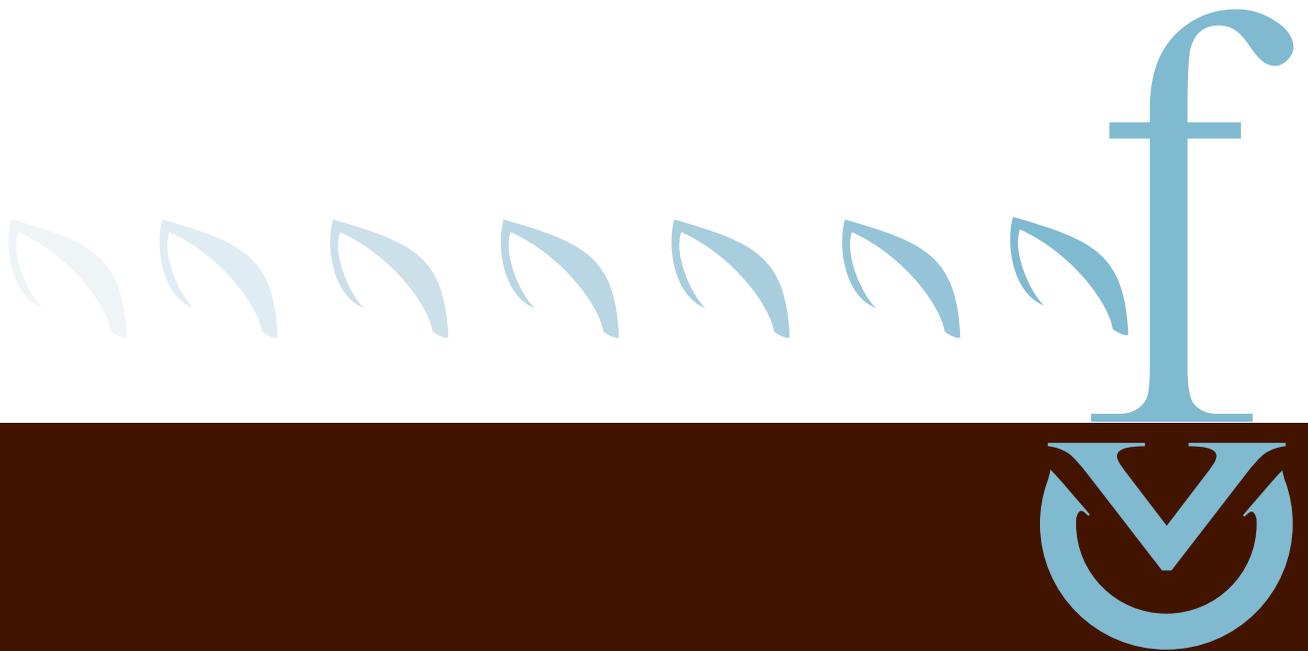


ITS

# COUNCIL ON VIRGINIA'S FUTURE



# Highlights



[future.virginia.gov](https://future.virginia.gov)  
[VaPerforms.virginia.gov](https://VaPerforms.virginia.gov)

# ■ Introduction ■

The Council on Virginia's Future, which is chaired by the Governor and includes state, business, and community leaders, was established in 2004 to advise Virginia's leaders on the development and implementation of a long-range approach for measuring and improving the quality of life and the effectiveness of state government in Virginia.

Virginia Performs, a signature initiative of the Council, is the Commonwealth's performance leadership and accountability system (VaPerforms.virginia.gov). Virginia Performs has won widespread recognition and served as a model for other states and nations.

Virginia Performs' Scorecard at a Glance (Figure 1) provides a snapshot of how Virginia is doing on 50 citizen-focused indicators in seven key areas: Economy, Education, Health and Family, Public Safety, Natural Resources, Transportation, and Government and Citizens. Each indicator assesses state and regional performance over time, links to related state programs and agency performance measures, and provides a broad review of the overall topic.

