

Number 1 | August 2005

Regional  
Analysis and  
Refinement

*issue* insight

Other reports in the Issue Insight series:

- The High Cost of Low Educational Attainment (#2)
- Survey of the Business Climate in Virginia (#3)
- Evolution of Virginia Performs (#4)
- Educational Attainment in Virginia (#5)

All Issue Insights are available on the Council on Virginia's Future website at [future.virginia.gov](http://future.virginia.gov).

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Dear Reader:

The Council on Virginia's Future is developing a scorecard that will help gauge our progress toward vital long-term goals. Facilitating this assessment process for Virginia's citizens is one of the Council's most important ongoing responsibilities.

In order to make assessments as meaningful as possible, the process must recognize the diversity among Virginia's urbanized and more rural regions. A sound definition of Virginia's regions will also support more thorough research and analysis, facilitating useful comparisons of high-level indicators such as high school graduation rates. A well-defined regional system will also enable us to meaningfully engage citizens and leaders in regional forums on the issues most important to them.

The Council began with a seven-region system in the early stages of its work. However, there are a number of other regional divisionary systems in use and more thorough analysis of the options is now appropriate.

This first Issue Insight reviews several existing regional systems and, based on several factors and discussions with leaders familiar with Virginia's regional make-up, recommends a system comprised of eight regions. While there might not be one approach that we will all agree on, we believe that this system will provide a useful construct for assessing our progress and stimulating valuable research and dialogue.

**Jane N. Kusiak**

*Executive Director*

Council on Virginia's Future





## Roadmap for Virginia’s Future: Regional Analysis and Refinement

The Council on Virginia’s Future is creating a scorecard to monitor progress against long-term objectives established for the Commonwealth. In addition, the Council will hold forums to discuss the key drivers of a significant issue and identify the strategies that can produce better outcomes. Both of these activities require a regional viewpoint.

Therefore, the Council needs to develop a regional model to accomplish the following:

- Enable comparisons of outcomes (e.g., high school graduation rates) reflected in the Council’s performance indicators
- Facilitate the use of regional forums to further develop and implement strategies designed to improve outcomes

### Background

For the past two years, the Council has used a seven-region system (found in Appendix A) for its analytical purposes. However, there are several other regional divisionary systems used by state and local agencies. Descriptions of the systems listed below can be found in Appendices B and C.

- Community Service Boards (CSBs)
- Virginia Economic Development Partnership (VEDP) Marketing Regions
- Virginia Department of Health (VDH) Health Service Areas (HSAs)
- Virginia Department of Transportation (VDOT) Districts
- Planning District Commissions (PDCs)
- Virginia Technology Alliance (VTA) Regional Councils
- Workforce Investment Boards (WIBs)
- U.S. Census Core Based Statistical Areas (CBSAs) – Appendix C



A two-pronged approach was taken to reach the final recommendation. The first part consisted of comparing the borders of the Council's seven current regions to the borders of the other regional systems. These other systems fell into two categories: all-inclusive and non-inclusive. All-inclusive systems assigned each independent city and county to a designated region while non-inclusive regional systems (CSBs, VTA Technology Councils and CBSAs)<sup>1</sup> did not.

The second prong of this analysis and recommendation consisted of actively soliciting feedback from members of both the Council's Planning Workgroup and the Economy Workgroup, and from Mr. Ted McCormack of the Commission on Local Government. The ideas and critiques generated from these meetings were then judged on their feasibility, ability to keep CBSAs intact, and agreement with the depth and breadth of the Council's aims and long-term vision. The confluence of these factors are embodied in the following five criteria:

1. **Determination of the "Right Number" of Regions:** Regional systems splitting the Commonwealth into a small number of components will detrimentally impact implementation of the Council's vision by masking inequities. Inversely, using a large number of regional divisions will result in the dismantling of comparable, long-established areas in addition to creating redundancies.
2. **Civic Cohesion:** Achieving regional harmony requires the local discovery and preservation of complementary strengths and mutual traits. At the same time, the weaknesses shared by municipalities composing each region will become increasingly apparent, raising them to the forefront of public and private discourse.
3. **Stimulation of Leadership & Cooperation:** By identifying the influential persons, groups and institutions, core assemblages of leaders representing their region can be created to address issues of larger territorial magnitude. The framework for increased inter-regional and intra-regional cooperation falls in place once familiarity is established among these leaders.
4. **Flexibility:** Just like the tides of the Chesapeake Bay, the Commonwealth exists in a constant state of flux. Problems and priorities constantly evolve; therefore a regional system able to mature and adapt both logically and creatively to the future is an absolute necessity.
5. **Rational & Accountable Divisions:** The Council's decision to divide the Commonwealth should be based on quantifiable, unbiased information that reflects real situations and trends. Accountability measures also must exist for keeping consistent records from the beginning of the divisionary process to every additional refinement.

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<sup>1</sup> The CBSAs examined in this analysis were the Metropolitan and Micropolitan Statistical Areas as defined by the Census in November of 2004, the latest revision available. The U.S. Census Bureau updates its CBSA definitions annually to reflect the changing degrees of economic and social integration in and around a substantially populated "core" area. See Appendix C for more information.



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The first prong in the approach involved comparative analysis using the borders of each regional system and the Council’s own system. This resulted in the following notable findings:

- The closest correlation between the borders of the other regional systems and those of the Council’s current regions occurred with the borders of the Southwest and Valley regions;
- The extent of the Council’s current Northern regional border was diminished in almost every comparison, except when compared to CBSAs and VEDP’s Marketing Regions;
- Eleven of the fifteen CBSAs fit within the Council’s current seven regions, the exceptions being the “Roanoke, VA,” “Virginia Beach-Norfolk-Newport News, VA-NC,” “Washington-Arlington-Alexandria, DC-VA-MD-WV,” and “Richmond, VA” CBSAs;
- Territorial overlap occurred among four of the ten VTA Regional Councils;
- CSBs included all of Virginia except for Halifax, Mecklenberg and Brunswick counties;
- In spirit, PDCs closely matched the Council’s vision by their acknowledgment of the need to cooperatively transcend local boundaries to address regional issues.

