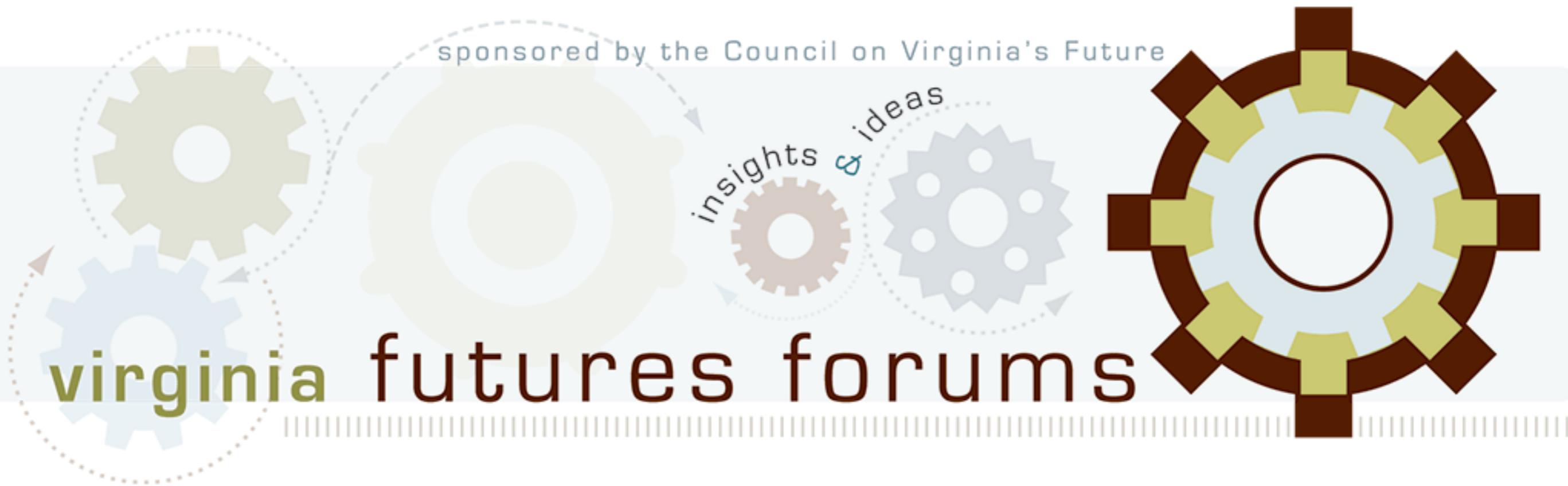


July 23, 2010

Council on Virginia's Future



Assessing Customer Satisfaction with Virginia Government Services



Forum Agenda

Welcome and Introduction

- ▶ Ms. Heather Cox - Chair, Customer Service, Performance, Accountability & Transparency Committee; Senior Vice President, US Card Customer Operations, Capital One

Forum Purpose and Framework

- ▶ Ms. Jane Kusiak - Executive Director, Council on Virginia's Future

Capital One's Customer Experience Journey

- ▶ Mr. Donald Busick - Managing Vice President of Customer Operations, Capital One

Improving Customer Service: Panel

- ▶ Ms. Diana Sun - Director of Communications and Assistant County Manager for Public Affairs, Arlington County
- ▶ Mr. Robert Schultze (Director, Virginia Retirement System) and Mr. Larry Durbin (Assistant Commissioner of Customer Service, Department of Taxation) - Commonwealth of Virginia
- ▶ Ms. Diane Boothroyd (Principal) and Mr. Mark Vita (Principal) - The North Highland Company

Discussion: What Should Virginia Do?

Closing Comments





Forum Purpose and Framework

- Forum Purpose
- Overview of the Council on Virginia's Future
- State Agency Customers
- Assessing Customer Service in State Government



Purpose of Forum on Assessing Customer Satisfaction with Virginia Government Services

- Review successful customer service initiatives in public- and private-sector settings.
- Review work being done in Virginia's state government to assess and improve customer service.
- Explore insights gained and remaining questions.



