
Virginia Association of Planning District Commissions

JULY 26, 2012

JANE N. KUSIAK
EXECUTIVE DIRECTOR

Presentation Outline

- Overview of the Council on Virginia's Future
- Highlights of Regional Efforts in Virginia
 - A snapshot of Virginia's regional journey
 - Regional collaboration takes place throughout the Commonwealth
 - Regional leadership is critical
 - Strategic challenges: Government funding and service relationships
- Next Steps and Concluding Thoughts

Council Membership

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 M. Kirkland (Kirk) Cox
Virginia House of Delegates

The Honorable William J. Howell
Virginia House of Delegates

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

The Honorable Lacey E. Putney
Virginia House of Delegates

The Honorable Richard L. Saslaw
Senate of Virginia

The Honorable Walter A. Stosch
Senate of Virginia

The Honorable David J. Toscano
Virginia House of Delegates

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

Mr. C. Burke King
President, Anthem Blue Cross and Blue Shield

The Honorable Michael J. Schewel
Partner, McGuireWoods LLP

Cabinet Members

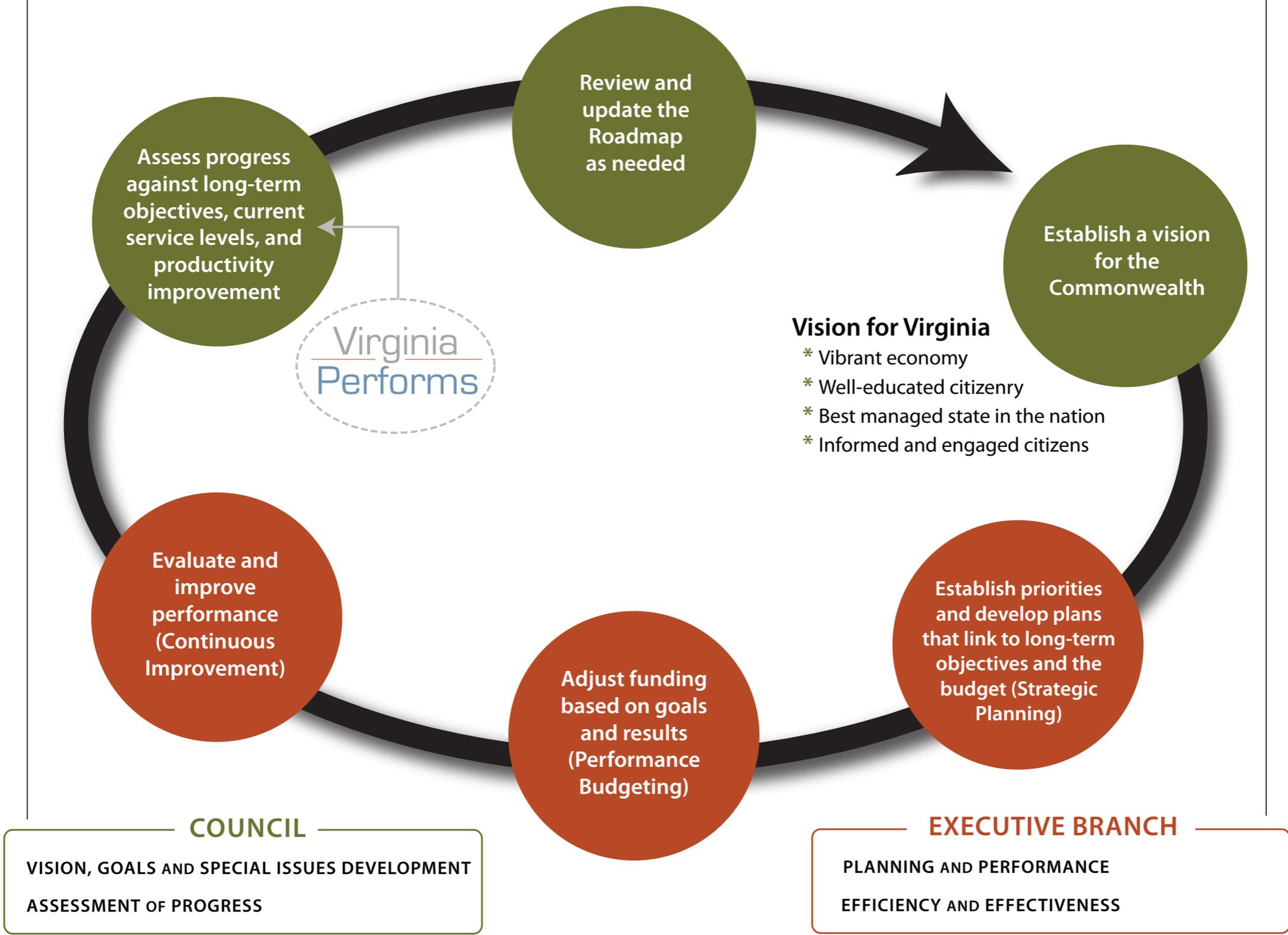
The Honorable Richard D. Brown
Secretary of Finance