From this point, it was concluded that none of the existing systems on their own are truly compatible with the Council’s aims and/or meet each of the criteria describing the Council’s ideal regional system. However, the seven current Council regions provided a good starting place due to their high potential for fulfillment of the first three criteria. To realize the final two criteria, it was recommended that the seven current Council regions be hybridized with Virginia’s fifteen CBSAs. A product of this hybridization was the creation of an eighth, or “West Central,” region. This original recommendation was characterized by the following:

- The Northern Council region corresponded with the borders of the “Washington-Arlington-Alexandria, DC-VA-MD-WV” CBSA;
- The Hampton Roads Council region corresponded with the borders of the “Virginia Beach-Norfolk-Newport News, VA-NC” CBSA;
- The Central Council region expanded its southern border in order to include the entirety of the “Richmond, VA,” CBSA but shortened its western border due to the extraction of the “Lynchburg, VA” CBSA into the new West Central region;
- The Council’s current Valley, Southwest and Southside regions lost a portion of their territory due to the extraction of the “Roanoke VA” CBSA into the new West Central region but each contained other CBSAs, cities and counties;
- The “Lynchburg, VA” and “Roanoke, VA” CBSAs were combined to create the new West Central region. The creation of this new region was at first justified by the following reasons:
  - Comparable territorial contraction and expansion at the CBSA level in the past 20 years;



- ▶ Both CBSAs continue to experience similarly unfavorable economic conditions – either zero growth (Lynchburg) or full recession (Roanoke);
- ▶ Components of each CBSA are tied to the tobacco farming industry;
- ▶ 75% of the combined original West Central region rests in VDOT’s Salem District;
- ▶ “Roanoke-Lynchburg” is one of Nielsen Media Research’s 210 national “Designated Market Areas.”

In the original recommendation, the Eastern Council region did not contain a CBSA. The borders of the other recommended Council regions surrounding it defined the borders of this region. As originally proposed, this synthesis would make available many useful sources of existing data for the Council’s future recommendations – such as any study or report using CBSAs as the unit of analysis. Continued thought in this direction indicated that hybridizing the Council’s regions with CBSAs showed other benefits, such as:

- Affording the ability to comparatively analyze Virginia’s CBSA-based system with many other CBSAs and even sovereign nations;
- Reflecting actual and projected changes in the population’s social, economic and cultural composition, as well as shaping redirection or spread of allocated federal funding based on CBSAs.

At this point, the original recommendation was then viewed and commented on in order to make changes concurrent with the Council’s vision, goals and criteria for the project. These actions resulted in the final recommendation.

## **Final Recommendation**

In order to reach an informed and feasible final recommendation, the second prong of the approach was applied. Feedback was formally solicited on three occasions, resulting in the following considerations. The status of their inclusion in the final recommendation is shown in the table beginning on the next page:



Summary of Considerations	Recommended	Not Recommended
Move the Blacksburg-Christiansburg-Radford MSA from the Southwest Region to the West Central Region. (Economy Workgroup Meeting - July 11, 2005)	✓	
Use CBSAs to define regions. (Economy Workgroup Meeting - July 11, 2005)		X
Move the City of Franklin from the Southside Region to the Hampton Roads Region. (Council Planning Group Meeting - July 12, 2005)	✓	
Move King and Queen County from the Central Region to the Eastern Region. (Council Planning Group Meeting - July 12, 2005)		X
Keep Planning District Commissions intact in the recommended regional system. (Meeting with Mr. Ted McCormack, AICP - July 27, 2005)		X

See Notes below for details on why some proposals were rejected. <sup>2 3 4</sup>

The first accepted consideration, adding the Blacksburg-Christiansburg-Radford MSA to the West Central region, recognized the commuting patterns in the area (especially in regard to the regional airport in the area) and also did not violate any of the five criteria. The second accepted consideration, including the City of Franklin into the Hampton Roads region, recognized the community of interest the City has with the other components of the region and also did not result in the breaking apart of a CBSA. While the idea of anchoring the Council’s regions to CBSAs may initially seem problematic when comparing consecutive years, the inherent flexibility of this system is its strength. Data can easily be retrofitted into a “benchmark” year for consistent analysis.

Based on the findings of the regional analysis and feedback, the final recommendation is the creation of eight separate and distinct Council regions across the state (see pages 6). This system will provide increased opportunities to gather, analyze and compare outcome and performance data while also bestowing a flexible methodology to discover shared bonds, and stimulate leadership and cooperation. In conclusion, adopting this regional system will enhance the Council’s ability to focus, craft and direct policies shaping the Commonwealth’s future.

<sup>2</sup> Taking this action would result in at least 15 different regions, violating the first criterion.

<sup>3</sup> Moving this county to the Eastern Council region from the Central Council region would split apart the Richmond, VA CBSA.

<sup>4</sup> Attempting to keep all PDCs intact would result in the splitting of five different CBSAs.



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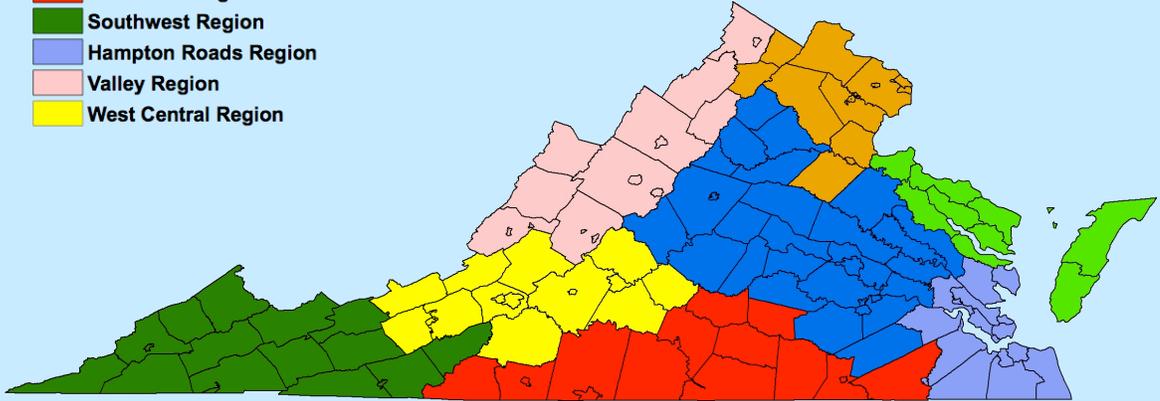
**Final Recommendation:  
Eight Council Regions**