Figure 1



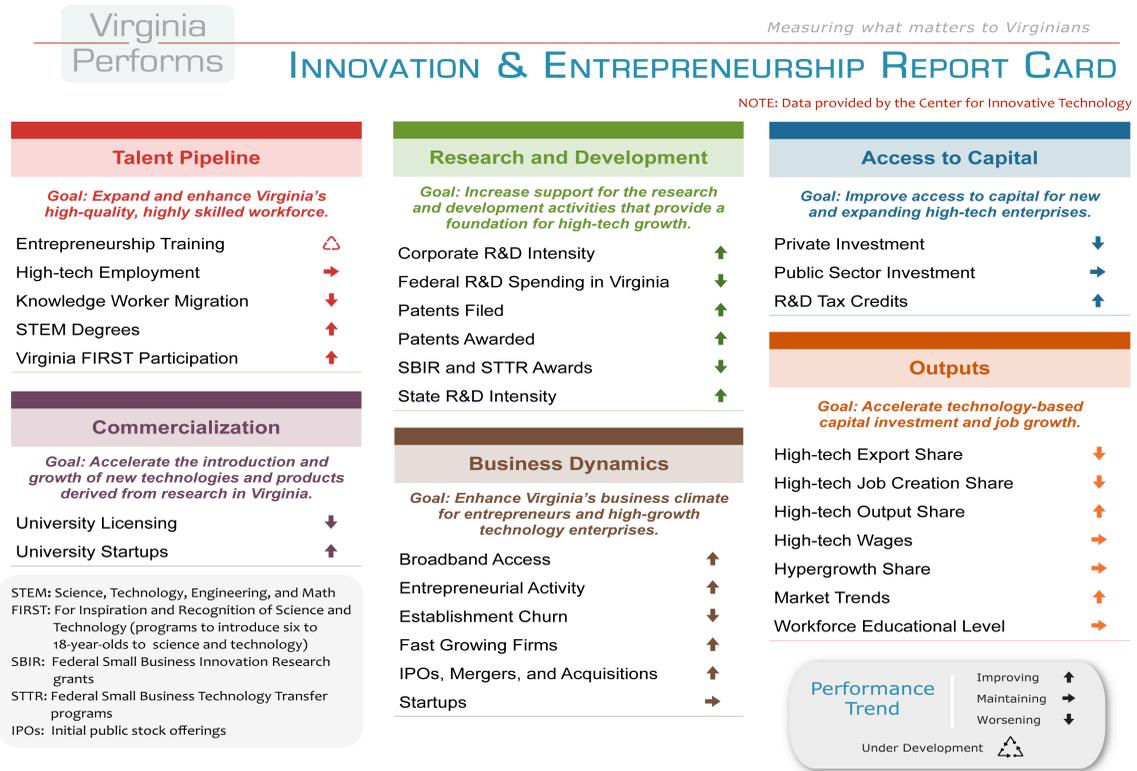


Virginia’s Workforce System Report Card was released in late 2012. Council staff continue to work with the Governor’s Office, the Virginia Workforce Council, and other partners to refine and enhance the data. Since bridging critical workforce skills gaps will depend on close regional collaboration, the Council and its partners are also developing a new model for assessing regional approaches to workforce development. The goal of the new model is to help a region gauge its progress in developing and improving a demand-driven, coordinated, and responsive workforce development system.

**Innovation and Entrepreneurship Report Card** (Figure 3): Innovation – the introduction of new ideas, processes, or products – helps businesses create more value for their customers relative to their competitors. Entrepreneurs are the agents who capitalize on innovation to start and expand businesses. The Center for Innovative Technology (CIT) has created an Innovation and Entrepreneurship Measurement System (IEMS) to enhance assessment of our progress with these key factors for economic growth.

Working in partnership with Council staff, CIT culled data from the IEMS to create the new Innovation and Entrepreneurship Report Card on Virginia Performs. Goals for Virginia, along with detailed measures, were outlined to cover the innovation pipeline from talent and idea formation to commercialization and realized outcomes.

