the virginia report 2015

STAYING AHEAD IN VIRGINIA

council on virginia's future

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Introduction

INTRODUCTION

This report was prepared pursuant to §2.2-2686 of the Code of Virginia, which requires the Council on Virginia's Future to develop and submit annually to the General Assembly and the Governor and publish to the public a balanced accountability scorecard containing an assessment related to these questions:

- How is Virginia doing?
- Are we getting results on our highest priorities?
- Are we improving government services and operations?

This report presents a high-level assessment of Virginia's progress in areas that are important to its quality of life; it is based on and complements information contained in Virginia Performs. It is issued annually to help track progress over time, to highlight challenges, and to provide analytic information for leadership and decision-making.

The main report consists of five chapters, including this introduction. The second chapter, **A Profile of Virginia**, provides a brief snapshot of the Commonwealth.

The next chapter, **How Is Virginia Doing?**, is divided into three sections.

- The first, **Key Outcome / Indicator Highlights**, examines the progress being made toward long-term goals for both Virginia and its state government by reviewing progress on the 49 indicators included in the Scorecard at a Glance.
- A revised section, **Are We Getting Results On Our Highest Priorities?**, then discusses our expanded focus on the assessment of high-priority issues. The first part of this section discusses Virginia's progress on key issues as summarized through three issue-focused report cards: Workforce System, State Government Operations, and Innovation and Entrepreneurship. The second part presents Governor McAuliffe's Enterprise Strategic Priorities, a significant enhancement to Virginia Performs that will greatly strengthen planning and execution across the enterprise.
- This is followed by another revised section, **Are We Improving Government Services and Operations?**, which includes a multi-page table containing a summary assessment of agency progress toward key performance objectives.

The fourth chapter, **A Regional Perspective**, provides a discussion of selected regional indicators and presents newly revised Scorecards at a Glance for the Council's eight regions.

The final chapter, **Council Areas of Emphasis**, includes a brief introduction to the Council on Virginia's Future and a summary of recent developments in the evolution of Virginia Performs.

All levels of Virginia Performs continue to be updated and improved. For instance, societal-level data are updated as new information becomes available, and new measures and links are added when they can help improve assessment. In addition, agencies are now using a revised Planning and Performance component of Virginia Performs for strategic planning and performance reporting. More information on these and other improvements and initiatives will be provided in the Council's annual Executive Summary, to be published in January 2016.

Questions or comments about this report may be directed to:

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A Profile of Virginia

A PROFILE OF VIRGINIA

Introduction

This chapter provides a brief introduction to Virginia, its people, its economy, and its government.

Virginia in Brief: This high-level snapshot includes data that shows how Virginia compares to other states and the nation on certain key indicators.

Virginia's People: Virginia's population, like the nation's, is getting older and becoming more diverse. This section presents demographic and educational attainment information.

Virginia's Economy: Virginia has historically outperformed the nation on key indicators of economic progress. This has changed recently as a result of the Great Recession and declines in federal spending in Virginia. This section provides an overview of major economic sectors in Virginia and a brief review of the impact that federal spending cutbacks are having on the state.

Virginia's Government: Virginia's state government will spend about $97 billion in the 2014-2016 biennium, which runs from July 1, 2014 through June 30, 2016. Where does this money come from and how is it spent? This section provides an overview.

Virginia in Brief

Virginia is one of the best places in the United States to live, work, and raise a family. With the 11th largest economy, the Commonwealth also enjoys the 11th highest level of per capita personal income in the nation and its business climate is regularly ranked among the top states in the country. Virginians are on average better educated and more productive than residents in most other states, and the Commonwealth has been successful in attracting and developing a high-quality workforce. In addition, Virginia has long been considered among the best managed states in the country, and its consistently sound financial footing is reflected in its AAA bond rating – the strongest possible – that it has held for more than 75 years.

Virginia's overall progress has been steady, but challenges remain and performance has not been uniform across the state. Chapter 3, **How Is Virginia Doing?**, discusses some of these challenges, while regional differences are explored in more detail in the chapter called **A Regional Perspective**.

Table 1 on the following page highlights selected key facts about Virginia.

The notes on page 17 provide a list of the sources used for compiling this Virginia profile.

Table 1

Virginia in Brief

Indicator	2012	2013	2014	
	Value	Value	Value	State Rank (1= Highest)
Population	8,185,867	8,260,405	8,326,289	12
Minorities as a Percentage of the Population	36.1%	36.5%	37.0%	16
Older Residents (Age 65 and Older) as a Percentage of the Population	13.0%	13.4%	13.8%	42
Foreign Born as a Percentage of the Population	11.6%	11.5%	12.1%	15
Veterans as a Percentage of Population 18 and over	11.7%	10.9%	10.9%	2
Virginians 25 Years and Older Who Have Completed a Bachelor's Degree	35.5%	36.1%	37.7%	6
Pre-K Through 12th Grade Enrollment in Public Schools	1,226,106	1,297,388	1,294,980	12
Median Age	37.5 years	37.6 years	37.7 years	29
Armed Forces	109,390	102,432	106,693	2
Percentage of Virginia Households with a Broadband Subscription	—	75.8%	77.2%	15
Farm Earnings	$611 million	$540 million	$633 million	33
Federal Civilian and Military Non-farm Earnings (Personal Income)	$36.5 billion	$35.9 billion	$35.8 billion	2
Private Non-farm Professional, Scientific, and Technical Services Earnings	$51.0 billion	$51.3 billion	$51.6 billion	5
Land Area (Square Miles)	—	—	39,490	37

Virginia's People

POPULATION

In 2014, Virginia's population increased by about 0.8 percent over its 2013 level to reach 8.33 million, ranking it 12th largest in the country. Virginia, like the nation as a whole, is becoming older and more diverse. **Figure 1** shows 2010 actual population for Virginia, along with projections for 2020, 2030, and 2040 by major age group.

The elderly population (65 and older) is expected to grow by almost 95 percent between 2010 and 2040 (i.e, more than 560,000), when the elderly are expected to comprise slightly more than 18 percent of the total population, up from around 12 percent in 2010.

Figure 1

VIRGINIA'S POPULATION BY MAJOR AGE GROUP
(IN MILLIONS)

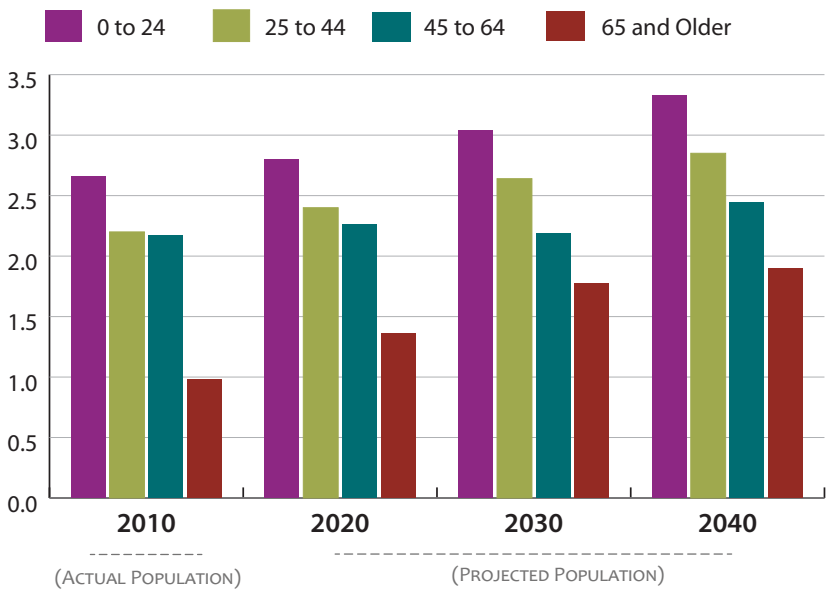
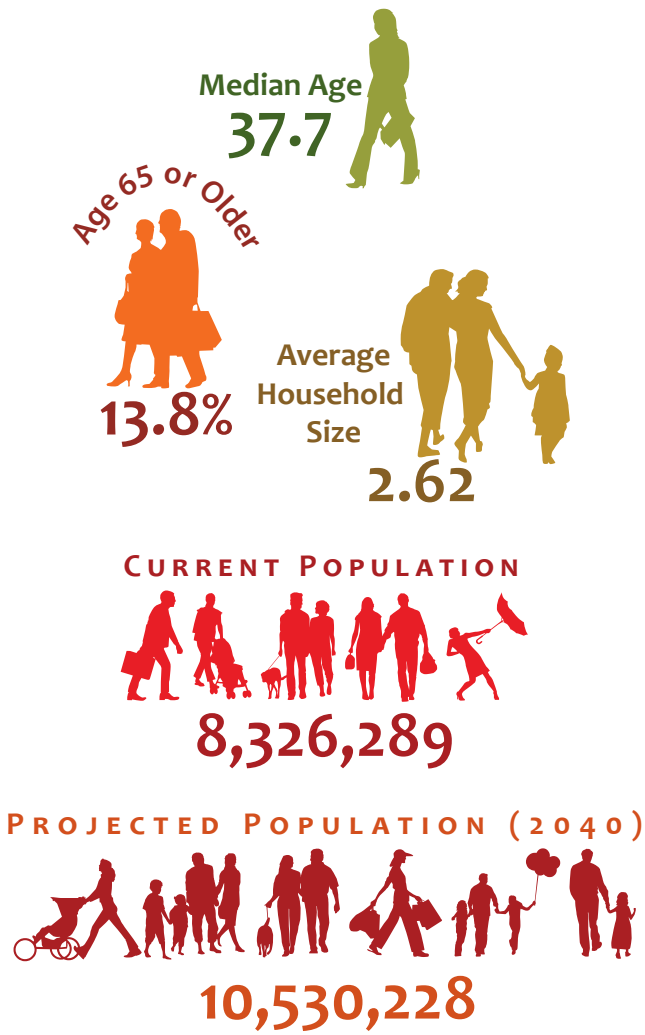


Figure 2

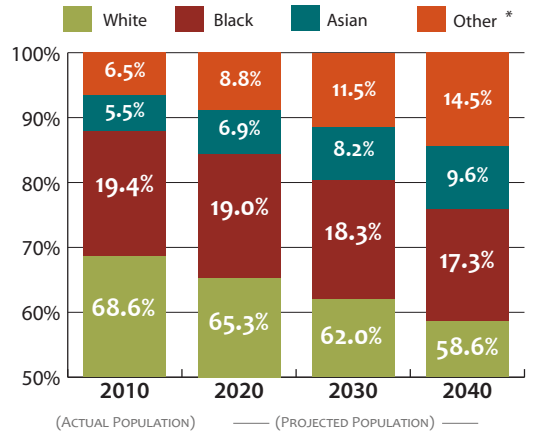


Another way to assess the relative impact of aging is through the age dependency ratio, which is the number of children (17 years old or younger) plus the number of elderly (65 and older) per 100 individuals ages 18 through 64. Viewed through this lens, Virginia compares relatively well with other states: In 2014, Virginia had the seventh lowest total age dependency ratio in the nation at 56.7; the seventh lowest old age dependency ratio at 21.6; and the 13th lowest child dependency ratio at 35.2.

Virginia is becoming more diverse, and growth in minority populations has accounted for a significant proportion of total population growth across the Commonwealth over the past decade. **Figure 3** shows Virginia's population by race in 2010, along with projections for 2020, 2030, and 2040.

Figure 3

VIRGINIA'S POPULATION BY RACE



** Other includes individuals of two or more races.*

These evolving demographics are changing the racial and ethnic mix of Virginia's public elementary schools. **Table 2** shows the change in the racial / ethnic mix of Virginia's public elementary schools (PreK-12) between Fall 2005 and Fall 2014. The table also shows that the public school system has been dealing with two growing challenges:

- The number of students who were identified as "economically disadvantaged" rose by 150,500 over the period, increasing from 28.9 percent of all students to 39.8 percent.
- The number of students who were assessed as having "limited English proficiency" (primarily students whose native language is not English) increased by 73.0 percent.

Students who were considered economically disadvantaged or of limited English proficiency were less likely to graduate on time than their peers in 2014 by eight to nine percentage points.

Table 2

FALL PUBLIC SCHOOL (K-12) ENROLLMENT BY RACE / ETHNICITY, 2005 AND 2014

Race / Ethnicity	Fall 2005 Enrollment	% of 2005 Total	Fall 2014 Enrollment	% of 2014 Total	Change	
					Number	%
Total	1,194.168	100.0%	1,246,989	100.0%	52,821	4.4%
White, NH	705,481	59.1%	643,345	51.6%	-62,136	-8.8%
Black, NH	314,522	26.3%	283,499	22.7%	-31,023	-9.9%
Hispanic	89,200	7.5%	171,700	13.8%	82,500	92.5%
Asian, NH	59,725	5.0%	81,430	6.5%	21,750	36.3%
Two or More, NH						
Other	25,240	2.1%	67,015	5.4%	41,775	165.5%
Economically Disadvantaged	345,240	28.9%	495,740	39.8%	150,500	43.6%
Limited English Proficiency	74,102	6.2%	128,219	10.3%	54,117	73.0%

Source: Virginia Department of Education. H – Hispanic, can be of any race; NH – Not of Hispanic origin; Two or More, NH – a category not available in 2005. Other includes "Unknown or Not Provided" for 2005, a category not available in 2014; Other also includes American Indian, Alaskan Native, and Pacific Islanders.

EDUCATIONAL ATTAINMENT

Virginia's population is also relatively well educated, as summarized in **Figure 4**. About 36.7 percent of adults age 25 years and older have a bachelor's degree or higher, which ranked sixth best in the country. In addition, 15.8 percent of adults 25 and older have an advanced degree, the fourth highest rate in the nation. As shown to the right in **Figure 5**, educational attainment among younger women is 8.6 percentage points higher than males in the 25 to 34 age group and almost 6.5 percentage points higher in the 35 to 44 age group. Female educational attainment (Bachelor's or higher) now exceeds that of males for the 25 to 64 year old age cohort.

Figure 4

Highest Level of Educational Attainment, 2014

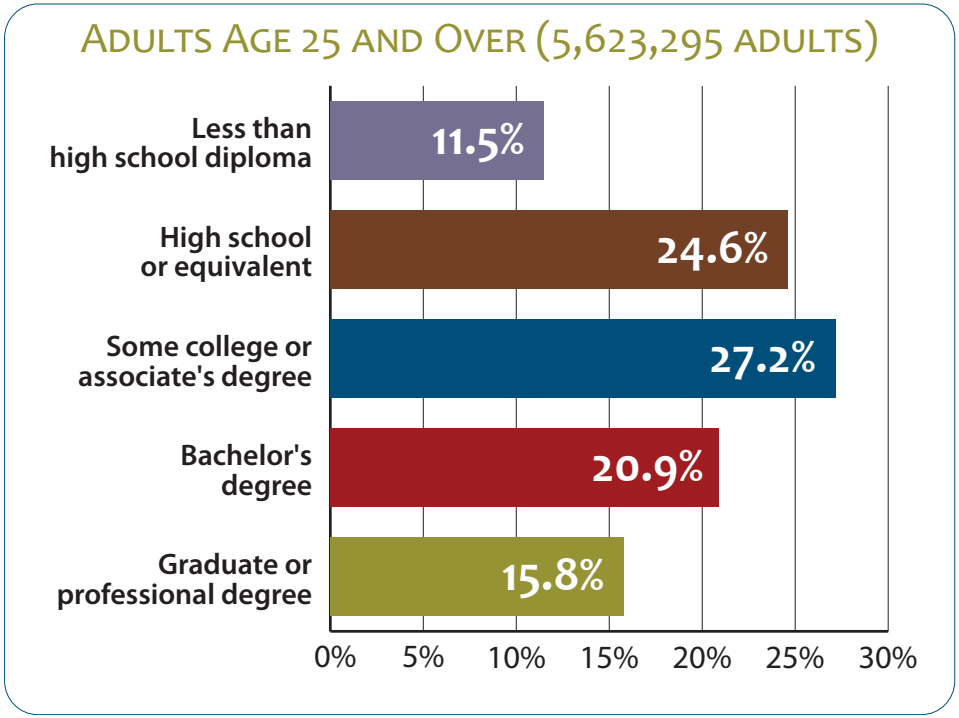
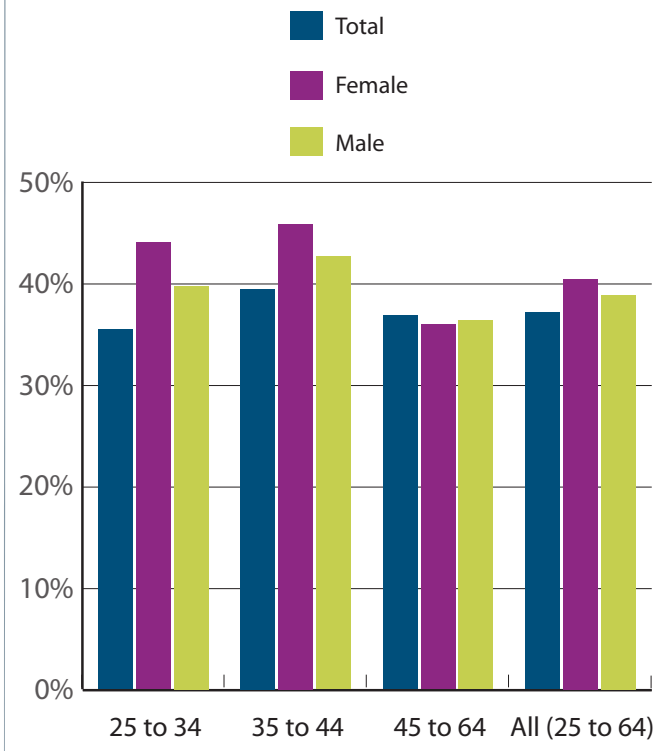


Figure 5

Bachelor's Degree or Higher, 2014

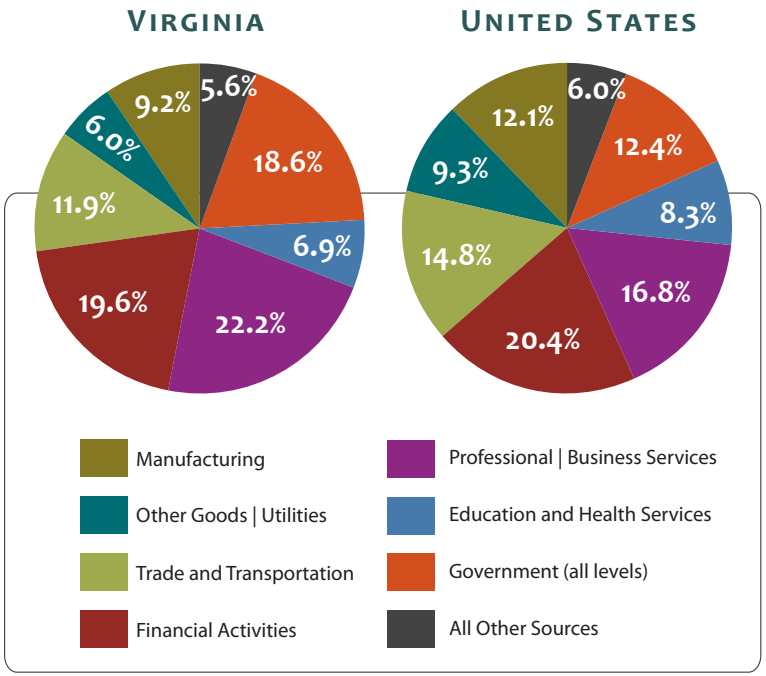


Virginia's Economy

Virginia's economic structure and performance are heavily reliant on federal spending. For instance, a recent study by Virginia's Joint Legislative Audit and Review Committee (JLARC) found that the federal government accounts for about 20 percent of Virginia's economy, with at least 40 percent of that total coming from defense-related spending. Virginia is second among the states in terms of both federal employment and spending. The pie charts in **Figure 6** show the relative share of output (gross national product or gross state product) by industry for the US and Virginia and illustrate the relatively greater shares of government and professional and business services in Virginia, both of which are heavily influenced by federal spending.

Figure 6

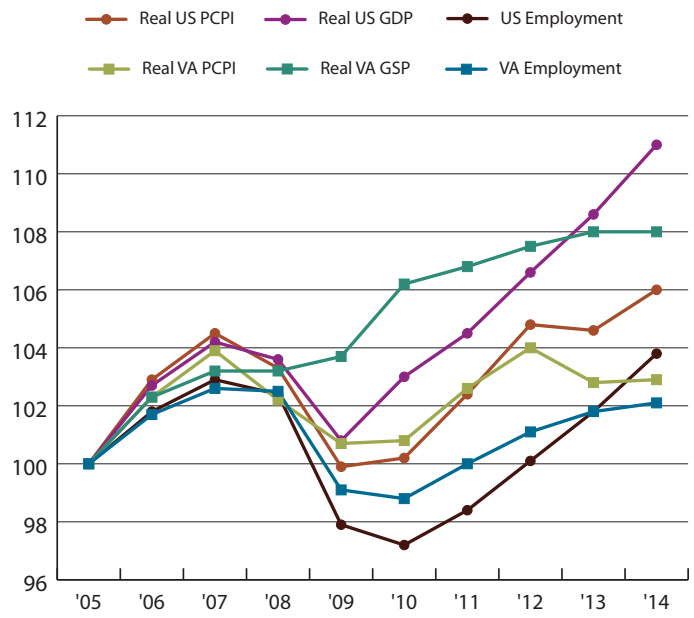
SHARE OF GROSS DOMESTIC PRODUCT BY MAJOR INDUSTRY SECTOR, 2014



While Virginia has often benefited greatly from this partnership, it now faces challenges as recent federal spending reductions are slowing the state's recovery from the Great Recession of 2007-2009. **Figure 7** traces Virginia's performance over the past 10 years in three key economic measures: output, employment, and personal income. The graph reveals that Virginia's economic performance has slowed relative to the overall US economy, particularly since 2010. This reverses a long trend and helps illustrate the effects of federal spending in the state.