The Council on Virginia's Future  
Prepared By Benjamin G. Fitts

**Legend**

**Recommended Regions**

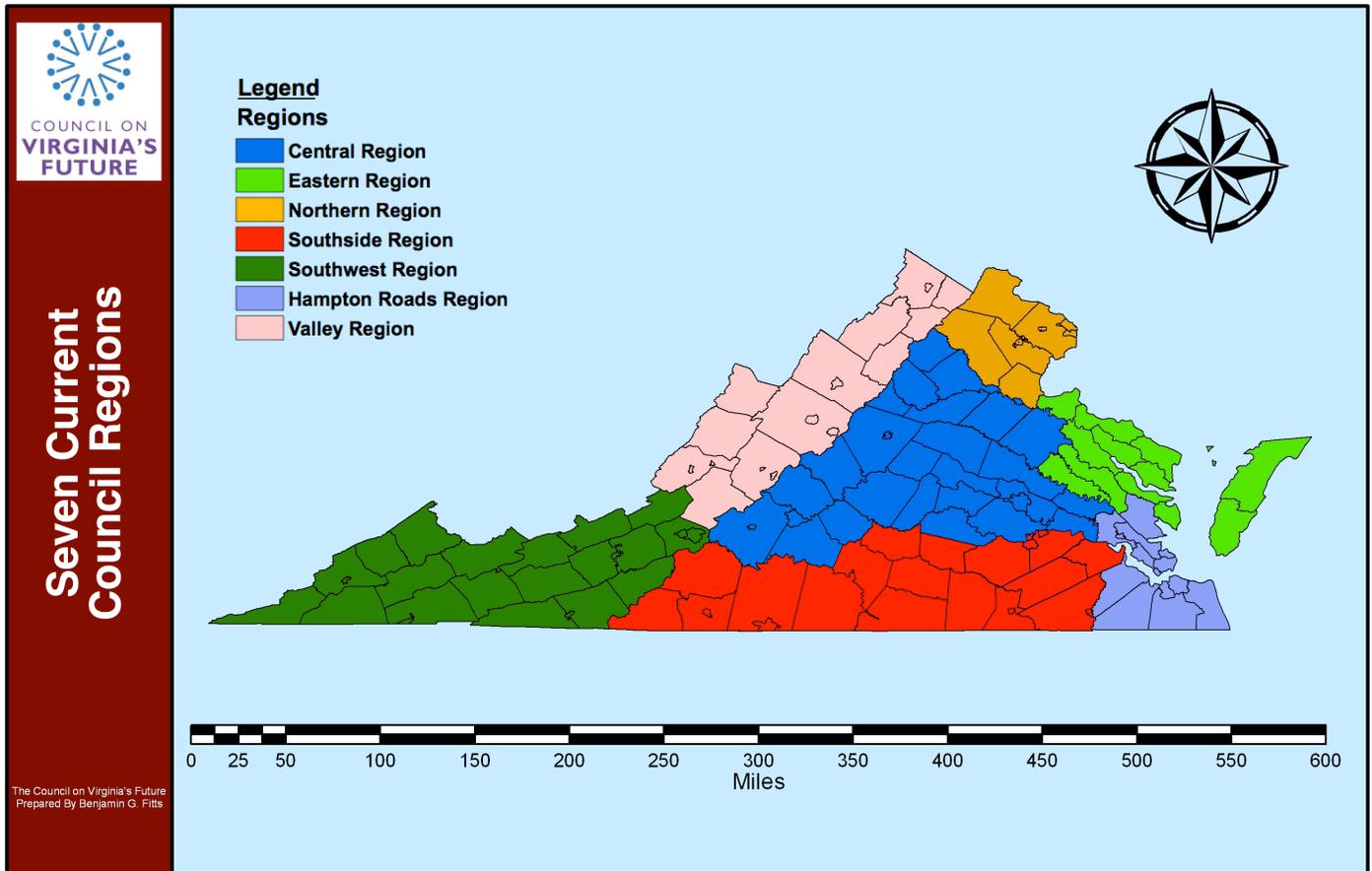
- Central Region
- Eastern Region
- Northern Region
- Southside Region
- Southwest Region
- Hampton Roads Region
- Valley Region
- West Central Region



Central	Eastern	Northern	Southside	Southwest	Hampton Roads	Valley	West Central
Albemarle	Accomack	Alexandria	Brunswick	Bland	Gloucester	Winchester	Amherst
Amelia	Northampton	Arlington	Greensville	Bristol	Isle of Wight	Harrisonburg	Appomattox
Buckingham	Northumberland	Fairfax	Emporia	Buchanan	James City	Staunton	Bedford
Caroline	Westmoreland	Fairfax	Danville	Carroll	Mathews	Waynesboro	Bedford
Charles City	King George	Falls Church	Martinsville	Galax	Surry	Buena Vista	Campbell
Charlottesville	Richmond	Fauquier	Patrick	Norton	York	Lexington	Lynchburg
Chesterfield	Lancaster	Loudoun	Henry	Lee	Chesapeake	Covington	Botetourt
Colonial Heights	Essex	Manassas	Pittsylvania	Scott	Hampton	Alleghany	Craig
Culpeper	Middlesex	Manassas Park	Halifax	Wise	Newport News	Bath	Franklin
Cumberland		Prince William	Charlotte	Dickenson	Norfolk	Highland	Roanoke
Dinwiddie		Stafford	Prince Edward	Russell	Poquoson	Rockbridge	Roanoke
Fluvanna		Fredericksburg	Nottoway	Washington	Portsmouth	Augusta	Salem
Goochland		Spotsylvania	Mecklenburg	Tazewell	Suffolk	Rockingham	Giles
Greene		Warren	Lunenburg	Smyth	Virginia Beach	Page	Montgomery
Hanover		Clarke	Southampton	Grayson	Williamsburg	Frederick	Pulaski
Henrico				Wythe	Franklin	Shenandoah	Radford
Hopewell				Floyd			
King and Queen							
King William							
Louisa							
Madison							
Nelson							
New Kent							
Orange							
Petersburg							
Powhatan							
Prince George							
Rappahannock							
Richmond							
Sussex							



