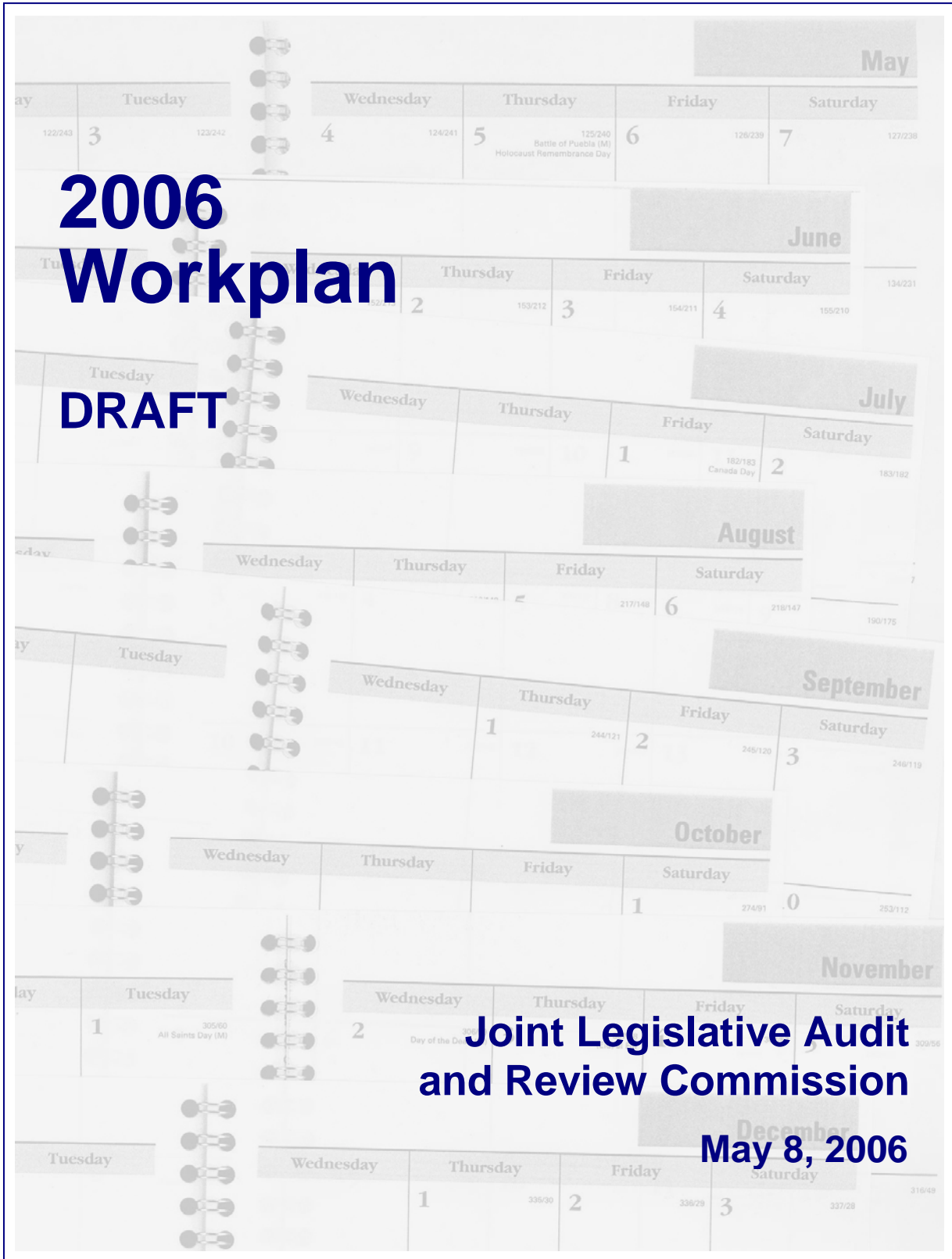


2006 Workplan

DRAFT

**Joint Legislative Audit
and Review Commission**

May 8, 2006



In Brief...

2006 Workplan

The JLARC workplan is prepared after each Session of the General Assembly and approved by the Commission at its first meeting of the year. The workplan outlines the projects to be initiated, continued, or completed during the year, as well as the continuing oversight activities for which the Commission is responsible.

New projects in 2006 include reviews of the impact of new assisted living facility regulations; State employee severance agreements; the impact of regulations on manufacturers; small drinking water systems; underground electric transmission lines; options for extending health insurance coverage to uninsured Virginians; and children's residential services funded under the Comprehensive Services Act.

Ongoing oversight activities required by statute involve monitoring and review of the Virginia Retirement System, State spending growth, State SOQ spending, internal service funds, State agency performance measures, and higher education institution management agreements. As a result of action by the 2006 General Assembly, JLARC also is responsible for review of proposed mandated health insurance benefits in support of the General Assembly's Special Advisory Commission on Mandated Health Insurance Benefits.

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Section 1

The JLARC Work Planning Process

The Joint Legislative Audit and Review Commission (JLARC) is the oversight arm of the Virginia General Assembly. It was established by the legislature in 1973 to review and evaluate the operations and performance of State agencies and programs. Since its establishment, JLARC's responsibilities have been expanded to include oversight of the Virginia Retirement System, review of fiscal impact statements, support for the Council on Virginia's Future, evaluation of proposed mandated health insurance benefits, and other oversight activities. The evolution of JLARC's statutory mandates has resulted in increasing responsibilities that require both a structured and a flexible work planning process.

This workplan document reflects Commission and staff judgment on a feasible work schedule for 2006. The work planning process is a modified management-by-objective system adapted to serve a small, research-oriented organization such as JLARC. The process can be subdivided into three basic steps: plan preparation and approval, plan control, and plan evaluation.

PLAN PREPARATION AND APPROVAL

The JLARC biennial budget and research topic selection processes are the foundation for the annual workplan. The plan is prepared annually by the director and the deputy director. Research topics are developed and approved annually by the Commission and the General Assembly. Plan preparation begins after topics have been selected, usually near the end of the legislative session.

The workplan establishes a general framework for defining agency goals and objectives, work activities, a project timetable, and staff assignments for the current year. The plan also aids in problem identification and may be periodically revised to reflect changes in organizational priorities and needs. While there can be substantial overlap in JLARC's work areas, objectives and activities are presented for the ten separate program areas within this plan:

- *Research Plan and Priorities* — a brief summary of studies and other research activities to be completed during the year.

- *Virginia Retirement System Oversight* — a discussion of the continuing oversight activities and research projects for the next year.
- *Fiscal Analysis* — a discussion of activities of the fiscal analysis section, including expenditure forecasting, fiscal note reviews, an annual report on State spending trends, and reviews of mandated health insurance benefits.
- *Other Ongoing Oversight* — a discussion of JLARC's responsibilities regarding internal service funds, higher education management agreements, and other areas.
- *Division Management* — a discussion of work activities carried out within each JLARC research division.
- *Research Methods* — a listing of work activities to be carried out by the staff methodologist.
- *Information Systems Support* — the computer support activities to be managed by the computer resource manager or other relevant staff.
- *Publications and Graphics* — a summary of work activities planned by the publications analyst.
- *Business Management and Office Services* — an outline of administrative and office services activities.
- *Training and Development* — a discussion of staff training and development planned for the year.

