



COUNCIL ON VIRGINIA'S FUTURE



Council Meeting

December 15, 2006

MEETING AGENDA

- I. Welcome and Opening Remarks *-The Honorable Timothy M. Kaine, Chair*
- II. Agenda Overview *-Jane Kusiak, Executive Director*
- III. The Virginia Report *-Jane Kusiak*
 - A. Introduction and Report Overview *-Jane Kusiak*
 - B. Recent Progress, Next Steps and Work Plan
 - 1. Roadmap Development and Evaluation *-Jane Kusiak*
 - 2. Service Performance *-Jane Kusiak*
 - 3. Productivity Improvement *-Jane Kusiak*
- IV. Discussion of Selected Issues
 - A. Productivity Improvement Component *-The Honorable Aneesh Chopra, Secretary of Technology*
 - B. Selected Outcome-Related Budget Proposals and Demonstration of Agency-Level Web Content *-Ric Brown, Director, Department of Planning and Budget*
- V. Closing Remarks & Adjournment *-The Honorable Timothy M. Kaine*

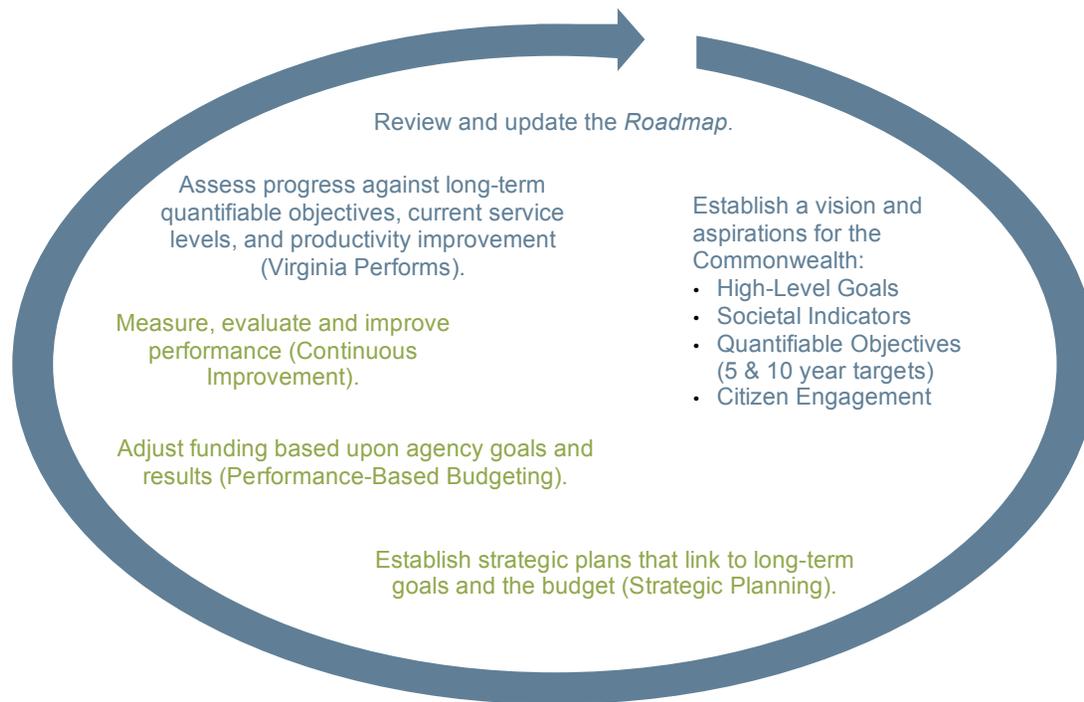


The Virginia Report

Jane Kusiak

Virginia Performs: WWW.VAPERFORMS.VIRGINIA.GOV
Council on Virginia's Future: WWW.FUTURE.VIRGINIA.GOV

Roadmap for Virginia's Future



■ Government – Roadmap Implementation and Improvement

■ Council – Roadmap Development and Evaluation

WORK COMPONENTS



(Council)

The focus of this category of work is to deepen our understanding of high-priority issues related to Virginia's future in order to help develop strategies that will improve quality of life or management outcomes.