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

**Senate Finance Committee member/designee to be named.*

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



Virginia Performs Architecture

Charting a Course for Excellence



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	↑

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	↓



A Focus on Long-Term Issues: Our Journey

- The Council conducted an extensive analysis of higher education attainment. This review provided the foundation for the 100,000 new undergraduate degree goal of the *Preparing for the Top Jobs of the 21st Century: The Higher Education Opportunity Act of 2011*.
- Last year, the Council began a review of Virginia's regions with a focus on how they have enhanced outcomes, achieved more efficient and effective service delivery, and strengthened economic growth. The goals were accomplished through:
 - More than 40 interviews and discussions with local and state government executives, economic development and regional officials, legislative leaders, national experts, and business leaders.
 - An analysis of government funding flows and service responsibilities.
 - Literature reviews and phone interviews with thought leaders and experts in the areas of intergovernmental relations, regional collaboration, and economic growth.
- With the Joint Legislative Audit and Review Commission (JLARC) currently exploring state incentives for regional collaboration to achieve greater efficiency and effectiveness, the Council has transitioned to a deeper look at economic growth, which includes closely examining how a few of Virginia's regions are dealing with this complex area.

Highlights of Regional Efforts in Virginia



A Snapshot of Virginia's Regional Journey

Virginia has a long history of studying and developing solutions to promote and enhance regional collaboration and intergovernmental relationships.

- **1960 - 1970:** A system of planning district commissions is created by the passage of the Virginia Area Development Act resulting from the work of the Virginia Metropolitan Areas Study Commission (Hahn Commission).
- **1970 - 1980:** The Local Government Advisory Council (LGAC) is created to provide a forum where state and local leaders could discuss issues of mutual concern. The Commission on Local Government is founded based on recommendations by the Commission on City-County Relationships (Stuart Commission) and Commission on State Aid to Localities and Joint Subcommittee on Local Government (Michie Committee).
- **1980 - 1990:** A moratorium on city-initiated annexation is established. The LGAC is reorganized into the Advisory Commission on Intergovernmental Relations (ACIR). The Commission on Local Government Structures and Relationships (Grayson Commission) recommends an end to involuntary annexation and the provision of state incentives for consolidation.
- **1990 - 2000:** The Regional Competitiveness Program is created by the Regional Competitiveness Act (proposed by the Urban Partnership) to encourage multi-jurisdictional efforts through the provision of state incentives.
- **2000 - 2005:** The Commission on Virginia's State and Local Tax Structure for the 21st Century recommends a regional economic development mechanism. The Regional Competitiveness Program is no longer funded and ACIR is abolished due to an economic downturn and state financial shortages.
- **2005 - Present:** The Building Collaborative Communities program provides three start-up grants for regional collaboration projects. The Joint Legislative Audit and Review Commission (JLARC) is currently reviewing the use of incentives to drive regional collaboration in order to achieve greater efficiency and effectiveness of government service delivery.