# Appendix A: Seven Current Council Regions



The Council on Virginia's Future  
 Prepared By Benjamin G. Flitts

Central	Eastern	Northern	Southside	Southwest	Hampton Roads	Valley
Albemarle	Accomack	Arlington	Brunswick	Bland	Gloucester	Alleghany
Amelia	Essex	Fairfax	Charlotte	Buchanan	Isle of Wight	Augusta
Amherst	King and Queen	Fauquier	Dinwiddie	Carroll	James City	Bath
Appomattox	King George	Loudoun	Franklin	Craig	York	Botetourt
Bedford	King William	Prince William	Greensville	Dickenson	Chesapeake	Clarke
Buckingham	Lancaster	Stafford	Halifax	Floyd	Hampton	Frederick
Campbell	Mathews	Alexandria	Henry	Giles	Newport News	Highland
Caroline	Middlesex	Fairfax City	Lunenburg	Grayson	Norfolk	Page
Charles City	Northampton	Falls Church	Mecklenburg	Lee	Poquoson	Rockbridge
Chesterfield	Northumberland	Manassas	Nottoway	Montgomery	Portsmouth	Rockingham
Culpeper	Richmond	Manassas Park	Patrick	Pulaski	Suffolk	Shenandoah
Cumberland	Westmoreland		Pittsylvania	Roanoke	Virginia Beach	Warren
Fluvanna			Prince Edward	Russell	Williamsburg	Buena Vista
Goochland			Prince George	Scott		Covington
Greene			Southampton	Smyth		Harrisonburg
Hanover			Surry	Tazewell		Lexington
Henrico			Sussex	Washington		Staunton
Louisa			Colonial Heights	Wise		Waynesboro
Madison			Danville	Wythe		Winchester
Nelson			Emporia	Bristol		
New Kent			Franklin City	Galax		
Orange			Hopewell	Norton		
Powhatan			Martinsville	Radford		
Rappahannock			Petersburg	Roanoke City		
Spotsylvania				Salem		
Bedford City						
Charlottesville						
Fredericksburg						
Lynchburg						
Richmond City						



## Ramifications of Going to Eight Council Regions

Region Gaining Territory	Affected City / County	Region Losing Territory
Central	Colonial Heights	Southside
	Dinwiddie County	Southside
	Hopewell	Southside
	King and Queen County	Eastern
	King William County	Eastern
	Petersburg	Southside
	Prince George County	Southside
	Sussex County	Southside
Hampton Roads	Franklin	Southside
	Mathews County	Eastern
	Surry County	Southside
Northern	Clarke County	Valley
	Fredericksburg	Central
	Spotsylvania County	Central
	Warren County	Valley
West Central	Amherst County	Central
	Appomattox County	Central
	Bedford	Central
	Bedford County	Central
	Botetourt County	Valley
	Campbell County	Central
	Craig County	Southwest
	Radford	Southwest
	Giles County	Southwest
	Montgomery County	Southwest
	Pulaski County	Southwest
	Franklin County	Southside
	Lynchburg	Central
	Roanoke	Southwest
	Roanoke County	Southwest
Salem	Southwest	
<b>Net Gains</b>	<b>Hampton Roads +3, Northern +4, West Central +12</b>	
	<b>Eastern -3, Southside -9, Southwest -8, Valley -3</b>	<b>Net Losses</b>



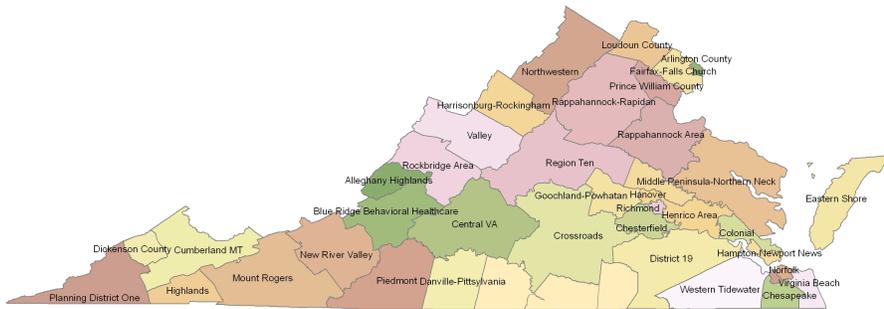
# Appendix B: Regional Analyses and Descriptions

## Virginia Association of Community Services Boards (CSBs)

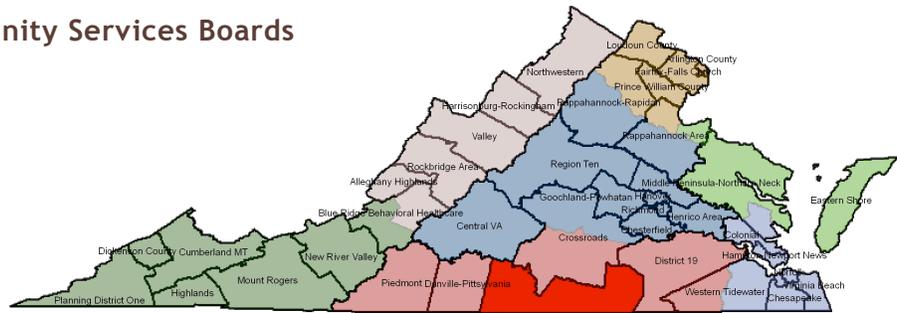
**Regions:** 39

**Established:** 1968

**Purpose:** To provide counseling, health and educational services for the Commonwealth’s most “at-risk” citizens such as infants, those with mental or substance abuse problems, and the elderly.



**Current Community Services Boards**



**CSBs Overlaid with Current Council Regions**

**Analysis:** Strong correlations are found between groups of CSBs and the external borders of the Council’s Southwest, Valley and Eastern regions. The Northern, Central, Southside and Hampton Roads Council regions ranged from medium to heavy fragmentation of external borders in that order. From the systems studied, this system has the most regions.