This area encompasses the development and promotion of the *Virginia Performs* website, enhanced citizen engagement, the Virginia Futures Forum, associated regional and other public dialogues, and research studies that provide insight into emerging trends and the factors that drive performance outcomes.

-----Internal Performance Leadership-----
(Executive Branch)

The focus of this category of work is on how state government plans for the future, makes budget decisions, and manages performance.

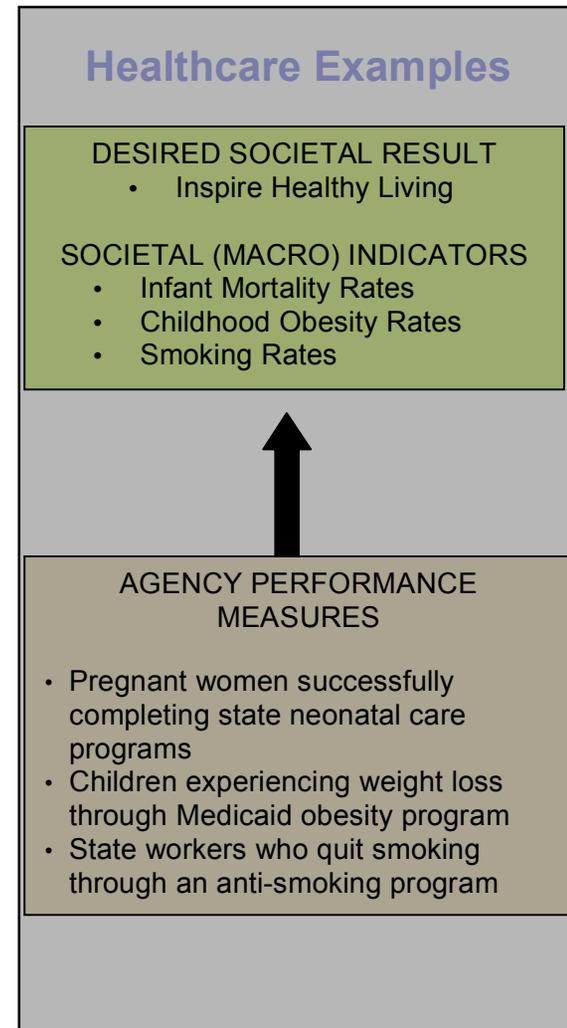
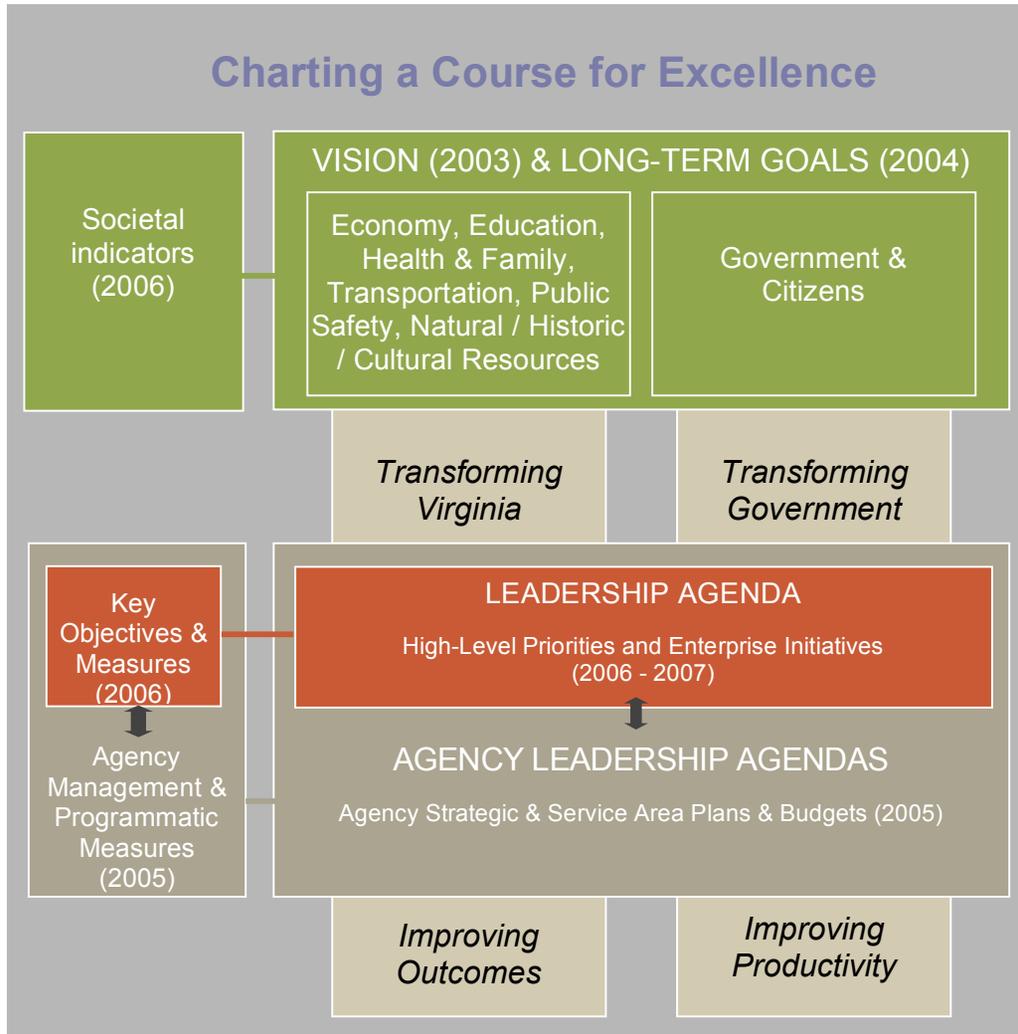
This area encompasses the continued development of the state performance leadership system, continued training and assistance for the strategic planning and budgeting systems, deployment of performance-based budgeting practices, and the development and use agency-level performance data for evaluation and alignment with enterprise priorities.