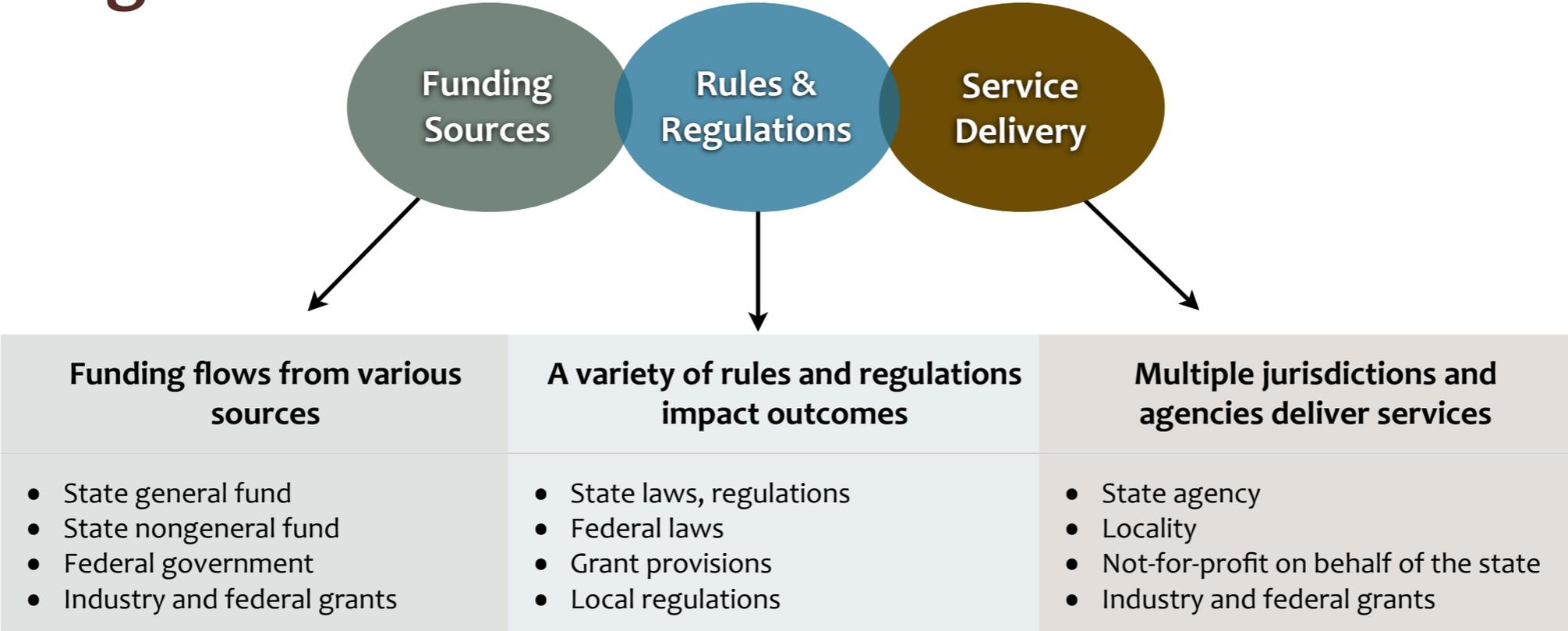
Regional Collaboration Takes Place Throughout the Commonwealth

- While barriers exist in the current state (rules and regulations, funding flows, and multiple service areas), the Council's review of Virginia's regions revealed numerous examples of regional collaboration.
- The projects most cited as success stories were:
 - Water and sewer projects
 - Economic development projects
 - Regional jails
 - Solid waste programs
 - Tourism projects
 - Juvenile detention facilities
 - Regional organizations
- Most of the successful regional projects discussed as a part of this assessment came together in an ad hoc fashion around an emerging issue with drivers such as cost avoidance (e.g. water and sewer projects), increased efficiency (e.g. regional jails), and increased effectiveness (e.g. emergency preparedness).

Regional Leadership Is Critical

- Leadership is a critical ingredient to regional collaboration.
- Leaders come from varied organizations (planning districts, economic development organizations, local governments, private sector, etc.).
- In the success stories highlighted during our initial review, the project champions were usually self-identified and had a clear vision and strong relationships with other project stakeholders.
- Given that the landscape of funding flows (state-to-local and in limited cases regional) and regional divisions (community service boards, planning district commissions, health districts, etc.) are unlikely to change, how can we strengthen regional leadership throughout the state?
- Moreover, as a state we have a tendency to want to replicate successful leadership structures (a one-size fits all mentality) or reorganize ourselves into a new model, but in reality it's people that make regions successful when the right opportunity at the right time presents itself. Regardless of the structure in place, it is leaders that can get people to commit to a regional vision, project, strategy over the long-term.