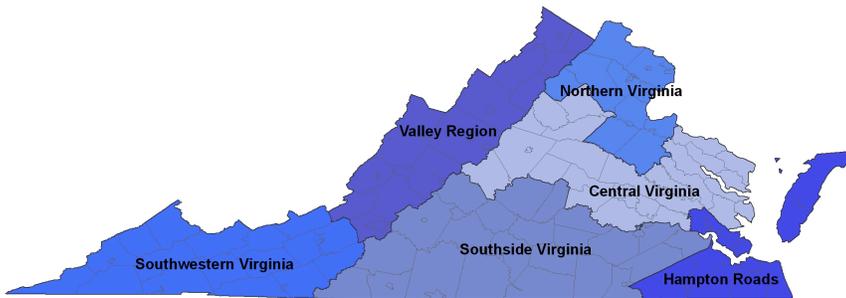
## Appendix B: Regional Analyses and Descriptions (continued)

### Virginia Economic Development Partnership (VEDP) Marketing Regions

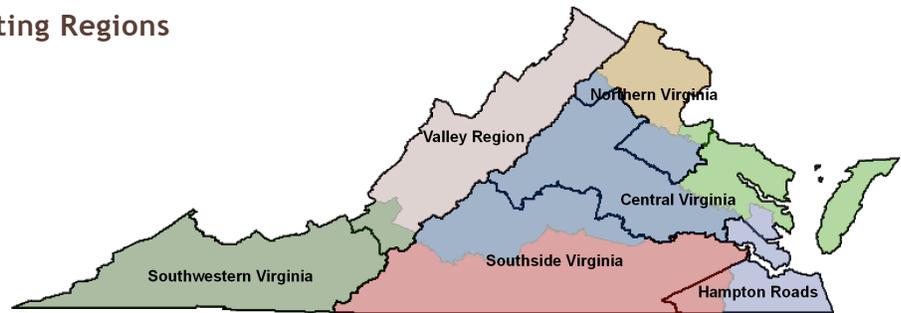
**Regions:** 6

**Established:** 1980s

**Purpose:** By grouping localities with similar economic profiles, the VEDP can easily assist businesses looking to relocate.



Current VEDP Marketing Regions



VEDP Marketing Regions Overlaid with Current Council Regions

**Analysis:** The Council’s Southwest and Valley regions have close border analogues with the VEDP’s “Valley” and “Southwestern Virginia” regions. VEDP’s “Southside Virginia” region absorbs much of the Council’s Central region. Also nibbling away at the latter is VEDP’s “Northern Virginia” region. The Council’s Eastern region is absorbed into VEDP’s “Central Virginia” and “Hampton Roads” regions--the Middle Peninsula and Northern Neck are found in VEDP’s “Central Virginia” region while the Eastern Shore is found in VEDP’s “Hampton Roads” region.



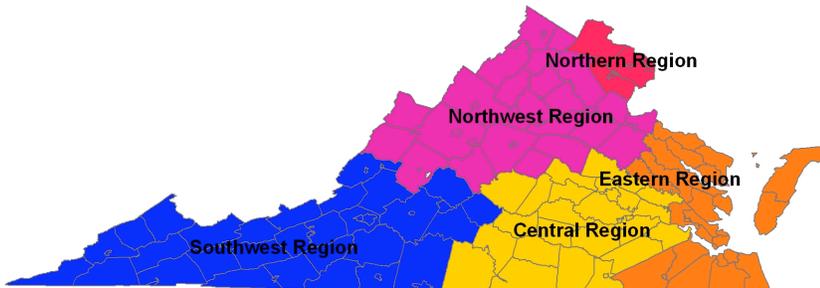
## Appendix B: Regional Analyses and Descriptions (continued)

### Virginia Department of Health (VDH) Health Service Areas (HSAs)

**Regions:** 5

**Established:** 1990s

**Purpose:** Created in order to study the effects of geography on the delivery of services.



Current VDH Health Service Areas



Health Service Areas Overlaid with Current Council Regions

**Analysis:** The VDH has fewer regions than any of the other nine systems. Their “Eastern” region virtually merges the Council’s Eastern and Hampton Roads regions. While the geographic center of Virginia (found in Buckingham County) remains inside the VDH’s “Central Region,” it comprises part of its northwestern border. The VDH’s “Southwest” and “Northwest” regions are vast, completely splitting the Council’s Central region, halving the Northern region and eliminating the Southside region.



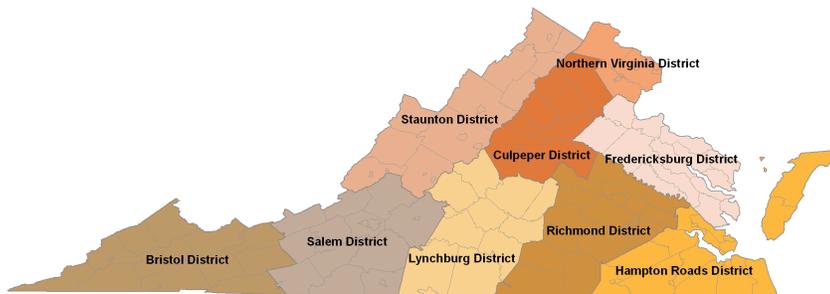
## Appendix B: Regional Analyses and Descriptions (continued)

### Virginia Department of Transportation (VDOT) Districts

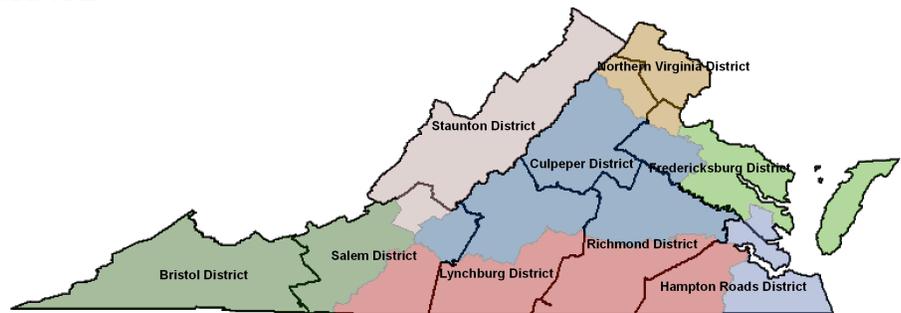
**Regions:** 9

**Established:** 1984

**Purpose:** Using the number of registered vehicles, miles of highway and proximity to major transportation routes, each of VDOT's districts contain offices to coordinate the efficient delivery of services.



Current VDOT Districts



VDOT Districts Overlaid with Current Council Regions

**Analysis:** The closest equivalencies with Council regions include the “Staunton” district, losing its southern tip to the Council’s Valley region, and the “Bristol” district, completely contained in the western end of the Southwest region. The Southside and Central regions cease to exist, while the “Hampton Roads” district extends from the Eastern Shore to Greenville County, deeply inside the Council’s Southside region.