Figure 7

GROWTH IN KEY ECONOMIC MEASURES, US AND VIRGINIA



Measures listed as "Real" are adjusted for inflation.

Note: The graph shows the percentage change in each indicator since 2005. For instance, Virginia's real gross state product (GSP) was about eight percent higher in 2014 than in 2005.

While Virginia's growth in output (the two greenish lines) mirrored the country's in 2009, it has slowed dramatically since then. From 2005 to 2014 it grew by about eight percent, while the national GDP grew by about 11 percent; Virginia saw essentially no growth in inflation-adjusted output growth between 2013 and 2014. A similar, though less stark, situation played out in employment and inflation-adjusted per capita personal income: The US as a whole has been growing more rapidly over the past five years, but by 2014 Virginia's per capita income and employment levels had yet to return to their 2007 pre-recession peaks.

The recent effects of sequestration and other federal spending changes are shown more specifically in the following two charts and help illustrate the strength of their impact on Virginia.

Figure 8 shows the recent decline in inflation-adjusted federal civilian and military wages and salaries, which fell from $27.12 billion in 2010 to $25.02 billion in 2014, a drop of about $2.2 billion.

Figure 9 shows the recent decline in total federal awards and awards from the Department of Defense (DOD) and the Department of Homeland Security (DHS); the latter became important sources of federal spending in Virginia after 2001. This was particularly true for federal fiscal years (FFY) 2011 and 2012, when DHS awards represented 42 percent and 43 percent of total DOD-DHS awards. By contrast, DHS represented just 23 percent and nine percent of the DOD-DHS total in FFYs 2013 and 2014, respectively. DHS awards fell from $32.2 billion in FFY 2011 to just $3.5 billion in FFY 2014.

Total Defense and Homeland Security awards in Virginia declined by almost $40 billion between federal fiscal years 2011 and 2014. On the more positive side, total federal awards declined by only $31 billion, implying growth in non-Defense, non-Homeland Security awards.

Figure 8

Total Federal Civilian and Military Wages in Virginia

(in Billions, 2014 Dollars)

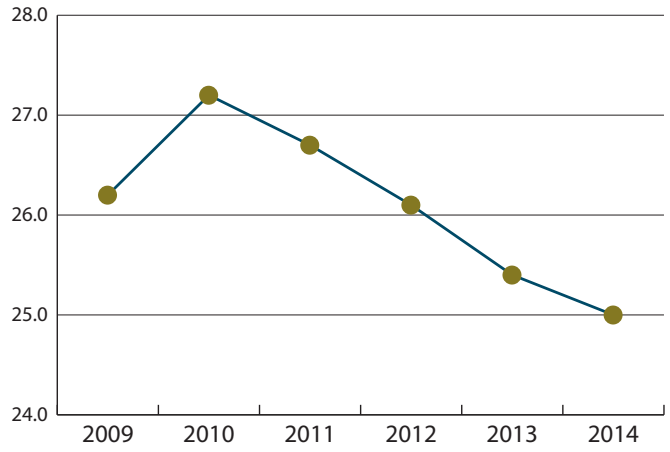
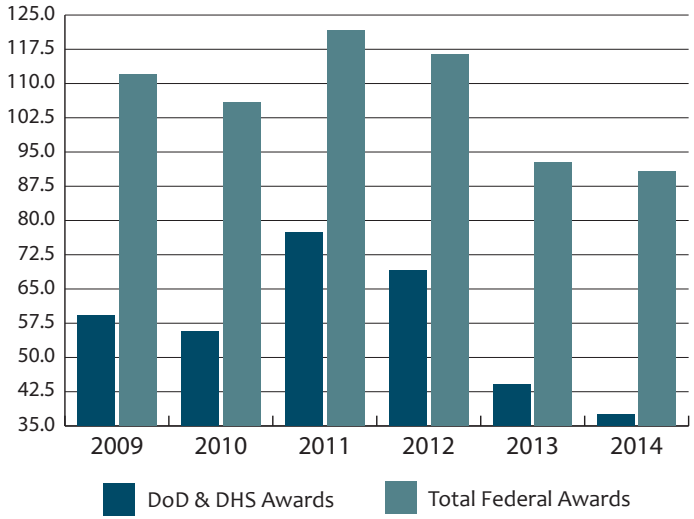


Figure 9

Federal Awards in Virginia

(in Billions, 2014 Dollars)



Unfortunately, based on current federal budget projections, the economic impact of the ongoing budget sequestration cuts called for in the American Taxpayer Relief Act of 2012 will continue for years to come, particularly in terms of Virginia's growth potential. At the same time, Virginia's competitive foundations are particularly compelling:

- Strategic mid-Atlantic location and a world-class seaport
- Highly educated workforce, including the highest percentage of scientists and engineers in the country
- Highest percentage of high-tech firms in the country
- Abundant natural and historical resources and improving infrastructure

To fully capitalize on these foundations, Virginia will need to continue to invest in advanced infrastructure and in growing its highly skilled and adaptable workforce. **Table 3** illustrates the significant changes that have occurred in Virginia's employment and industry structure over the past five years and highlights the dramatic effect the recent recession has had on employment levels. Employment declines in certain industries reflect longer-term structural changes and a shift from goods-producing jobs to service jobs.

The shift to high-paying professional, scientific, and technical services has been beneficial for the state as a whole, but has been concentrated in the Northern region. The relative role of government in employment fell slightly between 2009 and 2014, with the percentage of jobs in the federal, state, and local governments falling from 19.3 percent to 18.8 percent of jobs. Growth in private-sector jobs accounted for 97.5 percent of total job growth between 2009 and 2014.

Table 3

EMPLOYMENT BY MAJOR INDUSTRY SECTOR, ANNUAL AVERAGES, 2009 AND 2014

	2009		2014		Avg. Annual Growth
Industry Sector	Average Employment	% of Total	Average Employment	% of Total	Employment
Agriculture and Related, and Mining and Related	20,414	0.6%	19,763	0.5%	-0.6%
Construction	190,069	5.4%	178,162	4.9%	-1.3%
Manufacturing	238,510	6.7%	231,459	6.3%	-0.6%
Wholesale and Retail Trade	512,127	14.4%	524,184	14.3%	0.5%
Transportation and Warehousing, and Utilities	107,009	3.0%	112,009	3.1%	0.9%
Information	81,121	2.3%	71,474	2.0%	-2.5%
Finance and Insurance, and Real Estate and Related	175,565	5.0%	181,333	5.0%	0.6%
Administrative and Support and Waste Management	191,199	5.4%	214,853	5.9%	2.4%
Professional, Scientific and Technical Services, and Management of Companies	451,612	12.7%	463,199	12.7%	0.5%
Education Services, and Health Care and Social Assistance	424,364	12.0%	465,507	12.7%	1.9%
Other Services (Except Government)	469,961	13.3%	506,034	13.9%	1.5%
Government	682,872	19.3%	685,546	18.8%	0.1%
Total	3,544,823		3,653,523		0.6%

Virginia's Government

Virginia has a biennial budget system, which means it adopts a two-year budget. The biennial budget is enacted into law in even-numbered years, and amendments are enacted in odd-numbered years. The budget for the current biennium, which began July 1, 2014 and ends June 30, 2016, was amended by the 2015 General Assembly (Chapter 665, *2015 Appropriations Act*).

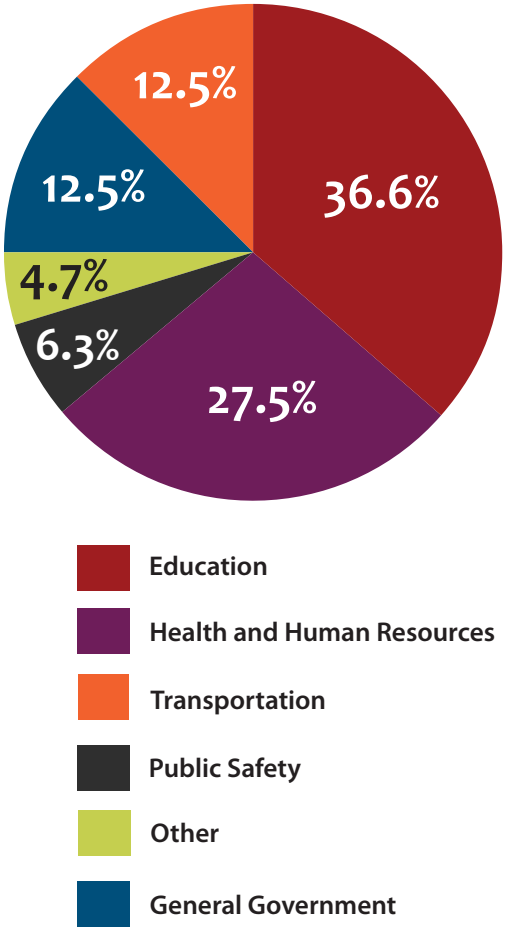
WHERE DOES THE MONEY GO?

Virginia's state government budget is divided into an operating budget and a capital budget. The operating budget includes expenses to run the daily activities of government. The capital budget includes the one-time costs of building, improving, or repairing government facilities. The budget of the Commonwealth for the 2014-2016 biennium includes $95.5 billion for operating expenses and $1.5 billion in capital outlay expenses. Looking at total operating funds from all sources (**Figure 10**), the majority of the money goes to education (36.6%), health and human resources (27.5%), transportation (12.5%), and general government (12.5%).

Considering only the general fund, which can be used at the discretion of the Governor and General Assembly, the majority of the operating budget goes to education (40.0%), health and human resources (29.8%), general government (15.0%), and public safety (10.8%). Considering only nongeneral funds, which are receipts set aside for specific purposes, the largest spending categories are education (34.4%), health and human resources (26.0%), and transportation (20.3%).

Figure 10

2014-2016 Biennium Budget
Total Operating Budget
$95.5 Billion *



* Chapter 665, 2015 Appropriations Act

WHERE DOES THE MONEY COME FROM?

State government revenues and other resources available for spending can be grouped into several categories: taxes, grants, fees, sales, earnings, transfers, and balances. For the 2014-2016 biennium, total state revenues and other resources available for appropriation are projected to equal $99.6 billion, including year-end balances, transfers, lottery proceeds, internal service funds, and bond proceeds.

Tax revenues include $24.0 billion from individual income taxes, $6.5 billion in sales tax revenue, $1.7 billion in corporate income tax, and $8.4 billion from nongeneral fund taxes such as motor vehicle and highway taxes. Other large revenue sources for the biennium include $19.2 billion in federal grants and contracts and $14.5 billion in institutional revenue, primarily fees collected at colleges and universities, medical and mental hospitals, and correctional facilities.

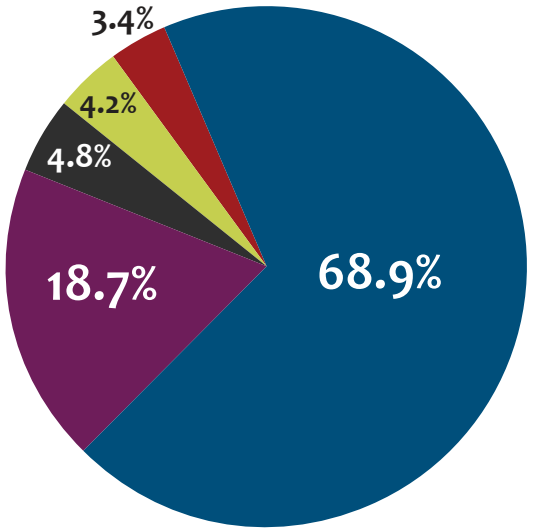
For budgeting purposes, state revenues are divided into two broad types: the general fund and nongeneral funds. Considerably more than half of state revenues (62.9%) are nongeneral funds, or receipts set aside for specific purposes. For example: motor vehicle and gasoline taxes are primarily earmarked by law for transportation programs; student tuition and fees must support higher education; and federal grants are designated for specific activities such as Medicaid and special education.

General Fund Revenues

General fund revenues are expected to total $34.9 billion for the biennium, excluding balances and transfers of $2.1 billion. They are mostly derived from direct general taxes paid by citizens and businesses (**Figure 11**). Because general fund revenue can be used for a variety of government programs, these are the funds over which the Governor and the General Assembly have the most discretionary control.

Figure 11

2014-2016 Biennium Budget
Total General Fund
Revenues
$34.9 Billion *



Individual Income Tax
Sales and Use Tax
Corporate Income Tax
Other Taxes and Revenue
Insurance Premiums and Property-related Fees

* excludes balances and transfers of $2.1 billion

Nongeneral Fund Revenues

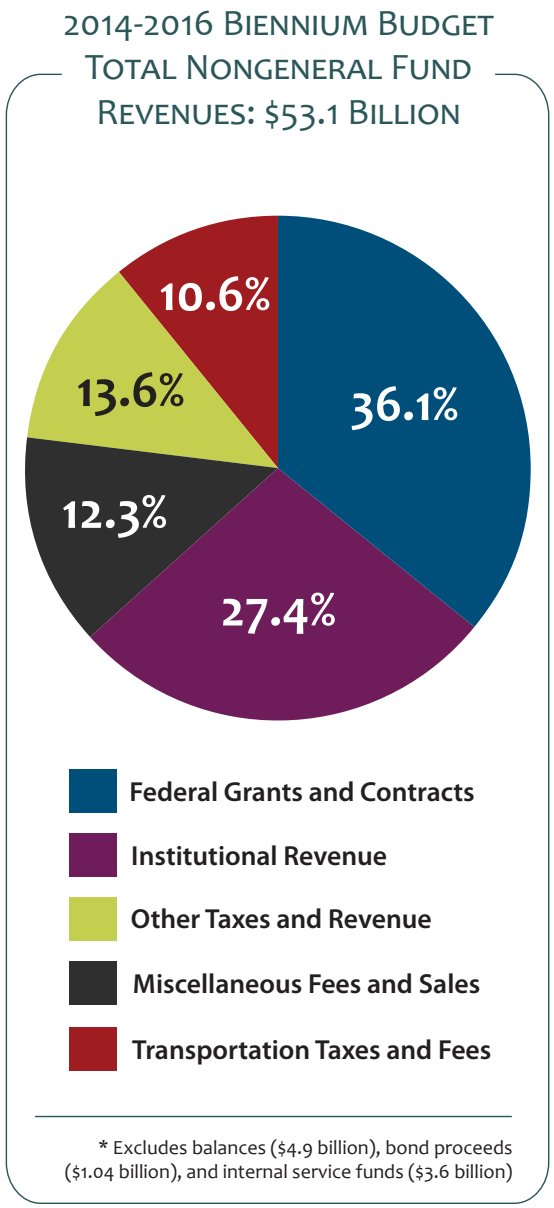
The majority of revenue in the state budget is comprised of nongeneral funds, generally earmarked by law for specific purposes. For the biennium, nongeneral fund revenues total $53.1 billion (**Figure 12**). This excludes other resources available for appropriation, including balances ($4.9 billion), proceeds from bond sales ($1.0 billion), and internal service funds ($3.6 billion).

Federal grants are the largest source of nongeneral fund revenue ($19.2 billion for the biennium). Frequently these grants do not come to the state as simple cash transfers and often include many program requirements, including state matching funds. Entitlement programs such as Medicaid and Aid to Families with Dependent Children are examples of programs that require a state contribution.

The second largest source of nongeneral fund revenue is institutional revenue ($14.5 billion for the biennium), which includes patient fees at teaching hospitals and mental health institutions and tuition and fees paid by students at institutions of higher education.

The next largest source of revenue is state transportation taxes and fees ($5.6 billion), which comes from several sources, including the motor vehicle fuels tax, the motor vehicle sales and use tax, road taxes, vehicle license fees, and other miscellaneous taxes and fees. Other large nongeneral fund sources include the Unemployment Insurance Fund ($1.4 billion), sales of alcoholic beverages ($1.4 billion), and the Lottery Proceeds Fund ($1.1 billion).

Figure 12



Notes on the Data

The data used for this chapter is derived from prominent national sources, as summarized below.

Table 1 and Figures 2, 4, and 5

Most of the data elements come from the US Census Bureau's 2014 American Community Survey (ACS) 1-Year Estimates. This includes population; percentage of the population that are minorities, elderly, foreign born, or veterans; median age; average household size; educational attainment; educational attainment by gender and age; school age population; armed forces, and broadband subscription rate). Data is available at www.factfinder.census.gov.

Earnings figures are from the Bureau of Economic Analysis, Table SA05N; www.bea.gov/regional/index.htm. Land area is from the US Census Bureau, www.census.gov/prod/cen2000/phc3-us-pt1/pdf.

Figures 1 and 3

Population projections are from the Demographic Research Group, Weldon Cooper Center for Public Service, University of Virginia, retrieved from www.coopercenter.org/demographics/population-data. Population data is from the US Census Bureau.

Table 2

Virginia Department of Education, Statistics and Reports, Fall Enrollment 2005-06 and 2014-15, http://bi.vita.virginia.gov/doe_bi/rdPage.aspx?rdReport=Main&subRptName=Fallmembership.

Figure 6 and 7

Gross Domestic Product and Per Capita Personal Income: Regional Economic Information System, Bureau of Economic Analysis, US Department of Commerce at www.bea.gov/regional/index.htm.

Employment: Total nonfarm employees; Current Employment Statistics; Bureau of Labor Statistics; US Department of Commerce at www/bls.gov/data/.

Figures 8 and 9

Federal Civilian and Military Wages: Bureau of Economic Analysis, US Department of Commerce; SAO7N, Wages and Salaries by Industry.

Federal Awards: USAspending.gov at www.usaspending.gov/transparency/Pages/StateSummary.aspx?StateCode=VA&fiscalyear=2016; data extracted in September 2015.

Figures 10, 11, and 12

State Government Revenue and Spending Information: COVF analysis of official revenue forecasts and expenditure budget data provided by the Department of Planning and Budget.

How Is Virginia Doing?

HOW IS VIRGINIA DOING?

Introduction

This chapter of the report highlights important aspects of the Commonwealth's progress over the past year. The analysis is based on, and complements, the data from key indicators tracked through Virginia Performs (VaPerforms.virginia.gov).

Scorecard at a Glance: This section includes our high-level scorecard based on the 49 high-level indicators measured in Virginia Performs. These indicators provide a snapshot of how Virginia is doing on numerous quality-of-life issues (e.g., water quality and educational attainment).

Key Outcome / Indicator Highlights: This section provides a brief review of selected indicators that are representative of the Commonwealth's performance over the past year or so.

Are We Getting Results on Our Highest Priorities?: This section is broken into two parts that include:

- **Priority-focused Report Cards**: Three report cards – Workforce System, Government Operations, and Innovation and Entrepreneurship – represent the initial output of a long-term initiative to accelerate progress on high-priority issues by improving the assessment of key outcomes, including the key drivers of those outcomes. This section highlights progress on these existing report cards, as well as initial steps to develop a new report card on children's issues in partnership with the Lieutenant Governor's Office and the Commonwealth Council on Childhood Success.
- **Enterprise Strategic Priorities**: These high-level priorities represent an important development in the ongoing evolution of Virginia Performs. Capturing them ensures their integration into agency-level planning and budgeting processes and provides a baseline for assessing progress toward enterprise-level goals and priorities.

Are We Improving Government Services and Operations?: This section of The Virginia Report presents a multi-page table providing a high-level summary of progress toward targets set for agency key objectives.

Scorecard at a Glance

The quality of life indicators monitored in Virginia Performs help assess the state's progress toward the seven high-level goals for Virginia that were established by the Council on Virginia's Future (see page 82, *Council Areas of Emphasis*, for more information on the Council). Overall, these indicators paint a relatively positive picture for Virginia.

Figure 13 on the following page is the Scorecard at a Glance, which arranges indicators by goal area and shows their current performance trends; it also shows those indicators that have recently seen a trend change. Of the total 49 indicators, Virginia's performance is now improving in 28, maintaining in 19, and worsening in two.

Table 4 (page 22) summarizes these current performance trends in an easy-to-read table format.

Figure 13

07.2015

SCORECARD AT A GLANCE

Virginia Performs | VISION FOCUS RESULTS

"Measuring what matters to Virginians."