Council on Virginia's Future

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

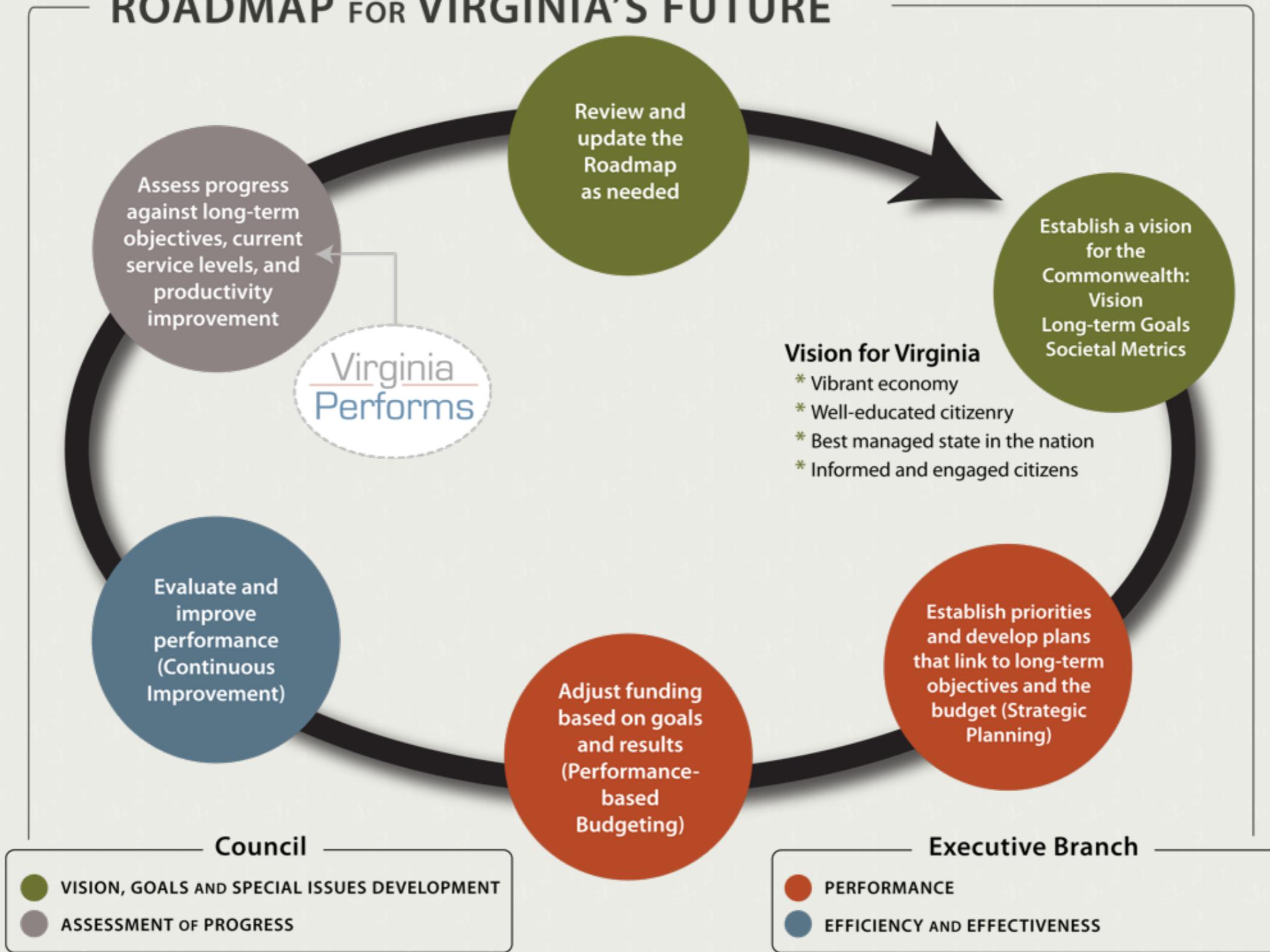
The Honorable Richard D. Brown
Secretary of Finance

To Be Appointed



Roadmap for Virginia's Future

ROADMAP FOR VIRGINIA'S FUTURE



Virginia's Performance Scorecard

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	↑

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 ↓

Assessing Virginia State Government

- An important goal of the Council is to increase government accountability, operations, and performance. Virginia Performs, the Commonwealth's performance leadership and accountability system, includes:
 - ▶ High-level societal goals
 - ▶ Agency key measures centered around high-priority areas
 - ▶ Other agency productivity, administrative, and performance measures