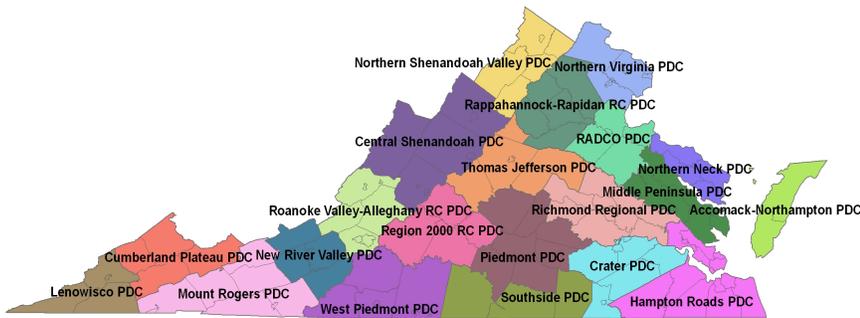
## Appendix B: Regional Analyses and Descriptions (continued)

### Regional Cooperation Act Planning District Commissions (PDCs)

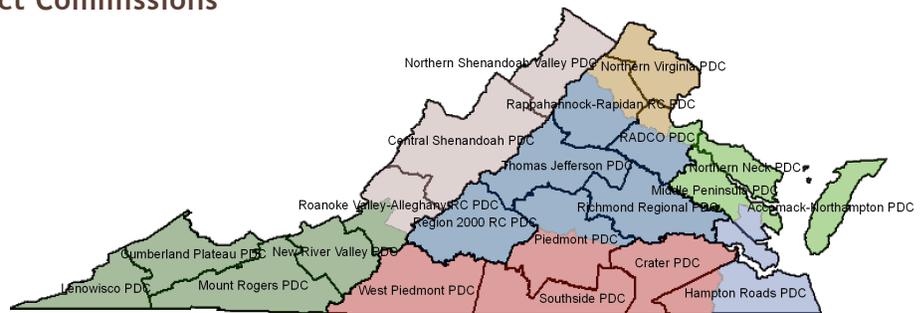
Regions: 21

Established: 1968

**Purpose:** The Regional Cooperation Act set the Commonwealth’s first framework for regional approaches to issues by grouping all independent cities and counties with similar characteristics.



Current Planning District Commissions



PDCs Overlaid with Current Council Regions

**Analysis:** PDCs fragment the seven Council regions but when combined, some borders roughly match. The “Lenowisco,” “Cumberland Plateau,” “Mount Rogers” and “New River Valley” PDCs combined would almost create the Southwest Council region. This holds true for the “Central Shenandoah” and “Northern Shenandoah” PDCs, regarding the Valley region. Each of the other PDCs splits the Council’s regions with differing degrees of severity.



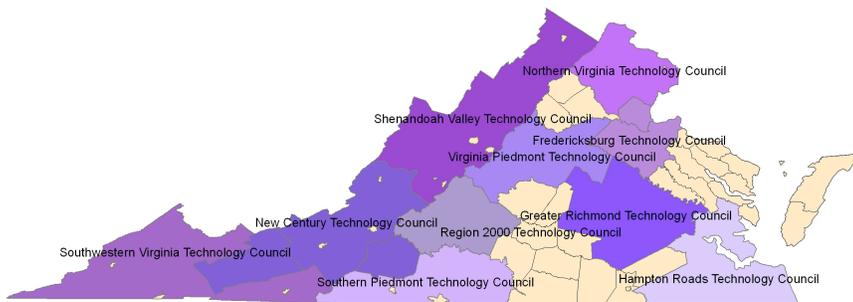
## Appendix B: Regional Analyses and Descriptions (continued)

### The Virginia Technology Alliance (VTA) Regional Councils

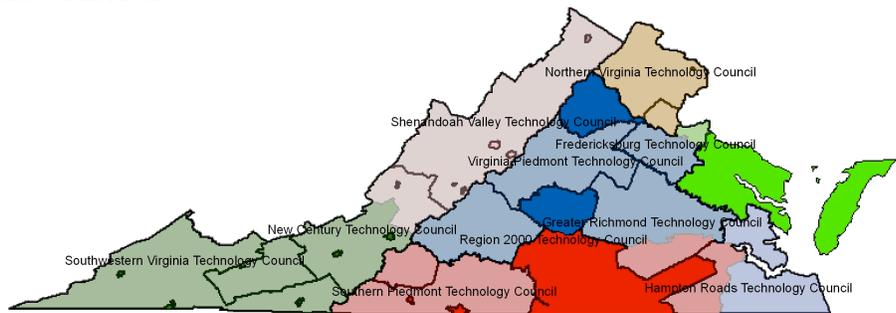
**Regions:** 10

**Established:** 1998

**Purpose:** Created independently of each other but later combined to form the VTA, each Regional Council promotes technological strengths in the name of economic development.



Current VTA Regional Councils



VTA Regional Councils Overlaid with Current Council Regions

**Analysis:** This is the least-inclusive regional system examined. Large parts of the Southside and Eastern Council regions (and some “islands” in the Central region) go unclaimed. However, the “Shenandoah Valley” and “Hampton Roads” regions closely align with the Council’s Valley and Hampton Roads regions. The Central region and most of the Northern region stay partially intact. Overlapping counties between regions also characterize this system.



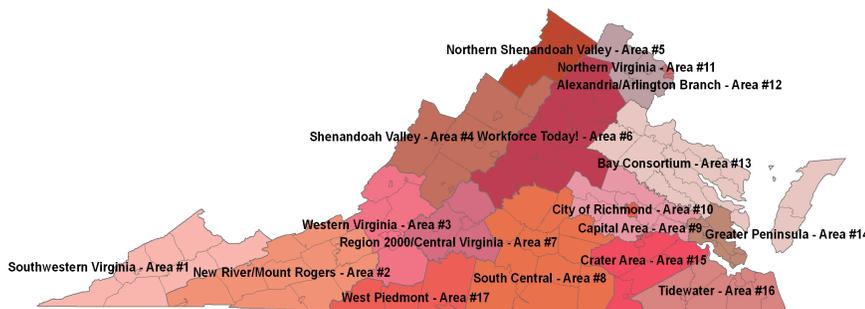
## Appendix B: Regional Analyses and Descriptions (continued)