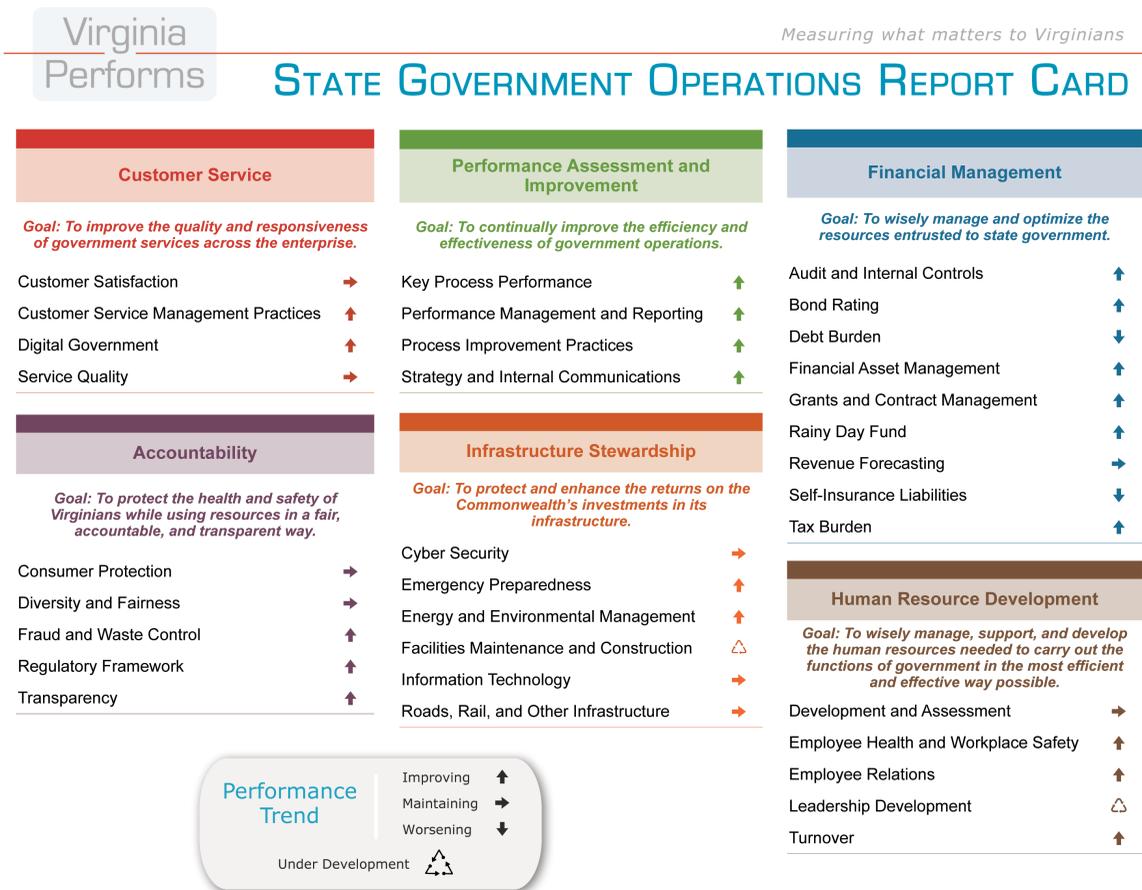
**Figure 3**



**State Government Operations Report Card** (Figure 4): Virginia's state government is a large and complex enterprise. With revenues of more than \$40 billion in fiscal year 2013 – a total roughly equivalent to iconic Fortune 100 companies such as FedEx and Walt Disney – its 122,000+ employees manage operations in more than 100 agencies, universities, and other organizations. In addition, a significant share of the work of government and the delivery of its services is accomplished through local governments and other public and private third-party partners.

Given this scope and complexity, developing a high-level view of government operations has been challenging. The State Government Operations Report Card complements and builds on the information maintained in Virginia Performs' Government Operations indicator and establishes an informative overview of the overall efficiency and effectiveness of state government.

**Figure 4**



## Priority-focused Report Cards: Next Steps

The following table summarizes planned enhancements to existing report cards. It also highlights the Council’s continued partnership with the Blueprint Virginia initiative, including potential plans to develop one or more report cards for assessing progress on Blueprint’s key priorities. In addition, the Council will continue to explore other areas where the report card concept could prove useful.

Virginia’s Workforce System Report Card	
Key Partners	Next Steps
<ul style="list-style-type: none"> <li>• Governor’s Office</li> <li>• Virginia Workforce Council</li> <li>• Virginia Career Pathways System Workgroup</li> </ul>	<ul style="list-style-type: none"> <li>• Make performance data available through the Virginia Workforce Network Portal</li> <li>• Highlight regions that have developed effective demand-focused workforce solutions</li> <li>• Develop an assessment model that will track how regions are doing in developing collaborative approaches to closing workforce skills gaps</li> <li>• Refine and update indicators, including indicators for a new industry</li> </ul>
Innovation and Entrepreneurship Report Card	
Key Partners	Next Steps
<ul style="list-style-type: none"> <li>• Center for Innovative Technology</li> </ul>	<ul style="list-style-type: none"> <li>• Refine the existing set of indicators</li> <li>• Explore indicators that can be measured regionally</li> <li>• Establish performance targets for key indicators</li> </ul>
State Government Operations Report Card	
Key Partners	Next Steps
<ul style="list-style-type: none"> <li>• State Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to refine the existing set of indicators</li> <li>• Work with agency and administration leaders to enhance performance information in key areas, including:               <ul style="list-style-type: none"> <li>• Government facilities maintenance and construction</li> <li>• Customer service levels in important citizen-facing agencies</li> <li>• Leadership development in state government</li> <li>• Process and quality management practices</li> </ul> </li> </ul>
Blueprint Virginia	
Key Partners	Next Steps
<ul style="list-style-type: none"> <li>• Virginia Chamber of Commerce</li> <li>• Blueprint Virginia Industry Leaders</li> </ul>	<ul style="list-style-type: none"> <li>• Work with partners to develop report cards for tracking progress on high-priority issues identified in the Blueprint Virginia plan.</li> </ul>