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Personal Income		→
Employment Growth		→
Poverty	↓	→
Unemployment		↑
Business Climate	↑	→
Workforce Quality		↑
Innovation/Entrepreneurship		↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness		→
3rd Grade Reading	→	↓
4th Grade Reading/Math	→	↑
High School Graduation		↑
High School Dropout		↑
College Graduation	→	↑
Educational Attainment		↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Adoption	↑	→
Cancer		↑
Cardiovascular Disease		↑
Child Abuse and Neglect		↑
Foster Care		↑
Health Insurance		→
Immunization		↑
Infant Mortality		↑
Life Expectancy		↑
Obesity		→
Smoking		→
Suicide		→
Teen Pregnancy		↑

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime		↑
Emergency Preparedness		↑
Juvenile Intakes		↑
Recidivism		→
Traffic Fatalities	→	↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

Air Quality		↑
Energy		↑
Historic Resources		→
Land Preservation		↑
Solid Waste and Recycling	↑	→
Water Quality		↑

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Infrastructure Condition	↑	→
Land Use		→
Multimodal Transportation		→
Traffic Congestion	↓	→

Each Topic Covers:

Why Is This Important?

How Is Virginia Doing?
- Over Time
- By Region
- Compared to Other States

What Influences the Indicator?

What Is the State's Role?

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

Bond Rating		↑
Civic Engagement		→
Consumer Protection		↓
Government Operations		↑
Internet Access		↑
Taxation		↑
Voter Registration/Turnout		→

Performance Trend

Improving	↑	Trend	↑
Maintaining	→	prior to	→
Worsening	↓	7/2015	↓

Table 4

INDICATOR PERFORMANCE TRENDS

	Improving		Maintaining	Worsening
Economy	• Innovation and Entrepreneurship • Unemployment	• Workforce Quality	• Business Climate • Personal Income • Employment Growth • Poverty	
Education	• Fourth Grade Reading and Math • College Graduation • Educational Attainment	• High School Dropout • High School Graduation	• School Readiness	• Third Grade Reading
Health and Family	• Cancer • Cardiovascular Disease • Child Abuse and Neglect • Foster Care	• Immunization • Infant Mortality • Life Expectancy • Teen Pregnancy	• Adoption • Health Insurance • Obesity • Smoking • Suicide	
Public Safety	• Crime • Emergency Preparedness	• Juvenile Intakes • Traffic Fatalities	• Recidivism	
Natural Resources	• Air Quality • Energy	• Land Preservation • Water Quality	• Historic Resources • Solid Waste and Recycling	
Transportation			• Infrastructure Condition • Land Use • Multimodal Transportation • Traffic Congestion	
Government and Citizens	• Bond Rating • Government Operations • Internet Access • Taxation		• Civic Engagement • Voter Registration and Turnout	• Consumer Protection

Trend changes for 10 indicators were made this year on the societal-level Scorecard at a Glance. These include:

Maintaining to Improving:

- College Graduation: Virginia's six-year graduation rate improved from 64.3 percent in 2011 to 65.7 percent in 2013.
- Fourth Grade Reading and Math: Virginia's NAEP reading and math scores improved slightly in 2013 and both are at 10-year highs.

Worsening to Maintaining:

- Poverty Rate: The poverty rate has been stable over the last three years.
- Traffic Congestion: Average waiting time in commutes has been flat for the last three years: 27.7 minutes in 2011 and 27.7 in 2013.

Improving to Maintaining:

- Business Climate: Forbes.com now rates Virginia's business climate fourth best, down from number one or two over the past eight years. Similar indices rate Virginia even lower.
- Adoption: Virginia's adoption rate has been below 40 percent for the last two years.
- Infrastructure Condition: Although key aspects of Virginia's infrastructure are improving, secondary road conditions continued to decline, falling from 75.8 percent rated in fair or better condition in 2007 to 59.6 percent in 2013.

Maintaining to Worsening:

- Third Grade Reading: Results declined for a second year in 2013-2014. Both the standard and advanced pass rates dropped about three percentage points.

Table 5 presents Virginia's national ranking where comparable state data exist. For these 35 indicators, Virginia ranks in the top ten states for 11 indicators, ranks 11–20 among the states for 10 indicators, ranks 21–30 for nine indicators, and 31–50 for five indicators.

Overall, the data describes a relatively positive picture of how Virginia compares with other states. More information is available on the Virginia Performs website at VaPerforms.virginia.gov, including discussions of trends, factors that influence each indicator, and the state's role in affecting the outcomes measured by each indicator.

Table 5

VIRGINIA NATIONAL RANKINGS (1=BEST)

INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
ECONOMY					
Personal Income		●			
Employment Growth					●
Poverty		●			
Unemployment		●			
Business Climate	●				
Workforce Quality	●				
Business Startups			●		
HEALTH AND FAMILY					
Cancer Deaths			●		
Cardiovascular Disease			●		
Health Insurance			●		
Immunization (Children)	●				
Infant Mortality			●		
Obesity		●			
Smoking			●		
Suicide		●			
Teen Pregnancy (Birth Rate)		●			
NATURAL RESOURCES					
Energy Consumption per Capita			●		
Historic Districts	●				

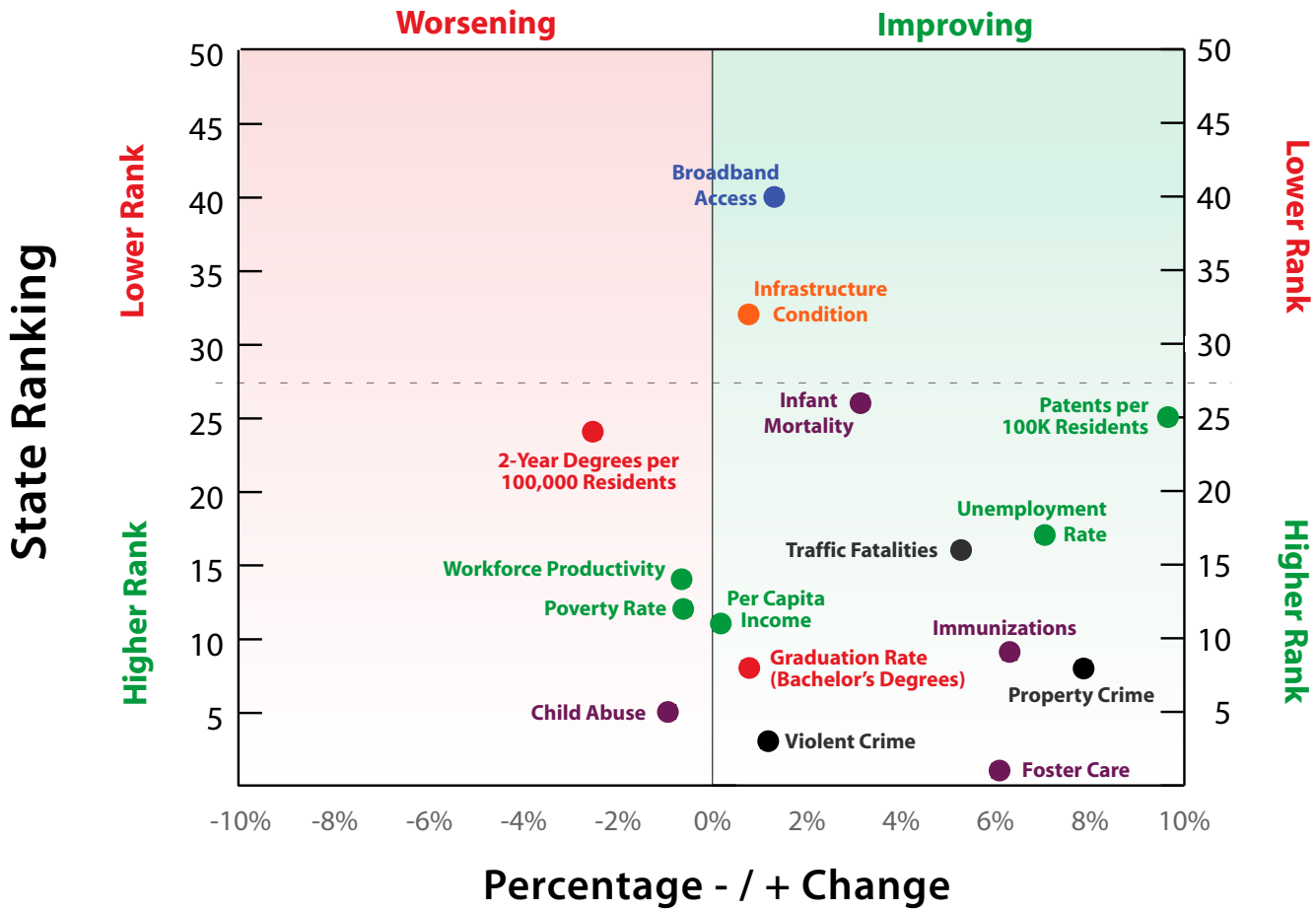
INDICATOR RANK	1-10	11-20	21-30	31-40	41-50
EDUCATION					
College Graduation (4-Year)	●				
College Graduation (2-Year)			●		
4th Grade Reading	●				
4th Grade Math		●			
Educational Attainment (BA or better)	●				
PUBLIC SAFETY					
Emergency Preparedness	●				
Property Crime	●				
Violent Crime	●				
Traffic Fatalities		●			
TRANSPORTATION					
Infrastructure (Deficient Bridges)				●	
Traffic Congestion (Commute Time)					●
GOVERNMENT AND CITIZENS					
Bond Rating	●				
Charitable Giving		●			
Consumer Protection (ID Theft)			●		
Internet Access (Broadband Access)				●	
Taxation (State and Local)		●			
Voter Turnout (2014)				●	

Figure 14 complements the Scorecard at a Glance with another view of progress for key indicators. The chart presents the most recently available year-over-year percentage change in the value of an indicator against Virginia's most current ranking among the states for that indicator.

A positive percentage means that the indicator is improving – for instance, the positive change portrayed for Property Crime means that the indicator improved because the number of property crimes per 100,000 population fell by about eight percent in 2014.

Virginia National Rankings, by Indicator

(Based on latest data compared to previous year)



Key Outcome / Indicator Highlights

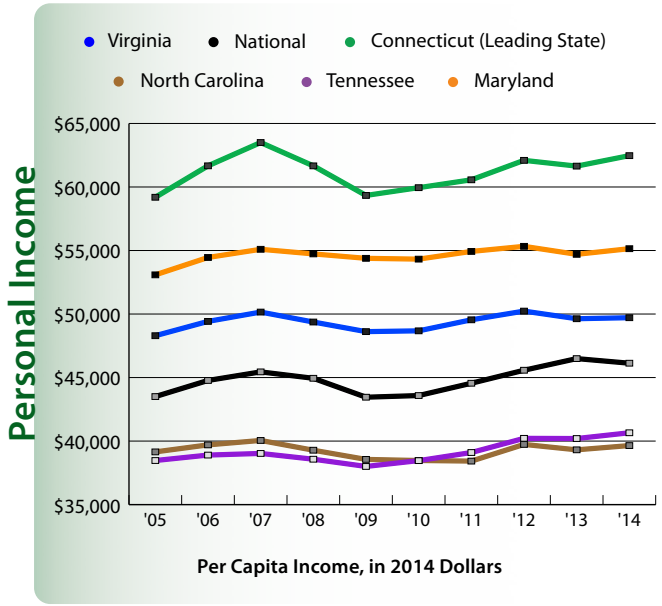
This section presents a somewhat more detailed picture of Virginia's progress in core goal areas: economy, education, health and family, transportation, public safety, natural resources, and government and citizens. Each included graph presents information on Virginia, the national average, the leading state for that indicator, and a set of neighboring states – Maryland, North Carolina, and Tennessee – to provide a relevant benchmark to help assess Virginia's performance.

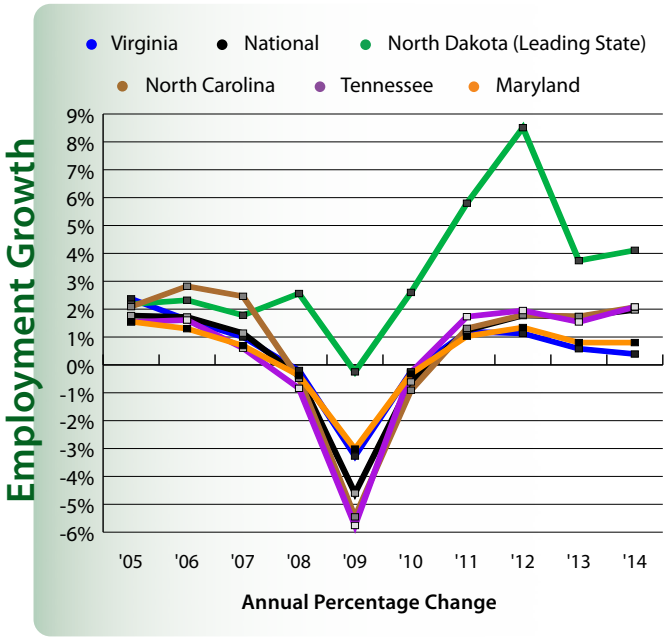
ECONOMY

Virginia continues to struggle to fully emerge from the recent recession. However Virginia's economy remains the 11th largest among the states, and unemployment remains below the national average. Virginia's talented workforce, excellent academic and technology resources, and a strategic mid-Atlantic location provide a solid foundation for more robust economic growth.

Per Capita Personal Income: As noted in the Profile chapter of this report, the recent recession, the slow recovery of labor markets, and the state's reliance on federal spending have had significant impacts on personal incomes in Virginia. Per capita personal income (PCPI), adjusted for inflation (2014 dollars), rose slightly in 2014 to $49,710, up from $49,630 in 2013 but was still below the inflation-adjusted pre-recession peak in 2007 of $50,154. Virginia's PCPI ranked 11th in the country and was above the national average but below peer state Maryland ($55,143) and Connecticut, the leading state at $62,467. North Carolina ($39,646) and Tennessee ($40,654) had lower levels of per capita income than Virginia.

Employment Growth: As the nation entered recession in 2008, the employment growth rate turned negative in Virginia, as it did in most states, although its rate of decline was less severe (-3.27% in 2009 and -0.25% in 2010) than in the nation as a whole (-4.60% and -0.61%). In positive territory again since 2011, job growth in the Commonwealth has lagged behind both overall US growth and that found in our peer states. Between 2013 and 2014, employment growth in the Commonwealth was, at 0.39 percent, below the US average of 1.97 percent and rates for Maryland, Tennessee, and North Carolina at 0.80, 2.08, and 2.07 percent, respectively. Virginia's rate of job growth between 2013 and 2014 was the second slowest in the country.



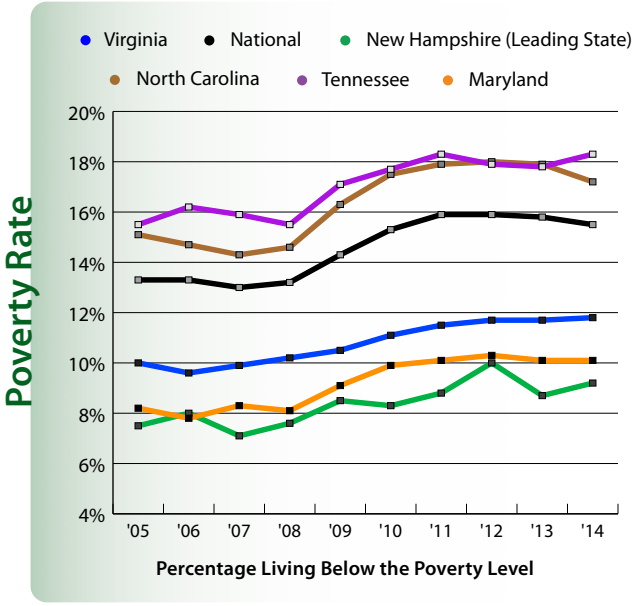


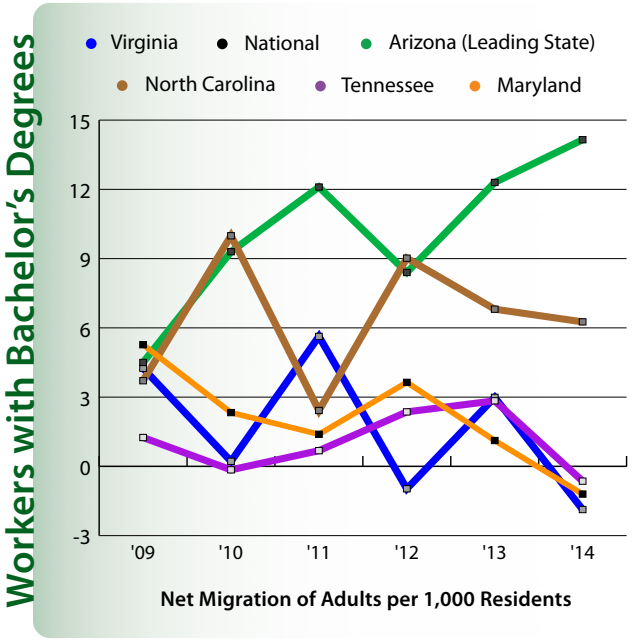
Poverty: Poverty rates remained relatively steady in Virginia in 2014 at 11.8 percent, slightly above the 11.7 percent rate in 2013. It was the 12th lowest rate in the country. Given that inflation-adjusted per capita personal income has changed little over the past three years and that employment growth remains relatively slow, it is likely that the poverty rate will remain at above-typical levels for some time.

Workforce Quality: Virginia's overall workforce quality, especially as measured by the educational attainment of its adult workers, is considered one of the best in the nation. This is important because in today's dynamic economy, jobs increasingly require education or credentials beyond high school. No matter what form additional education takes – a four-year college degree, a two-year degree or certificate from a community college, or a technical education certification earned while in high school – it not only prepares individuals for the increasingly knowledge-driven and skills-based tasks required in today's workplace, but also enhances their ability to adapt to new working environments. Demand for skilled workers is high and expected to increase in the future.

As noted earlier, we recently enhanced the Workforce Quality indicator to provide a better picture of how Virginia is doing in developing and attracting the skilled workers it needs. For instance, historically, Virginia has usually benefited from a net influx of college-educated adults from across the nation. However, the migratory flow of college-educated adults into and out of a state can vary in response to regional economic conditions, and recent federal cutbacks have had an impact as well.

From 2010 through 2014, 11,281 more college-educated workers immigrated into Virginia than migrated out of the state. However, in 2014, there were 76,261 college educated adult in-migrants compared to 80,108 out-migrants in Virginia. At -1.87 per 1,000 residents in 2014, Virginia's net migration rate of college-educated adults ranked 31st highest among US states, down from 16th in 2013. This rate was lower than peer states North Carolina (6.26), Maryland (-1.2) and Tennessee (-0.64). The leading state in 2014 was Arizona at 14.2 per 1,000 residents. (The domestic net migration rate for the United States is, by definition, zero.)



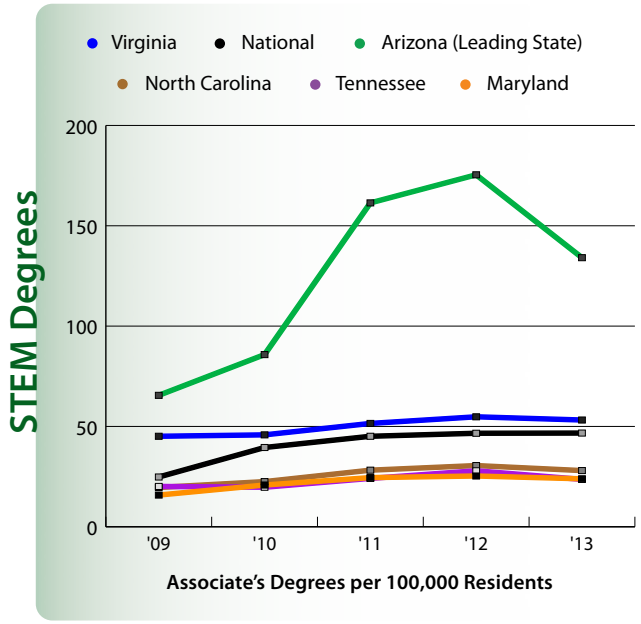


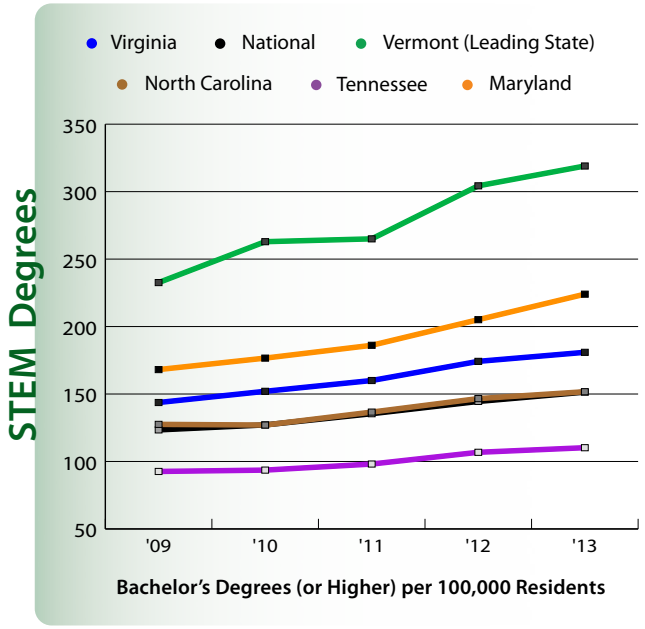
Science, technology, engineering, and math (STEM) occupations are among the most lucrative and are widely considered a bellwether for a state's or nation's ability to innovate and keep competitive pace with the dynamic global economy. In Virginia, universities and colleges are the largest source of entrants into the STEM workforce. On a population-adjusted basis, Virginia awarded 53 associate's degrees in STEM fields per 100,000 residents in 2013, compared to 47 per 100,000 residents nationwide. Virginia's rate was fifth highest in the nation and higher than peer states North Carolina (28) and both Maryland and Tennessee (24). The nation's highest percentage was found in Arizona, with 134 degrees per 100,000 residents.

