

The Council on Virginia's Future continued an active agenda in 2015. This update highlights ongoing activities and some of our recent accomplishments.

Performance

Virginia Performs is the Council's signature initiative; it aligns agency-level performance with high-level statewide goals and serves as a catalyst for better strategic thinking and performance-based decision-making across the government enterprise. (VaPerforms.virginia.gov)

Virginia's Scorecard

Regular updates and enhancements are made to ensure that Virginia Performs stays fresh and relevant.

- ▶ Trend changes were made recently for nine indicators on the societal-level **Scorecard at a Glance**: Three went from Maintaining to Improving (College Graduation, Traffic Fatalities, and Fourth Grade Reading and Math); two changed from Worsening to Maintaining (Poverty and Traffic Congestion); three changed from Improving to Maintaining (Business Climate, Adoption, Solid Waste and Recycling); and Third Grade Reading went from Maintaining to Worsening.
- ▶ We are working with our partners at the Weldon Cooper Center at U.Va. to reconfigure the Scorecard's Health and Family section. A major revision of the Scorecard's Workforce Quality indicator was recently completed in collaboration with the Weldon Cooper Center. We have also added enhancements and new content to the Infrastructure Condition, Health Insurance, and Internet Access indicators.

Agency Planning and Assessment

Virginia Performs continues to see ongoing improvements to its planning and performance budgeting systems and processes along with the expansion of high-level planning and reporting capabilities:

Performance Budgeting System: The recently redesigned agency planning and performance reporting component of Virginia Performs was used by agencies to update their strategic plans and performance measures. Performance data was recently updated.

Agency Key Measures: These performance measures were recently updated and aligned with the new Enterprise Strategic Priorities. This has allowed agencies to more clearly articulate how they will support the highest priorities of government while providing a stronger framework for assessing our progress toward those key priorities.

Priority Identification and Reporting

We continue a long-term effort to improve the assessment of the state's progress toward its most important goals in two ways, Enterprise Strategic Priorities and priority-focused report cards.

Enterprise Strategic Priorities (ESP): ESPs were established by Governor McAuliffe's team and include high-priority goals, objectives, and initiatives that often transcend agency and other organizational boundaries. These ESPs provided important input into agency strategic planning.

Priority-focused Report Cards: The report cards are based on the Virginia Performs model and highlight progress on broad, high-level issues critical to Virginia's long-term prosperity. In addition to the three existing report cards, we are partnering with the Commonwealth Council on Childhood Success to develop a report card that would help assess the well-being of children in a number of priority areas. A Business View report card is also pending, once final stabilization of the Workforce System Report Card and a new business dashboard for Blueprint Virginia are complete.

I. Workforce System Report Card

The Commonwealth's workforce development system is multi-layered and engages different levels of government, as well as many partners, both public and private. The Virginia Workforce System Report Card, the first of the issue-oriented report cards, was first released in late 2012 and recently updated with major enhancements:

2015 Updates:

- ▶ **Health Care and Life Sciences:** Jobs in health care and the life sciences (e.g., biochemistry) are expected to see continued growth in the decades ahead. Virginia wants to ensure that its workforce is well-prepared to take advantage of this growth by creating a strong environment for individuals to pursue careers in the health sciences. To that end, a new set of performance measures was collaboratively developed to monitor key factors for nurturing the state's health care and life sciences workforce, including K-12 education opportunities, health care IT, nursing faculty, and medical residencies.
- ▶ **Emerging Workforce in Manufacturing:** This report card section was refined to focus on a critical few metrics for this industry sector.
- ▶ **Financial Literacy:** A new indicator on financial literacy (a new graduation requirement for high school students) was added to the Career and College Readiness section.
- ▶ **Trend Changes: From Worsening to Improving:** STEM-H dual enrollment credits and dual enrollment credits (general college prep). **From Maintaining to Improving:** STEM-H AP exams (general college prep). **From Improving to Maintaining:** Postsecondary credentials and degrees, Career Readiness Certificates, employment growth, and community college internships in manufacturing. **From Maintaining to Worsening:** Postsecondary enrollments, AP exams (college prep), and wages. **From Improving to Worsening:** Business growth and credentials and degrees in manufacturing.

In Progress:

- ▶ **Demand-focused Workforce Solutions:** A new report card indicator – Demand-focused Workforce Solutions – will capture regional progress in developing sustainable, collaborative approaches to workforce development for in-demand occupations in key industry sectors.
- ▶ **Supply and Demand:** Council staff is working with partners to develop a method for tracking real-time supply and demand for jobs in manufacturing, health care, and life sciences, as well as the general marketplace.
- ▶ **Online Data:** Efforts to make report card data available online are being finalized.

II. Innovation and Entrepreneurship Report Card

Innovation and entrepreneurship drive economic competitiveness and figure prominently in economic development strategic planning. We continue to work with the Center for Innovative Technology (CIT) to enhance our understanding of Virginia's progress on these two related and fundamental cornerstones of our future economic vitality. A comprehensive update was just published: the report card now features comparative data among states, the nation, and regions for several indicators, which can be accessed through CIT's online Innovation and Entrepreneurship Measurement System. In addition, the report card has four new indicators:

- ▶ **Entrepreneurship Experience:** Captures the array of activities Virginia's universities are sponsoring to promote entrepreneurship, including formal degree programs, entrepreneurship centers, clubs, and experiential learning programs.
- ▶ **Science and Engineering Workforce:** Measures the employment of Virginians in science and engineering related occupations - an important indicator for talent development.
- ▶ **University Environment:** Tracks the activities underway at Virginia's Universities to promote commercialization unrelated to licensed technology including faculty and student startups; sponsored research relationships with business; tenure policies for faculty engaged in the commercialization of research; and the development of seed/proof of concept funds.
- ▶ **Academic R&D Expenditures:** Assesses the share of the state's GDP Virginia's universities spend on basic and applied research activities. These research expenditures can provide technologies for commercial application.