### Workforce Investment Act Workforce Investment Boards (WIBs)

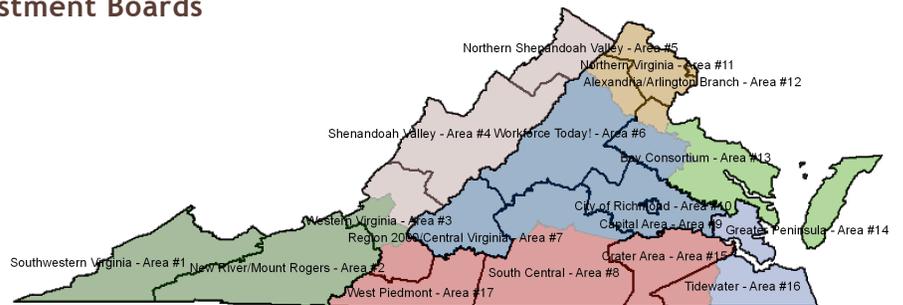
**Regions:** 17

**Established:** 1998

**Purpose:** WIBs function to assist and further educate the un- or under-employed. Each WIB must be a contiguous area with a population of at least 500,000 people unless a singular city or county can fulfill the population requirement.



**Current Workforce Investment Boards**



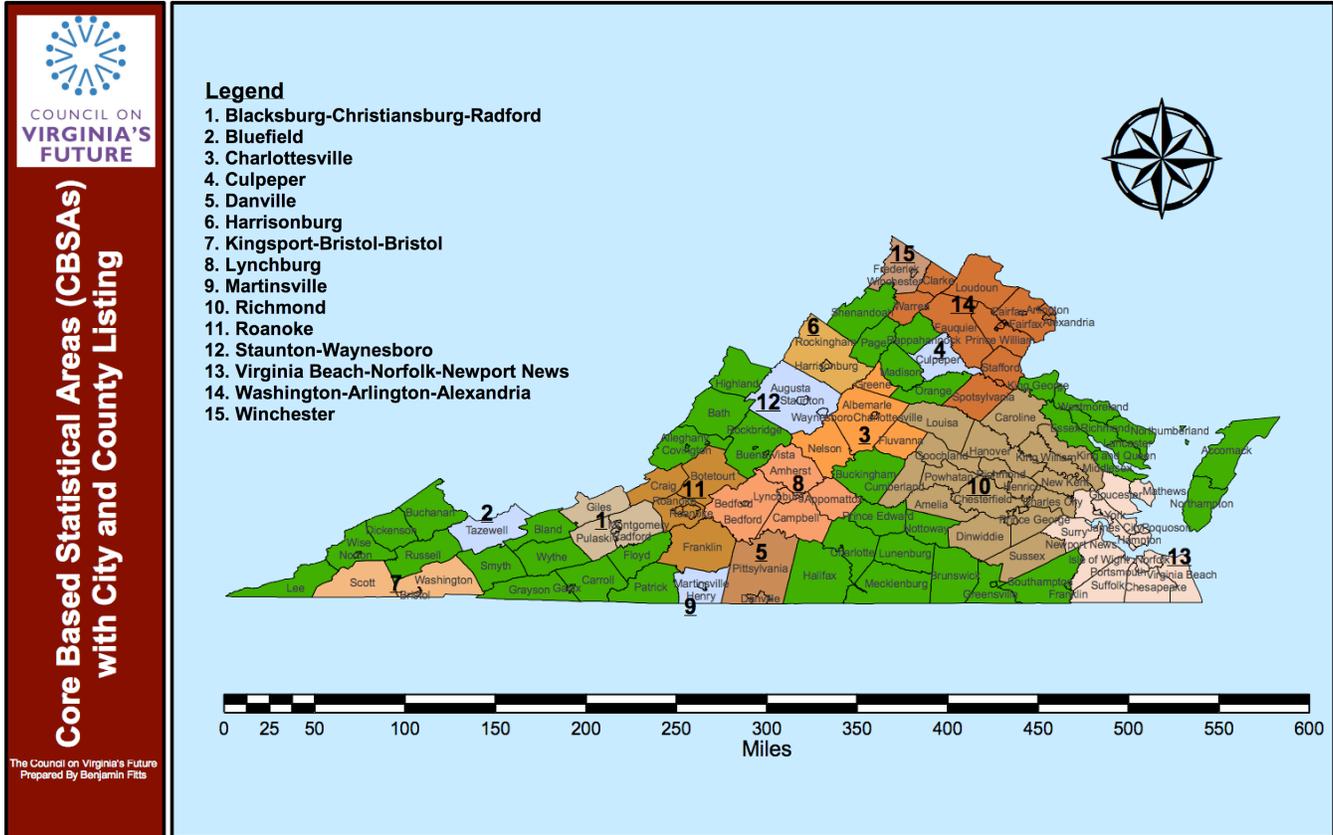
**WIBs Overlaid with Current Council Regions**

**Analysis:** The “Southwestern Virginia” and “New River/Mount Rogers” WIBs mesh closely with Council’s Southwest region, much like the similar combination of the “Shenandoah Valley” and “Northern Shenandoah Valley” WIBs when compared to the Council’s Valley region. The Council’s Central and Eastern regions are fractured much like the Hampton Roads and Southside regions.



# Appendix C: U.S. Census Statistical Areas

## Core-Based Areas / Metropolitan Statistical Areas



Metropolitan Statistical Areas					
Blacksburg-Christiansburg-Radford	Kingsport-Bristol-Bristol	Richmond	Roanoke	Virginia Beach-Norfolk-Newport News	Washington-Arlington-Alexandria
Giles County Montgomery County Pulaski County Radford City	Scott County Washington County Bristol City	Amelia County Caroline County Charles City County Chesterfield County Cumberland County	Botetourt County Craig County Franklin County Roanoke County Roanoke City Salem City	Gloucester County Isle of Wight County James City County Mathews County Surry County York County	Arlington County Clarke County Fairfax County Fauquier County Loudoun County Prince William County Spotsylvania County Stafford County Warren County Alexandria City Fairfax City Falls Church City Fredericksburg City Manassas City Manassas Park City
<b>Charlottesville</b>	<b>Lynchburg</b>	Dinwiddie County		Chesapeake City Hampton City Newport News City Norfolk City Poquoson City Portsmouth City Suffolk City Virginia Beach City Williamsburg City	
Albemarle County Fluvanna County Greene County Nelson County Charlottesville City	Amherst County Appomattox County Bedford County Campbell County Bedford City Lynchburg City	Goochland County Hanover County Henrico County King and Queen County King William County Louisa County New Kent County Powhatan County Prince George County Sussex County Colonial Heights City Hopewell City Petersburg City Richmond City			
<b>Danville</b>					
Pittsylvania County Danville City					
<b>Harrisonburg</b>					
Rockingham County Harrisonburg City					
					<b>Winchester</b>
					Frederick County Winchester City