Virginia also awarded 181 STEM field bachelor's (and higher) degrees per 100,000 residents in 2013, ranking it 19th highest in the nation, compared to a national average of 151 degrees. Vermont was the leading state with 319 degrees per 100,000 residents. Among peer states, Virginia was lower than Maryland (224) but higher than North Carolina (152) and Tennessee (110).

In addition to these signs of progress, Virginia already boasts a well-educated labor force. For instance, Virginia leads the nation with about 7.63 percent of its workforce in science and engineering occupations. It is also working hard to improve the career readiness of its high school students, along with the effectiveness of its overall workforce system. More information is provided in the section on the Workforce System Report card (page 40).

High schools, of course, play a vital role in improving workforce quality by working to ensure that their graduates are career and college ready. Earning a marketable workforce credential is becoming more important for both college- and non-college-bound high school students. Virginia high schools now offer students the chance to prepare for many careers by completing technical education programs before they graduate. Students may earn state licenses, qualify for industry certifications, and pass National Occupational Competency Testing Institute (NOCTI) or Workplace Readiness Skills (WRS) assessments. In the 2013-14 school year, Virginia high schools granted a total of 103,599 such awards – up from 66,321 the previous year – with industry certifications accounting for most of the increase.



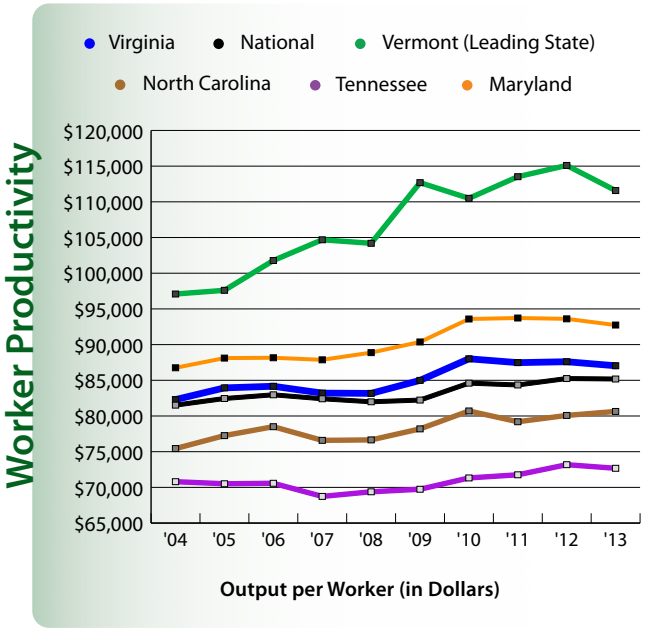


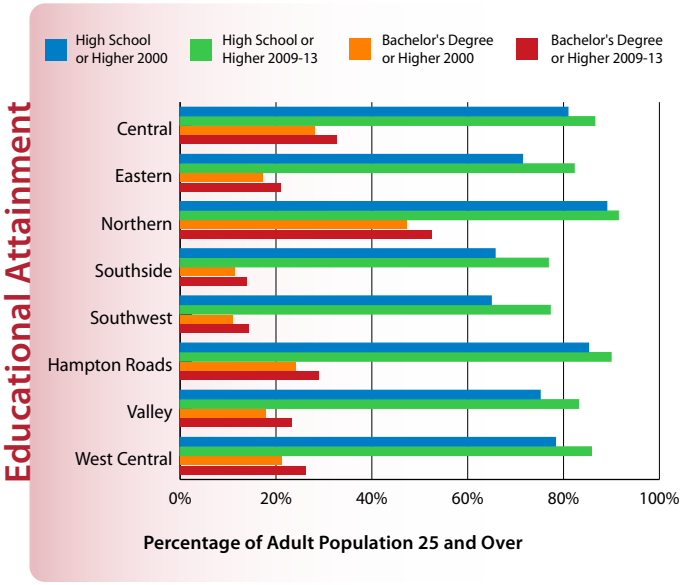
At the same time, Virginia is facing certain workforce challenges. For example, Virginia experienced declines in inflation-adjusted output per worker (worker productivity) in 2011, 2012, and 2013. Virginia's output per worker, at $87,036 in 2013, was the 14th highest among the states, down from 11th highest in 2011. Virginia was one of 16 states that had lower inflation-adjusted output per worker in 2013 than in 2010.

In addition, Virginia has a relatively low number of workers with credentials suitable for middle-skilled positions – those jobs which require some training or education beyond high school, but not a 4-year college degree. Further, some regions of the state struggle with relatively low levels of educational attainment.

The percentage of adults (25 and over) without a high school diploma or its equivalent varies markedly by region, ranging from about 23 percent of the adult population in the Southside and Southwest regions, to a low of 8.6 percent in the Northern region. (Data is from the American Community Survey from the US Census Bureau. A five-year survey period – in this case from 2009 to 2013 – provides more accurate information for smaller localities.)

A discussion later in this report (Priority-focused Report Cards, page 38) elaborates on the Council's partnership with government, business, workforce leaders, and institutions of higher education to establish new, more meaningful workforce priorities while also improving the way we assess our progress toward key workforce-related outcomes.



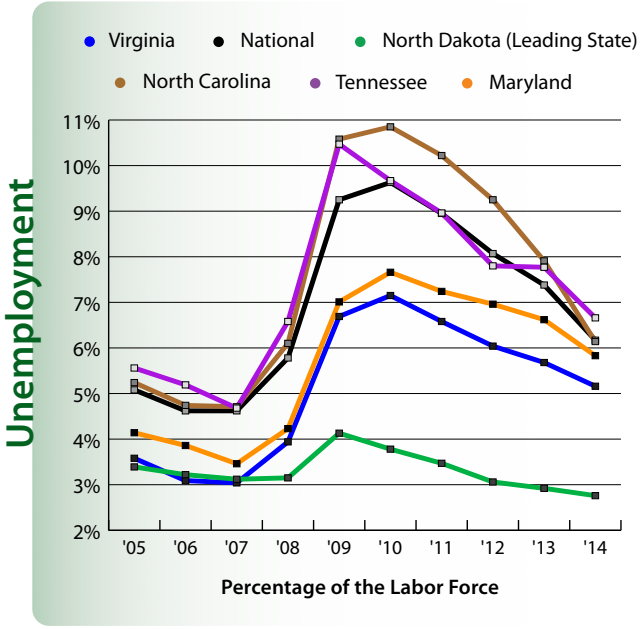


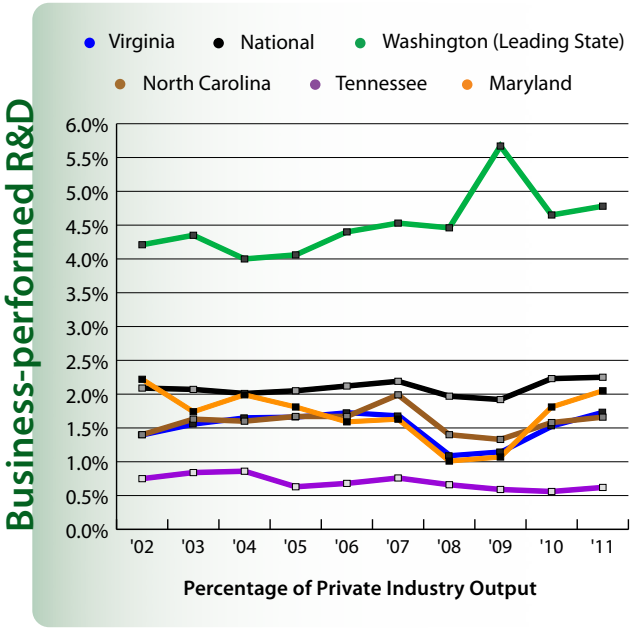
Unemployment: Virginia's unemployment rate, along with that of the nation, rose dramatically from 2007 into 2009, increasing to 7.1 percent in 2010. The unemployment rate fell to 5.2 percent in Virginia for 2014, below the national average of 6.2 percent, as well as the averages for Maryland (5.8%), North Carolina (6.1%), and Tennessee (6.7%).

Business-performed Research and Development (R&D): R&D fosters innovation, which in turn helps accelerate economic growth by boosting competitiveness and creating markets for new products and services. Virginia ranked 21st on R&D expenditures as a percentage of gross state domestic product in 2010, and, at 2.4 percent of state GDP, was below the US average of 2.6 percent. When R&D expenditures are restricted to those made by private business, Virginia dropped to 24th highest in 2011, at 1.6 percent of private industry output. While this rate is almost 80 percent higher than that of 2008 (0.9%), it lags behind the national average of 2.3 percent, as well as peer states Maryland (2.1%) and North Carolina (1.7%); Tennessee was at 0.6% in 2011. Washington had the highest private-sector R&D expenditures, at 4.8 percent of private industry output.

Other Indicators in Economy

- **Business Climate**: Forbes.com now rates Virginia's business climate fourth best, down from number one or two over the past eight years. Virginia's ranking also dropped again in both the CNBC.com and US Chamber of Commerce rankings. Virginia fell out of the top ten in the US Chamber rankings. The ranking declines were driven largely by concerns about Virginia's reliance on federal spending, as well as past infrastructure and congestion issues.
- **Patents** (Innovation and Entrepreneurship): Patents provide another measure of innovation levels. Virginia's rate of patent formation has been steadily improving and in 2014 was 25.0 patents per 100,000 residents, still well below the US average of 45.3.
- **Venture Capital** (VC) (Innovation and Entrepreneurship): VC investment is an important source of capital for entrepreneurs. VC dropped significantly across the US during the last recession, but has since resumed growth with the gradually improving economy. In 2014, Virginia was ranked 17th in venture capital spending as a percentage of state GDP (0.10%), lower than the national average of 0.28 percent.





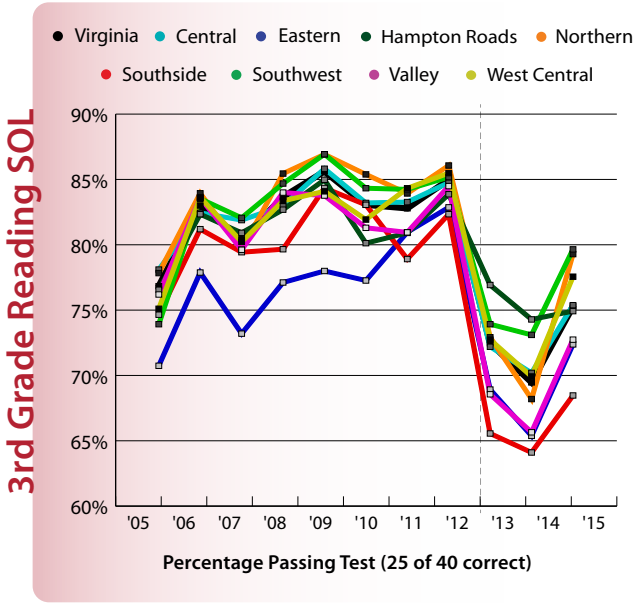
EDUCATION

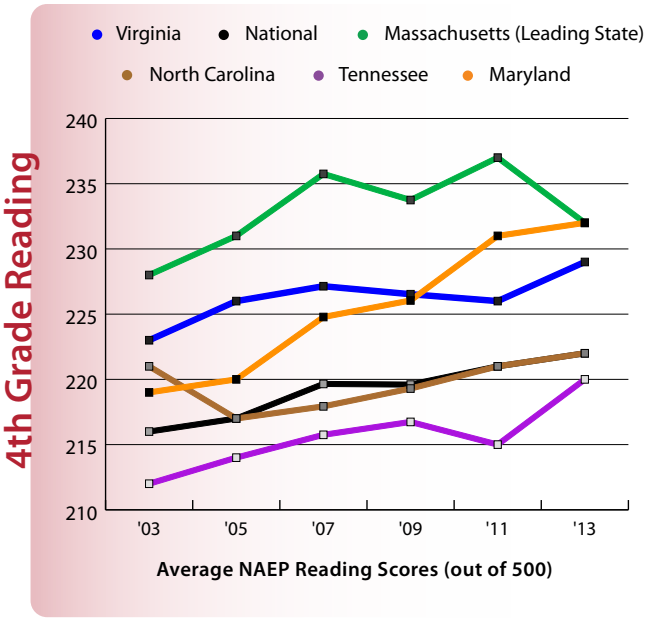
Virginia's K-16 education system and the educational attainment of its working age adults have been among Virginia's strongest assets, and the Commonwealth's long-standing commitment to improving educational outcomes has been evident in the performance of a number of key indicators. Yet challenges remain. Shifting demographics, fiscal challenges, and the rapid improvement of top competitors are putting pressure on Virginia to continue to improve.

3rd Grade Reading: Researchers have found that success in reading at the third-grade level is a good indicator of future educational progress. Virginia students take the Standards of Learning (SOL) assessments for the first time in the third grade. Performance on the SOL third grade reading test declined significantly for the 2012-13 school year as a consequence of the introduction of rigorous new tests.

The overall pass rate declined again for the 2013-14 school year and, at 69.0 percent, was below the 72.3 percent rate for 2012-13. However, just-released data shows that performance improved across the state for the 2014-15 school year, and the statewide average pass rate increased by more than six percentage points to 75.4 percent. The advanced pass rate (meaning students who got at least 35 of 40 items correct) also rose, increasing from 16.5 percent in 2013-14 to 21.0 percent for the 2014-15 school year.

4th Grade Reading and Math: The first consistent national assessment of educational progress is conducted via the fourth grade National Assessment of Educational Progress (NAEP) test, often called the "nation's report card." In 2013, Virginia ranked sixth in reading and 12th in math on the fourth grade NAEP tests. Virginia's scores continue to exceed the national averages, which in 2013 were 222 for reading and 242 for math (out of a possible 500). Virginia's 2013 reading score (229) was an improvement over its 2011 performance (226) – and better than North Carolina's (222) and Tennessee's (220); Maryland's score was 232. Virginia's score in math in 2013 was 246 – better than Tennessee (240), North Carolina (245), and Maryland (245).

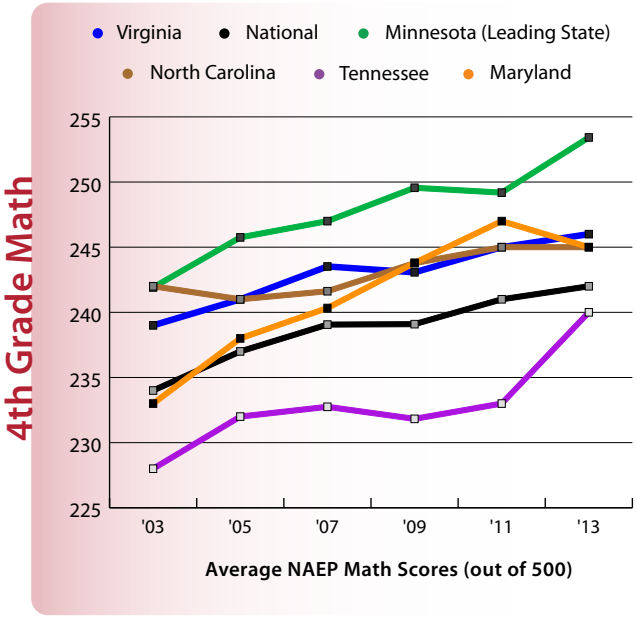


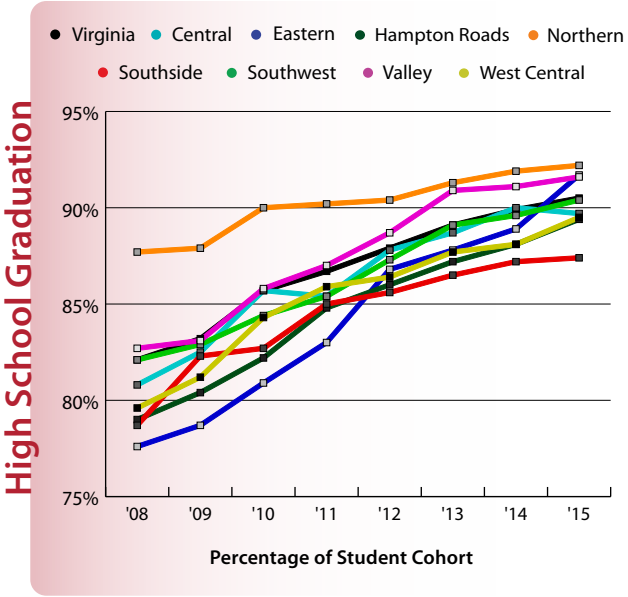


High School Graduation: Virginia's 2014-15 On-time Cohort Graduation Rate was 90.5 percent, up from 89.9 percent for the 2013-14 school year. This marks the seventh straight year of improvement. The on-time graduation rate for females, at 92.5 percent, was 4.0 percentage points higher than male students at 88.5 percent. The graduation rates for white, black, and hispanic students all improved, increasing to 92.9 percent (from 92.4%), 86.2 percent (85.4%), and 84.0 percent (83.4%), respectively.

Other Indicators in Education

- **Educational Attainment:** The Commonwealth's workforce has an impressively high percentage of well-educated workers. In 2013, Virginia ranked fourth in the nation for most master's degrees (11.1%), sixth for doctorates (1.7%), and seventh for the most professional degrees (2.3%) as a percentage of the adult population 25 and over. Recently released Census data reveals that Virginia ranked sixth among the states in the percentage (36.7%) of its adult population 25 and older with a bachelor's degree or higher in 2014, up from 36.1 percent in 2013. On the other hand, while continuing to improve, 11.5 percent of Virginia adults were without a high school diploma (or its equivalent) in 2014.
- **College Graduation:** Virginia's rate of graduation for bachelor's degrees within six years was eighth best in the nation in 2013 at 65.7 percent. The baccalaureate graduation rate in Virginia has been improving gradually since 2010, and is now higher than the rates in Maryland (65.4%), North Carolina (60.1%) and Tennessee (51.2%). Virginia's three-year graduation rate for students seeking an associate's degree stood at 30.0 percent in 2013 (a slight drop from 30.3% in 2012), ranking Virginia 23rd nationally and below the national average of 31.9 percent. Virginia's rate is above North Carolina (20.4%) and Maryland (22.8%), but lower than Tennessee (37.5%).
- **High School Dropout**: The dropout rate is a measure of the success of our elementary and secondary educational systems. Moreover, because high school dropouts are at higher risk of unemployment and other social ills, dropout rates are a leading indicator of potential future problems. The statewide cohort dropout rate for 2014-15, at 5.2 percent, was below the 5.4 percent rate of 2013-14. The cohort dropout rate has dropped steadily since 2008, when the rate was 8.7 percent.
- **School Readiness**: While no uniform single "readiness" assessment is widely used for all aspects of development, Virginia does use a screening tool to identify students who are at risk for reading difficulties. The Phonological Awareness Literacy Screening for Kindergarten (PALS-K) assessment is used to identify students who are below kindergarten-level expectations in important literacy fundamentals. The Virginia average of kindergartners who met or exceeded the PALS-K benchmark in 2014 was 87.3 percent, a slight decline from 87.5 percent in 2013.





HEALTH AND FAMILY

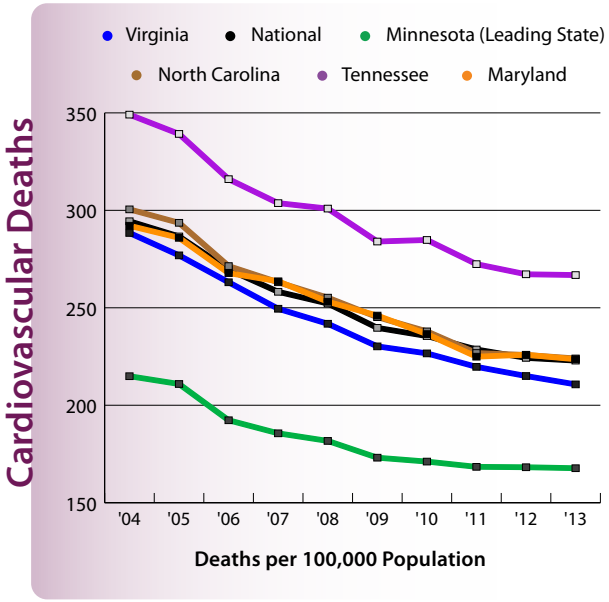
Recent progress on key health and family indicators has been positive, although some challenges remain.

