



# COUNCIL ON VIRGINIA'S FUTURE

**Meeting Summary  
October 6, 2015  
House Room 3 - State Capitol  
Richmond, Virginia  
2:00 p.m. – 3:30 p.m.**

Meeting Overview: The meeting was designed to provide an overview on the evolution of Virginia Performs and included an update on issues raised at the previous Council meeting: the Commonwealth Center for Advanced Research and Statistics, the Virginia Grants Initiative, and GO Virginia.

## Welcome and Opening Remarks

- Governor Terence R. McAuliffe, Council Chair, welcomed members and guests.
- He noted that Virginia Performs has been very useful to his team in clearly communicating his priorities across government.
- The Governor further emphasized the need for Virginia to: apply for every federal grant opportunity; continue to diversify Virginia's economy; and strengthen its workforce by using data to understand business needs. He underscored that the Virginia Grants Initiative, GO Virginia, and the Commonwealth Center for Advanced Research and Statistics will help to drive progress in each of these areas.

## Overview and Recent Highlights, Ms. Jane Kusiak, Executive Director

*Agenda Item Objective:* To provide a brief introduction to the Council, its work products, and Virginia Performs, together with recent enhancements to the system.

- Virginia Performs is a signature initiative of the Council. Its architecture includes an assessment approach focused on answering three questions:
  - ▶ How is Virginia Doing?
  - ▶ Are we Getting Results on our Highest Priorities?
  - ▶ Are we Improving Government Services and Operations?
- State leaders, particularly the Department of Planning and Budget (DPB), take responsibility for the agency planning and reporting component of the system. While the Council has focused on assessment at the highest-level (How Virginia is Doing?)
- The Scorecard at a Glance provides a high-level, comprehensive summary of progress in key goal areas. This year, the Workforce Quality indicator was significantly improved and new indicators under consideration include Economic Diversity and a Health Outcomes Index.
- A significant amount of our recent focus has been on improving how Virginia can assess progress on its highest priorities. The Enterprise Strategic Priorities and Priority-focused Report Cards help to answer this question.

- Priority-focused Report Cards are vitally important because so many of the important issues facing Virginia can only be addressed by multiple agencies frequently in collaboration with private partners.
  - ▶ Three reports cards are currently active in Virginia Performs: the State Government Operations Report Card, Virginia’s Workforce System Report Card, and the Innovation and Entrepreneurship Report Card.
  - ▶ Two reports cards are under development: a report card to capture key measures of child well-being, and a report card to capture indicators related to a business perspective.
- Enterprise Strategic Priorities (ESPs) are important for helping agencies focus on the Governor’s most important priorities. Together with the Priority-focused Report Cards, the ESPs will be a defining characteristic of the Virginia Performs architecture.
  - ▶ Governor McAuliffe’s team finalized his ESPs last year and they were used to help guide agency planning and target setting.
  - ▶ Council staff are in the process of capturing key initiatives and other actions impacting ESPs. This is necessary because much of the information in Virginia Performs, by necessity, depends on lagging indicators; results of initiatives undertaken today may not be measurable for one or more years.
- Mr. Leighty asked how the business view report card would differ from business climate indices. Mr. King replied that it would provide a Virginia-specific view of the measures that a business person would want to look at when deciding to invest in Virginia.
- Mr. Wynne noted that while Virginia Performs gets little attention within the state, it is recognized by other states and nations as a model worth emulating and is something quite unique and important. He noted that Secretary Brown has been instrumental in its development.
- Mr. Leighty agreed that the ESPs will be defining feature of Virginia Performs in the coming years. He asked who would “pull together” all the elements for something as broad as the business climate and economic development priority. Ms. Kusiak replied that Secretary Jones (Commerce and Trade) is the champion for that priority and that it is a good example of why the ESPs are important; they are big issues that span many agencies and partners and it’s important to try to get everybody on the same page. We need to be more sophisticated about understanding the drivers behind these big issues and how to pull all the pieces together.

**Commonwealth Center for Advanced Research and Statistics: Jane N. Kusiak, Executive Director, and Anthony Fung, Deputy Secretary of Technology**

*Agenda Item Objective:* To review and launch the Commonwealth Center for Advanced Research and Statistics (CCARS).

- Governor McAuliffe, through his Executive Order #23: The New Virginia Economy Workforce Initiative, called for the establishment of CCARS to improve Virginia’s analytic capability for making strategic workforce decisions.
- The Council will sponsor CCARS and is partnering to develop this virtual center.
- CCARS will utilize existing initiatives such as the Virginia Longitudinal Data System (not replace them) and engage a broad set of leaders to guide the effort. Aneesh Chopra, a

member of Council, for instance, has been an important force in moving the effort forward and inspiring the team.

- Governor McAuliffe reiterated that this is a critical priority for his administration; the state has tens of thousands of good jobs waiting to be filled right now. Filling IT job openings in Northern Virginia alone could mean \$3 billion in additional payroll.
- Mr. Fung noted that Virginia has many existing data sets related to labor market supply and demand; it's a matter of bringing it together in a useful format. He suggested a pilot to build on Virginia's existing resources by using open data to identify demand signals from the private sector in areas, such as cyber security and data science.
- Mr. Wynne asked what source CCARS will use for supply and demand data. While no specific data source has been identified, Mr. Fung said that the first step would be to develop more specificity about the specific skill sets required for jobs and then deploy that information to stakeholders and individuals.
- Mr. Chopra emphasized the need to create stronger signals for demand. He discussed an innovative approach where employers can signal demand by tagging the skills they need within the metadata of job postings. He further commented that nationally 900,000 employers have tagged skills invisibly in their job postings.
- Mr. Leighty related the example of a veteran who was a missile specialist in army. While there isn't much demand for a missile specialist, there is demand for someone with algebra, calculus, and technical training.
- Mr. Chopra noted that LinkedIn uses approximately 50,000 job qualities, information that can be used for targeted, quick-response actions to unmet market demands.
- Ms. Kusiak noted that developing better information was the first step; in the end, success will be determined by how people use the data to reengineer education and workforce programs.