The screenshot displays the Virginia Performs website interface. At the top, the logo 'Virginia Performs' is accompanied by the tagline 'VISION FOCUS RESULTS' and navigation links for 'Regions | Trends | Demographics | Map It' and 'Agency Planning and Performance | Scorecard at a Glance'. A horizontal menu bar includes categories like 'Economy', 'Education', 'Health & Family', 'Public Safety', 'Natural Resources', 'Transportation', and 'Government & Citizens'. The 'Government & Citizens' section is active, showing a search bar and a 'Go' button. Below this, a sidebar on the left lists 'Government and Citizens', 'Government Operations', and 'All Government & Citizen Indicators' with a bulleted list including Bond Rating, Civic Engagement, Consumer Protection, Government Operations, Internet Access, Taxation, and Voter Registration & Turnout. The main content area features a banner image of a person holding a torch under a 'VIRGINIA' arch, followed by the heading 'Government Operations' and a descriptive paragraph. A 'Why is This Important?' section discusses the challenge of maintaining public trust and the state's budget. A 'How is Virginia Doing?' section mentions the Pew Center's top overall grade for government performance. On the right, a 'Related Agency Measures' section lists metrics like 'Number of recurring APA Internal Control findings' and 'Number of local government eVA users'. A 'State Programs and Initiatives' section highlights 'Commonwealth DataPoint' and 'Stimulus.Virginia.gov'.

A new indicator called Government Operations assesses performance at an enterprise level. It includes measures of financial soundness, state workforce, and IT management, among others.

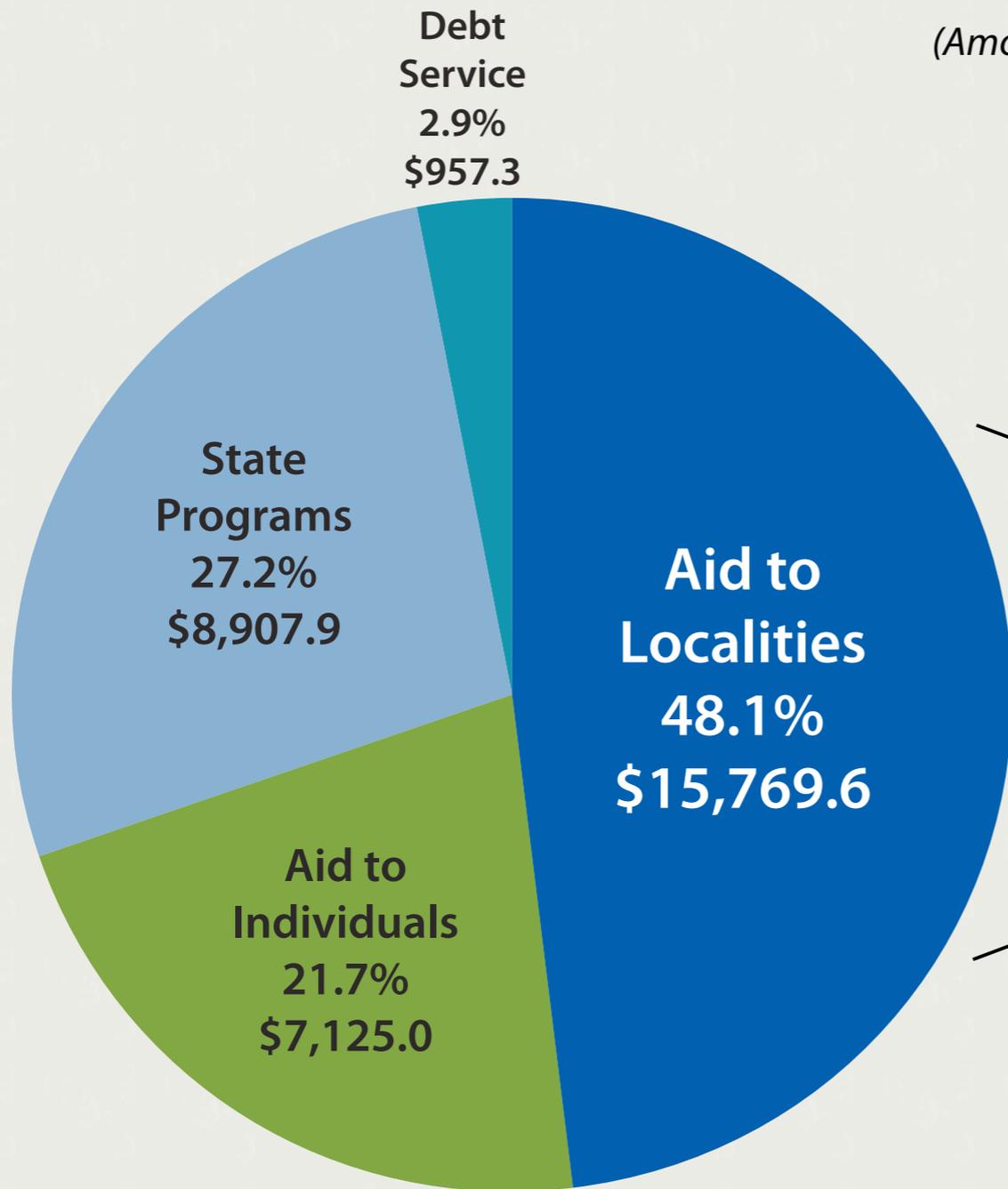
However, a more complete view of Government Operations would include measures of customer satisfaction.