(Executive Branch)

The focus of this category of work is to continually improve state government performance.

This area encompasses the development of an overall efficiency & effectiveness – or change management – support system (e.g., training, methodology, incentives), the selection of enterprise and agency-level reengineering initiatives, the implementation of a consistent approach to continuous process improvement, and the evaluation of improvement initiatives.

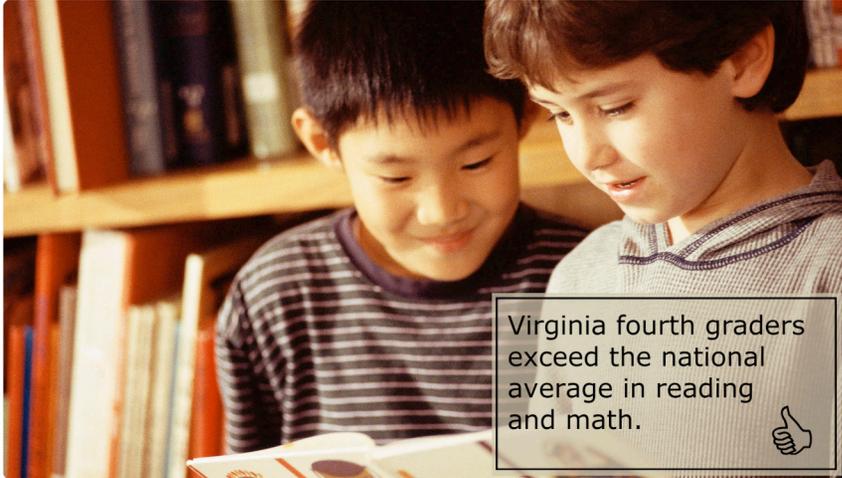
VIRGINIA'S PERFORMANCE LEADERSHIP MODEL



Virginia Performs

VISION
FOCUS
RESULTS

[Key Facts & Demographic Data](#)
Mapping: [Intro](#) • [Map It](#)



Virginia fourth graders exceed the national average in reading and math.