PLAN CONTROL

The annual workplan is submitted to the Commission for its review and approval, generally in May of each year. Agency and project managers are periodically informed about project scheduling and achievements via project workplans, weekly planning meetings, monthly planning and project status reports, and personnel time allocation reports.

Weekly planning meetings are held most Monday mornings and feature informal reports on the status of projects and activities. These meetings are used to coordinate activities and to set priorities for administrative support during the week. The staff leadership team—which consists of the director, deputy director, division chiefs, and managers of the business, fiscal analysis, and methods sections—outlines a plan of work for the period preceding each Commission meeting. Following most Commission meetings, the director calls a meeting of the entire staff. At these staff meetings, the Commission meeting is reviewed, plans for ongoing projects are discussed, and items of general interest to the staff are raised.

Periodic meetings are held with project leaders and the leadership team. These meetings are a vehicle for keeping key staff members involved in and informed of important items of organizational and project interest. Plan, project, and other work responsibilities are also communicated through project-specific planning documents and organizational directives such as the *Research Guide* and *Administrative Manual*.

The leadership team periodically reviews status reports on each of the ongoing research projects. Status reports include such information as the completion date, work phases completed, work accomplished since the last reporting period, and significant report findings. The workplan may be revised from time to time to reflect changes in project scope, status, and priorities.

Time allocation forms are prepared by staff on a weekly basis. These forms are used to track individual and project time and to prepare periodic cost allocation reports when needed.

PLAN EVALUATION

The accomplishments of the JLARC workplan can be measured by four types of outcomes:

- *Products* — studies and reviews produced and reported;
- *Completion of Other Scheduled Activities* — the extent to which work activities are effectively completed;
- *Legislative/Executive Utilization* — (a) the extent to which JLARC reports provide useful information to the General Assembly and executive agencies, (b) the extent to which the legislature and executive agencies implement JLARC recommendations, (c) potential for cost savings accruing to the Commonwealth, and (d) potential for improvements in agency operations and service delivery; and
- *Legislative Feedback* — the extent to which members of the Commission, the General Assembly, and leadership indicate utilization of the research products and information.

JLARC accomplishments are also assessed by follow-up of completed studies and reported biennially in the *Report to the General Assembly*. The last such report was prepared in September of 2005; the next report will be submitted in 2007.

Section 2

Mission, Goals, and Objectives

JLARC's mission, goals, and objectives are based on the statutory mandates for the agency and direction from the Commission.

MISSION

JLARC's mission is to provide the General Assembly with an objective and vigorous oversight capability. Through analytic research and evaluation, the Commission aids in ensuring that the Legislature is informed about State program operations, agencies fulfill legislative intent, and programs operate efficiently, effectively, and economically.

GOALS

JLARC's goals are based on the statutory mandates for the agency:

- Provide the General Assembly with reliable and valid information for use in legislative decision-making.
- Monitor and report whether State agencies and programs are in compliance with legislative intent concerning appropriations and objectives.
- Determine whether State agencies and programs meet criteria of efficiency, effectiveness, and economy.

OBJECTIVES

JLARC has 11 objectives related to its mission and goals:

- Complete management, operational, program, and/or performance reviews and evaluations of State agencies and programs as directed by the General Assembly or the Commission in accordance with the Commission's general statutory authority and the Legislative Program Review and Evaluation Act.
- Provide accurate and timely information about the effectiveness and efficiency of State agencies and programs to members of the General Assembly, other governmental entities, and the citizens of Virginia.

- Develop report recommendations that will help agencies to operate more efficiently, effectively, or economically; improve services; and identify and eliminate duplication, overlap, and poor performance.
- Complete annual reviews of spending growth in State government and periodic reviews of expenditure forecasts.
- Complete reviews of fiscal impact statements as requested by the chairs of the standing committees during sessions of the General Assembly.
- Oversee and evaluate internal service funds in compliance with statute and legislative direction.
- Oversee and evaluate the Virginia Retirement System in compliance with statute and legislative direction.
- Evaluate compliance with and impact of the management agreements for State-supported institutions of higher education and report the findings to the General Assembly.
- Monitor agency implementation of Commission recommendations and prepare follow-up studies on completed reports as necessary.
- Complete other oversight responsibilities such as participation in debt capacity and inmate forecasting committees.
- Continuously enhance JLARC research processes and practices, staff skills and abilities, and information technology resources.

Section 3

Research Plan and Priorities

To complete the work mandated by the General Assembly and the Commission, a schedule is developed for each of the studies to be reported for the year. This schedule is based on deadlines in the study mandates, the information needs of the legislature, the complexity of the research involved, and the availability of staff and other resources. Detailed research workplans are developed for each study to ensure timely completion of the work as scheduled. Table 1 lists the research studies to be concluded or initiated in 2006. The studies are summarized in the remainder of this section.

Table 1
2006 Studies and Oversight Activities

Impact of Assisted Living Facility Regulations
Severance Agreements in State Employment Contracts
Impact of Regulations on Virginia's Manufacturing Sector
Regulation of Small Community Drinking Water Systems
Monitoring of Federal Restrictions on Asset-Sheltering to Qualify for Medicaid Long-Term Care
Feasibility of Underground Electric Transmission Lines in Virginia
Options for Extending Health Insurance Coverage to Uninsured Virginians
Evaluation of Children's Residential Services Delivered Through the Comprehensive Services Act
Special Report: Interstate Benchmarks (2006 Update)
State Spending on Standards of Quality (SOQ) Costs (2006 Update)
Use and Financing of Inpatient Psychiatric Facilities (2007 Completion)
Growth in State Spending (2006 Update) (Section 5)
Review of Mandated Health Insurance Benefits (Section 5)
Ongoing Virginia Retirement System Oversight (Section 4)
Ongoing Reviews of General Fund Expenditure Forecasts (Section 5)
Ongoing Internal Service Fund Reviews (Section 6)
Review of Higher Education Management Agreements (Section 6)
Ongoing Inmate Forecast Oversight (Section 6)
Ongoing Debt Capacity Oversight (Section 6)
Ongoing Support of the Commission on the Future of Virginia (Section 6)

Impact of Assisted Living Facility Regulations

(Planning date for briefing: June 2006)

The 2005 Appropriation Act directs JLARC to report on the impact of regulatory changes required by legislation on assisted living facilities and on the quality of care and access to services in these settings. The new law requires licensing of administrators and registration of medication aides in assisted living facilities, as well as other improvements. Funding was increased for auxiliary grant recipients, who comprise about 20 percent of the 33,000 residents of these facilities. The remaining 80 percent of residents pay for their own care.

Key provisions of the new law will not take effect until 2007, so the impact of these recent changes cannot be evaluated. Instead, the review will profile the current state of the assisted living industry in Virginia and the State regulatory process. An interim report was completed in November 2005, and a final report is due in June, 2006.