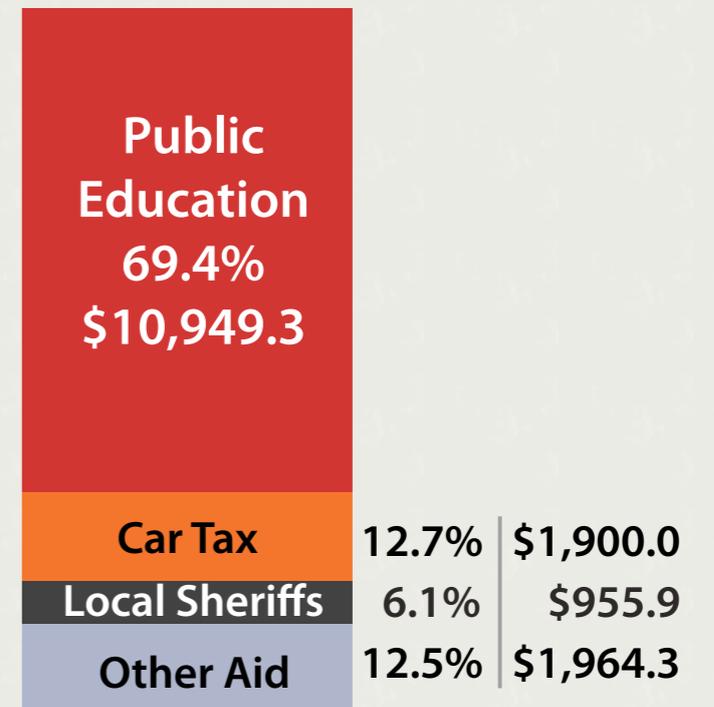
2008-2010 State Budget

Almost Half of the General Fund Operating Budget Goes to Localities

(Amounts in Millions)



Aid to Localities Breakdown





Major Providers of Direct Services to Customers: A Sampling

- Departments of:
 - ▶ Alcoholic Beverage Control
 - ▶ Business Assistance
 - ▶ Conservation and Recreation (state parks)
 - ▶ Health
 - ▶ Health Professions
 - ▶ Motor Vehicles
 - ▶ Taxation
 - ▶ Transportation
- Virginia Employment Commission
- Public Colleges and Universities



Who Are Our Customers?

Customer Types and Selected Providers of Key State Services

Direct Customers	Point-of-Service Customers	Internal Customers
<p>State interacts directly with end customer</p>	<p>State interacts (funds) entities who deal directly with end customer</p>	<p>State interacts directly with other state entities as customers</p>
<ul style="list-style-type: none"> • Departments: <ul style="list-style-type: none"> ▶ Alcoholic Beverage Control ▶ Business Assistance ▶ Conservation and Recreation (state parks) ▶ Health ▶ Health Professions ▶ Motor Vehicles ▶ Taxation ▶ Transportation • Virginia Employment Commission • Public Colleges & Universities 	<ul style="list-style-type: none"> • K-12 Public Education • Medicaid • Departments: <ul style="list-style-type: none"> ▶ For the Aging ▶ Social Services 	<ul style="list-style-type: none"> • Departments: <ul style="list-style-type: none"> ▶ Accounts ▶ General Services ▶ Human Resource Management ▶ Planning and Budget • Virginia Information Technologies Agency

What about the state as a customer/purchaser?





Measuring Customer Satisfaction:

Who and What Are Being Assessed?