# ■ A Focus on Improving Key Outcomes by Region ■

The Scorecard at a Glance presents an array of indicators to help assess progress on key outcomes for Virginia. But like most states, the Commonwealth is not homogeneous, and sharp differences often exist across its diverse regions. State averages can mask these differences, and statewide progress is dependent on our ability to assess, plan, and support improvements in each region.

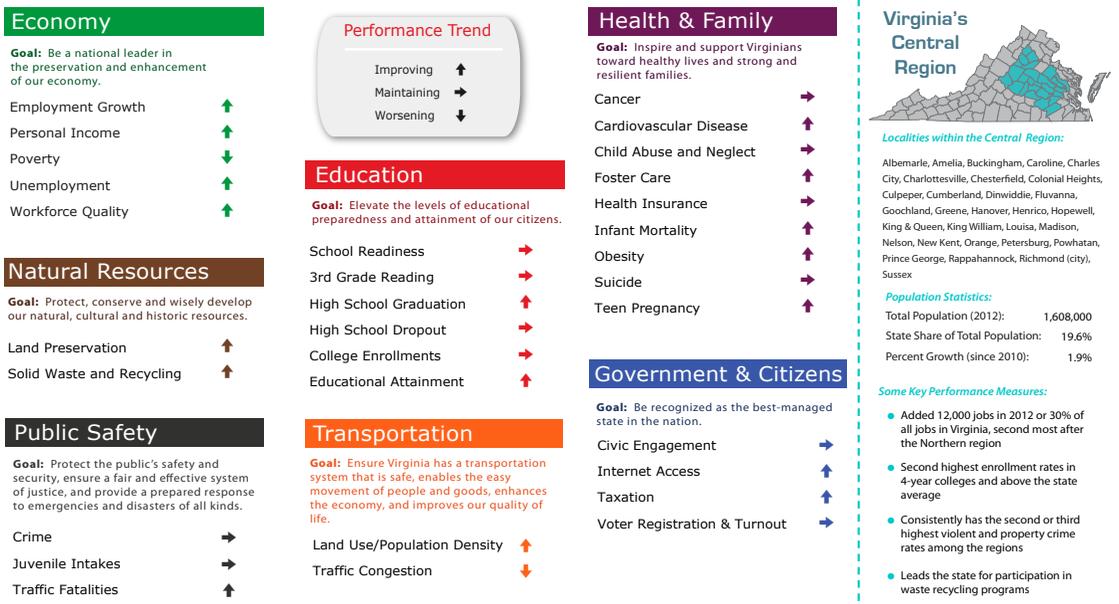
Early in the development of Virginia Performs, the Council established a regional model of the state to enable exploration and comparison of local outcomes (for example, high school graduation rates) and to facilitate discussions that support regional collaboration, planning, and investment decision-making.

## New Regional Views

The Virginia Performs website now offers a section, Virginia's Regions, which consolidates and presents regional performance data. Users can explore scorecards profiling each region (see Figure 5 for one example), view maps detailing regional performance, and check out comparative trend summaries.