Micropolitan Statistical Areas			
Bluefield	Culpeper	Martinsville	Staunton-Waynesboro
Tazewell County	Culpeper County	Henry County Martinsville City	Augusta County Staunton City Waynesboro City



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## Appendix C: U.S. Census Statistical Areas (continued)

### Non-Core-Based Statistical Areas

Non-CBSA Cities	Non-CBSA Counties
Buena Vista	Accomack
Covington	Alleghany
Emporia	Bath
Franklin	Bland
Galax	Brunswick
Lexington	Buchanan
Norton	Buckingham
Richmond	Crrroll
	Charlotte
	Dickenson
	Essex
	Floyd
	Grayson
	Greensville
	Halifax
	Highland
	King George
	Lancaster
	Lee
	Lunenburg
	Madison
	Mecklenburg
	Middlesex
	Northampton
	Northumberland
	Nottoway
	Orange
	Page
	Partick
	Prince edward
	Rappahannock
	Rockbridge
	Russell
	Shenandoah
	Smyth
	Southampton
	Westmoreland
	Wise
	Wythe

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## Council on Virginia's Future 2005 Membership

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**The Honorable Mark R. Warner, Chairman**  
Governor, Commonwealth of Virginia

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Virginia House of Delegates

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Capital One Services, Inc.

**The Honorable John J. Chichester**  
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Committee, Senate of Virginia

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**The Honorable Richard L. Saslaw**  
Minority Leader, Senate of Virginia

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**The Honorable Walter A. Stosch**  
Majority Leader, Senate of Virginia

**The Honorable John M. Bennett**  
Secretary of Finance

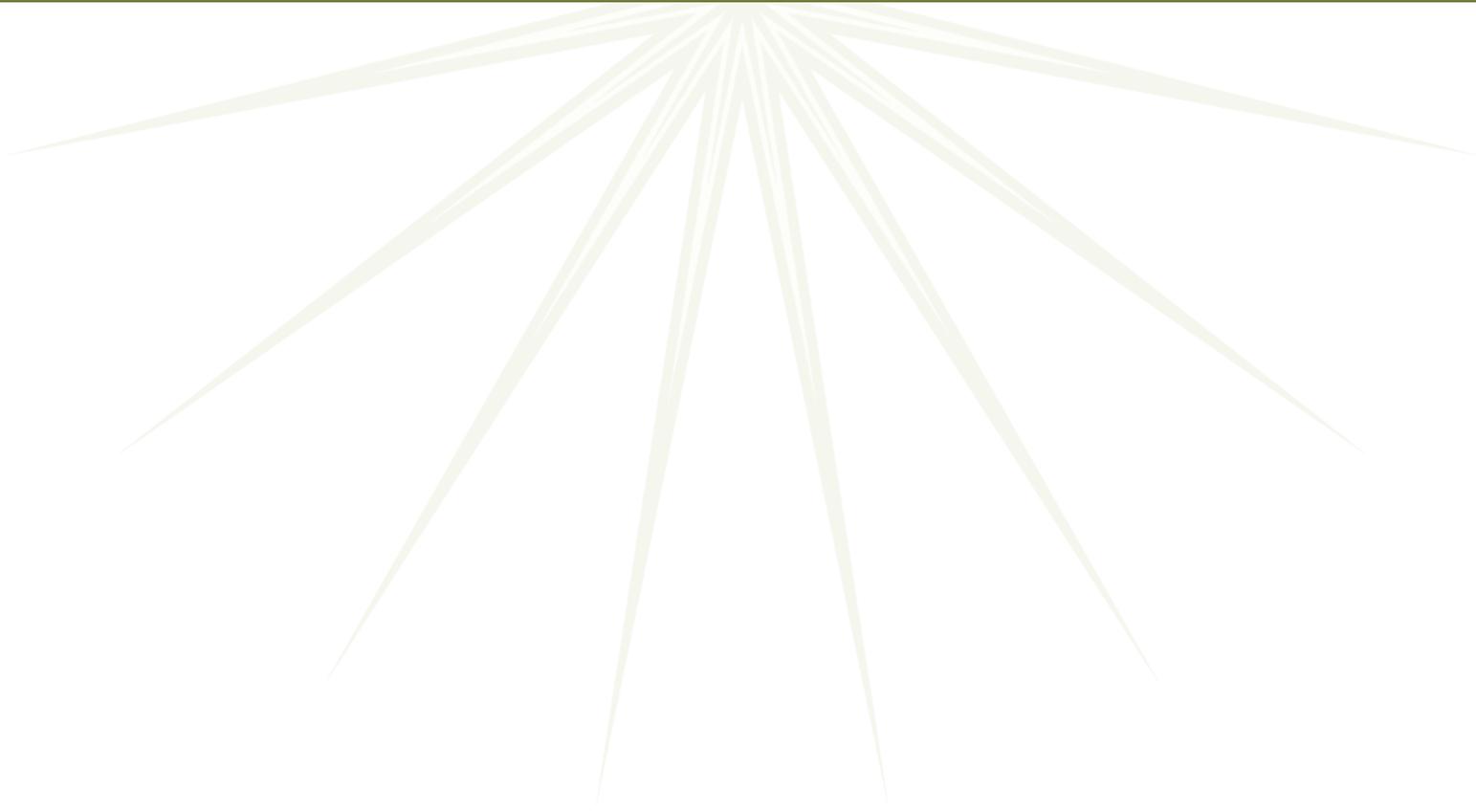
**The Honorable Richard C. Wampler, Jr.**  
Member, Finance Committee, Senate of Virginia

**The Honorable Sandra D. Bowen**  
Secretary of Administration

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**Jane N. Kusiak**  
Executive Director

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