Optimizing Government Service Delivery: Strategic Challenges

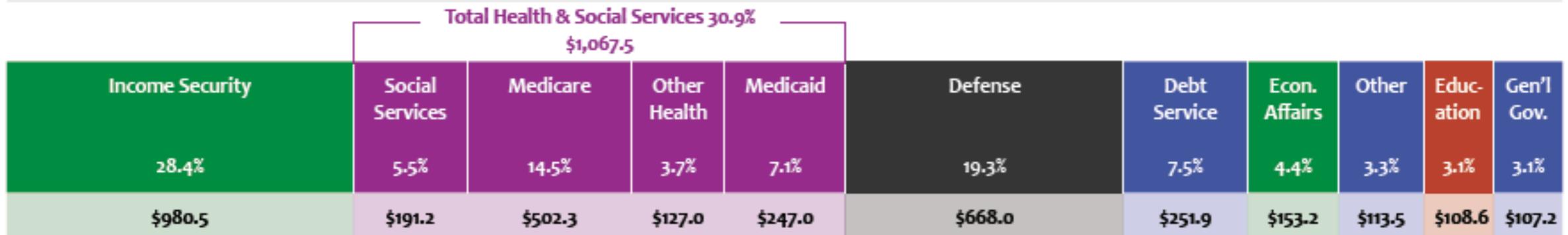


- Both private and public forces affect societal outcomes.
- Government, by its nature, is multi-layered and complex, with responsibility for key outcomes shared among agencies and levels of government.
- About 54 percent of the state’s general spending for fiscal year 2009 was aid to localities.
- Accountability systems sometimes operate at a different level than rules, regulations, and funding.
- Accountability for outcomes is often weakened and diffused when the service or program has multiple funding sources, and the links between performance and funding are sometimes limited.

Funding Flows: Spending by Functional Area

Government Spending by Functional Area, 2009 (in billions unless otherwise specified)