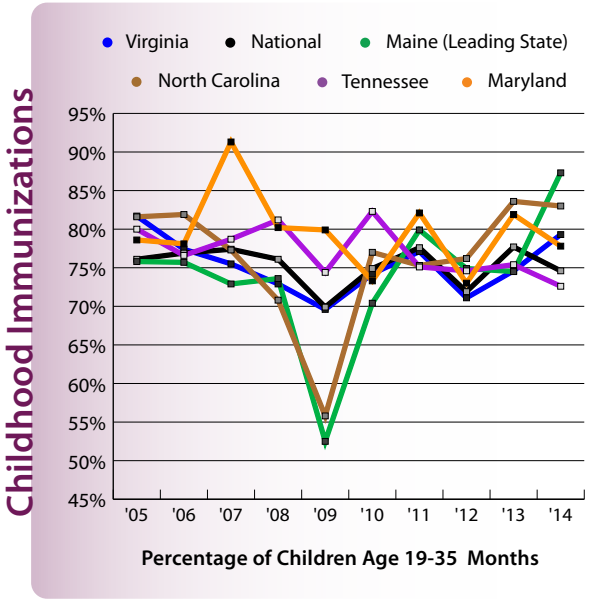
Cardiovascular Disease: Heart disease remains the leading cause of death in the United States, and stroke is still the fourth most common cause. Nearly 600,000 Americans die of cardiovascular diseases each year. The economic impact of cardiovascular diseases on our nation's health care system continues to grow as the population ages. High blood pressure and high blood cholesterol are the two main risk factors for cardiovascular disease. Other risk factors include diabetes, tobacco use, physical inactivity, poor nutrition, and obesity.

Virginia's death rate from diseases of the circulatory system has fallen every year since at least 2000. After adjusting for differences in age, in 2013 there were 211 deaths per 100,000 people in Virginia and 223 in the nation, giving Virginia the 25th lowest rate in the country.

Child Immunization Rates: Vaccines are given early in life because many vaccine-preventable diseases are more common and more deadly among infants and small children; childhood immunization also helps prevent wider outbreaks of such diseases. Virginia's child vaccination rate rose from 74.6 percent in 2013 to 79.3 percent in 2014; this rate ranked Virginia ninth in the nation, up from 34th in 2012.

Infant Mortality: Infant mortality (see the chart on the next page) is the number of infant deaths (before age one) per 1,000 live births and is an indication of the quality and accessibility of prenatal care for pregnant women and the overall health and welfare of the state. In 2013, Virginia's infant mortality rate was 6.2, down from 6.4 in 2012 and 6.8 in 2011. Virginia's rate ranked 26th in the nation and was lower than that in Maryland (6.6), Tennessee (6.8), and North Carolina (7.0). The national rate was 6.0; the lowest was in Iowa (4.1).

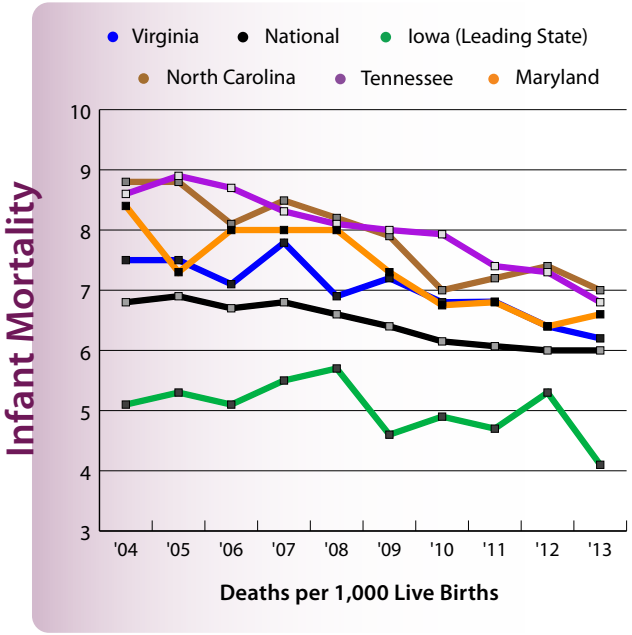


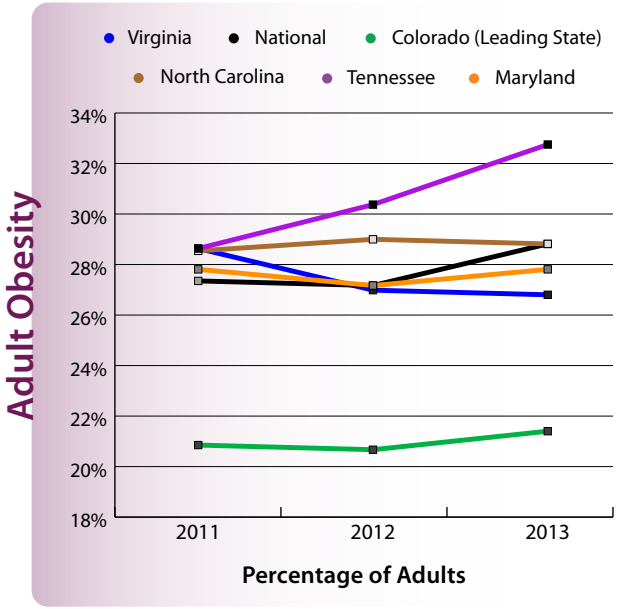


Obesity: Obesity and smoking are considered two significant risk factors for critical illnesses such as heart disease and cancer. Obesity often results in lost workdays, lower productivity, and negative health outcomes, including diabetes and depression. The state's 2013 obesity rate of 27.2 percent is lower than the national average (29.4%) and our peer states: Tennessee (33.7%), North Carolina (29.4%), and Maryland (28.3%). Virginia's average adult obesity rate fell from 29.2 percent in 2012 and gave Virginia the 18th lowest rate among the states.

Other Indicators in Health and Family

- **Smoking**: Smoking can result in a number of health problems, including cancer, cardiovascular disease, reproductive troubles, and increased infant mortality. According to a 2014 report from the Centers for Disease Control and Prevention, nearly 500,000 American adults will die prematurely this year because of smoking. The percentage of adults who smoke in Virginia was 19.0 percent in 2013, unchanged from 2012 and the same as the national rate. Virginia's rate was above that of Maryland (16.4%), but below the rates in North Carolina (20.3%) and Tennessee (24.3%).
- **Adoption:** In 2013 Virginia had the second lowest rate of public agency adoption in the nation (38.0 adopted per 100,000 children). The national average in 2013 was 68.8. Virginia's low rate of adoption is largely due to the fact that it has the lowest rate in the nation of children placed in foster care. In addition, approximately 46 percent of Virginia foster care children are reunited with their families.
- **Child Abuse and Neglect**: Virginia continues to maintain a low rate of child abuse and neglect; its rate of 3.2 substantiated cases per 1,000 children in 2013 was the fifth lowest in the nation. Virginia's rate was unchanged from 2012.
- **Foster Care:** Foster care refers to a variety of living situations in which a child may be placed outside of the home because the family living situation is unsafe. Virginia's placement rate of children into foster care continues to decline; its 2013 rate of 2.3 per 1,000 children ages 17 and under is best in the nation. However, Virginia has the seventh longest average waiting time between termination of parental rights to finalization of adoption. The percentage of children who are placed with families while in foster care increased from 70.6 percent in 2005 to 83.2 percent in 2013 before falling slightly in 2014 to 82.0 percent.
- **Health Insurance**: Recently released data shows that the percentage of Virginians (under 65 years of age) without health insurance fell to 12.5 percent in 2014, down from 14.0 percent in 2013. The national rate was 13.5 percent. Virginia ranked 27th in the nation. The 2014 uninsured rate was lower in Maryland (8.9%) but higher in North Carolina (14.1%) and Tennessee (15.2%).
- **Suicide**: Relative to other states, Virginia in 2013 (the last year for which data is available) had the 16th lowest age-adjusted suicide rate, with 12.5 deaths per 100,000 people. This was a slight decrease from the 2012 rate of 12.6 and was lower than the national average rate in 2013 of 12.6. Tennessee (15.3) had a higher rate and North Carolina (12.5) matched Virginia, while Maryland (9.1) was notably lower.





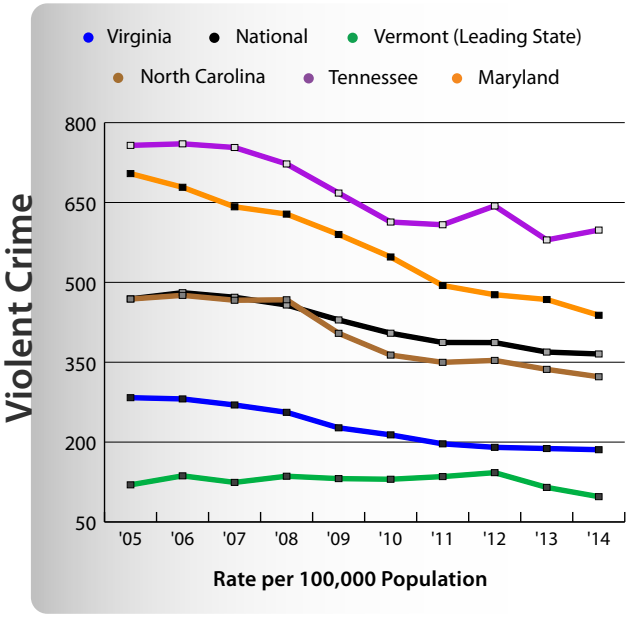
PUBLIC SAFETY

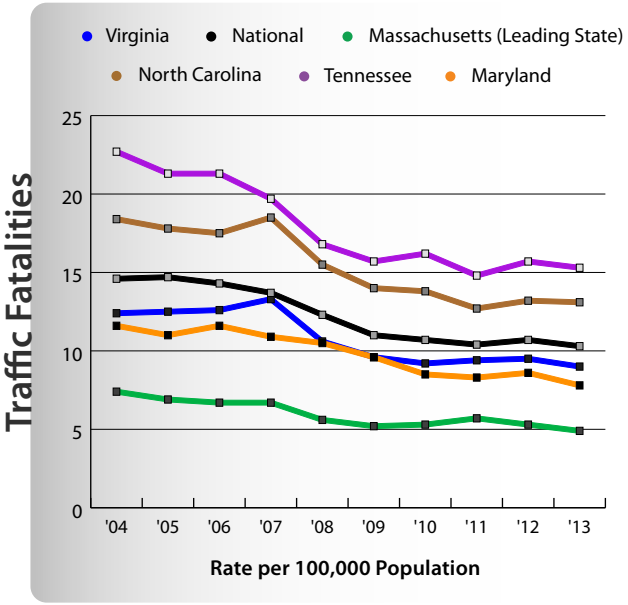
Crime: Crime rates measure the incidence of serious crimes that are reported to law enforcement agencies. A high crime rate suggests an unsafe community and may deter improvements or investment and degrade the residential desirability of an area. Virginia's violent crime rate was 186 per 100,000 people in 2014, the third lowest in the nation. In 2014, North Carolina saw a rate of 323, Tennessee was at 598, and Maryland posted a rate of 438. Property crime rates are also relatively low in Virginia. Virginia's rate of 1,930 property crimes per 100,000 population was eighth lowest among the states.

Traffic Fatalities: Traffic fatalities are a leading cause of death, especially for young people between the ages of four and 34. The years of life lost as a result of these terrible events make their social costs particularly high, especially since many of these losses could have been prevented. Virginia's 2013 rate of 9.0 fatalities per 100,000 population, down from 9.5 in 2012, was lower than the national average of 10.3, and gives Virginia the 16th lowest fatality rate in the nation. This rate was also lower than two peer states, North Carolina (13.1) and Tennessee (15.3), though higher than Maryland (7.8).

Other indicators in Public Safety

- **Adult Recidivism**: Recidivism is a key indicator for determining whether criminal justice interventions, from diversion through incarceration, are making a difference in turning offenders away from crime. Since 2007, adult rearrest rates have largely declined, with 27.2 percent of offenders rearrested within 12 months of release from state incarceration in 2012, compared to 31.3 percent in 2007. Reconviction and reincarceration rates after 12 months have held fairly steady: 9.6 percent reconvicted and 1.3 percent reincarcerated in 2012.
- **Juvenile Arrests**: In 2012, Virginia's juvenile property crime arrest rate was 628 per 100,000 population aged 10-17, down from 752 in 2011. The national average was 888. All peer states – Maryland (1,138), North Carolina (946), and Tennessee (900) – also saw higher arrest rates for juvenile property crimes than Virginia. The arrest rate for violent crimes by juveniles also improved, falling from 110 to 76.
- **Juvenile Recidivism**: The Virginia Department of Juvenile Justice tracks rearrest, reconviction and reincarceration for 12 months after release from a juvenile correctional center. In 2013, rearrest occurred within one year for 46.3 percent of juveniles released from a correctional center, down from 48.1 percent the previous year. In 2012 (the last year for which data is available), reconviction occurred for 40.8 percent and reincarceration for 21.6 percent of juveniles who had previously been incarcerated. In 2013, rearrest rates for juveniles within one year of release from a probation placement also dropped, from 36.6 percent to 33.1 percent.





NATURAL RESOURCES

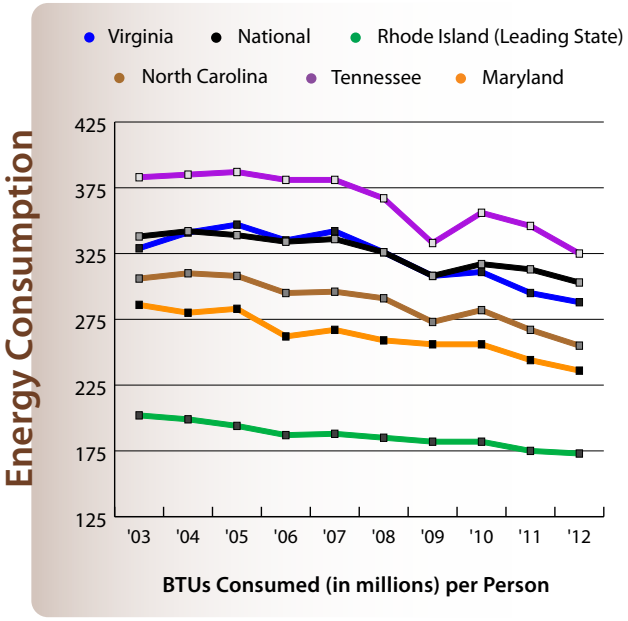
Energy: Virginia depends on reliable, safe, and economical sources of energy to power its growing transportation, residential, commercial, and industrial needs. But continued reliance on energy imports and mounting concerns over carbon-based fossil fuels present new challenges.

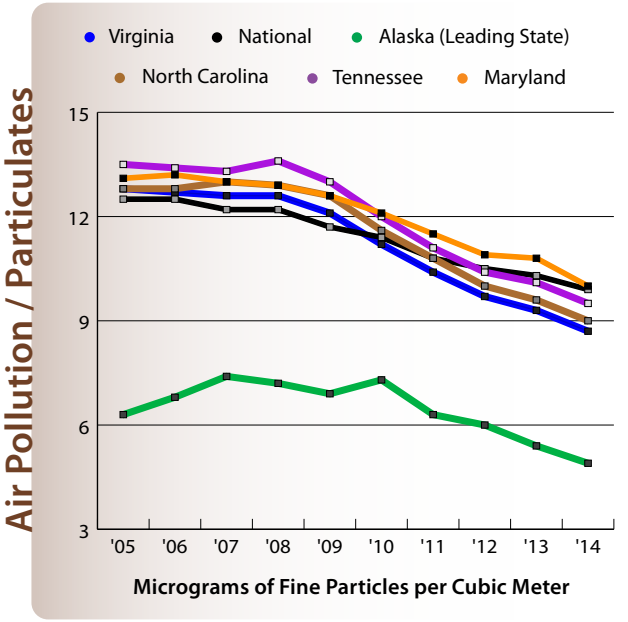
Virginia consumed over 2,356 trillion BTUs of energy in 2012, a decrease from levels earlier in the decade. Virginia's energy use fell from an annual 347 million BTUs per person in 2005 to 288 BTUs per person in 2012. This rate is lower than the national average of 303 million BTUs and ranked Virginia 22nd among US states for energy consumption. Renewable energy production represented 5.4 percent of all electric generation in 2013, up from 4.8 percent of all electric generation in 2012. Virginia's rate of renewable power generation was lower than both its peer states and the national average.

Air Quality: Virginia's air quality has improved markedly in recent years; the number of micrograms of fine particles per cubic meter of air dropped to 8.7 in 2014, down from the 2013 rate of 9.3 and more than a third below 2004 levels. In addition, instances of recorded ozone concentrations higher than 75 parts per billion fell to an average 26.3 for the three-year period of 2012-2014, down from 45.7 for the 2011-2013 period.

Other Indicators in Natural Resources

- **Water Quality**: Virginia has made a significant commitment to improve water quality by substantially reducing its contribution to the nitrogen, phosphorous, and sediment loads in the Chesapeake Bay – largely through strategies outlined in the 2014 Chesapeake Bay Watershed Agreement. Already, nitrogen pollution from Virginia has fallen from a total of 68.1 million pounds in 2009 to 59.0 million pounds in 2014; discharges of phosphorus have also dropped – from 8.7 million pounds in 2009 to 6.6 million pounds in 2014.
- **Land Preservation**: Since 2001, Virginia has been making a concerted effort to increase the amount of land kept free from development. An additional 254,800 acres were preserved from FY 2011 through FY 2015, bringing Virginia's statewide total to more than 3,955,500 acres.





TRANSPORTATION

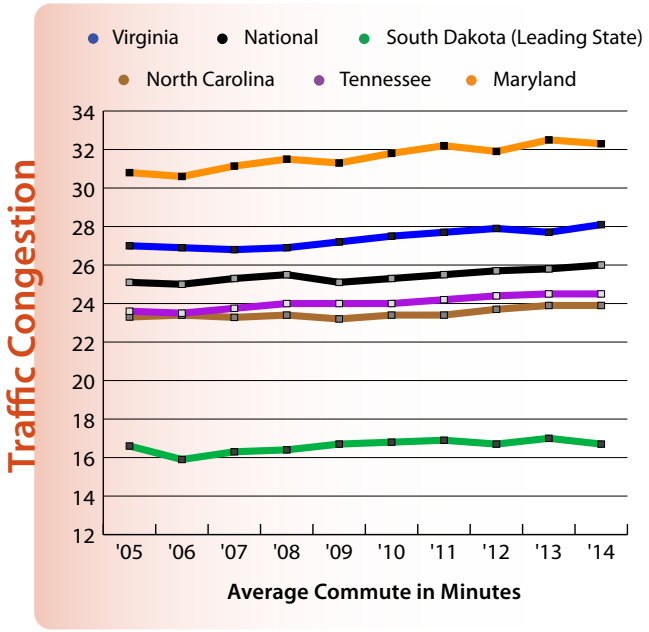
Traffic Congestion: Traffic congestion presents more than a headache for commuters; it has a negative impact on the delivery of goods and services and the general well-being of citizens. Virginia's average commute time to work in 2014 was 28.1 minutes, the seventh highest in the nation. While higher than North Carolina (23.9 minutes) and Tennessee (24.5 minutes), this average was lower than Maryland's 32.3 minutes. The national average was 26.0 minutes. The Washington, D.C., metropolitan area was yet again the highest in the nation for average hours of delay per traveler in 2014.

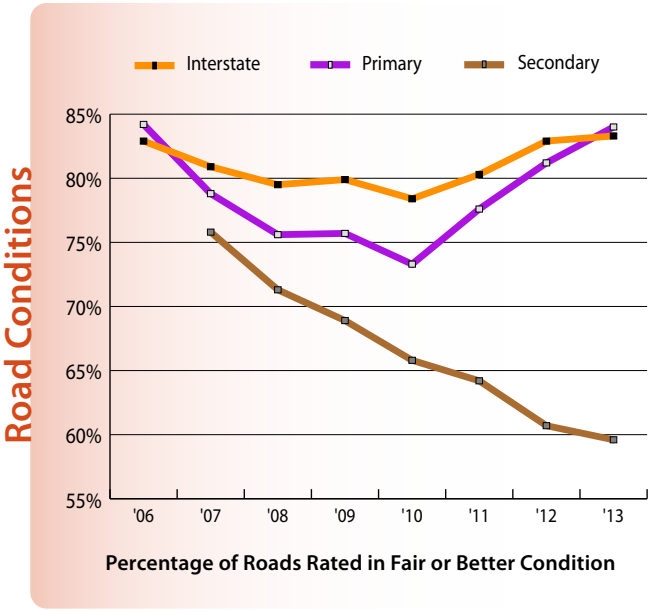
Infrastructure: Maintaining Virginia's transportation infrastructure remains a challenge. Infrastructure not properly maintained can lead to increased congestion and safety risks. Overall, interstate and primary road pavement conditions have been restored to previous levels in recent years, but secondary roads have continued to deteriorate. Nearly 83 percent of interstate roads in 2006 were rated fair or better, and primary roads were at 84.2 percent. After several years' decline, interstate highways (84.0%) in 2013 were above 2006 levels, and 83.3 percent of primary roads were again in fair or better condition. However, secondary roads continued to decline from 75.8 percent fair or better in 2007 (no 2006 data is available) to only 59.6 percent in 2013.