A Message from Virginia Governor Tim Kaine

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 current performance, plan for the future and monitor our progress. Click on the links below to see where your tax dollars go and how we're working to make Virginia strong and healthy. Thanks for visiting.

Governor Tim Kaine

Measuring Virginia

This website shows you how Virginia is doing in areas that affect quality of life for you and your family. Find out how the Commonwealth measures up, from region to region and compared to other states.

[Home](#) | [Scorecard at a Glance](#)

- [Economy](#)
- [Education](#)
- [Health & Family](#)
- [Public Safety](#)
- [Natural Resources](#)
- [Transportation](#)
- [Government & Citizens](#)

- [Education Summary](#)
- [School Readiness](#)
- [Third Grade Reading](#)
- [Fourth Grade Reading & Math](#)
- [High School Graduation](#)
- [High School Dropout](#)
- [College Graduation](#)
- [Educational Attainment](#)
- [Lifelong Learning](#)

[Scorecard at a Glance](#)

[State Government Key Objectives and Performance Metrics](#)

Scorecard at a Glance

Virginia Performs

VISION
FOCUS
RESULTS

Economy

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

Indicators:

- Personal Income/ Wages and Salaries ↑
- Poverty ↓
- Unemployment ↑
- Employment Growth ↑
- Workforce Quality →
- Business Climate ↑
- Business Startups ↑

Education

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

Indicators:

- School Readiness →
- Third Grade Reading ↑
- Fourth Grade Reading & Math Achievement ↑
- High School Graduation →
- High School Dropout ↑
- College Graduation →
- Educational Attainment ↑
- Lifelong Learning →

Health & Family

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

Indicators:

Family

- Adoption ↑
- Foster Care →
- Child Abuse & Neglect →

Community Health

- Teen Pregnancy ↑
- Obesity ↓
- Infant Mortality →
- Suicide →
- Health Insurance →
- Immunization ↑
- Cancer ↑
- Cardiovascular Disease ↑
- Smoking ↑
- Life Expectancy ↑

Public Safety

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

Indicators:

- Crime →
- Juvenile Intakes ↑
- Recidivism (Adult & Juvenile) →
- Traffic Fatalities ↑
- Emergency Preparedness ↑

Natural, Historic & Cultural Resources

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

Indicators:

- Air Quality ↑
- Water Quality →
- Solid Waste & Recycling →
- Land Preservation ↑
- Historic Resources →

Transportation

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

Indicators:

- Traffic Congestion ↓
- Infrastructure Condition ↓
- Land Use →

Government & Citizens

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

Indicators:

- Bond Rating →
- Taxation ↑
- Voter Registration & Turnout →
- Consumer Protection ↓
- Internet Access ↑