Federal Government Total Spending: \$3.5 trillion



Commonwealth of Virginia Total Spending: \$38.8 billion

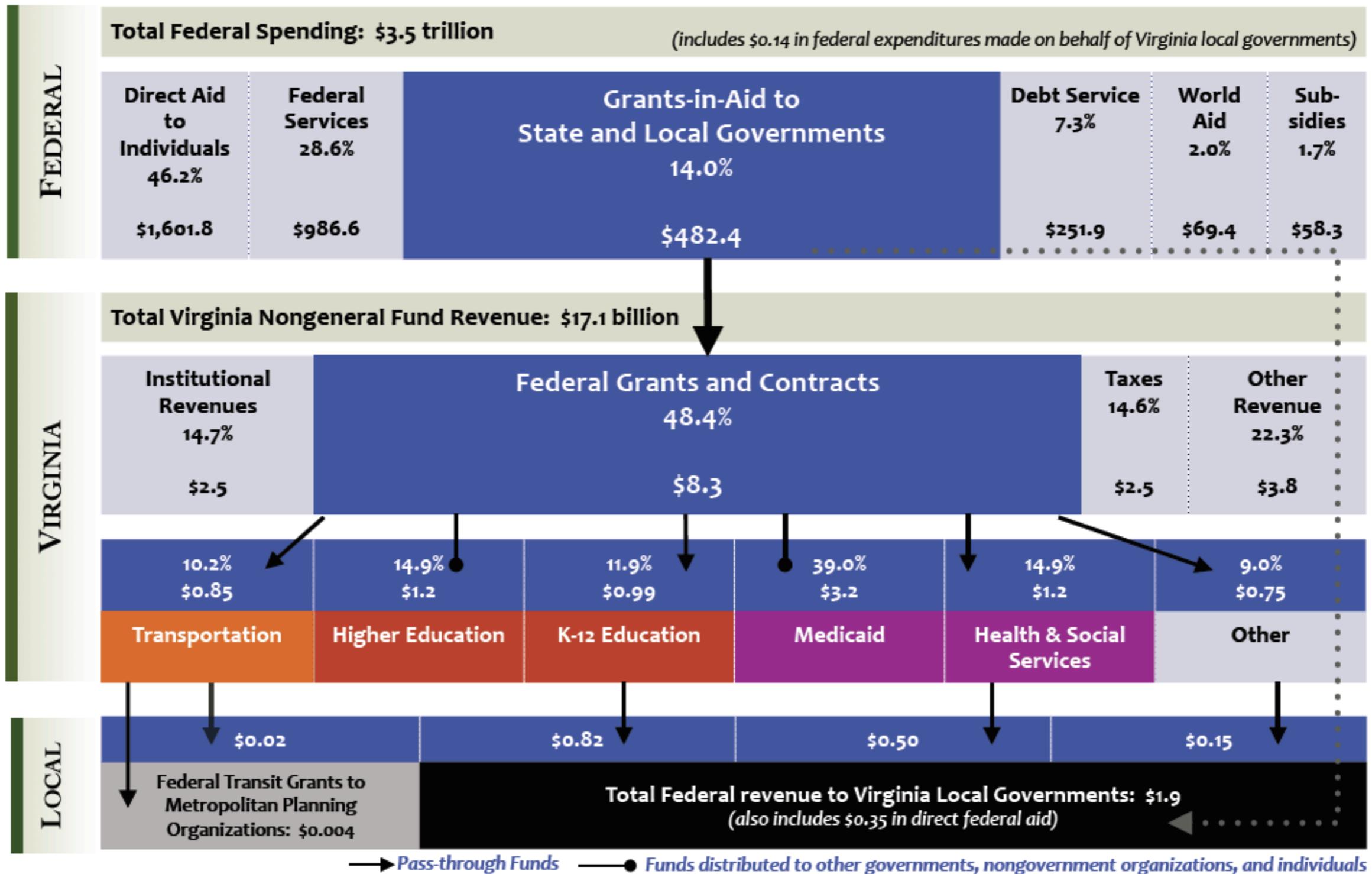


Virginia's Local Governments Total Spending: \$32.1 billion



Note: For a complete list of data sources used for this chart, please see the Council's Issue Insight 7, which is available at <http://future.virginia.gov/reportsdocs.php>

Funding Flows: Federal Spending as Revenue

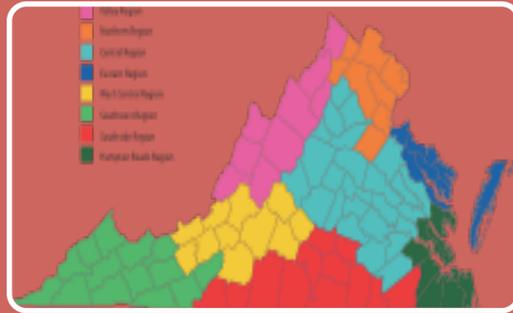


Note: For a complete list of data sources used for this chart, please see the Council's Issue Insight 7, which is available at <http://future.virginia.gov/reportsdocs.php>

Next Steps

- Collaboration is a frequent occurrence across the Commonwealth. In each region, partnerships are being formed to meet regional needs, especially to enhance the efficiency and effectiveness of government service delivery. The findings of the Joint Legislative and Audit Review Commission (JLARC) on incentives for regional collaboration will hopefully capitalize on these current efforts in the areas of efficiency and effectiveness.
- The main objective of the Council's current focus on economic growth is to thoroughly understand how a few of Virginia's regions are seeking to provide a foundation for economic growth. This will be accomplished through developing regional case studies on the Hampton Roads, Virginia's Region 2000, and Richmond regions as well as an exploration of relevant economic growth data and ongoing federal and state policies and programs.
 - The foundations of economic growth (business environment, quality of life, workforce, innovation, infrastructure, educational attainment, and research and development) transcend governments, institutions, and organizations and lend themselves more readily to a broader framework that will complement ongoing regional efforts.
 - Current efforts to understand and cultivate a broader workforce paradigm in Virginia provides an example.

Economic Growth and Workforce Development



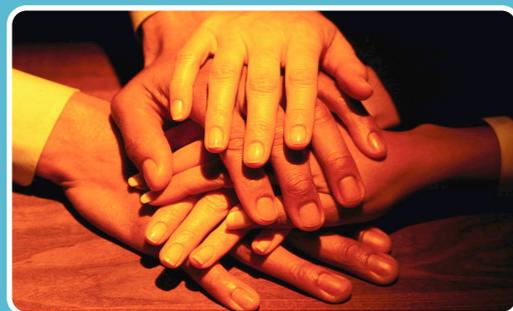
The performance of key clusters drives regional economic growth, which in turn determines statewide performance.



Cluster performance is influenced by many factors, including the national economy. However, there is broad consensus that workforce quality is critical and strongly influences productivity and growth and thus investment and wage levels.