In 2014, 25.9 percent of Virginia's bridges were functionally obsolete or structurally deficient, ranking the state 32nd nationally. This was the lowest rate in recent years. It should be noted that functionally obsolete or structurally deficient bridges are not necessarily unsafe.

Other indicators in Transportation

- **Multimodal Transportation**: Multimodal transportation refers to the network of airports, seaports, roads, rails, transit systems, and walkways that are integrated to form a seamless system for moving people and freight from point to point. Typically, the more viable options there are for movement – and the better these modes support and interconnect with each other – the less congestion and stress there will be on all systems. Between 2013 and 2014, Virginia saw a slight drop in the percentage of workers reporting they commuted to work by means that place a lower burden on roads: car pool, public transit, walking, bicycling, or avoiding travel altogether by working from home. Virginia's 21.1 percent use of these alternate means was lower than the national average of 22.3 percent and ranked the state 20th best in the nation.





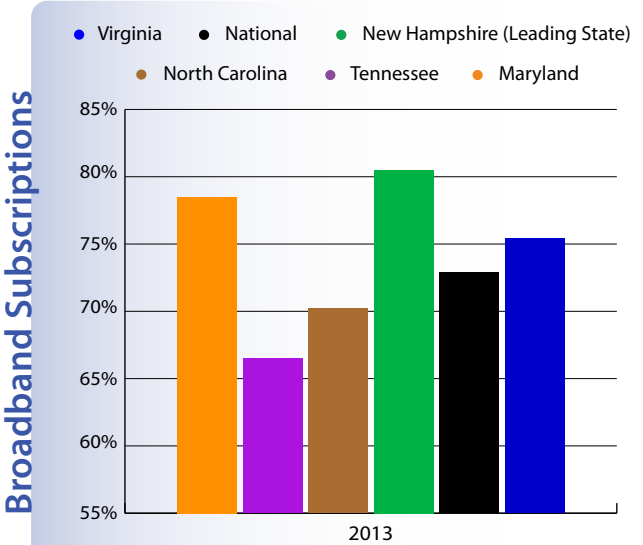
GOVERNMENT AND CITIZENS

Broadband Subscriptions: Most U.S. households access the Internet through a broadband Internet subscription (be it via cable, fiber optic, DSL, or satellite). In Virginia, 75.4 percent of households do so, compared to a national average of 72.9 percent. Maryland has a higher percentage of connected households (78.5%), while both North Carolina (70.2%) and Tennessee (66.5%) are lower than Virginia. The top-ranked state for households with broadband subscriptions is New Hampshire at 80.5 percent.

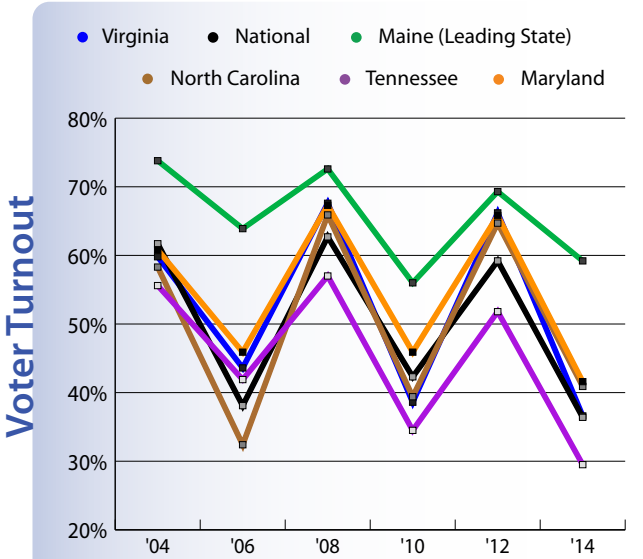
Voter Turnout: Voter registration and turnout are strong indicators of citizen commitment to their communities. Voting helps to ensure that the results of an election accurately reflect the will of the people; it also serves as a measure of how civically engaged people are. Presidential elections play a significant role in determining voter turnout rates. In 2014 (a non-presidential election year) turnout, as measured by ballots counted as a percentage of the voting age population, was much lower than in 2012. At 36.6 percent, Virginia's 2014 voter turnout rate was 31st highest in the nation and slightly above the national average of 36.4 percent.

Other Indicators in Government and Citizens

- **Bond Rating**: A strong state bond rating reduces the cost of borrowing and serves as a good measure of a state's financial and administrative status. Virginia's AAA bond rating, the best rating possible, is a reflection of the confidence placed in the Commonwealth's fiscal health. Virginia is one of nine "triple-triple-A" states (i.e., receiving a "triple A" rating from the three key rating agencies: S&P, Moody's, and Fitch) and has held an AAA bond rating for more than 75 years – longer than any other state.
- **Consumer Protection**: Consumer fraud complaints registered with the Federal Trade Commission's Consumer Sentinel reached an all-time high of 595 per 100,000 in 2014 in Virginia, the 11th highest rate in the nation. The state registered the 31st highest identity theft rate (71.1 per 100,000 population). The Consumer Protection section of the Attorney General's Office serves as a central clearinghouse for the receipt, evaluation, investigation, and referral of consumer complaints. Complaints are either handled by the office or referred to the proper local, state, or federal agency with jurisdiction. The Attorney General's Office undertook 13 major law enforcement actions in FY 2014 that resulted in financial recoveries totaling $6.8 million, up from $4.9 million in FY 2013.
- **Government Operations**: Virginia is one of the best-managed states in the nation, as evidenced by its long-standing AAA bond rating and its accolades from numerous leading national organizations. The Government Operations Report Card, discussed on page 41, enhances our view of government efficiency and effectiveness at the enterprise level.



Percentage of Households with Broadband Subscriptions



Ballots Counted as Percentage of Citizen VAP

Are We Getting Results on Our Highest Priorities?

INTRODUCTION

This section of The Virginia Report presents information on the state's progress toward its most important goals.

Since its inception in 2004, Virginia Performs has served as the Commonwealth's performance leadership and accountability system to help ensure that state government is both efficient and effective in improving outcomes and the quality of life for Virginians. The architecture of Virginia Performs has evolved over time, starting with the development of the Commonwealth's highest level: long-term goals and societal-level indicators established by the Council on Virginia's Future. Agency-level strategic plans, key objectives, and associated performance metrics were then incorporated into Virginia Performs; these were followed by the development of agency productivity metrics and the reporting of agency performance results.

The next major step in the development of the overall system was capturing higher-level priorities and performance information associated with issues and initiatives broader than the agency level. These higher-level strategies and targets help strengthen the linkages between top-level goals and agency priorities, objectives, and performance targets. **Figure 15** illustrates this core architecture of Virginia Performs.

PRIORITY-FOCUSED REPORT CARDS

To better promote strategic thinking and wider collaboration, the Council has begun a long-term initiative to develop priority-focused report cards based on the Virginia Performs model. This section summarizes recent and ongoing developments for the three existing priority-focused reports cards: Workforce System, Government Operations, and Innovation and Entrepreneurship. Following that discussion, Governor McAuliffe's Enterprise Strategic Priorities are presented. This is followed by a multi-page table detailing current performance on agency priorities.

Figure 15

VIRGINIA PERFORMS ARCHITECTURE

Workforce System Report Card

The Workforce System Report Card (**Figure 16**, page 40) is designed to track Virginia-specific workforce development efforts across multiple agencies and organizations; it is an increasingly robust tool for assessing that performance. Now in its third iteration, the card has evolved since its debut in 2012 to reflect new understandings of workforce issues and priorities, as well as valuable input from state leadership and the private sector.

As of 2015, more Virginia high school students than ever before are earning an **industry certification or license**, with about 30,000 additional students gaining these workforce credentials since 2013. The same secondary students also saw considerable improvement in their Algebra II SOL Advanced Pass Rates (43 out of 50 correct), which have jumped about seven percent since 2012.

Attainment in STEM-H enrollments, credentials and degrees, dual enrollment credits, and AP exams continues to improve as well. However, postsecondary educational attainment – enrollments and degrees and credentials earned – have begun to flatten and even worsen. This echoes a recent trend in postsecondary education generally, with escalating costs for the typical student now regarded as a contributing factor to this decline.

On the plus side, **workforce credentials** have shown very strong growth. Available data indicates a 29 percent increase since 2013 in the number of industry certifications, state licensures, apprenticeship credentials, certificates, and Associates of Applied Science degrees awarded in Virginia.

Jobs in health care and the life sciences (e.g., biochemistry) not only weathered the Great Recession far better than most industry sectors; these fields are also 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 these areas. To that end, a new set of performance measures were collaboratively developed to monitor key factors for nurturing the state's health care and life sciences workforce, including K-12 education opportunities, health IT programs, nursing faculty, and medical residencies.

In addition, the report card section on Emerging Workforce in Manufacturing was refined to focus on a critical few metrics for this industry sector.

Trend changes from last year's report card are as follows:

- **From Worsening to Improving:** STEM-H dual enrollment credits, dual enrollment credits (general college prep)
- **From Maintaining to Improving:** STEM-H AP exams (general college prep)
- **From Improving to Maintaining:** Postsecondary credentials/degrees, Career Readiness Certificates, employment growth, community college internships in manufacturing
- **From Maintaining to Worsening:** Postsecondary enrollments, AP exams (college prep), wages
- **From Improving to Worsening:** Business growth, credentials / degrees in manufacturing

Since many of the economic indicators tracked on the report card saw some setbacks this year, it should be noted that Virginia's overall economy has felt the impact of federal budget sequestration more than most states. About 20 percent of Virginia's economy has been reliant on federal spending, particularly in certain regions of the state and in particular industry sectors (defense and IT). These budget cuts due to sequestration have contributed to waning performance averages in Virginia for new businesses, job growth, and wages since they went into effect in 2013.

New development efforts for the Workforce System Report Card are focusing on tracking real-time workforce supply and demand, assessing progress on regional workforce solutions, and increasing the accessibility of online performance data. In 2016 a redesigned version of the card will be released.

Figure 16

Virginia Performs

Measuring what matters to Virginians

Virginia's Workforce System Report Card

STEM-H Pipeline

GOAL: Increase the number of students with science, technology, engineering, math, and health care skills.

- STEM-H Enrollments ↑
- STEM-H Credentials and Degrees ↑
- STEM-H Dual Enrollment Credits ↓ ↑
- STEM-H Advanced Placements ➲ ↑

Secondary Educational Attainment

GOAL: Enable all students, including at-risk students, to complete high school and prepare for college.

- High School Graduation ↑
- Advanced Studies Diplomas ↑
- Adult Secondary Credentials ↓

Postsecondary Educational Attainment

GOAL: Increase the number of students entering college and earning degrees, certifications, licenses, & apprenticeships.

- Postsecondary Enrollments ➲ ↓
- Postsecondary Credentials and Degrees ↑ →
- Industry Certifications or State Licensures ↑
- Apprenticeship Credentials ↑

College and Career Readiness

GOAL: Increase student readiness for both postsecondary education and the workplace.

- Workplace Readiness Skills Credentials ↑
- Career Readiness Certificates ↑ →
- Dual Enrollment Credits ↓ ↑
- Advanced Placement Exams ➲ ↓
- Algebra II ↑
- Financial Literacy ↑

Employment and Business Development

GOAL: Reduce unemployment and increase both employment and income.

- Wages ➲ ↓
- Unemployment Rate ↑
- Employment Growth ↑ →
- Business Growth ↑ ↓
- Supply and Demand ♲
- Demand-focused Workforce Solutions ♲

Emerging Workforce in Manufacturing

GOAL: Improve the reach of manufacturing instruction and overall employment.

- K-12 Student Interest ↑
- Industry Certification ↑
- Credentials and Degrees ↑ ↓
- Community College Internships ↑ →
- Supply and Demand ♲

Health Care and Life Sciences

GOAL: Create a strong environment for individuals to pursue careers in health care and life sciences.

- K-12 Education Opportunities ↓
- Nursing Faculty ↓
- Health Information Technology Programs –
- Biomedical Science Completions ↑
- Medical Residencies →
- Supply and Demand ♲

NEW

Performance Trend

Improving	↑	Trend prior to 5/2015	↑
Maintaining	→		➲
Worsening	↓		↓
Under Development	♲		

05.2015

State Government Operations Report Card

Virginia's state government is a large and complex enterprise; its 120,000+ employees manage operations in more than 100 agencies, universities, and other organizations and a significant share of the work of government is accomplished through partnerships. The State Government Operations Report Card (**Figure 17**, page 42) complements the Government Operations indicator on Virginia Performs and helps provide this enterprise view of the government's operational effectiveness.

Council staff recently held a leadership forum on the Government Operations Report Card that focused on Leadership Development and Succession Planning; Facilities Construction and Maintenance; and Customer Satisfaction. Immediate follow-up from that forum focused on Customer Satisfaction, including a forum with internal agency personnel and interviews with key citizen-facing agencies such as the Tax Department, DMV, and ABC. Feedback from these efforts was used to develop a new iteration of the report card in September 2015. Indicator changes are as follows:

- *Customer Satisfaction*: Based on agency consensus, the assessment of customer service in agency-to-agency operations is now reported separately from those that provide services directly to citizens.
- *Customer Service*: This now combines performance information from two, often overlapping indicators, Customer Service Management and Service Quality.
- *Grants*: At a recent Council meeting, members asked for a way to better assess Virginia's 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 Federal Grants indicator was also added to the report card.
- *Performance Assessment and Improvement*: Performance Management and Reporting now includes information from the closely related Strategy and Internal Communications indicator.

In addition, a number of trend changes were made in September, including:

Worsening to Improving:

- Self-insurance Liabilities: Current year Workers' Compensation, tort, and automobile claims fell for the second year in a row.

Maintaining to Improving:

- Transportation Infrastructure: This trend change is based primarily on improving highway infrastructure, including structures and pavement conditions. In addition, there has been improvement in the percentage of maintenance and construction projects completed on time and on budget.
- Revenue Forecasting: The absolute value of the variance of forecast from actual results improved for fiscal year 2015.
- Diversity and Fairness: The percentage of state spending with small, women, and minority-owned businesses increased from 32.5 percent in FY 2014 to 36.4 percent in FY 2015.

Worsening to Maintaining:

- Debt Burden: Inflation-adjusted debt per capita declined and VRS funding status improved for FY 2014. However, debt service as a percentage of blended revenues increased slightly, as did other tax supported debt.

Improving to Maintaining:

- Audit and Internal Controls: Recurring APA internal control findings increased and the timely submission of DOA-required agency corrective action work plans declined slightly.
- Asset Management: VRS implemented a new, custom benchmark for its investment return for 2013; returns remained at 60 basis points above the benchmark for the second year. The 20-month average return on general fund investments as reported by the Department of Treasury declined, although it remained positive and above the 2012 rate.
- Rainy Day Fund: While the 2015 fiscal year-end balance was below that of FY 2014, it was about the same as the FY 2013 balance, and existing commitments should lead to its increase in FY 2016.

Figure 17

Virginia Performs

Measuring what matters to Virginians

State Government Operations Report Card

Customer Service

GOAL: Improve the quality and responsiveness of government services across the enterprise.

- Customer Satisfaction (Citizens) →
- Customer Satisfaction (Intragovernmental) NEW →
- Customer Service NEW →
- Digital Government ↑

Performance Assessment and Improvement

GOAL: Continually improve the efficiency and effectiveness of government operations.

- Key Process Performance ↑
- Performance Management and Reporting ↑
- Process Improvement ↑

Financial Management

GOAL: Wisely manage and optimize the resources entrusted to state government.

- Audit and Internal Controls ↑ →
- Bond Rating ↑
- Debt Burden ↓ →
- Financial Asset Management ↑ →
- Federal Grants NEW △
- Procurement and Contract Management ↑
- Rainy Day Fund ↑ →
- Revenue Forecasting ↻ ↑
- Self-insurance Liabilities ↓ ↑
- Tax Burden ↑

Human Resource Development

GOAL: Wisely manage, support, and develop the human resources needed to fulfill the functions of government in the most efficient and effective way possible.

- Development and Assessment ↑ →
- Employee Health and Workplace Safety ↑
- Employee Relations ↑
- Leadership Development/Succession Planning △
- Turnover ↑

Infrastructure Stewardship

GOAL: Protect and enhance the returns on Virginia's investments in its infrastructure.

- Cyber Security →
- Emergency Preparedness ↑
- Energy and Environmental Management ↑
- Facilities Maintenance and Construction △
- Information Technology →
- Transportation Infrastructure ↻ ↑

Accountability

GOAL: Protect the health and safety of Virginians while using resources in a fair, accountable, and transparent way.

- Consumer Protection →
- Diversity and Fairness ↻ ↑
- Fraud and Waste Control ↑
- Regulatory Framework ↑
- Transparency ↑

Performance Trend

Improving	↑	Trend prior to 9/2015	↑
Maintaining	→		↻
Worsening	↓		↓
Under Development	△		

Innovation and Entrepreneurship Report Card

Innovation and entrepreneurship help drive economic competitiveness and figure prominently in economic development strategic planning. Virginia Performs tracks a number of broad indicators of Virginia's economy, including employment and income. The Innovation and Entrepreneurship (I and E) Report Card (**Figure 18**, page 44) is designed to enhance our understanding of the factors behind these and other key economy outcomes, to complement the I and E indicator on Virginia Performs, and to strengthen the foundations for future prosperity in the Commonwealth.

The report card was developed in partnership with the Center for Innovative Technology (CIT) and works in tandem with CIT's Innovation and Entrepreneurship Measurement System (www.cit.org/initiatives/iems/measurement-system/).

In addition to condensing and eliminating certain indicators from the 2014 report card, the current Innovation and Entrepreneurship Report Card introduces four new indicators:

- *Entrepreneurship Experience* (Talent Pipeline) captures the array of activities at Virginia universities to promote entrepreneurship, including formal degree programs, entrepreneurship centers and clubs, and hands-on learning programs.
- S*cience and Engineering Workforce* (Talent Pipeline) measures the number of Virginians employed in science and engineering jobs and serves as an important indicator for talent development.
- *University Environment* (Commercialization) tracks university activity in sponsoring research relationships; promoting faculty and student startups outside of formal university commercialization requirements; tenure policies for faculty engaged in the commercialization of research; and developing seed and proof-of-concept funding.
- *Academic R&D Expenditures* (Research and Development) assesses what universities spend on basic and applied research activities (expressed as a share of state GDP); these expenditures can lead to technologies suitable for commercial application.

In addition, the IEMS now includes data benchmarking Virginia's progress to six peer states. Trend changes from last year's report card include:

Worsening to Improving:

- University Licensing: The number of licenses has increased each year since 2011 (97 university licenses); in 2013, 112 licenses were issued. Total licensing revenue reported by Virginia's research universities declined from a peak of $11 million in 2010 to $6.2 million in 2013 before rebounding to $8.2 million in 2014.
- Private Investment: Angel investment typically provides seed capital for the earliest stage of business startup activity. In Virginia angel investment has trended upward since 2011, with estimated investment of $16-33 million in 2013 and $18-35 million in 2014. The number of deals financed has also been trending upward since 2011.

Maintaining to Improving:

- Startups: The number of establishment births as a percentage of existing businesses dropped to 9.3 percent in 2010 but recovered to 10.8 percent by 2012.
- High-tech Payroll Share: Virginia again led the nation in the percentage of total industry payroll attributable to high-tech industries: 26.3 percent in 2013 and more than double the national rate of 13.1 percent.

Worsening to Maintaining:

- High-tech Export Share: While high-tech exports grew slightly between 2013 and 2014, increasing from $3.8 billion to $4.0 billion, they remain a relatively small percentage of the state economy: 0.9 percent of state GDP in 2014, which is below the national average of 2.4 percent, ranking Virginia 35th among US states.
- SBIR and STTR Awards: Federal small business innovation and technology transfer funds awarded to Virginia businesses increased to a total of $109.6 million in 2014, up from the 2013 total of $108.5 million.

Improving to Maintaining:

- Fast Growing Firms: Inc. Magazine's 2014 list of 5,000 privately-held fast growing companies included 284 Virginia firms, up from 283 in 2013. Among US states, Virginia had the highest number of fast-growing firms on a population-adjusted basis.

Figure 18

Virginia Performs

Measuring what matters to Virginians

Innovation and Entrepreneurship Report Card

Talent Pipeline

GOAL: Expand and enhance Virginia's high-quality, highly skilled workforce.

- Entrepreneurship Experience ↑
- Knowledge Worker Migration ↓
- Science and Engineering Workforce ↑
- STEM Degrees ↑
- Virginia FIRST Participation ↑
- Workforce Education Level ➲ ↑

Research and Development

GOAL: Continually improve the efficiency and effectiveness of government operations.