- ▶ Agency strategic and service area plans clearly define agency customers.
- ▶ The following agencies include *external* customer satisfaction among their performance objectives and measures:
 - Alcoholic Beverage Control
 - Aviation
 - Behavioral Health & Developmental Services
 - Business Assistance
 - Compensation Board
 - Conservation & Recreation
 - Deaf & Hard of Hearing
 - Forestry
 - Game & Inland Fisheries
 - Health
 - Health Professions
 - Mines, Minerals & Energy
 - Motor Vehicles
 - Roanoke Higher Education Authority
 - State Police
 - Taxation
- ▶ Additionally, many agencies measure some aspect of customer service, such as wait times, transaction and processing times, etc.
- ▶ Some Virginia universities conduct citizen polls:
 - General satisfaction ratings for state finances, Governor's performance, etc.
- ▶ No *enterprise level* measurement of customer satisfaction with government operations.

Brief Survey of Current Methods

- ▶ Formal assessment processes in use, sometimes for many years.
- ▶ Media used to conduct surveys runs the gamut:
 - Paper surveys and comment cards
 - Telephone surveys
 - All forms of electronic surveys (via e-mail, agency website, Twitter & Facebook, etc.).
- ▶ Surveys transaction-based (e.g., when renewing driver's license) and/or calendar-based (e.g., annual survey).
- ▶ Survey scope:
 - Some measure many aspects of customer satisfaction, user expectations, and suggestions for improvement
 - Sometimes targeted to specific audience or issue
 - Some surveys reach thousands of people.
- ▶ Designed and administered internally and/or with assistance of experts, especially public universities.
- ▶ Findings analyzed, presented to stakeholders, and sometimes tied to employee performance.



Measuring Customer Satisfaction: Some Current Examples

Department of Motor Vehicles	Department of Business Assistance	Department of Conservation & Recreation
<p>Strategic Objectives:</p> <ul style="list-style-type: none"> • Improve resolution of customer requests. • Provide a reasonable response time for customers conducting business with DMV. <p>Related Measures:</p> <ul style="list-style-type: none"> • Average number of times a citizen is required to interact with DMV to complete a single transaction. • Average wait time for customers doing business in the Customer Contact Center. 	<p>Strategic Objectives:</p> <ul style="list-style-type: none"> • Support the creation of new business in the Commonwealth. • Achieve a return on investment within the first 12 months of a job created through the Virginia Jobs Investment Program (VJIP). <p>Related Measures:</p> <ul style="list-style-type: none"> • Customer satisfaction with the services of the Virginia Business Information Center. • Percent of VJIP customers rating the overall program as good or excellent. 	<p>Strategic Objectives:</p> <ul style="list-style-type: none"> • Provide outstanding state park facilities / services while protecting and promoting stewardship of Virginia's natural resources. • Complete major construction projects on-time and on-budget while meeting quality and conservation standards. <p>Related Measures:</p> <ul style="list-style-type: none"> • Percent of excellent or good responses on satisfaction surveys.
<p>Approach to Assessing Customer Satisfaction</p> <ul style="list-style-type: none"> • Primary external customers: Vehicle owners, motor carriers, licensed drivers. • Annual survey given to users of customer centers; special survey for Web customers. • Focus: Customer satisfaction and expectations. • Administered internally. 	<p>Approach to Assessing Customer Satisfaction</p> <ul style="list-style-type: none"> • Primary external customers: New and existing businesses. • Survey client at close of VJIP project; event evaluations; periodic email surveys on specific topics. • Focus: Customer satisfaction and needs. • Administered internally with aid of Survey Monkey and Benchmark. 	<p>Approach to Assessing Customer Satisfaction</p> <ul style="list-style-type: none"> • Primary external customers (Parks): Citizens, tourists. • Prepaid survey cards to every park visitor; brochure rack surveys, etc. • Focus: Customer service, security, park conditions, and suggestions for improvement. • Administered internally; data compiled by a state university.



Sites of Interest

Virginia Performs:

VaPerforms.virginia.gov

Productivity Investment Fund:

www.pif.virginia.gov

Council on Virginia's Future:

future.virginia.gov

JANE N. KUSIAK
EXECUTIVE DIRECTOR
COUNCIL ON VIRGINIA'S FUTURE

1001 E. BROAD ST., SUITE 430
RICHMOND, VA 23219
804.371.2346

JANEKUSIAK@VIRGINIA.EDU





How Should We Proceed?

- What insights have we gained from today's discussions?
- What are the outstanding questions?
- Should these efforts continue at the agency level, or should we be measuring satisfaction at the enterprise level?
- What are the next steps?