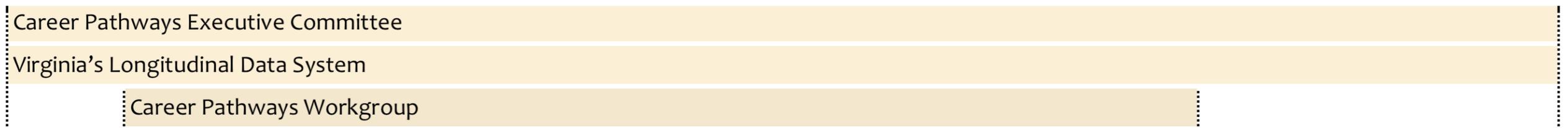
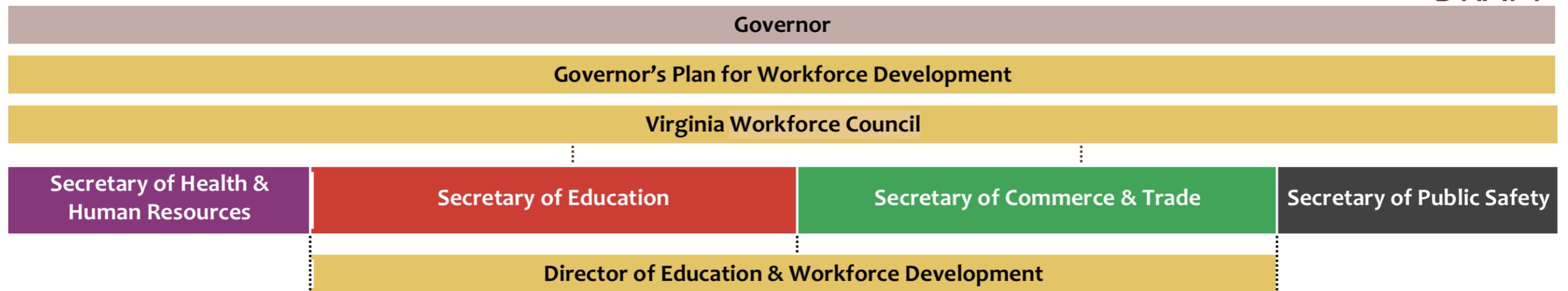
Workforce quality is a regional issue and can be measured by its ability to meet the evolving demands of an increasingly skills- and knowledge-based workplace. The issue is not worker availability, but the availability of workers with the right skills.



One of the best ways to improve workforce quality is to ensure that the education and workforce development systems produce workers whose skills align with industry needs.

Virginia's Workforce Development System

DRAFT



VDBVI	VDARS	VDSS	SCHEV	VDOE	VCCS	VEC	VDOLI	VDBA	VEDP	TAX	VDJJ	VDOC
Food Stamp and Employment Training; Vocational Rehabilitation; Senior Community Service Employment; Virginia Initiative for Employment Not Welfare			Career Coaches; PluggedIn VA; Career Clusters; Career Readiness Certificate; On Ramp; Virginia's Education Wizard; Adult Education; Dual Enrollment; Career & Technical Education; Middle College; Apprenticeship Related Instruction; Customized Training; English Literacy; Articulation Agreements; Two-Year College Transfer Grant; Governor's Schools; Need Based Financial Aid; Governor's STEM Academies; Rapid Response; Perkins			WIA Youth; WIA Adult; WIA Dislocated Workers; Labor Market Information		Virginia Jobs Investment Program; Worker Retraining Tax Credit; Registered Apprenticeship; Trade Adjustment Assistance; Wagner-Peyser			Youth Industries Program; Career & Technical Education	

Regional Workforce Development Partners



Note: Gold color reflects programs, initiatives, and organizations that cross agencies and are collaborative.

Strengthening Virginia's Workforce System

Workforce Investment Boards ~ Virginia's Community College System ~ Virginia Department of Labor and Industry ~ Virginia Employment

DRAFT

Establish Career Pathways as the Primary Model for Collaboration

1. Issue a Governor's Executive Order establishing the governance structure of Virginia's Career Pathways System
2. Increase awareness of models, development, and best practices for career pathways
3. Better position Workforce Investment Boards to drive alignment and resource sharing for career pathways

Expand Virginia's Pipeline of Workers for Target Industry Sectors

1. Expand and evaluate the impact of regional career pathways in target industry sectors
2. Diversify funding sources dedicated to regional career pathways initiatives in target industry sectors
3. Expand PluggedIn Virginia
4. Double the number of Governor's STEM Academies
5. Expand number of incumbent workers served through community college non-credit instruction
6. Build pipelines for Advanced Manufacturing and Energy
7. Develop a plan to launch a public-private high school program to produce a skilled trades workforce
8. Increase resources available to businesses locating or expanding in Virginia
9. Drive student interest in target occupations through career coaches and advising services