Figure 5

# SCORECARD AT A GLANCE: CENTRAL Region



Measuring what matters to Virginians

Virginia Performs

VISION  
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RESULTS

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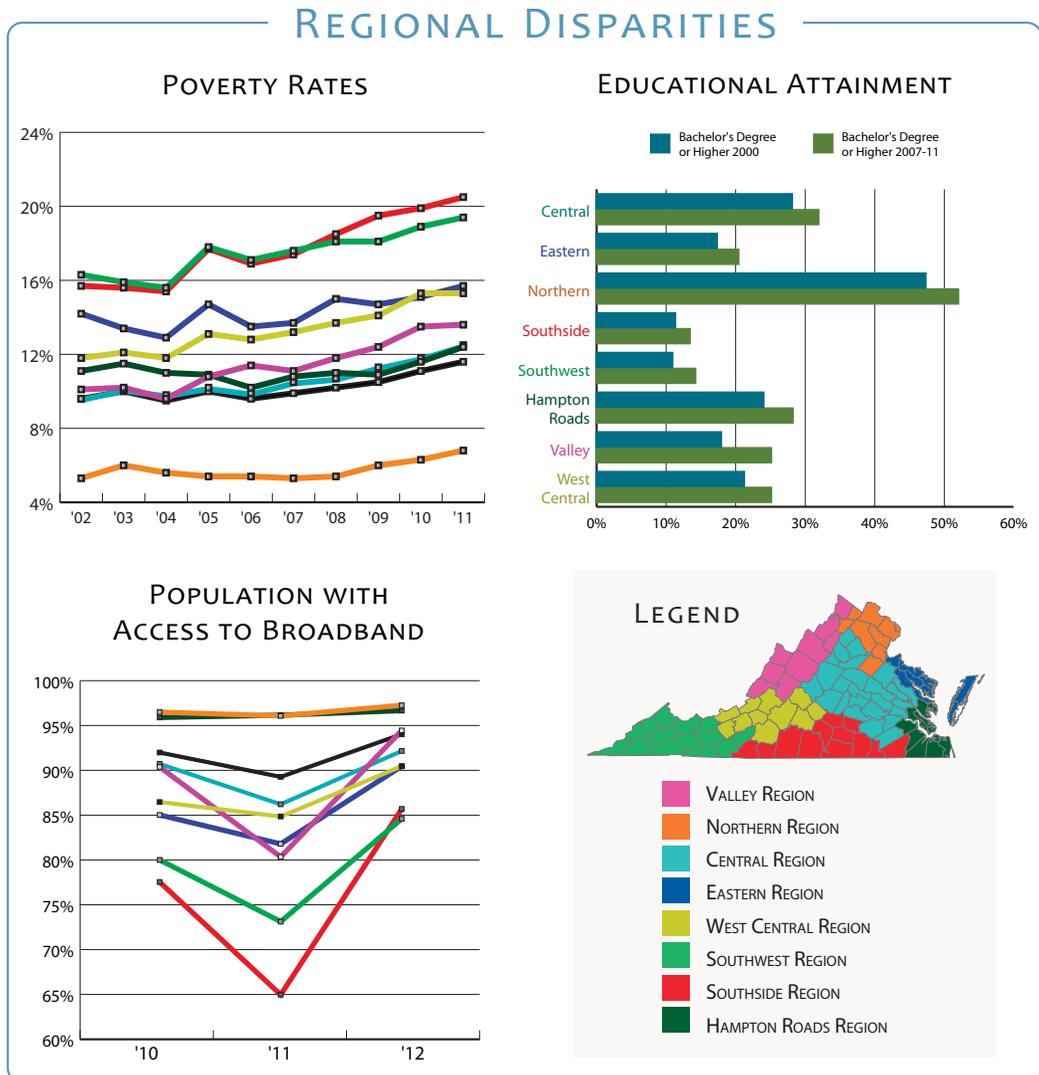
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## Regional Differences

Regional differences are not unusual in states with a diversity of rural and urban areas – although, as noted earlier, in some cases these contrasts in performance outcomes can be stark.

Figure 6 shows regional graphs for three key indicators on Virginia Performs that highlight the sometimes dramatic regional disparities across the state in poverty, educational attainment (BA or better), and access to broadband services.