- Academic R&D Expenditures ↑
- Corporate R&D Intensity ↑
- Federal R&D Spending in Virginia ↓
- Patents ↑
- SBIR and STTR Awards ⬇ →
- State R&D Intensity ⬆ ↓

Access to Capital

GOAL: Improve access to capital for new and expanding high-tech enterprises.

- Private Investment ⬇ ↑
- Public Sector Investment →
- R&D Tax Credits ↑

Outputs

GOAL: Accelerate technology-based capital investment and job growth.

- High-tech Export Share ⬇ →
- High-tech Employment ⬇ ↑
- High-tech Payroll Share ➲ ↑
- Market Trends ↑

Commercialization

GOAL: Accelerate the introduction and growth of new technologies and products derived from research in Virginia.

- University Environment ↑
- University Licensing ⬇ ↑
- University Startups ↑

Business Dynamics

GOAL: Enhance Virginia's business climate for entrepreneurs and high-growth technology enterprises.

- Broadband Access ↑
- Establishment Churn ⬇ ↑
- Fast Growing Firms ⬆ →
- IPOs ↑
- Startups ➲ ↑

NOTE: Data provided by the Center for Innovative Technology

Performance Trend

Improving	↑	Trend prior to 10/2015	⬆
Maintaining	→		➲
Worsening	↓		⬇
Under Development	△		

Glossary

STEM: Science, Technology, Engineering, and Math

FIRST: For Inspiration and Recognition of Science and Technology (programs introducing K-12 students to science and technology)

SBIR: Federal Small Business Innovation Research grants

STTR: Federal Small Business Technology Transfer programs

IPOs: Initial Public Offerings (stock)

10.2015

ENTERPRISE STRATEGIC PRIORITIES

Virginia Performs now includes a set of Enterprise Strategic Priorities developed by Governor McAuliffe and his team, with support from Council staff. These goals, priorities, and initiatives, which commonly transcend agency and other organizational boundaries, foster a more intense focus on those things leadership deems most critical; provide important input into agency planning; and serve as a baseline for assessing progress. **Table 6** (page 46) provides a list of current priorities.

These policy priorities, developed for the first time at the beginning of an administration's four-year term, were then used by agencies to finalize their strategic plans and performance targets for the 2014-2016 biennium. Where appropriate, agencies have also identified specific strategies and performance targets that support achievement of the relevant policy priorities. These are presented in the next section of this chapter (page 47): Are We Improving Government Services and Operations?

Council staff are also in the process of capturing key initiatives and other actions affecting progress on the Enterprise Strategic Priorities. This is necessary because agency performance information alone cannot provide a clear picture of progress; a host of other factors, including key initiatives at the leadership level, impact priority outcomes.

The current Enterprise Strategic Priorities reflect Governor McAuliffe's commitment to "Building a New Virginia Economy" and are organized into nine overarching categories:

- **Economy:** Growing and diversifying the economy, increasing international trade, and strengthening energy diversity.
- **Education:** Improving teaching and student achievement, particularly in high-poverty communities; strengthening pathways to high-demand degrees and workforce credentials; and promoting access to higher education.
- **Health and Family:** Embracing innovative models of care to improve health outcomes while lowering costs and increasing accessibility to high-quality services and care for more Virginians.
- **Government and Citizens:** Managing public resources efficiently and effectively, improving citizens' access to data and decision-making processes, ensuring supplier diversity, and improving customer service.
- **Natural Resources:** Restoring the Chesapeake Bay, conserving land wisely, and preparing the Commonwealth for the effects of climate change.
- **Public Safety and Homeland Security:** Protecting citizens, building safe communities, targeting gun violence, ensuring emergency preparedness, and reducing sexual and domestic violence.
- **Transportation:** Ensuring the optimal allocation of transportation resources, expanding the role of non-highway modes of transportation, and engaging local governments and citizens in transportation decision-making.
- **Veterans and Families:** Ensuring that Virginia remains the preeminent state for military personnel, their families, and veterans; and retaining Virginia's military and defense assets.
- **Workforce:** Aligning Virginia's workforce to meet current and anticipated employer demands, increasing the production of workforce credentials, and building the skills needed for a 21st century workforce.

Table 6

ENTERPRISE STRATEGIC PRIORITIES

Economy

Priority 1: Business Climate and Economic Development - Promote Virginia's competitive business climate to maintain the designation as the best state for business.

Priority 2: Poverty - Develop a clear and consistent anti-poverty policy.

Priority 3: Diversification - Attract businesses to the Commonwealth that operate in new and growing fields in the 21st century economy. Targeted areas include cyber security and biosciences.

Priority 4: Exports - Enhance trading relationships with international partners.

Priority 5: Energy - Promote a diverse and reliable energy supply.

Education

Priority 6: Achievement Gap - Improve educational success in struggling schools in high poverty communities and expand access to quality early education for all children.

Priority 7: K-12 Education - Promote great teaching and learning through accountability reform, emphasize creativity and critical thinking skills, and strengthen support for teachers and educational leaders.

Priority 8: Pathways to the 21st Century Workforce - Strengthen pathways in K-12, community colleges, and throughout higher education, increasing affordable completion of high-demand degrees and credentials.

Priority 9: Access and Affordability - Continue to strengthen Virginia's system of community colleges and four-year institutions and promote greater access and affordability for all Virginians.

Workforce

Priority 10: Supply and Demand - Align Virginia's workforce to meet current and anticipated employer demands with career pathways and training solutions for dislocated, underemployed, and future workers.

Priority 11: Credentialing - Establish annual goals and identify ways to increase statewide credentials that align with employer current and future needs.

Priority 12: Skills for the New Economy - Facilitate in-demand skills sets for Virginia's new economy, while fostering private sector innovation and entrepreneurship.

Health and Family

Priority 13: Health Care Accessibility - Advance access to high-quality health care for more Virginians.

Priority 14: Behavioral Health - Strengthen Virginia's behavioral health system in partnership with hospitals, law enforcement, free clinics and community health centers, private providers, consumers, family members, and advocates.

Priority 15: Nutritional Divide - Promote strategies to improve nutritious options for Virginians in at-risk circumstances.

Priority 16: Health Care Innovation - Embrace innovative models of care and new technologies to improve health outcomes and lower costs.

Priority 17: Women's Health - Protect women's rights to make their own health care decisions.

Priority 18: Children and Families - Promote strategies that encourage a culture of health through stable housing, access to high-quality health care, and proper nutrition.

Natural Resources

Priority 19: Chesapeake Bay Restoration - Protect and improve the health of the Chesapeake Bay by making every effort to meet the goals for nutrient reduction outlined in the federal government's cleanup plan.

Priority 20: Land Conservation - Implement a targeted, strategic land conservation plan that protects Virginia's biodiversity and public access.

Priority 21: Climate Change - Prepare the Commonwealth for the effects of climate change and reduce the state's contribution to its causes.

Public Safety and Homeland Security

Priority 22: Public Safety - Protect our citizens and ensure everyone lives in a safe community.

Priority 23: Homeland Security and Emergency Preparedness - Ensure Virginia is prepared to address threats to the safety and security of the Commonwealth and to respond rapidly and efficiently to emergencies.

Priority 24: Gun Violence - Pursue strategies to ensure all gun owners undergo a background check when purchasing a firearm.

Priority 25: Sexual and Domestic Violence - Aggressively target sexual and domestic violence.

Priority 26: Smart Sentencing - Promote improvements to the sentencing process to recognize and treat the root causes of crime thereby reducing recidivism.

Transportation

Priority 27: Transportation Prioritization - Develop a transparent, data-driven prioritization model to help determine allocations of transportation funding and ensure ongoing accountability.

Priority 28: Transportation Multi-Modality - Expand the role of non-highway modes of transportation in the Commonwealth's transportation network.

Priority 29: Transportation Engagement - Guarantee that local governments and citizens play a meaningful role in transportation decision-making.

Veterans and Military Families

Priority 30: Workforce - Create seamless transitions for Virginia's veterans with high quality education and workforce services that accelerate career opportunities.

Priority 31: Veteran Homelessness - Increase affordable housing opportunities and veterans support programs.

Priority 32: Military Family Support - Ensure that Virginia remains the preeminent state for military personnel, their families and veterans.

Priority 33: Military Installation and Defense Activities - Retain and reinforce Virginia's military installations and defense activities.

Government and Citizens

Priority 34: Transparency - Collaborate across secretariats to improve citizens' access to government data and decision-making processes.

Priority 35: Supplier Diversity - Ensure that small, women, and minority-owned businesses are afforded representative access to government procurement.

Priority 36: Restoration of Rights - Maximize restoration of voting rights for individuals who qualify.

Priority 37: Innovation - Explore and pursue innovative strategies to increase government efficiency or to reduce government costs for needed services.

Priority 38: Accessibility - Encourage user-friendly online services for all citizens.

Priority 39: Ethics - Promote a culture within state government that values strong ethics.

Priority 40: Fiscal Stewardship - Manage public resources efficiently and effectively in challenging economic conditions.

Priority 41: Cyber Security and Upgraded Technology - Enhance current technology platforms and infrastructure while protecting all data.

Priority 42: State Workforce - Improve recruitment, retention, and succession planning for the state workforce.

Priority 43: Customer Service - Deliver high quality products and services to customers in a timely manner.

Are We Improving Government Services and Operations?

This section of The Virginia Report presents a multi-page table that provides a high-level summary of progress toward targets set for agency key objectives. The table also includes performance measures that agencies have designated as "other" but have aligned with the Governor's top priorities. Assessments of progress were based on data available in early October 2015. A more comprehensive performance data set is available on Virginia Performs (VaPerforms.virginia.gov).

Performance measures are presented by long-term goal (economy, education, etc.) as established in Virginia Performs. Each goal section starts off with a summary of higher-level indicators from the Scorecard at a Glance and, where appropriate, existing priority-focused report cards.

In reviewing the tables, please note that some key measures may align with more than one high-level goal and are repeated in each goal area. For instance, the Virginia Department of Rail and Public Transportation's objective to increase the use of ride-sharing services not only reduces traffic congestion (Transportation) but also helps reduce carbon emissions (Natural Resources) and is therefore repeated for each of these areas.

Please note that the arrows indicating "Trend" for each measure simply depicts whether the result being measured is getting better or not. That is, an "up" arrow does not necessarily mean that the data value for the metric is increasing. For instance, an up arrow is given when infant mortality rates decrease.

Finally, it is important to note that data is not available for all measures and that the indicators of progress for each key measure are estimates based on recent data from Virginia Performs. Those measures without adequate data for assessment are labeled "New." There are several of these because the agency planning and performance reporting section of Virginia Performs was recently redesigned and agencies were asked to develop new performance objectives and targets to support the Governor's Enterprise Strategic Priorities where appropriate. Historical performance data was not entered for some of these performance indicators.

Productivity measures are summarized in the Government and Citizens section because they pertain directly to government operations.

Table 7 (starting on page 48) presents the outcome-key measures alignment results by goal area as outlined in Virginia Performs. **Table 8** (page 62) explains the agency acronyms used.

Readers interested in more details are urged to visit the agency planning and performance section of Virginia Performs at VaPerforms.virginia.gov/agencylevel/index.cfm.

Notes for Table 7:

State Influence (Scorecard Indicators)
Colored dots indicate the level of state influence on each measure:

- **significant**
- limited

Trend arrows:

- ↑ = Improving
- → = Maintaining
- ↓ = Worsening

New = History data not yet available

State Influence (Scorecard Indicators)
Colored dots indicate the level of state influence on each measure:
● **significant**
● limited

Table 7
SELECTED AGENCY PERFORMANCE MEASURES

Trend arrows:
↑ = Improving
→ = Maintaining
↓ = Worsening
New = History data not yet available

ECONOMY

Be a national leader in the preservation and enhancement of our economy.

Scorecard at a Glance

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
Personal Income	●	11	→	Business Climate	●	4	→
Employment Growth	●	44	→	Workforce Quality	●	N/A	↑
Poverty Rate	●	12	→	Innovation and Entrepreneurship	●	N/A	↑
Unemployment	●	17	↑	Energy	●	N/A	↑

Innovation and Entrepreneurship Report Card

Indicator	Trend	Indicator	Trend	Indicator	Trend
University Licensing	↑	State R&D Intensity	↓	Private Investment	↑
University Startups	↑	Academic R&D	↑	High-tech Employment	↑
Corporate R&D Intensity	↑	Fast Growing Firms	→	High-tech Export Share	→
Federal R&D Spending in Virginia	↓	Startups	↑	Market Trends	↑

Selected Agency Performance Measures - Economy

Agency	Indicator	Trend	Agency	Indicator	Trend
CIT	Cyber companies assisted in the cyber accelerator call MACH37	New	CIT	Revenue generated from technology assimilation services	New
CIT	New entrepreneurial firms in Virginia (1 to 10 employees)	New	CIT	Venture and angel capital dollars attracted as a result of the GAP	↑
CIT	Number of Growth Acceleration Program (GAP) investments	New	CIT	Virginia's placement relative to all US states for the amount of venture capital investments	↓
CIT	Ratio of GAP investments to matching private sector investments	↑	DARS	Vocational Rehabilitation Consumer Competitive Employment Rate	↑
CIT	Ratio of Virginia R&D dollars to the state's Gross Domestic Product	New	DBVI	Percentage of vocational rehabilitation cases closed with successful employment outcomes	→
CIT	Number of Virginia university start-up companies	New	DHCD	New jobs created as a result of enterprise zone incentives	↑

Table 7 (continued)

Selected Agency Performance Measures - Economy (continued)					
Agency	**Indicator**	**Trend**	**Agency**	**Indicator**	**Trend**
DHCD	New jobs created through community development activities	↓	VDACS	Number of new and expanding agriculture and forestry processing/ value-added facilities	↑
DHCD	New private investment in distressed communities as a result of enterprise zone incentives	↑	VDACS	Percentage of USDA-designated tuberculosis, brucellosis, and pseudorabies disease programs maintaining disease-free status	→
DHCD	New private investment in distressed communities through community development activities	↑	VDACS	Value of agricultural products exported from Virginia	New
DHR	Private investment leveraged via historic rehabilitation tax credits	↑	VDACS	Number of companies counseled or that have participated in a trade event annually	↑
DOAV	Economic activity generated by Virginia's aviation system ($ billions)	→	VDACS	Value of products inspected, graded and certified by VDACS	↓
DOF	Number of acres funded by Reforestation of Timberlands Act financial incentives	↓	VEC	Percentage rate of job seekers who enter employment after receiving services from the agency	→
DOF	Number of new and/or expanding forest related businesses or markets	→	VEDP	10-Year state revenue generated by jobs created and investments by new and existing companies	↑
DOLI	Number of net apprenticeship credentials issued annually	→	VEDP	Billions of dollars invested by new and existing companies	↑
DSBSD	Jobs created and retained by businesses receiving loans from the Virginia Small Business Financing Authority	↓	VEDP	Number of companies counseled or engaged in a trade event	↑
DSS	Percentage of child support owed that is collected	↑	VEDP	Number of jobs created by new and existing companies	→
DVS	Number of veterans hired annually through the Virginia Values Veterans (V3) Program	↑	VMFA	Number of visitors served	New
DVS	Number of Virginia employers making the "Our Patriot Pledge" to hire veterans	New	VTA	Amount leveraged for every grant dollar invested	↓
NCI	Number of employers participating in an internship program	→	VTA	Dollar amount of economic impact generated by the motion picture industry	New
JSA	Percentage participation by Virginia university faculty and students in research at Jefferson Lab	↑	VTA	Number of annual unique website users	↑
SVHC	Number of businesses assisted by SVHEC's R&D Center for Advanced Manufacturing and Energy Efficiency (R&D CAMEE)	New	VTA	Number of digital referrals to industry partners	→
SVHC	Number of credentials conferred through workforce development programs	New	WWRC	Vocational training graduates employed	↑
SWVHC	Early stage clean energy companies established or expanded through the Higher Education Center R&D program	→			

Table 7 (continued)

EDUCATION

Elevate the levels of educational preparedness and attainment of our citizens.

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
School Readiness	●	N/A	→	High School Dropout	●	5	↑
Third Grade Reading	●	N/A	↓	College Graduation (BA)	●	8	↑
Fourth Grade Reading and Math	●	6 / 12	↑	College Graduation (AA)	●	23	→
High School Graduation	●	20	↑	Educational Attainment	●	6	↑

Workforce System Report Card

Indicator	Trend	Indicator	Trend	Indicator	Trend
STEM-H Enrollments	↑	Adult Secondary Credentials	↓	Workplace Readiness Skills Credentials	↑
STEM-H Credentials and Degrees	↑	Postsecondary Enrollments	↓	Career Readiness Certificates	→
STEM-H Dual Enrollment Credits	↑	Postsecondary Credentials and Degrees	→	Dual Enrollment Credits	↑
STEM-H Advanced Placements	↑	Industry Certifications / State Licensures	↑	Advanced Placement Exams	↓
Advanced Studies Diplomas	↑	Apprenticeship Credentials	↑	Algebra II	↑

Selected Agency Performance Measures - Education

Agency	Indicator	Trend	Agency	Indicator	Trend
DOE	Number of at-risk children served in the Virginia Preschool Initiative	↑	DOE	Percentage of critical-need divisions receiving technical assistance and targeted professional development	→
DOE	Number of students enrolled in Virtual Virginia courses	New	DOE	Percentage of high school students earning the Advanced Studies Diploma	→
DOE	Number of teachers who become nationally board certified each year	↓	DOE	Percentage of high school students who exit high school with a diploma	↑
DOE	Percent of students enrolled in one or more Advanced Placement, International Baccalaureate, or dual enrollment courses	↑	DOE	Percentage of schools fully accredited in the Governor's designated high-poverty communities	New
DOE	Percentage of all students meeting federal mathematics benchmarks	↑	DOE	Percentage of schools rated fully accredited	↓
DOE	Percentage of career and technical education "completers" graduating with an Advanced Studies Diploma	↑	DOE	Percentage of students passing the Board-approved skills assessments, industry credentialing examinations, and state licensure examinations	↑

Table 7 (continued)

Selected Agency Performance Measures - Education (continued)					
Agency	**Indicator**	**Trend**	**Agency**	**Indicator**	**Trend**
DSS	Percentage of early care and education programs that are participating in the Quality Rating and Improvement System	↑	SCHEV	Amount of annual allocation of state funds for student financial aid	↑
IALR	Number of science, technology, engineering and mathematics (STEM) participants	↑	SCHEV	Amount of annual Tuition Assistance Grant appropriation per eligible student	→
JSA	Percentage of participation by Virginia university faculty and students in research at Jefferson Lab	↑	SCHEV	Amount of funds awarded for optometry and minority doctoral-scholars programs	→
JYF	Number of students served by outreach education programs	↓	SCHEV	Number of economic-opportunity scorecards for non-degree workforce credentials developed	New
LVA	Number of participants in summer reading and out-of-school programs	↑	SCHEV	Number of students who complete their credentials on-time	New
LVA	Number of participants in winter reading program	↑	SVHC	Number of Prekindergarten-12th grade students participating in science, technology, engineering, math, and healthcare enrichment	↑
NCI	Number of students enrolled	New	VMFA	Number of children served through Standards of Learning (SOL)-based curricula	New
NCI	Number of students receiving degrees or certifications	↑	VMNH	Percentage of educational programs correlated to learning standards	→
RHEA	Number of people completing degree, certificate and other workforce related programs	↑	VSDB	Percentage in grades 3-12 showing 25% improvement in key SOL tests	New

Table 7 (continued)

HEALTH AND FAMILY

Inspire and support Virginians toward healthy lives and strong, resilient families.