Increase Credential Attainment

1. Drive interest in new opportunities for high school students to simultaneously earn secondary and postsecondary credentials
2. Increase certifications and licensures attained by high school students
3. Position Virginia's adult education program as a national model serving low-skill, low-wage adults
4. Expand state registered apprenticeships and align apprenticeship related instruction with community college degrees and certificates
5. Increase attainment of career readiness certifications
6. Increase the number of One Stop Career clients that earn a credential
7. Position Virginia as a national leader for veteran training and employment

Strengthen Data and Reporting

1. Develop an annual workforce development report card for Virginia to be owned by the Virginia Workforce Council and workforce system partners
2. Establish sustainability for the Virginia Longitudinal Data System
3. Improve available Labor Market Information and provide training for education and workforce partners on how to use data to make decisions on programs and participant services

Department of Aging and Rehabilitative Services ~ Secretary of Education ~ Private Sector Leaders ~

Commission ~ Virginia Economic Development Partnership ~ Virginia Department of Education ~ Virginia Department of Business Assistance

~ State Council for Higher Education in Virginia ~ Virginia Workforce Council ~ Virginia Department of Social Services ~ Secretary of Commerce and Trade ~ Virginia

Virginia's Career Pathways System

DRAFT

Virginia's Career Pathways Strategic Plan

Bridging Business and Education for the 21st Century Workforce

Developed by the Career Pathways Taskforce

Virginia's Workforce Council

Career Pathways Executive Committee

Identifies gaps in the alignment between education and employers, recommends strategies, and identifies resources

Virginia's Career Pathways Workgroup

Guides the delivery of goals for the Career Pathways System

Secretary of Commerce & Trade	VCCS: WIA	VCCS: Community Colleges	VDOE: Career & Tech. Ed.	VDOE: Adult Ed. & Literacy	SCHEV	VDARS	VEDP	VDOLI	VDDBA	VDSS	VEC	Secretary of Education
-------------------------------	-----------	--------------------------	--------------------------	----------------------------	-------	-------	------	-------	-------	------	-----	------------------------

Statewide Leadership

Career Pathways Report Card (in development)

Regional Career Pathway Development

Projects Initially Funded by Virginia's Career Pathways Workgroup: The Peninsula Region was awarded a \$75,000 grant to develop pathways for advanced manufacturing and green technologies; Southwest Virginia was awarded a \$75,000 grant to develop pathways for energy; Southside Virginia was awarded a \$75,000 grant to develop pathways for allied health and corrections; and Lord Fairfax Community College was awarded a \$60,000 grant to develop pathways for allied health.

Building Blocks for Pathways Development

- | | | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Adult & High School Career Coaches • PluggedIn VA • Career Clusters • Academic & Career Plans • Career Readiness Certificate • Virginia Jobs Investment Program • On Ramp • Articulation Agreements | <ul style="list-style-type: none"> • Virginia's Education Wizard • Adult Education • Dual Enrollment • Career & Technical Education • Middle College • Registered Apprenticeship • Rapid Response Services • Virginia's Longitudinal Data System | <ul style="list-style-type: none"> • WIA Adult • WIA Youth • WIA Dislocated Workers • Trade Adjustment Assistance Program • VCCS Customized & Non-Credit Training • Food Stamp Program | <ul style="list-style-type: none"> • Vocational Rehabilitation • Governor's Career & Technical Academies • Need Based Financial Aid • One-Stop Career Centers • Two-Year College Transfer Grant Program • Worker Retraining Tax Credit |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Concluding Thoughts

- Economic growth is complex. Jobs are created by the private sector with the public sector providing a foundation for economic growth that runs across policy issues ranging from workforce to education to infrastructure to entrepreneurship.
- Virginia's regions have launched collaborative projects that leverage their own strengths and available federal, state, and local programs to support economic growth, particularly in the areas of workforce development and education.
- As the state continues to understand its role in providing incentives and facilitating regional collaboration, much of the regional progress on the issues of efficiency, effectiveness, and economic growth will come from the informal relationships that occur between a region's leaders.

Sites of Interest

Virginia Performs:
VaPerforms.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