**Figure 6**



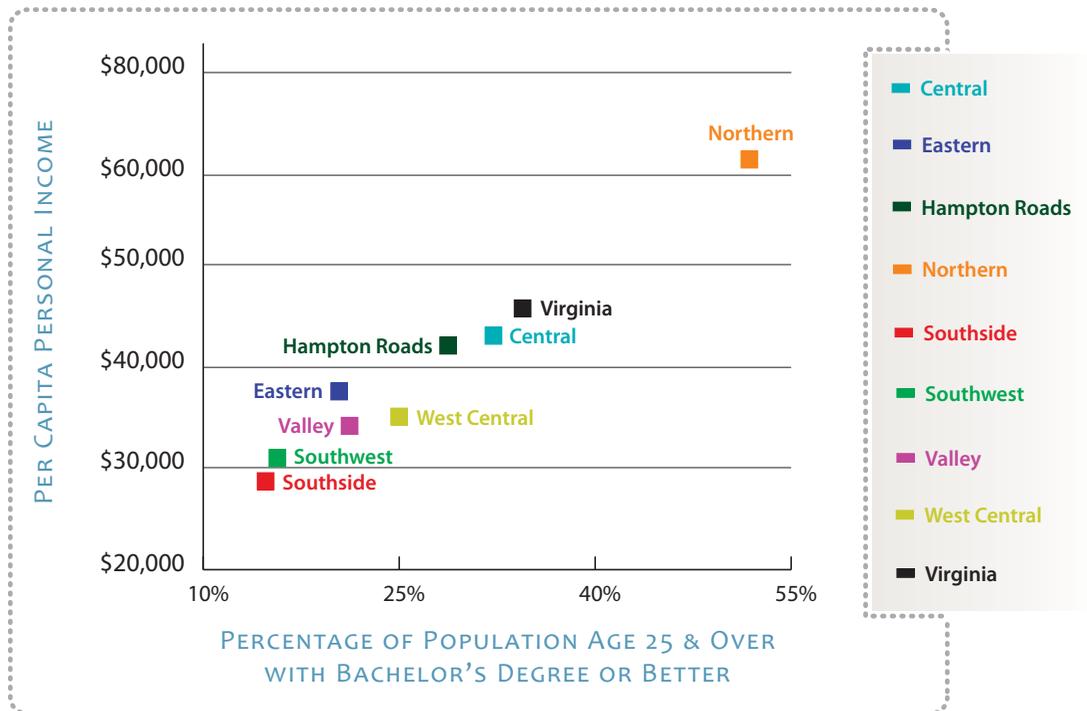
## Analysis of Regional Outcomes

Understanding the often complex relationships that affect key outcomes within and across regions can be challenging, making effective regional assessment more difficult – and more important.

Figure 7 shows the close relationship between levels of education and personal income. A number of key outcomes tend to be closely correlated, but understanding the specific investments that will best drive positive change is more complex. For instance, the prevalence of smoking tends to drop the higher education and income levels are – but it doesn't necessarily follow that rising incomes and education levels in a region will automatically lead to a lower smoking rate.

**Figure 7**

### EDUCATIONAL ATTAINMENT AND PERSONAL INCOME, BY VIRGINIA REGION, 2011



For more information about the Council and its work, including a subscription form for our digital newsletter, please visit [future.virginia.gov](http://future.virginia.gov).



## Recent Accomplishments and Next Steps

- **Priority-focused Report Cards:** Virginia Performs now includes three report cards that identify and assess drivers for making progress:
  - » Virginia's Workforce Development System
  - » Innovation and Entrepreneurship
  - » State Government Operations
- **New Content:** Two new indicators – Multimodal Transportation and Innovation and Entrepreneurship – join the other 48 citizen-oriented topics on Virginia Performs; a new section on Virginia's Regions was also added to the site. Keeping Virginia Performs fresh and relevant remains a top priority.
- **Strategic Planning and Performance Reporting:** New assessment and reporting tools are improving state government's strategic planning and performance management:
  - » New Executive Progress Reports provide concise, accessible documents that more clearly communicate what an agency does, its performance in key areas, and the most important opportunities and issues it faces.
  - » Upcoming enhancements to agency performance reporting will streamline the reporting process.
- **A New future.virginia.gov:** The Council's website was completely redesigned with improved organization, navigation, and overall ease of use.
- **Blueprint Virginia:** The Council serves as a strategic partner to the Virginia Chamber of Commerce on their Blueprint Virginia initiative to develop a long-term, business-driven economic plan for the Commonwealth. In 2014 the focus will be on:
  - » Developing an approach to quantify progress over time on the priorities identified in Blueprint Virginia;
  - » Co-sponsoring a forum on regional economic competitiveness and workforce; and,
  - » Crafting better vehicles for assessing regional economic competitiveness, with an emphasis on workforce.
- **Outreach Activities:** Virginia Performs continues to serve as an international model for performance leadership and accountability. Recent contacts include the International Economic Development Council and the governments of Scotland, South Australia, and Washington, DC. Council staff continue to present at national, state, and regional events.

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