Legend

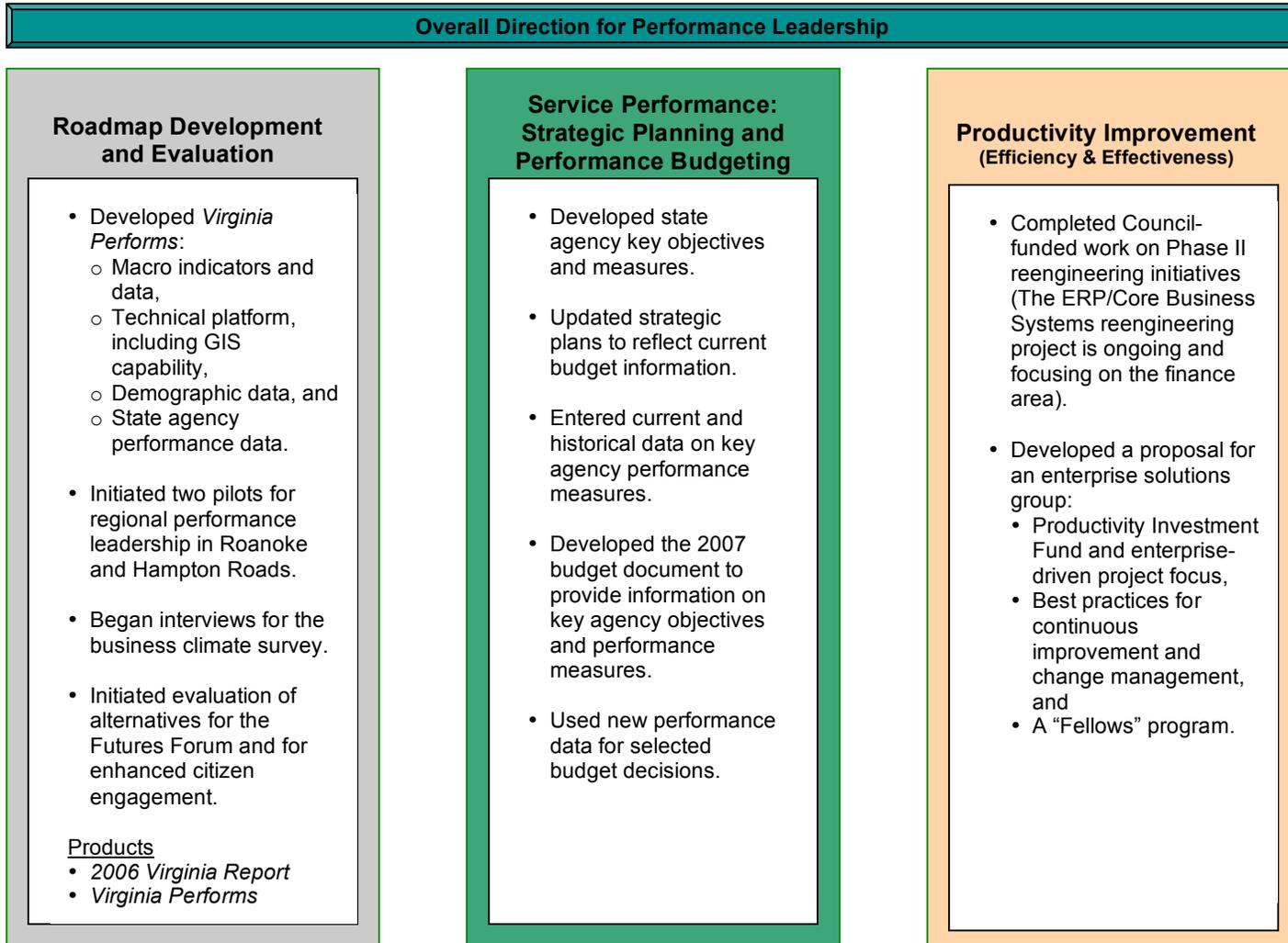
Performance Trend

- ↓ Worsening
- Maintaining
- ↑ Improving

Indicator Page Content

- 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?

RECENT ACCOMPLISHMENTS AND SCOPE OF WORK



FUTURE SCOPE OF WORK AND DELIVERABLES (2007)

Overall Direction for Performance Leadership

Roadmap Development and Evaluation

- Continue development of *Virginia Performs*:
 - Public launch in January,
 - Promote/educate to make policy-makers aware of its capabilities,
 - Refine, update, and expand content,
 - Enhance reporting capabilities,
 - Reconcile with other websites, and
 - Secure long-term staffing.
- Develop a model for ROI and mapping of high-level indicators with significant state role, e.g.:
 - Recidivism,
 - Healthcare outcomes, and
 - Third grade reading.
- Review the existing vision and develop an approach for establishing five- and ten-year targets.
- Continue pilots in Roanoke and Hampton Roads to develop and test an approach for regional leadership.
- Assess the relationship between the Futures Forum process, citizen engagement and the work of the Council.