Severance Agreements in State Employment Contracts

(Planning date for final briefing: June 2006)

As a result of the JLARC special report on the severance package for the former director of the Virginia Retirement System, the Commission directed JLARC staff to review application of the Workforce Transition Act (WTA) by the Commonwealth's agencies and the extent to which other severance agreements have been developed with officers and employees of the State. WTA provides up to 36 weeks of salary to State employees involuntarily separated from their positions, based on the number of years of their State service. However, some State positions are not covered by WTA. Separation benefits for these positions are often determined by the entity appointing the employee. This review will examine whether any State officers or employees have received, or have employment agreements to receive, a separation benefit in excess of the benefits available under WTA. The review will further examine whether arrangements to provide such benefits are consistent with Virginia law.

Impact of Regulations on Virginia's Manufacturing Sector

(Planning date for final briefing: October 2006)

Senate Joint Resolution 360 (2005) directs JLARC staff to study the comparative burden of regulatory compliance on Virginia's manufacturing sector. The resolution notes the decline in the

number of Virginians employed by manufacturers and directs staff to address three issues: (1) the cost to Virginia manufacturing companies of complying with federal and State regulations, (2) how compliance costs for manufacturers compare to costs for other business sectors in Virginia, and (3) how compliance costs for manufacturers in Virginia compare to costs for other mid-Atlantic and southern states. The resolution directs staff to consider each of the three issues for environmental, economic, workplace, and tax regulations.

JLARC staff will attempt to characterize the impact of federal and State regulations using a comprehensive, balanced approach. The review will address ranges of costs and benefits where possible, and seek to determine the relationship between the condition of the manufacturing sector and regulations. The review will also identify opportunities to improve the efficiency of the existing regulatory framework.

Regulation of Small Community Water Systems

(Planning date for briefing: November 2006)

Senate Joint Resolution 82 (2006) directs JLARC staff to review the regulatory framework for small and very small community water systems and determine whether the needs of Virginia's citizens for safe and affordable drinking water are being met. Small and very small systems are those that serve between 25 and 3,300 customers. In Virginia, there are approximately 1,100 of these systems serving about 470,000 customers.

At present, the regulatory framework for waterworks owners and operators involves several State agencies, including the Virginia Department of Health; the State Corporation Commission; the Department of Professional and Occupational Regulation; and, to a lesser extent, the Departments of Environmental Quality and Conservation and Recreation. In addition, local governments are responsible for approving new residential construction and the utilities required to serve these residences.

The primary focus of this study will be on the quality of drinking water and affordability of rates charged to customers of small systems, as well as on the ability of the existing regulatory framework to address public concerns in a timely and efficient manner. In addition, this study will consider the roles of State and local governments in ensuring the sustainability of these systems. The report will examine whether the existing regulatory framework could be changed to improve drinking-water quality and affordability, and ensure the sustainability of these systems.

Monitoring of Federal Restrictions on Asset-Sheltering to Qualify for Medicaid Long-Term Care

(Planning date for briefing: November 2006)

In February 2006, the U.S. Congress enacted legislation to restrict the ability of individuals to shelter their assets in order to qualify for Medicaid long-term care. House Joint Resolution 97 and Senate Joint Resolution 122 (2006) direct JLARC and the Department of Medical Assistance Services (DMAS) to jointly monitor these changes in federal law. This joint review will examine how individuals shelter assets to qualify for Medicaid long-term care and will evaluate the potential impact of the new federal restrictions. The joint report will also identify options to limit the financial impact on the State of asset-sheltering practices in light of the new federal law.

Feasibility of Underground Electric Transmission Lines in Virginia

(Planning date for briefing: November 2006)

House Joint Resolution 100 (2006) directs JLARC to study the criteria used by the State Corporation Commission (SCC) in determining the feasibility of placing electric transmission lines underground. In granting public utilities certificates of public convenience and necessity for the construction of transmission lines, the SCC is directed by statute to consider several factors, including cost, reliability, and the impact of transmission lines upon the Commonwealth's environment and economic growth. There is concern that in evaluating the feasibility of underground instead of overhead transmission lines, the SCC has not fully considered the impact of overhead lines upon property values and the environment.

The primary focus of the study will be a review of the factors, criteria, and policies used by the SCC in considering underground versus overhead lines, and whether any improvements to this process are warranted. The study will also examine options for paying the higher costs that are typically associated with placing lines underground and will review recent changes in federal energy policy that may alter the State's role in siting transmission lines.

Options for Extending Health Insurance Coverage to Uninsured Virginians

(Planning date for briefing: December 2006)

House Joint Resolution 158 (2006) directs JLARC staff to analyze the uninsured population in Virginia, assess the costs incurred from the provision of emergency room and other health care services to treat the uninsured, evaluate programs and plans in other states to expand health insurance coverage to the uninsured, and develop options to extend health insurance coverage to Virginia's uninsured population. The 2004 Current Population Survey conducted by the U.S. Census Bureau estimated that 15.5 percent of non-elderly Virginians were uninsured. This report will examine the demographic characteristics of the uninsured, the reasons why these Virginians do not have health insurance, and the length of time they are uninsured. The report will also examine the costs of treating the uninsured that are incurred by the Commonwealth, health care providers, and insured citizens. Finally, options for extending health insurance coverage to Virginia's uninsured will be developed that facilitate access to health care while requiring personal responsibility for obtaining coverage.

Evaluation of Children's Residential Services Delivered Through the Comprehensive Services Act

(Planning date for briefing: December 2006)

House Joint Resolution 60 (2006) directs JLARC staff to evaluate the administration of the Comprehensive Services Act (CSA). Created in 1992, the Comprehensive Services Act established a system of funding and services to address the needs of troubled children more efficiently and effectively. Although the growth in overall program expenditures has slowed in recent years, the cost of residential services continues to rise. In particular, CSA stakeholders have expressed concerns that the rates charged by residential providers have escalated while little information exists about the quality of services they provide.

The focus of this study will be to (1) understand why the cost of residential care is increasing, (2) assess whether children receive quality residential services for the funds expended, (3) determine whether the State and local governments utilize suitable mechanisms to balance the cost and quality of services, (4) examine the extent to which the limited availability of community-based services contributes to program costs, and (5) analyze the impact of cross-jurisdictional placements on localities' infrastructure and children's well-being. The report will also recommend steps to con-

control costs and ensure that at-risk children are receiving effective services in a safe and healthy environment.

Growth in State Spending (2006 Update)

(Planning date for briefing: December 2006)

The JLARC Fiscal Analysis Section will continue its review of State spending, mandated by §30-58.3 of the *Code of Virginia*. The December report will update the 2005 report by including expenditures and appropriations from FY 2006 and examining the budget growth from FY 1996 through FY 2006. The December report will also identify the largest and fastest growing programs and compare the growth to indicators of economic activity (such as inflation) and other factors.

State Spending on Standards of Quality (SOQ) Costs

(Planning date for briefing: December 2006)

Section 22.1-97 of the *Code of Virginia* requires JLARC to “report annually to the House Committees on Education and Appropriations and the Senate Committees on Finance and Education and Health the state expenditure provided each locality for an educational program meeting the Standards of Quality.” This work by JLARC staff is to be coordinated with the Virginia Department of Education (DOE). Section 22.1-97 also requires that DOE report local-level data on required local expenditures for the SOQ and local operating dollars budgeted and spent to meet local SOQ cost responsibilities.

