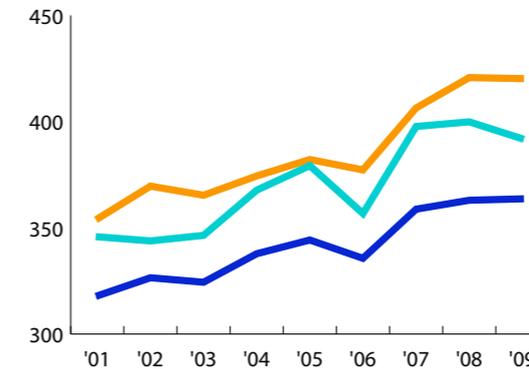


### Education

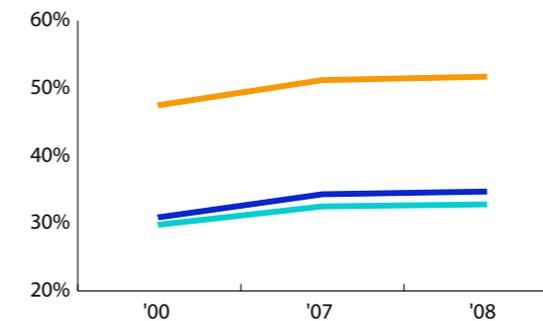
Third Grade Reading SOL Advanced Pass Rate



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

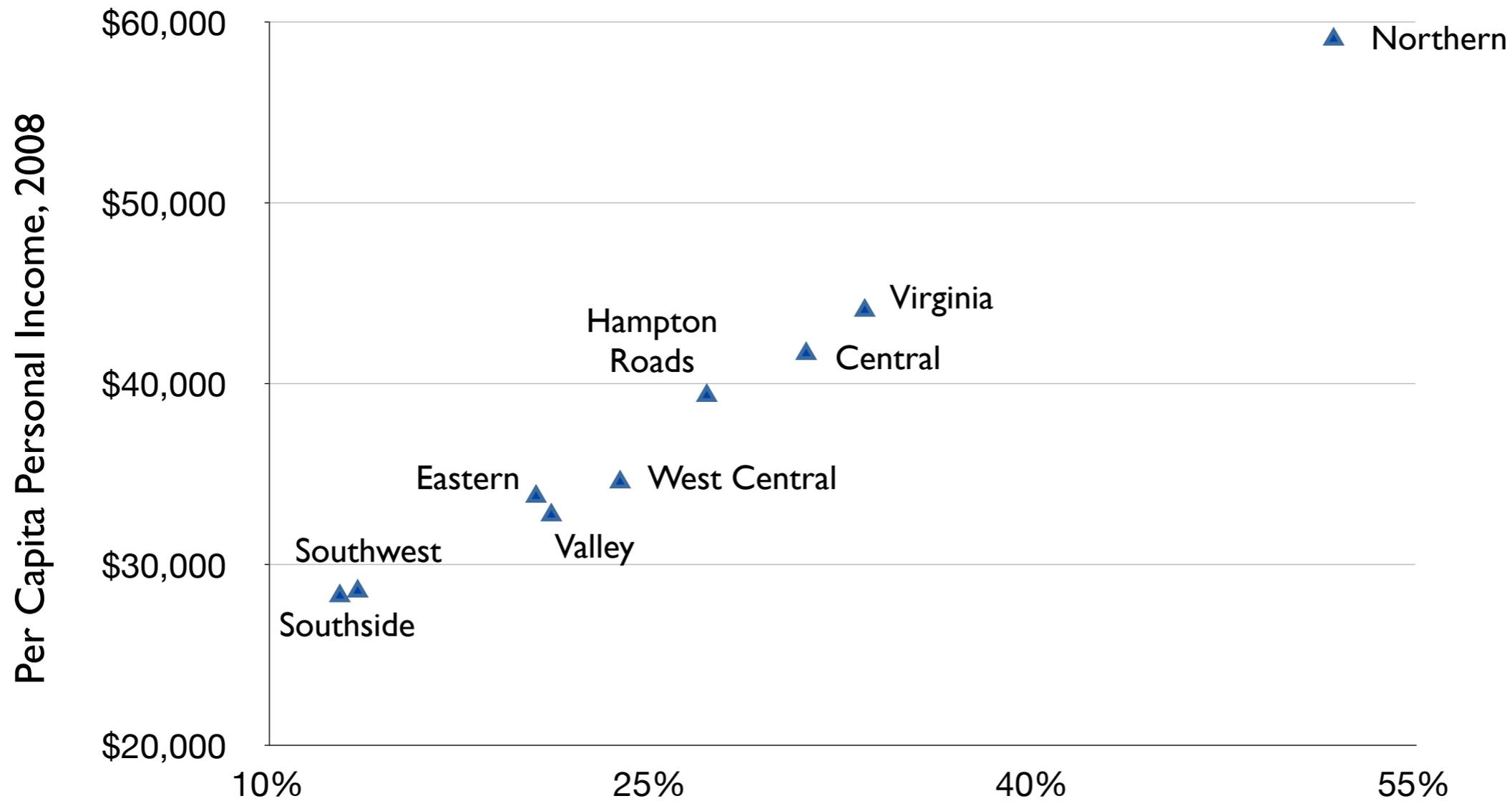


Residents with Advanced Degrees (Bachelor's and Beyond)