Service Performance: Strategic Planning and Performance Budgeting

- Refine agency key objectives and measures and service area measures.
- Provide additional training and technical assistance to improve use of the system.
- Link long-term goals, societal measures, key agency measures, and service area measures and use them to provide direction for research and evaluation.
- More fully integrate performance-based budgeting with planning and decision-making processes.
- Review and refine the overall system, with measurement becoming more strategic and targeted.
- Update and regularly publish the Management Scorecard, an evaluation of compliance and management practices in state agencies.

Productivity Improvement (Efficiency & Effectiveness)

- Develop and implement the first phase of an enterprise approach to productivity improvement.
 - Staff the enterprise solutions group.
 - Establish the Productivity Investment Fund, with clear grant criteria.
 - Evaluate feedback from a 'request for information' on potential investment fund grant proposals.
 - Refine and evaluate proposal ROI, determine awards.
 - Develop a repository of best practices for project management, continuous improvement, leadership development, incentives, and change management.
 - Identify and train 20 to 50 'high-potential' employees for change management roles.
- Evaluate the feasibility and ROI of enterprise re-engineering projects that have already been proposed.

2007 WORK PLAN

1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
<p><u>Roadmap Development and Evaluation</u></p> <ul style="list-style-type: none"> ○ Launch Virginia Performs. ○ Hold legislative 'brown bag' meetings. ○ Secure long-term staffing. ○ Begin assessment of relationship of <i>Virginia Performs</i> to other data websites. 	<ul style="list-style-type: none"> ○ Promote Virginia Performs to a wider audience. ○ Complete the assessment of the relationship between the Futures Forum process and the work of the Council. ○ Begin to upgrade website reporting capabilities. 	<ul style="list-style-type: none"> ○ Develop a strategy to coordinate state performance data collection and management. ○ Report on progress of the Hampton Roads and Roanoke regional pilots. ○ Publish results of the Business Climate Survey. ○ Evaluate the Roadmap and develop legislative proposal. 	<ul style="list-style-type: none"> ○ Update <i>Virginia Performs</i> data. ○ Develop the <i>Virginia Report</i>. ○ Implement database coordination strategy.
<p><u>Service Performance</u></p> <ul style="list-style-type: none"> ○ Enter additional agency performance data into <i>Virginia Performs</i>. ○ Update key measures quarterly where appropriate. 	<ul style="list-style-type: none"> ○ Link agency measures to long-term goals and societal measures. ○ Develop a model for ROI and mapping of high-level indicators with a significant state role (e.g.: recidivism, third grade reading, and healthcare outcomes). 	<ul style="list-style-type: none"> ○ Review and refine the overall system and key agency objectives and measures. ○ Update FY 2007 data. ○ Complete additional training and technical assistance for strategic planning and performance management. ○ Update strategic and service area plans. 	<ul style="list-style-type: none"> ○ Refine the linkage between performance measures and budget decision-making.
<p><u>Productivity Improvement</u></p> <ul style="list-style-type: none"> ○ Staff enterprise solutions group and establish governance and advisory boards. ○ Establish Productivity Investment Fund and publish request for ideas. ○ Develop an operating plan for the productivity initiative. 	<ul style="list-style-type: none"> ○ Develop teams for projects awarded productivity investment seed funds. ○ Begin change management training process. 	<ul style="list-style-type: none"> ○ Develop central repository for best practices and standards for continuous improvement and change management. 	<ul style="list-style-type: none"> ○ Evaluate progress and update plans.

Model Advisory Panel

Governor's Staff
 Wayne Turnage
 Emily Lockhart
 Ralph Davis
 Kim Farrar

Department of Health
 Jeff Lake

Department of Motor Vehicles
 D.B. Smit

Department of Planning and Budget
 Ric Brown
 Don Darr

Department of Human Resource Management
 Sara Wilson

Department of Juvenile Justice
 Barry Green

Virginia Information Technologies Authority
 Jerry Simonoff

Partners and Project Consultants

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Tobacco Commission
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