The 2006 JLARC special report, the third report in this series, will address State SOQ spending in FY 2006. As was the case in prior years, JLARC staff plan to first brief the Commission on the findings, and then furnish the report to the committees identified in the statute. If requested, JLARC staff would be available to appear before any of the committees to discuss or answer questions.

Interstate Benchmarks (2006 Update)

(Planning date for updated publication: December 2006)

In October of 2003, the Commission directed staff to compile and publish statistics on how Virginia compares to other states on a variety of measures. While some demographic data — such as population and per capita incomes — are included, the principal measures will be financial for example: state and local revenues and state and local taxes. The Commission directed that, where possible, rankings be adjusted to reflect the impact of State expen-

ditures on the Revenue Stabilization Fund and on car tax relief. As directed, selected statistics will be updated for 2006.

Use and Financing of Inpatient Psychiatric Facilities

(Planning date for briefing: Summer 2007)

Senate Joint Resolution 185 (2006) directs JLARC to review the use and financing of licensed inpatient psychiatric facilities in Virginia. The study is to focus on utilization and payment trends, Medicaid rate setting, use of the facilities by community services boards, and the adequacy of funding. This study is to be staffed late in 2006 and completed in the summer of 2007.

Commission Reporting Schedule

Table 2 (next page) shows the schedule for presenting the study findings and recommendations to the Commission. The schedule accounts for specific reporting requirements in the joint resolutions that directed several of the studies as well as the research workload for each project.

Table 2
Proposed Commission Reporting Schedule for 2006

May	2006 JLARC Workplan 2006 Legislative Impact Update Auditor of Public Accounts 2006 Workplan
June	Impact of Assisted Living Facility Regulations Severance Agreements in State Employment Contracts
July	VRS Semi-Annual Investment Report Quadrennial Actuarial Audit of VRS (Mercer Human Resource Consulting) Virginia Retirement System Director and CIO Status Reports
August	No Meeting
September	Status Report on the Technology Infrastructure Agreement (VITA)
October	Impact of Regulations on Virginia's Manufacturing Sector
November	Regulation of Small Community Drinking Water Systems Monitoring of Federal Restrictions on Asset-Sheltering to Qualify for Medicaid Long-Term Care Feasibility of Underground Electric Transmission Lines in Virginia
December	Evaluation of Children's Residential Services Delivered Through the Comprehensive Services Act Options for Extending Health Insurance Coverage to Uninsured Virginians Growth in State Spending (2006 Update) State Spending on Standards of Quality (SOQ) Costs (2006 Update) VRS Semi-Annual Investment Report
Ongoing	Virginia Retirement System Oversight Internal Service Fund Reviews Review of Mandated Health Care Benefits Review of Higher Education Management Agreements Debt Capacity Oversight Inmate Forecast Oversight Review of Performance Measures Review of General Fund Expenditure Forecasts Fiscal Analysis Reports Staff Support for the Council on Virginia's Future

Virginia Retirement System Oversight

The Virginia Retirement System Oversight Act of 1994 authorizes JLARC's oversight function of the Virginia Retirement System (VRS) (§§ 30-78 through 30-84 of the *Code of Virginia*). The Act directs JLARC to oversee and evaluate the Virginia Retirement System on a continuing basis and as directed by the General Assembly.

GOALS AND OBJECTIVES

- Provide timely, accurate information about the retirement system to the General Assembly.
- Assess the appropriateness of the structure of governance for the retirement system and recommend modifications to the structure as necessary.
- Evaluate on a periodic basis the soundness of the retirement system trust funds.
- Evaluate the performance of the VRS investment program and report to the General Assembly on any significant changes in the investment program.
- Evaluate the efficiency and effectiveness of VRS administration and operations.

WORK ACTIVITIES FOR 2006

Work activities for oversight of the retirement system are intended to ensure that the General Assembly is informed about important aspects of the system's investments, actuarial status, and administrative effectiveness.

Attend Monthly Meetings of the Board of Trustees and Committees

(Planning date: Ongoing)

JLARC staff will continue to attend the regular meetings of the VRS Board of Trustees and the Investment Advisory Committee. Staff may also periodically attend meetings of the following committees of the VRS Board of Trustees: administration and person-

nel, benefits and actuarial, audit and compliance, and optional retirement plan advisory committee.

Semi-Annual Investment Report

(Planning date for briefings: July 2006 and December 2006)

JLARC staff will continue to monitor and review the VRS investment program. The focus of the review will remain on investment policy and asset allocation, as well as investment performance and risk management. JLARC staff will obtain detailed information concerning these areas through regular attendance at meetings of the VRS Investment Advisory Committee and the VRS Board of Trustees, structured interviews with VRS investment staff, reviews of VRS documents, reviews of documents of other public employee retirement systems, and analysis of secondary sources of investment data.

At the July 2006 meeting, the VRS director and chief investment officer will also provide a status update on the system to the Commission.

Quadrennial Actuarial Audit

(Planning date for briefing: July 2006)

Section 30-81 of the *Code of Virginia* directs JLARC to conduct an actuarial review of VRS once every four years. The quadrennial actuarial audit will be based on the June 30, 2005, valuation. The audit is being prepared by Mercer Human Resource Consulting under the provisions of its contract with JLARC.

Update of the Legislator's Guide to the Virginia Retirement System

(Planning date: Ongoing)

The Retirement Oversight Act requires JLARC to publish a *Legislator's Guide to the Virginia Retirement System*. The *Guide* is produced with the assistance of the VRS staff, and is available online at <http://vrsguide.state.va.us>. It is revised each year to reflect changes in benefit programs as well as investment and financial information. By publishing the *Guide* online, labor and other costs associated with producing hard copies have been eliminated. In addition, access to the *Guide* is more convenient and links can be added to websites containing legislation, *Code of Virginia* references, and other information. Additional updates to the *Guide* are planned for 2006.

Section 5

Fiscal Analysis

The fiscal analysis section was established in 1999 to assist with legislative fiscal impact analysis and to conduct oversight of the executive branch expenditure forecasting process. This section consists of a section manager, a fiscal analyst, and a fiscal economist (this position is currently vacant). Additional JLARC staff provide support as needed.

During each General Assembly Session, the section focuses on reviewing executive branch fiscal impact statements that are referred to JLARC by committee chairs. The results of the staff reviews are published in fiscal impact review reports. In addition to reviewing fiscal impact statements, the section responds to ad hoc requests by General Assembly members and other legislative staff, as determined by the JLARC chairman or director.

The section also conducts an annual review of State budget growth (required under §30-58.3 of the *Code of Virginia*), and evaluates proposed health insurance mandates (§2.2-2503 and §30-58.1 of the *Code of Virginia*). The section additionally reviews the forecasts that are key to major State programs, including Medicaid, corrections, primary and secondary education, and higher education. Staff also participate in other JLARC projects and reviews.