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

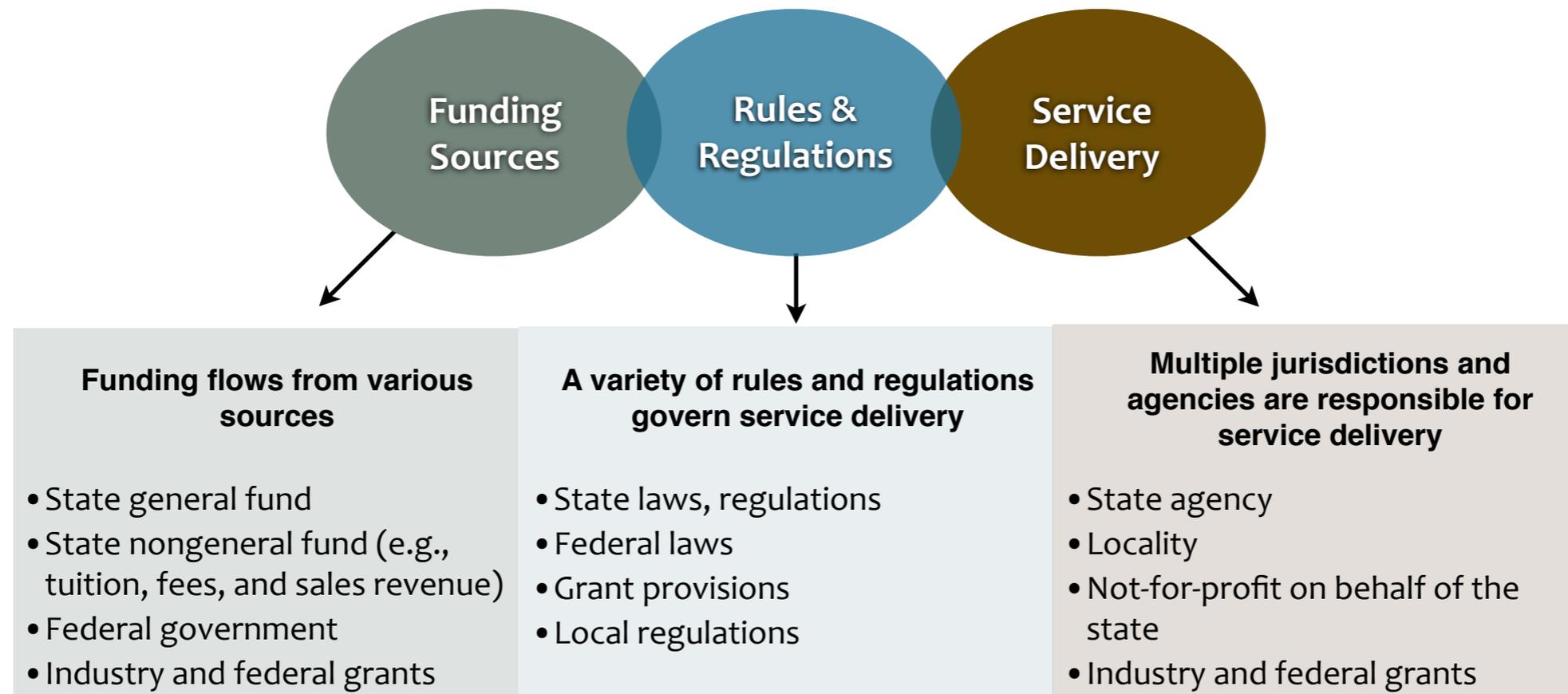
# Per Capita Personal Income and Educational Attainment: Virginia's Regions



Percent of the Population 25 and Over with at Least a Bachelor's Degree, 2005-2009

Source: Educational Attainment - Current Population Survey (table creator), 2005-2009, U.S. Census Bureau; Adjusted 2008 Per Capita Personal Income - Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce.

# Facilitating Sustainable Change in a Complex Environment



- About 48 percent of the state’s general fund budget is aid to localities.
- 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 or program has multiple funding sources.

# **Areas of Focus and Concluding Remarks**

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# Areas of Focus

- Continue to provide a focus on key long-term issues:
  - Economic competitiveness
  - Regional collaboration and intergovernmental relations
- Continue the evolution of Virginia Performs:
  - Continue to assess and refine key outcome measures, including:
    - ▶ A more inclusive set of the high-level priorities of government
    - ▶ Metrics related to top priorities that transcend secretarial and agency boundaries
  - Fully implement the new Performance-based Budgeting System, including strategic planning
  - Integrate the new Executive Progress Report -- a more concise and accessible strategic assessment of agency issues and opportunities -- into planning processes

# Concluding Remarks

- Assessing performance is complicated, especially given the reality of the way government delivers services with shared responsibilities across multiple levels of government, diverse funding streams, multiple service delivery vehicles (including the private sector), and overlapping customer groups.
- Meaningful change requires a long-term commitment: Virginia Performs continues to evolve, and full integration across units of government and regions is an aspirational goal.
- It is important to measure the right things. The adage, “you can’t manage it if you don’t measure it” should be modified to read, “you can’t manage it well if you don’t measure it well.”
- Encourage positive change: provide the right tools and incentives to promote innovation and productivity improvement.

# Sites of Interest

**Virginia Performs:**  
[VaPerforms.virginia.gov](http://VaPerforms.virginia.gov)

**Council on Virginia's Future:**  
[future.virginia.gov](http://future.virginia.gov)

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