**Virginia Grants Initiative: Ms. Maribel Ramos, Director, Office of Intergovernmental Affairs; Mr. John Ringer, Associate Director, Department of Planning and Budget; Ms. Marge White, Grants Specialist, Governor's Office**

*Agenda Item Objective:* To provide an overview of the Virginia Grant Initiative - an idea discussed at the last Council meeting.

- The Virginia Grants Initiative provides Virginians access available grant opportunities from a variety of resources via a user-friendly website.
- There are two main sections to the website. An "internal" section for state agencies to examine what grants Virginia wins and the reasons state agencies are not applying for federal grant opportunities. This information will help to determine Virginia's "success rate."
- An "external" section allows organizations across the state to explore grant opportunities and resources.
- Marge White was recently hired as a grants specialist in the Governor's Office to provide training and support to state agencies and other entities for grant applications. Since, she started her role in June 2015, Virginia has been awarded more than \$20 million in grants. Her assistance can range from general guidance, to application review, to application writing.

- Mr. Leighty asked if the initiative interfaced with the Federal Funds Information System. Ms. Ramos said that the Virginia website uses the FFIS data.
- Mr. Leighty noted that this resource could be useful to Indian tribes and local governments; some of these organizations may lack the skills needed to write winning grant proposals. He asked if the site includes a list of qualified grant writers? Ms. Ramos noted that the site includes resources and links to assistance.
- Governor McAuliffe noted that he has often been asked by federal officials why Virginia didn't apply for certain grant opportunities. He further commented that helping the state to get every appropriate federal dollar is a priority for him, and Virginia has been successful in receiving a \$17 million pre-school grant, new TIGER Grants, and more.
- Mr. Wynne commented it would be helpful to broaden the system to monitor whether regions and/or localities were applying for relevant opportunities, particularly in areas such as, economic development and resiliency.
- Mr. Little asked how the tool will be deployed to groups and government agencies that might find it valuable. Mr. Ringer noted that they planned to hold a conference to extend this tool's reach to new audiences.
- Mr. Cassidy asked if it is possible for a user to set up a profile within the system to help identify appropriate grant opportunities as they arise. Ms. White said that that capability is not yet available but users can save searches, which will make the search process easier.
- Senator Stosch asked if nonprofits are able to use the system without a great deal of training or support. Ms. White noted that the external part of the website is available to them, which includes grant resources.
- Mr. Cassidy suggested that the available choices for the reason why an agency didn't apply for a grant might be too broad. Ms. Ramos said that they wanted to keep it simple to start with; it can be changed in the future.
- Mr. Chopra suggested that it would be useful to make the raw data available to the public to create new apps and disseminate knowledge.

## **GO Virginia: Mr. Paul D. Koonce, President, Dominion Virginia Power**

*Agenda Item Objective:* To introduce and discuss the GO Virginia coalition, and its areas of focus to strengthen economic competitiveness.

- GO Virginia, the Virginia Initiative for Growth and Opportunity in Each Region, is the logical extension of the Virginia Chamber of Commerce's Blueprint Virginia.
- The key to success is regional implementation of recommendations included in plans such as Blueprint Virginia, the Governor's New Virginia Economy Strategic Plan, and the Legislature's "Top Jobs Act."
- GO Virginia provides a framework for regional implementation, through the active engagement of the business community and encouragement of state financial incentives for collaboration. GO Virginia is focused on five policy priorities:
  - ▶ Provide grants in each region that promise to support economic development and workforce projects that promise a significant economic impact for the region.

- ▶ Encourage regional cooperation on economic development projects by facilitating revenue sharing.
  - ▶ Provide additional incentives for regional efficiency-enhancing and cost-saving collaborations.
  - ▶ Encourage inventions and discoveries that lead to commercially viable products and services.
  - ▶ Invest in capital projects of regional or broader significance that improve education, job skills training, research, business site development, communications, and other vital infrastructure.
- Governor McAuliffe noted that he and his team are busy preparing the his upcoming budget and he looks forward to receiving GO Virginia’s specific recommendations. Mr. Wynne responded that meetings were currently underway with the Governor’s team.
  - Delegate Cox said that a number of proposals that could fit under the GO Virginia umbrella are being put forward for the upcoming session. He encourage collaboration between GO Virginia and agencies with similar budget and legislative requests.
  - Mr. Wynne noted that GO Virginia is trying to encourage collaboration, not competition and engage the senior leaders of the business community in a meaningful way on the economic future of their regions. He further commented GO Virginia will support Virginia’s economic development system, including the Virginia Economic Development Partnership.
  - Delegate Toscano said that current revenue sharing regulations are an impediment to regional collaboration and it should be easier to strike inter-governmental revenue sharing agreements. Mr. Koonce said that it should be an area of focus.

## Meeting Attendees

- Governor Terence R. McAuliffe, Chair; Mr. John O. “Dubby” Wynne, Vice Chair; Governor McAuliffe’s Chief of Staff, the Honorable Paul Reagan; Secretary of Finance, Richard D. Brown; Senator Walter A. Stosch; Delegate M. Kirkland (Kirk) Cox; Delegate S. Chris Jones; Delegate David J. Toscano; Mr. Michael J. Cassidy; Mr. Aneesh P. Chopra; Ms. Heather Carroll Cox (by phone); Mr. C. Burke King; Mr. William H. Leighty; Mr. Michael D. Little; and Ms. Jane N. Kusiak, Executive Director.