GOALS AND OBJECTIVES

- Provide technical support to the General Assembly in the areas of legislative fiscal analysis and expenditure forecasting.
- Review the fiscal effects of legislation at the request of committee chairs, as required by Item 21D of the Appropriation Act.
- Evaluate the performance of key executive branch forecasts and their relation to the Commonwealth's biennial budget, and provide information about these forecasts to the General Assembly.
- Conduct annual assessments of State expenditure growth, as required by §30-58.3 of the *Code of Virginia*.
- Evaluate proposed health insurance mandates and report findings to the Special Advisory Commission on Mandated

Health Insurance Benefits, as required by §2.2-2503 and §30-58.1 of the *Code of Virginia*.

WORK ACTIVITIES FOR 2006

Work activities for the fiscal analysis section are related to statutory mandates for reviews of spending, the fiscal impact of legislation, proposed health insurance benefits, and expenditure forecasts.

Review State Spending Growth

(Planning date for briefing: December 2006)

The 2006 review of State spending will update the 2005 report by including expenditures and appropriations from FY 2006 and examining the growth from FY 1997 through FY 2006. The December report will also identify the largest and fastest growing programs and compare the growth to indicators of economic activity such as inflation.

Prepare Fiscal Impact Reviews

(Planning date: Annual Sessions of the General Assembly)

Upon the request of a committee chair, the fiscal analysis section reviews the fiscal impact statement on any legislation. Through the 2006 General Assembly, the section has prepared about 60 such reviews. These reviews serve as a “second opinion” on the projected cost of a specific bill and have resulted in concurrence as well as non-concurrence with the fiscal impact estimated by State agencies.

Evaluate Proposed Health Insurance Mandates

(Planning date: Ongoing)

Section 2.2-2503 of the *Code of Virginia* was amended by the 2006 General Assembly to direct JLARC to assess and evaluate proposed mandated health insurance benefits and report its findings to the Special Advisory Commission on Mandated Health Insurance Benefits. For 2006, staff will develop the necessary procedures and protocols to implement this new responsibility. In addition, reviews of three mandated benefits will be completed.

Monitor Expenditure Forecasts

(Planning date: Ongoing)

In 2000 and 2001, the fiscal analysis section presented the Commission with an overview of the forecasting methods and procedures used in developing four major “budget driver” forecasts: elementary and secondary education average daily membership (school attendance), higher education enrollment projections, Medicaid expenditures, and the State-responsible felon population. The review found that three of the four forecasts are strongly linked to the State budget (the exception was higher education) and that the four forecasts used to prepare the FY 1999 budget were relatively accurate. The section will review these expenditure forecasts on a periodic basis.

Section
6

Other Ongoing Oversight

The Commission is responsible for several ongoing oversight activities assigned by statute. These responsibilities are assigned to JLARC management staff although additional staff may occasionally be assigned to these duties. These oversight activities include reviews of internal service funds, higher education institution management agreements, and performance measures used by agencies. In addition, staff also periodically review Administrative Process Act exemptions. Staff also participate in the Inmate Forecast Technical Committee and the Debt Capacity Advisory Committee.

REVIEW OF INTERNAL SERVICE FUNDS

JLARC monitors internal service funds on a continuing basis, pursuant to its authority under §2.2-803 of the *Code of Virginia*. The Commission reviews the status of fund accounts and evaluates requests to change the nature and scope of the services provided or the customers served. The Commission also approves in advance the rates employed by fund managers for billing customer agencies. JLARC monitors nine funds of the Department of General Services (DGS) and three funds of the Virginia Information Technologies Agency (VITA):

1. The *Virginia Distribution Center Fund* (DGS) for the procurement and distribution of goods such as canned foods, paints, paper products, and cleaning supplies to State agencies, local governments, and school divisions.
2. The *Office of Graphic Communications Fund* (DGS) for graphic design, layout, photography, and typesetting services provided to State agencies.
3. The *Building Operations Program Fund* (DGS) for the building rent plan as well as special maintenance agreements between DGS and entities whose office space is located at the seat of government.
4. The *State Surplus Property Operation Fund* (DGS) for the management and disposal of surplus property for State agencies and institutions.

5. The *Federal Surplus Property Operation Fund* (DGS) for the acquisition and distribution of federal surplus property.
6. The *Consolidated Laboratory Services Fund* (DGS) for the laboratory analyses provided for the Department of Environmental Quality and the Department of Agriculture and Consumer Services; the testing of motor fuels for the Virginia Department of Transportation; and the testing of drinking water samples for public waterworks.
7. The *Real Property Program Fund* (DGS) for the management of transactions involving the sale of State-owned real property.
8. The *Bureau of Capital Outlay Management Fund* (DGS) for the review of plans and specifications for capital and non-capital State projects to ensure compliance with the Virginia Uniform Statewide Building Code.
9. The *Fleet Management Fund* (DGS) for the operation and management of the State's centralized fleet of passenger vehicles.
10. The *Computer Services Fund* (VITA) for data processing and desktop computing services to State agencies.
11. The *Automated Services Fund* (VITA) for automated systems design, development, and maintenance services to State agencies.
12. The *Telecommunications Services Fund* (VITA) for telephone and data transmission services to State agencies.

During 2006, the Commission will consider and act on rate changes requested by DGS and VITA internal service fund managers.

REVIEW OF HIGHER EDUCATION INSTITUTION MANAGEMENT AGREEMENTS

The Restructured Higher Education Financial and Administrative Operations Act, through Section 23-38.88 D.3 of the *Code of Virginia*, requires that JLARC review the implementation of higher education management agreements that were executed in November 2005 by the University of Virginia, Virginia Tech, and William and Mary. The Act identifies eleven goals which the institutions are committed to meet. JLARC is to consider the degree to which the institutions are meeting these goals, the overall degree of compliance of the institutions with the terms of the management agreements, and the degree to which the institutions demonstrate the ability to successfully manage their operations under the

agreements. The JLARC review, in cooperation with the Auditor of Public Accounts, is to address institutional compliance with the agreement requirements during a time period spanning at least 24 months from the effective date of the agreements. Consequently, a written report is not required until June 2008. JLARC may, but is not required to, conduct similar reviews of agreements subsequent to the initial agreements.

REVIEW OF PERFORMANCE MEASURES AND SUPPORT OF THE COUNCIL ON THE FUTURE OF VIRGINIA

Since 1990, the Department of Planning and Budget (DPB) has been developing performance measures for use by Virginia State agencies. The General Assembly has encouraged this effort since the 1992 Appropriation Act mandated a pilot performance measures program. DPB has submitted draft measures to JLARC staff for review and comment. Since 2000, the Appropriation Act has provided that JLARC review and comment on DPB's development of performance measures. HJR 773 of the 2001 Session also required that JLARC assess the use of performance budgeting, measurement, and program evaluation in legislative budgeting.

In 2003, the General Assembly passed and the Governor signed House Bill 2097, the "Roadmap to Virginia's Future." This act provides that each agency develop strategic plan information and "performance measurement results." The act also creates the Council on the Future of Virginia and (in §2.2-2686 of the *Code of Virginia*) directs JLARC to provide staff assistance to the Council. JLARC staff will provide technical support as requested by the Council in 2006.

REVIEW OF ADMINISTRATIVE PROCESS ACT EXEMPTIONS

The Administrative Process Act (APA) applies to the creation and implementation of regulations by government agencies. The APA specifies that opportunities be provided for public notification and comment on the regulations. Regulatory activity that is exempt from the APA in many cases does not allow for the same degree of opportunity for public notification and comment.