III. Government Operations Report Card

We worked closely with our state partners to develop a high-level report card on the overall efficiency and effectiveness of state government. Performance information covers areas such as financial stewardship, customer service, human resource development, and management practices. Council staff held a leadership forum on the Government Operations Report Card on May 13 that focused on Leadership Development and Succession Planning; Facilities Construction and Maintenance; and Customer Satisfaction. A second meeting was held in August to further discuss Customer Satisfaction.

Recent Developments:

- ▶ **Customer Satisfaction:** Immediate follow-up from that forum has focused on Customer Satisfaction. We held a forum of internal agency personnel on June 10. This meeting also included agencies that provide services to local government agencies, including Social Services, Education, and Housing and Community Development. We then interviewed key citizen-facing agencies such as the Tax Department, DMV, and ABC. Feedback from all led to our separating the assessment of customer service in agency-to-agency operations from those that provide services directly to citizens.
- ▶ **Grants:** In addition, at the December Council meeting we were asked if there were a way to better assess our progress in identifying and winning worthwhile federal grants. Working with the Virginia Office of Intergovernmental Affairs, the Department of Planning and Budget developed the Virginia Grants website, now available at <http://governor.virginia.gov/policy->

[priorities/grants/](#). The site allows users to easily focus their grants research by grant and applicant type and serves as an invaluable first step in tracking all Virginia-related grants.

- ▶ A new iteration of the State Government Operations Report Card was finalized in September 2015. Reflecting the consensus outlined above, this version includes new indicators for Federal Grants, Customer Service, and the two kinds of Customer Satisfaction (citizens and intragovernmental) that state government is most often concerned with. In addition, several trend changes were made to the new report card: Indicators showing improvement included Debt Burden, Revenue Forecasting, Self-insurance Liabilities, Transportation Infrastructure, and Diversity and Fairness. Showing some deterioration in performance were Audit and Internal Controls, Financial Asset Management, Rainy Day Fund, and Development and Assessment in Human Resources.

Partnerships

Since its inception, the Council has worked closely with a wide variety of internal and external partners and thought leaders on the continued development of Virginia Performs and in the exploration and analysis of high-priority issues. The **Department of Planning and Budget** and the **Weldon Cooper Center at the University of Virginia** continue to be critical partners in maintaining and improving Virginia Performs.

Recent partnership developments include:

- ▶ Virginia's Career Pathways Workgroup: The Council continues to work with the Governor's Office, the Virginia Board of Workforce Development, Virginia's Career Pathways Workgroup, and other state and regional partners to refine the Workforce System Report Card and to deploy a tool to better assess regional demand-focused workforce solutions.
- ▶ Virginia's Center for Innovative Technology (CIT): As noted earlier, we are working with CIT on the continued development of the Innovation and Entrepreneurship Report Card as part of a larger effort to better understand our progress on this key issue.
- ▶ Commonwealth Council on Childhood Success (CCCS): The CCCS was created by Governor McAuliffe (Executive Order 22) in 2014 to assess the health and educational needs of children, from birth to age eight, and to make recommendations for their alignment and improvement. The Council is chaired by Lt. Governor Northam and staffed by his office; members include state entities, local schools and governments, the business community, private and nonprofit providers, and advocacy groups. We are in the early stages of a partnership with this diverse group to develop a report card that will support their assessment focus.

Toolbox

The Council employs a variety of methods and tools to keep Virginia's citizens and leaders informed about how the state is doing and to shed light on the key challenges facing the Commonwealth.

Research and Analysis:

- ▶ Research and analysis activities have focused on the drivers of economic competitiveness, particularly workforce development; creating a data framework for regional workforce assessment and planning; strengthening the foundations for improved high-level, issue-focused assessment capabilities; and improving agency performance management.
- ▶ Staff work on assessment approaches for Demand-focused Workforce Solutions and Supply and Demand are noteworthy and will play important roles in the Commonwealth's efforts to transform its complex workforce system into a more coordinated and responsive asset for business and workers.
- ▶ Council staff supported the development of the Governor's goal of adding 50,000 additional STEM-H workforce credentials by the end of his administration, a key element in his New Economy Initiative. Council staff also played an important analytic role in the development of the Commonwealth's new credential targets for 2030 and will be supporting efforts to quantify progress on both of these targets.

Publications and Outreach:

- ▶ Presentations and contacts with key public- and private-sector audiences about the Council on Virginia's Future, performance leadership and accountability, and Virginia Performs are ongoing. Presentations and discussions within the last six months include:
 - Various Executive Branch organizations
 - Virginia Board of Workforce Development
 - Virginia Chamber of Commerce (Board of Directors and the Education and Workforce Industry Council)
 - LEAD Virginia
 - Virginia Commonwealth University
 - Delegations from two Chinese provinces
- ▶ Issue Insight #8, *Regional Analysis and Refinement: Government Service Delivery Regions*, was published in March to provide an updated and more comprehensive view of the issues posed by Virginia's various regional divisionary systems.
- ▶ An updated *FY 2016 Budget by Organization* chart was published in collaboration with the Department of Planning and Budget.
- ▶ Customized snapshots of locality data from Virginia Performs were developed for legislators, Planning District Commissions, and university educators.

For More Information

Much more information is available on the Council's website: future.virginia.gov.