Section 2.2-4005 of the *Code of Virginia* requires that JLARC "shall conduct a review periodically of the exemptions authorized by this chapter. The purpose of this review shall be to assess whether there are any exemptions that should be discontinued or modified." The provision that requires that JLARC's review be performed "periodically" provides the Commission with the flexibility to initiate this activity at times when such a review appears

warranted, such as when issues or concerns have been raised relative to regulatory agency use or abuse of the exemptions.

PARTICIPATION ON THE INMATE FORECAST TECHNICAL COMMITTEE

Legislation passed in 1995 (HB 2584) requires the development of a prison population forecast based on a consensus forecasting process. The Act provides for the establishment of a technical forecast group comprised of representatives from JLARC and the Department of Corrections, the Department of Criminal Justice Services, the Virginia Criminal Sentencing Commission, and experts appointed by the Secretary of Public Safety from the fields of criminal justice, population forecasting, or other appropriate fields of study. The Secretary of Public Safety acts as chair of the technical advisory group. The staff methodologist represents JLARC in reviewing the development of forecast methodologies and alternative forecasts of the State's prison and jail populations.

PARTICIPATION ON THE DEBT CAPACITY ADVISORY COMMITTEE

The JLARC director is a member of the Debt Capacity Advisory Committee created by the 1994 General Assembly. The Committee is required to review the size and condition of the Commonwealth's tax-supported debt and submit to the Governor and General Assembly an estimate of the maximum amount of new tax-supported debt that may be prudently authorized for the next biennium. If necessary, the director submits an informational memorandum to the chairs of the money committees.

Section 7

Division Management

Research projects are usually assigned to one of two research divisions, each headed by a division chief. One or more projects are also usually assigned to the deputy director, who will carry out the functions of a division chief for those projects. The purpose of division management is to ensure quality products by supporting and monitoring the research and reporting activities of project teams. Division chiefs are responsible for maintenance of organizational standards, adherence to deadlines, effective communication, and overall coordination of specific research tasks for each project assigned to the division. Major division chief activities include providing conceptual and research support, evaluating personnel, reviewing products, coordinating organizational resources, substantively editing reports, and carrying out project research and leadership roles when necessary.

GOALS AND OBJECTIVES

- Produce high-quality reports that meet legislative needs for information.
- Promote the development of skilled and productive research teams.
- Manage projects to achieve consistency with workplans, deadlines, and staff resources.
- Support staff development through performance evaluation and training.
- Advise the director on broad organizational issues, and participate in organizational planning.
- Promote clear and accurate communication throughout JLARC for project and personnel management purposes.
- Serve as a liaison with legislative committees and subcommittees formed under the Legislative Program Review and Evaluation Act or established for specific projects.
- Support research teams with the identification of issues and the development of project workplans.
- Develop and implement a framework for periodic monitoring of team products, processes, and documentation.

- Ensure that teams secure necessary organizational support in research methods, data processing, and report production.
- Advise teams on effective written and oral presentation of research findings and conclusions.
- Edit reports and briefings, as needed, for substance and style to ensure accurate, clear, and appropriate presentation to various audiences.
- Ensure that legislative committees receive appropriate information and logistical support.
- As necessary, serve as project leaders in lieu of team leaders who depart or are otherwise unable to successfully bring a project to closure.

WORK ACTIVITIES FOR 2006

Coordination and management of assigned research staff and projects are the fundamental activities of the divisions. The division chiefs advise their respective teams and monitor products throughout the research and report development process. They also participate in organizational planning, extended project reviews, staff development, and project follow-up activities.

Project Management

Each division chief meets with team leaders and team members to develop concepts, assess research and reporting processes and products, and monitor the status of projects. Projects are periodically discussed with the director.

Extended Review

The extended review process subjects major research products to the scrutiny of the director, deputy director, division chiefs, the staff methodologist, and the publications analyst. The reviews routinely occur at two stages of the research process: the workplan and pre-exposure stages. At both stages, products are examined for sufficiency of evidence, soundness of conceptualization and recommendations, and clarity of presentation.

Staff Development

Division chiefs participate in the performance appraisal of professional staff. They also provide formal and informal training and technical assistance, as needed, in aspects of project management, team building, research, and reporting.

Legislative Liaison

Division chiefs help coordinate related projects and serve as a point-of-contact for legislative committees involved with a functional area. As necessary, they facilitate arrangements, transfer information, and perform follow-up activities.

Section 8

Research Methods

The research methods section supports teams in developing and carrying out evaluations of State programs and agencies. The chief methodologist consults with project teams concerning individual project needs and trains staff members in the use of research techniques.

GOALS AND OBJECTIVES

- Support the conceptualization, design, and implementation of research methods and techniques that produce valid results for the General Assembly.
- Develop and implement training activities to enhance staff members' capability to conduct applied research.
- Advise team members on research design, statistical methods, and data processing techniques to be used in the research process.
- Develop processes for providing technical assistance and consultation on JLARC studies.
- Provide technical assistance to the fiscal analysis section.

WORK ACTIVITIES FOR 2006

The research methods section actively participates in team-based projects, training, and special projects.

Team Support

The staff methodologist frequently consults with project teams to explore alternative conceptualizations and designs for studies and to assist in implementation of the designs. In 2006, the staff methodologist will also provide direct support for the review of the impact of regulation on manufacturing and the study of options for extending health insurance coverage.

Training

Training offers an opportunity to enhance the capability of analysts to conduct research. The staff methodologist assesses the need for methods training and works with the deputy director to

develop appropriate courses. Training activities include multiple-session courses, workshops, individual tutorials, and informal discussions.

Extended Review

The staff methodologist serves as a member of the extended review team. In addition to a general review of team projects, the staff methodologist is responsible for assessing the sufficiency of methods and analysis. The methodologist also verifies major analytic findings of reports.

Research Guide

The staff methodologist works with the deputy director to update the JLARC *Research Guide*. The *Research Guide* is an evolving reference that is intended to operationally define, formalize, and enhance research activities at JLARC.

Information Systems Support

Information systems support is provided by a number of resources within JLARC to assist teams in developing and carrying out increasingly sophisticated analyses of State programs. Support activities include consulting with project teams concerning individual project needs as well as training staff members in the use of computers. In addition, JLARC research products are made available to the public through maintenance of a website (<http://jlarc.state.va.us>) and publication of a CD-ROM. Currently, most in-house information systems support is provided by the computer resources manager and the publications analyst. Other staff also support this function.

GOALS AND OBJECTIVES

- Advise team members on information processing techniques to be used in the research process.
- Provide technical assistance and consultation.
- Enhance the efficient use of available information processing resources, including personal computers.
- Expand the availability and accessibility of computer resources used by the research staff.
- Make JLARC research products available to the public on the website and through publication of a CD-ROM.

WORK ACTIVITIES FOR 2006

Maintenance of the JLARC website during 2006 will involve adding new reports, updating publications lists, and ensuring the accuracy of other information. The website for JLARC's *Legislator's Guide to the Virginia Retirement System* will also be updated. New for 2006 is the development of the *JLARC Style Guide* (writing manual) as an intranet website for use by staff. Other activities for 2006 include publication of new volumes of the JLARC report CD-ROM as additional publications are completed.

Section 10

Publications and Graphics

The purpose of the publications and graphics section is to assist staff in developing research reports and briefings and in producing high-quality publications for use by the General Assembly and executive agencies. The publications analyst carries out the responsibilities of this program area.

GOALS AND OBJECTIVES

- Produce high-quality JLARC publications on a timely basis at a reasonable cost.
- Create high-quality informational graphics to enhance the communication of research findings in reports and briefings.
- Serve as a resource to staff concerning audiovisuals (including film and digital photography), sound and video recording, presentation technology, and general communications.
- Consult with team members, team leaders, and division chiefs on formatting, writing, editing, and the use of graphics in research reports and other materials.
- Through self-training and systems development activities, maintain an in-house, state-of-the-art desktop publishing and presentation system to meet the organization's publications, presentation, and graphics needs.
- Contribute to the development of publishable research reports through participation in each report's extended organizational review.
- Develop and implement training programs such as style guides, workshops, and tutorials to increase staff skills in writing, presentations, word processing, and graphics.
- Orient new staff to the agency's writing style and templates for reports and presentations.
- Update and maintain the online JLARC *Style Guide* and assist the computer resources manager as necessary with maintenance of other JLARC web pages.
- Explore audiovisual and computer resources available for use in training, professional development, graphics, presentation techniques, report production, and other areas.

- Lead special projects as required by the director, including revision of JLARC template for briefing presentations and revision of process for following up on recommendations to executive agencies (the results of this follow-up will be included in the next edition of the biennial *Report to the General Assembly* due in September 2007).

WORK ACTIVITIES FOR 2006

Report production is the base of the publications section's responsibility. The section meets JLARC's needs for graphics, prepares reports for printing, and carries out other activities related to JLARC's reporting responsibilities.

Report Production

The publications section prepares reports for printing as organizational products. The process has four main phases:

- *Graphic and Editorial Consultation.* From the time the project is assigned until the report goes into extended review, the research team works directly with the publications section as necessary on the preparation of graphics for report drafts and the briefing. Team leaders also consult with the publications analyst concerning composition, format, and editing.
- *Extended Review.* The publications analyst participates in every report's extended review process to critique organization, tone, format, effectiveness of the writing, general content, and graphics.
- *Editing.* The publications analyst reviews and marks or edits report drafts for grammar, coherence, clarity, stylistic consistency, and format. Consultations are arranged as necessary with the project team members.
- *Preparation for Printing.* After the team has received the agency responses and made necessary changes to the report, it is given a final review by the publications analyst. The graphics are finalized, and final format decisions are made. The manuscript is then made camera-ready for printing, reviewed by the team leader and division chief, and approved by the director. For the final disposition of legislative documents, the publications analyst coordinates with the Division of Legislative Automated Systems and/or the printer under State contract. The publications analyst also contracts with a bookbinder to bind three sets of the reports produced by JLARC each year.

Other Products and Responsibilities

Besides producing final reports, the publications section prepares other final informational products for the organization.

- *Briefings.* Commission briefings in Senate Room A utilize a state-of-the-art digital projection system. The publications analyst manages and applies this technology according to the agency's needs and trains analysts on its use. The publications analyst also coordinates, provides graphic support for, and acts as stage manager for the monthly staff briefings to the Commission.
- *Special Reports.* The publications analyst consults with the appropriate staff members to produce special JLARC publications such as the *VRS Oversight Report* and special studies conducted by the fiscal analysis section. Once each biennium, the publications analyst is also responsible for producing the *Report to the General Assembly*, which combines general information about JLARC's role with follow-up of recent studies.
- *General Communications.* The publications section frequently participates in the review and preparation of agency correspondence, award submissions, surveys, informational briefings about the agency, internal forms and documents, and signage.

Publications Training

The publications analyst provides training to impart knowledge and improve skills of JLARC staff. A key element of the training program is a JLARC writing and style class. Private writing tutorials and reviews of analysts' early drafts are also available upon request. New staff are trained in JLARC style, report formatting, and use of JLARC templates. Additional training areas may include informational graphics, advanced word processing, and presentation software and hardware.

General Computer Responsibilities

The publications analyst serves as backup to the computer resources manager regarding problems with the agency's personal computers and printers, the formatting of documents for use on the website, maintenance of selected web pages, and system coordination with the Division of Legislative Automated Systems.

Follow-Up Activities

The publications analyst coordinates efforts to follow up on implementation of study recommendations, revising the follow-up process to comply with new requirements to track implementation on a quantitative basis.

Business Management and Office Services

The business management and office services section is responsible for the administrative functions of the office. It is under the general supervision of the deputy director. The business management function includes budgeting, fiscal, personnel and human resource activities, along with general administrative management of the office. The fiscal and human resources manager (business manager) oversees the daily operations of the section.

GOALS AND OBJECTIVES

- Provide a responsive, service-oriented function for the office's research mission.
- Execute the budget plan and monitor expenses and receipts for compliance, as well as monitor and control expenditures for the current year for appropriateness, accuracy, and timely processing.
- Administer the payroll, oversee the timely completion of staff evaluations, monitor payroll deductions, and activate salary adjustments.
- Conduct all administrative preparation and follow-up for Commission meetings, including polling of members, duplicating and organizing documents, and drafting meeting minutes.
- Monitor and manage employee leave balances and track project hours and other staff activities through the time allocation system.
- Monitor and control fixed assets and inventory.
- Coordinate human resources and personnel services for the office.
- Assist in preparation for and orientation of new staff members.
- Administer employee benefit programs and assist staff in their efforts to access current information.
- Maintain the *JLARC Administrative Manual* and inform staff of policy and procedural changes or developments.

- Carry out responsibilities as outlined in the records management policies and procedures, including maintenance of agency archives.
- Ensure that the research staff is provided with accurate and timely document reproduction, word processing, and data entry support.
- Coordinate travel arrangements for research teams in the conduct of field work.
- Organize legislative tracking activities.
- Coordinate parking for agency staff.
- Provide opportunities for the support staff to receive training to enhance current skills and capabilities.
- Integrate office logistics and office activities.
- Provide quality phone and reception coverage.

WORK ACTIVITIES FOR 2006

Budgeting

Budgeting activities include establishing and monitoring the budget plan and processing and controlling agency expenditures. The current budget year's expenditures are monitored and controlled to ensure that prompt payment, reporting, and other established guidelines are met. Appropriate budget worksheets are prepared annually to ensure expenditures are maintained within the budget limits.

Payroll/Personnel

Required reconciliations are completed and leave balances are monitored to ensure accurate payment to employees and proper withholding. The preparation of personnel evaluations is monitored to ensure timely completion and processing.

Benefits

There have been many changes in the past several years with regard to employee benefits, particularly in the area of health care. In order to keep abreast of health care issues and to provide staff with accurate and current information, the section manager will continue to attend benefit administrator meetings. In addition, the section manager provides information to and assists employees with flexible reimbursement accounts, optional life insurance, long-term care insurance, deferred compensation, savings bonds, and retirement benefits. Throughout the year, the section manager

also assists employees with updating or changing their health care memberships or plans when qualifying conditions occur. The section will continue to assist with and inform employees about benefit changes related to the Virginia Retirement System, the Virginia Sickness and Disability Program, the Long-term Care plan, Optional Group Life coverage, and the Deferred Compensation Plan. As benefits continue to change, the section manager distributes accurate and timely information and answers staff questions.

Commission Meeting Preparation

The section prepares materials used for JLARC Commission meetings. These include generating a Commission meeting preparation list, mailing materials to Commission members prior to meeting dates, copying and organizing all meeting materials, distributing meeting materials to Commission members, and drafting meeting minutes. After the completion of Commission meetings, the section processes members' travel reimbursements and assists with preparing reports and other materials for posting on the agency website.

Records Management

The records manager, with the assistance of the administrative section, will carry out the responsibilities as outlined in the records management policy.

Revision of *Administrative Manual*

The manager distributes revisions on an ongoing basis. As a result of converting the manual to the Adobe PDF format, making and distributing updates and changes to the manual has become a more timely and efficient process. In addition, online publication of the administrative manual has reduced labor and other costs associated with producing hard copies, and has provided staff with desktop access to the manual. By producing the manual in the Adobe PDF format and on the desktop, staff can easily access links to websites containing additional benefits information and other State and federal policies.

Document Processing

There is regular involvement with the research staff to promote a steady workflow of material through word processing and data entry assistance. Further, support staff assists with document reproduction activities.

Phone/Receptionist Services

The section provides quality phone and receptionist coverage.

Training and Development

Training and professional development are largely the responsibility of the individual, but JLARC offers an annual training program to ensure that staff have skills appropriate to work requirements. Each staff member, in conjunction with his or her supervisor, assesses personal strengths and weaknesses. Individual staff members can then pursue self-directed study (such as a reading program or computer tutorials), training, university courses, or other options. The training program is coordinated by the fiscal and human resources manager.

GOALS AND OBJECTIVES

- Maintain an organizational training program that promotes the accomplishment of agency missions and goals.
- Orient new staff to JLARC processes and procedures.
- Provide staff with greater opportunities to grow and succeed.
- Strengthen JLARC's approach to organizational and team management.
- Provide staff with appropriate training opportunities to improve work performance and enhance their capacity for greater responsibility.
- Provide staff with training opportunities on presentation skills and techniques.

TRAINING PROGRAM

Staff training activities are designed to improve job performance. Job performance can be enhanced through meaningful learning experiences that impart knowledge, improve skills, or change attitudes.

Needs Assessment

An ongoing assessment of training needs will be conducted for the research and administrative staffs. This assessment will be routinely addressed in leadership planning meetings. This assessment may include consideration of staff requests for training, review of

education and training courses already taken by staff, and review of performance reports.

Training Activities

Based on organizational and individual needs, a training program is designed and implemented annually. The program contains training and education courses aimed at meeting JLARC's overall training and staff development needs. While the organization will attempt to provide opportunities for staff to acquire the skills necessary for advancement, responsibility ultimately rests with the individual. Staff members are expected to be proactive in identifying and addressing their own needs. Opportunities for training include

- in-house classes and ongoing tutorials,
- programs conducted by other State agencies,
- limited university tuition reimbursement for pre-approved coursework,
- consultant-conducted classes or programs at JLARC,
- outside seminars and training sessions, including continuing education and skills development classes at State universities and community colleges,
- self-directed reading programs, and
- others as requested and approved.

Training courses will be designed to strengthen staff research, managerial, technical, and human relations skills.

2006 Training Activities

Specific activities for the 2006 training program are included in Table 3 (next page). Other activities will be added as needed.

Table 3
2006 Training Program

Periodic or Special Training	Provider
JLARC Writing Class and Style Guide	Erwin, Tittermary, and Brown
JLARC Presentation Style	Erwin, Tittermary
Commonwealth Management Institute Training	VCU
Health Care Benefits for 2006	DHRM
Human Resource Leadership Conference	DHRM
Library of Virginia Orientation	Library of Virginia Staff
NCSL Skills Development Seminar	NCSL
NCSL/NLPES Programs, Training	NCSL/NLPES Trainers
Microsoft Office® Applications Training	Selected Staff / Outside Trainers
Geographic Information Systems / Mapping Training	Selected Staff / Outside Trainers
Report Development and Formatting	Erwin and Tittermary
Lexis-Nexis Training	Legislative Services Staff
Lobbyist-in-a-box Training	DLAS, Selected Staff
Statistical Analysis Software (SAS) Online Training	SAS Institute
Ongoing Training	Provider
CARS, Payroll, Fiscal Management Training	DOA
Software Tutorials	Tittermary, Selected Staff, DLAS
New Employee Orientation	Bishop, Lambert, Other Staff
Writing and Graphics Tutorials	Erwin
CommonHealth Activities	Wyatt, DHRM, CHP
Retirement System Benefits Training	VRS
Benefits Administration Training	DHRM
Records Management Training	Irby
Worker's Compensation Training	DHRM

COMMONHEALTH PROGRAM

CommonHealth is the Employee Health Improvement Program provided jointly by the Department of Human Resource Management and Continental Health Promotions, with JLARC staff serving as the agency coordinator. In addition to serving JLARC staff and their families, the CommonHealth program is also available to staff of other legislative agencies, including the House Appropriations and Senate Finance Committees.

JLARC staff have been active participants in the statewide Healthy Virginians initiative, encouraging staff to increase physical activity and decrease caloric intake. As part of this initiative, staff are encouraged to take time-out and walk an additional 15 minutes each day and participate in local charity walks. For their ongoing support of this program, JLARC staff received a Gold

Level of participation and the agency was recognized as a Healthy Workplace.

Based on results from a survey asking employees for their input on future CommonHealth programs, several programs are scheduled for 2006. Future CommonHealth program topics include eating well and living well by developing healthy nutrition habits, fitting exercise into busy lifestyles, preventing and treating headaches and migraines, and reducing the risk of cancer through learning the warning signs of cancer. There will also be several employee challenges including Step Challenge, Pack It Healthy Challenge, and participation in the National Employee Health and Fitness Day. Other recurring CommonHealth-sponsored programs, including Baby Benefits, blood drives, and seasonal immunizations will be available for JLARC staff and their families throughout the year.

JLARC Staff

Executive Staff

Philip A. Leone, Director
Glen S. Tittermary, Deputy Director

Division Chiefs

Robert B. Rotz, Senior Division Chief
Harold E. Greer III, Division Chief

Section Managers

Patricia S. Bishop, Fiscal & Administrative Services
Gregory J. Rest, Research Methods
Walter L. Smiley, Fiscal Analysis

Project Team Leaders

Aris W. Bearse	Eric H. Messick
Justin C. Brown	Nathalie Molliet-Ribet
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Martha L. Erwin	

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Ellen J. Miller	Christine D. Wolfe
Paula C. Lambert	Kent S. Wyatt

Administrative and Research Support Staff

Joan M. Irby	Betsy M. Jackson
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