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
Adoption	●	49	→	Infant Mortality	●	26	↑
Cancer	○	25	↑	Life Expectancy	○	25	↑
Cardiovascular Disease	○	25	↑	Obesity	○	18	→
Child Abuse and Neglect	●	5	↑	Smoking	●	24	→
Foster Care	●	1	↑	Suicide	○	16	→
Health Insurance	●	27	→	Teen Pregnancy	○	22	↑
Immunization	●	9	↑				

Selected Agency Performance Measures - Health and Family

Agency	Indicator	Trend	Agency	Indicator	Trend
CSA	Percentage of CSA-funded youth receiving only community-based services	↑	DDHH	Percentage of all Sign Language Interpreter and CART services requests filled	New
CSA	Percentage of foster care children who are placed with families	↓	DDHH	Percentage of returning Virginia Quality Assurance Screening candidates who indicate they used feedback from their diagnostic feedback report to improve their performance assessment scores	↓
CSA	Percentage of youth receiving Intensive care coordination services	↑	DHCD	Annual percentage reduction in the number of homeless persons	↓
DARS	Individuals receiving Communication, Referral, Information and Assistance (CRIA) through the No Wrong Door System	↑	DHCD	Homeless households securing permanent housing	→
DARS	Number of meals delivered to home-bound older Virginians	↑	DHCD	Number of households averting homelessness	↓
DARS	Number of meals served to older Virginians in group (Congregate) settings	→	DHCD	Number of households provided with new or improved affordable housing (ARRA funds)	↓
DARS	Number of older Virginians served through the Senior Farmer's Market Nutrition Program	→	DHP	Number of queries to the Prescription Monitoring Program as a percent of prescriptions added	↑
DBVI	Percentage in grades 3-12 showing 25% improvement in key SOL tests	New	DHRM	Percentage by which diabetes pilot group costs are less than control group costs	New
DBVI	Percentage of Rehabilitation Teaching/ Independent Living (RT/IL) cases closed as successfully able to obtain or maintain independent living within the home environment	New	DMME	Serious injuries and fatalities at mineral and fossil fuel extraction sites per 200,000 worker hours	↑

Table 7 (continued)

Selected Agency Performance Measures - Health and Family (continued)					
Agency	**Indicator**	**Trend**	**Agency**	**Indicator**	**Trend**
DSS	Percentage of abused, neglected or maltreated children who are not victims of subsequent maltreatment within six months	↑	MHTC	Percentage of individuals who are readmitted within 30 days of discharge	↓
DSS	Percentage of child support owed that is collected	↑	VDACS	Rate of voluntary compliance with Virginia's food laws and regulations for food establishments	→
DSS	Percentage of children who exit from foster care to a permanent living arrangement	↑	VDH	Newborn survival rate per 1,000 live births	↑
DSS	Percentage of Temporary Assistance for Needy Families (TANF) cases receiving Unemployed Parents Cash Assistance who are employed at date of closure	→	VDH	Number of children and pregnant women with access to healthy and nutritional food	New
DSS	Percentage of Temporary Assistance for Needy Families (TANF) participants engaged in a work activity	→	VDH	Number of children with special health care needs receiving care coordination services	New
DSS	Percentage of the eligible population enrolled in the Supplemental Nutrition Assistance Program (SNAP)	↑	VDH	Number of community-based nursing home pre-admission screens performed	→
DVS	Number of family members served by Virginia Wounded Warrior Program (VWWP) family programs	↑	VDH	Number of low income children and adolescents receiving dental services in local health departments	↓
DVS	Number of homeless veterans in Virginia (point-in-time count)	↑	VDH	Number of small rural hospitals receiving technical assistance and funding	New
DVS	Number of services delivered by the Virginia Wounded Warrior Program (VWWP)	↑	VDH	Percentage of children receiving 4 doses of Dtap by age 2	New
DVS	Percentage of DVS-submitted veteran claims approved by the US Department of Veterans Affairs	↓	VDH	Percentage of women reporting smoking during pregnancy	New
IDTC	Percentage reduction in the census at training centers	↑	DRPT	Number of passenger trips provided for transit dependent Virginians	↑

Table 7 (continued)

PUBLIC SAFETY

Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
Property Crime	●	8	↑	Juvenile Intakes	●	N/A	↑
Violent Crime	●	3	↑	Recidivism	●	N/A	→
Emergency Preparedness	●	N/A	↑	Traffic Fatalities	●	16	↑

Selected Agency Performance Measures - Public Safety

Agency	Indicator	Trend	Agency	Indicator	Trend
ABC	Underage buyer compliance for ABC stores	↑	DEM	Onboard Sheltering Coordinator and Planning positions	New
ABC	Underage buyer compliance for alcoholic licenses	↓	DEM	Jurisdictions by DEM region that participate in Homeland Security Exercise and Evaluation Program (HSEEP) compliant exercises	→
CASC	Number of Continuing Legal Education programs offered	↓	DEM	Corrective measures addressed within 90 days of after action report on VERTEX	→
DCJS	Comprehensive Community Corrections and Pretrial Services (CCCA/PTS) grantees implementing Data Driven Decision Making	New	DEM	Statewide average score of the Local Capability Assessment of Readiness (LCAR) self assessments	↑
DCJS	Pre- and Post-Incarceration Services (PAPIS) grantees implementing Data Driven Decision Making	New	DFP	Certifications issued annually in compliance with national accreditation standards	↓
DCR	Number of dams with regular operation and maintenance certificates	→	DFP	Fire departments participating in the Virginia Fire Incident Reporting System	↑
DCR	Number of National Flood Insurance Program (NFIP) participating communities compliant with FEMA floodplain regulations	↑	DFP	Critical Infrastructure and key assets of inspections conducted annually by the State Fire Marshal's Office inspectors	→
DDHH	Number of qualified interpreters available to assist the Virginia Department of Emergency Management and local emergency management agencies when an emergency is declared	New	DFS	Turnaround time for controlled substance cases	↓
DEM	Establish stakeholder involved strategic allocation for State Homeland Security Grant Programs	New	DFS	Turnaround time for DNA cases	↓
DEM	Pass 2015 Emergency Management Accreditation Program (EMAP) 5-year evaluation	New	DFS	Turnaround time for toxicology cases	New

Table 7 (continued)

Selected Agency Performance Measures - Public Safety (continued)					
Agency	**Indicator**	**Trend**	**Agency**	**Indicator**	**Trend**
DJJ	Number of serious aggressive incidents exhibited by residents in the Juvenile Correctional Centers	↑	DOC	Rate of compliance with Prison Rape Elimination Act audit	→
DJJ	Percentage of diversions that are successful	→	DOF	Percentage of wildfire responses that are 30 minutes or less	↑
DJJ	Percentage of juveniles who are successful during probation supervision	↑	VDH	Injury hospitalization rate for youth 0-19 years of age	New
DJJ	Percentage of juveniles who are successfully released from a juvenile correctional center	→	VDH	Number of local health departments that have obtained recognition by the National Association of County and City Health Officials through the Project Public Health Ready program	→
DMA	Number of Virginia Defense Force members	New	VDH	Percentage of requests for public health assessments of exposure to chemicals and biological agents responded to within 48 hours of receipt	↓
DMA	Percentage availability and operational readiness of statewide interoperability communications systems	New	VDH	Percentage of reported disease cases in which control measures were initiated within Public Health Emergency Preparedness (PHEP) required timeframes	New
DMA	Percentage of Virginia National Guard membership target achieved	→	VDOT	Number of traffic crash related deaths on Virginia roadways	↑
DMV	Percentage of safety belt usage in Virginia	↑	VSP	Average response time to emergency calls	↑
DOC	Number of escapes from confinement	→	VSP	Number of firearms transactions improperly approved due to Virginia Department of State Police error	→
DOC	Number of inmate-on-inmate serious assaults	↑	VSP	Non-drug arrests made by Bureau of Criminal Investigation personnel	↓
DOC	Percent of correctional facilities and probation and parole districts that conduct required critical incident exercises each year	→	VSP	Percentage of the investigations successfully closed involving sex offenders failing to register	↓
DOC	Percent of offenders on probation and parole with completed risk and needs assessments and case plans	→	VSP	Time required to notify the issuing court regarding identification of persons in the concealed weapon permit database who are also in the protective order and/or mental health databases	→
DOC	Percentage of probation and parole cases that are closed successfully	→			

Table 7 (continued)

NATURAL RESOURCES

Protect, conserve, and wisely develop our natural, historic, and cultural resources.

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
Air Quality	○	25	↑	Land Preservation	●	N/A	↑
Energy	○	22	↑	Solid Waste and Recycling	○	N/A	→
Historic Resources	●	1	→	Water Quality	●	N/A	↑

Selected Agency Performance Measures - Natural Resources

Agency	Indicator	Trend	Agency	Indicator	Trend
DCR	Agricultural acres with conservation best management practices state-funded through the agricultural cost-share program	↓	DGIF	Quantity and quality of land preservation and access points for outdoor recreation	New
DCR	Number of "Virginia Treasures" annually conserved or completed	New	DGS	Gasoline gallon-equivalents saved in DGS-managed vehicles through use of alternative fuels or technologies	→
DCR	Acres conserved within the Chesapeake Bay watershed	↑	DHR	Historic properties newly identified or revisited on the statewide inventory that are within defined climate change impact areas	↑
DEQ	Pounds of nitrogen nutrients discharged from significant point sources in the Chesapeake Bay watershed	↑	DHR	Percentage of properties under easement inspected for compliance with easement conditions	→
DEQ	Pounds of phosphorous nutrients discharged from significant point sources in the Chesapeake Bay watershed	↑	DMME	Cumulative net present value of energy conservation savings to the Commonwealth from the energy performance contracting program	New
DEQ	Number of waters fully or partially removed from the Environmental Protection Agency's (EPA) Impaired Waters List	↑	DMME	Number of residential building energy retrofits	New
DEQ	Percentage of the Virginia Pollutant Discharge Elimination System (VPDES) identified as being in Significant Non-Compliance (SNC) with water permit requirements	↓	DMME	Percentage of permitted mineral and fossil fuel extraction sites with no adverse off-site environmental damage or public safety hazards	New
DEQ	Tons of carbon dioxide emitted by electric generating units in Virginia	↑	DMME	Total amount of revenue generated from the demand response program for state agencies and other public bodies	New
DEQ	Total annual statewide emissions of criteria pollutants	↑	DOF	Number of acres funded by Reforestation of Timberlands Act financial incentives	↓
DEQ	Total Submerged Aquatic Vegetation (SAV) acres restored within the Virginia portion of Chesapeake Bay	→	DOF	Number of acres of trees planted in Virginia	↑

Table 7 (continued)

Selected Agency Performance Measures - Natural Resources (continued)					
Agency	**Indicator**	**Trend**	**Agency**	**Indicator**	**Trend**
DOF	Number of acres protected from conversion to development	↓	DRPT	Ridership on state-sponsored passenger rail service	↑
DOF	Number of communities assisted with forest and/or tree resource management	↑	DRPT	Ridership on transit systems in Virginia	→
DOF	Percentage of best management practices properly installed on timber harvesting operations statewide	↑	DRPT	Trucks removed from Virginia's highways through rail preservation projects	↓
DOF	Percentage of harvest sites with sediment not reaching streams	→	MRC	Acres of oyster reef construction, oyster bar reconstruction and maintenance done in a year	→
DRPT	Number of passenger miles of travel saved by customers of commuter assistance agencies in Virginia	→	VDACS	Number of Agriculture Stewardship Act compliance checks	New
DRPT	Number of truckload equivalents removed from Virginia's highways through completed rail enhancement projects	↑	VDACS	Number of working farm or forest land easements preserved by local purchase of development rights programs	New
DRPT	Number of truckload equivalents removed or prevented through completed rail industrial access projects	↓	VDH	Percentage of failing onsite sewage systems corrected within 60 days of local health departments becoming aware of the issue	New

Table 7 (continued)

TRANSPORTATION

Ensure that our transportation system is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life.

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
Infrastructure Condition (Bridges)	●	32	→	Multimodal Transportation (Alternative Commuting)	●	19	→
Land Use	○	N/A	→	Traffic Congestion	●	45	→

Selected Agency Performance Measures - Transportation

Agency	Indicator	Trend	Agency	Indicator	Trend
DOAV	Number of enplanements at the air carrier airports (having scheduled service)	↑	VDOT	Form partnerships to improve local government and citizen involvement	New
DOAV	Percentage of time that the department's navigational equipment is available	↑	VDOT	Percentage of completed construction and maintenance projects delivered within budget	→
DRPT	Number of passenger miles of travel saved by customers of commuter assistance agencies in Virginia	→	VDOT	Construction and maintenance projects delivered by their original specified completion date	→
DRPT	Number of passenger trips provided for transit dependent Virginians	↑	VDOT	Percentage of interstate roadway pavement lane miles rated in fair or better condition	↑
DRPT	Truckload equivalents removed from Virginia's highways through completed Rail Enhancement projects	↑	VDOT	Percentage of peak period hours that the VDOT-managed toll facilities are fully functional	↑
DRPT	Truckload equivalents removed or prevented from Virginia's highways through Rail Industrial Access (RIA) funded projects	↓	VDOT	Percentage of primary roadway pavement lane miles rated in fair or better condition	↓
DRPT	Number of trucks removed from Virginia's highways through rail preservation projects	↓	VDOT	Percentage of recommendations made by the Virginia Center for Transportation Innovation and Research that are implemented	↓
DRPT	Ridership on state-sponsored passenger rail service	↑	VDOT	Percentage of secondary roadway pavement lane miles rated in fair or better condition	→
DRPT	Ridership on transit systems in Virginia	→	VDOT	Percentage of statewide structures not rated structurally deficient	↑
VDOT	Develop an integrated, multi-modal approach in key travel corridors	New	VDOT	Percentage of Strategically Targeted Affordable Roadway Solutions recommendations incorporated in the Six-Year Improvement Program	↑
VDOT	Complete internal processes to ensure stakeholder engagement	New	VDOT	Percentage of total expenditures classified as administrative expense	↑

Table 7 (continued)

GOVERNMENT and CITIZENS

Be recognized as the best-managed state in the nation.

Indicator	State Influence	State Rank	Trend	Indicator	State Influence	State Rank	Trend
Bond Rating	●	1 (tied)	↑	Internet Access (Broadband)	○	37	↑
Civic Engagement	○	N/A	→	Taxation	○	20	↑
Consumer Protection	●	40	↓	Voter Turnout (2014)	○	31	→
Government Operations	●	N/A	↑	Voter Registration (2014)	○	22	→

Government Operations Report Card

Indicator	Trend	Indicator	Trend	Indicator	Trend
Customer Satisfaction (Citizens)	→	Cyber Security	→	Debt Burden	→
Customer Service	→	Emergency Preparedness	↑	Self-insurance Liabilities	↑
Digital Government	↑	Energy and Environmental Management	↑	Rainy Day Fund	→
Performance Management and Reporting	↑	Information Technology	→	Diversity and Fairness	↑
Turnover	↑	Audit and Internal Controls	→	Transparency	↑

Selected Agency Performance Measures - Government and Citizens

Agency	Indicator	Trend	Agency	Indicator	Trend
ABC	Amount of profits and taxes annually transferred to the General Fund	↑	CIT	Virginia regions with less than 80% households with broadband access	New
ABC	Stores meeting internal service standards compliance rate	↓	CSA	Average per diem per child cost of purchased services across Medicaid, Title IV-E, and State Pool Funds	New
CASC	Percentage of Commonwealth's Attorneys that rate training programs good or excellent	↓	DARS	Number of issues of compliance with state fiscal policy	↑
CB	Increase data and information accessibility through the Commonwealth's data portal	New	DCJS	Percentage of grant progress reports reviewed within 45 days	↑
CB	Number of audit findings related to constitutional officer monthly reimbursement requests	→	DCJS	Satisfaction with agency training programs	→
CB	Overall customer satisfaction with Compensation Board activities	→	DCR	Customer satisfaction of state park customers	→
CIT	Number of localities assisted by CIT broadband team	New	DFS	Average time to train new scientists	New

Table 7 (continued)

Selected Agency Performance Measures - Government and Citizens (continued)					
Agency	Indicator	Trend	Agency	Indicator	Trend
DGS	Cost of office space leased for executive branch state agencies	New	SCHEV	Percent of enrollment projections that are accurate	↑
DHRM	Percentage of succession plan indicators pushed to the public	New	SCHEV	Percent of institutions' aggregated degree estimates that are accurate	New
DMME	Percentage of miners rating safety training as outstanding	↑	TAX	Error rate percentage of local distribution of sales and use tax	New
DMV	Average wait times in the Customer Contact Center	↓	TAX	Percentage of calls answered before the caller disconnects	↑
DMV	Average wait time in Customer Service Centers	↓	TAX	Percentage of customers who give the agency a satisfactory rating	↓
DMV	Number of alternative government services transactions performed	New	TAX	Percentage of Internal Audit plan completed	New
DMV	Vehicle registration renewal transaction via preferred services	→	TAX	Open individual income and sales tax appeals less than 120 days old	↓
DOA	Eligible purchases made with the small purchase charge card	↑	TAX	Percentage of payments and returns received electronically	New
DOA	Payrolls reviewed and processed by the final certification date	→	TAX	Refunds from electronically-filed returns issued within 12 days	→
DOA	Availability of financial management systems to state agencies	→	TAX	Percentage of the compliance goal collected annually	↑
DOA	Corrective action workplans submitted in accordance with policy	→	TAX	Percentage variance on the official forecast	↓
DOA	Percentage of statewide vendor payments paid by the due date	→	TD	Ensure that all debt payment obligations are paid on time	→
DOA	Receive the Certificate of Excellence for the CAFR report	↑	TD	Yield on General Fund investment earnings relative to an industry benchmark	↓
DOA	Recurring Auditor of Public Accounts (APA) internal control findings	↓	TD	Percentage of checks delivered in a timely and accurate manner	→
DPOR	Cost per licensee	↓	TD	Unclaimed property claims paid within 60 calendar days	→
DPOR	Percent of licenses issued within 15 days	↓	VDOT	Percentage of total expenditures classified as administrative expense	→
DPOR	Percent of paid renewals processed through the agency's website	→	VEC	Percentage of first-time unemployment insurance payments made on time	↓
DSBSD	Number of days to complete the certification process	↑	VITA	Customer agency adoption of VITA-offered enterprise shared services, particularly MITA platform	New
DVS	G.I. Bill program approval requests processed within 30 days of receipt	→	VITA	Executive branch agency compliance with the Commonwealth's Information Security Program	New
ELECT	Average annual cost of maintaining VERIS system	New	VITA	Major information technology projects completed on time and budget	New
ELECT	Number of processes that can be completed online	New	VITA	Percentage of agency service level objectives met or exceeded	↑
JYF	Visitors rating their experience good or excellent	↓	VITA	Security Services Service Level Agreements met or exceeded	→
MVDB	Clean' salespersons applications processed within 5 business days	↓	VSP	Satisfaction rating from crime victims and individuals in traffic accidents	↑

Table 7 (continued)

Government and Citizens - Selected Agency Productivity Measures					
Agency	**Indicator**	**Trend**	**Agency**	**Indicator**	**Trend**
Agriculture and Forestry			Natural Resources		
DOF	Cost to conduct a forest harvest water quality inspection	↑	DCR	Administrative cost per state park reservation	↑
VDACS	Cost of performing a food inspection activity	↓	DEQ	Underground storage tank inspections per full-time employee	↑
Commerce and Trade			MRC	Cost per inspection by a Marine Police Officer	↓
DHCD	Dollar cost of a job created	↑	Public Safety		
DMME	Cost of environmental protection at one mineral extraction site	↑	ABC	Cases shipped per warehouse labor hour	↓
DOAV	Time to approve a capital improvement reimbursement request	↑	DOC	Per capita cost to incarcerate an inmate annually	↓
DOLI	Cost per registered apprenticeship participant	↑	DCJS	Average cost to award $100 of grant funds	→
DPOR	Cost per licensee	↓	DFS	Data Bank operational cost per DNA offender sample	↓
DSBSD	Unit cost of processing certification applications	↑	DJJ	All direct-care expenses per capita	New
VEC	Cost per call per customer service representative	↓	DSP	Cost to handle a violation of exceeding the speed limit	↓
VEDP	Dollar cost of direct jobs announced	↑	DVS	General fund cost per veteran hired through the V3 program	New
			Transportation		
Health and Human Resources			DMV	Average cost to renew a car registration	↓
CSA	Local audits compared to audits scheduled	↓	DOT	Construction and maintenance projects delivered by their due date	→
DARS	Employment rate of vocational rehabilitation consumers	→	DRPT	Agency administrative costs as a percentage of total expenditures	↑
DBHDS	Number of days to complete a licensing complaint investigation	New	Administration		
IDTC	Clinical cost per patient day	→	DGS	Maintenance cost per fleet vehicle	↑
MHTC	Clinical cost per patient day	→	DHRM	Employee health plans avoiding the 40% ACA excise tax benchmark	→
VCBR	Clinical cost per patient day	↓	Finance		
DDHH	Average Technology Assistance Program equipment cost per capita	New	DOA	Administrative cost per core financial system transaction	↓
DHP	Cost to renew a registered nurses license	↑	TAX	Cost to process an individual tax return	↑
DSS	Amount of child support collected per dollar owed	↑	Technology		
VDH	Food establishment inspections completed with required time frame	New	VITA	Average personnel cost per E-911 call	↓

Table 8

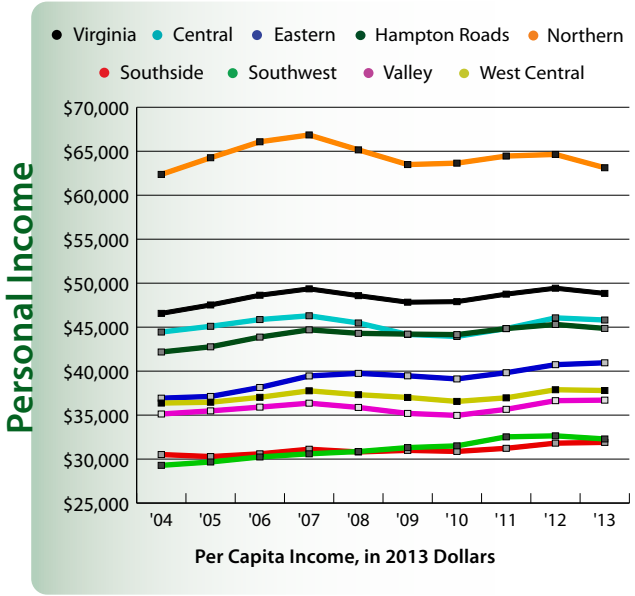
AGENCY ACRONYMS AND NAMES

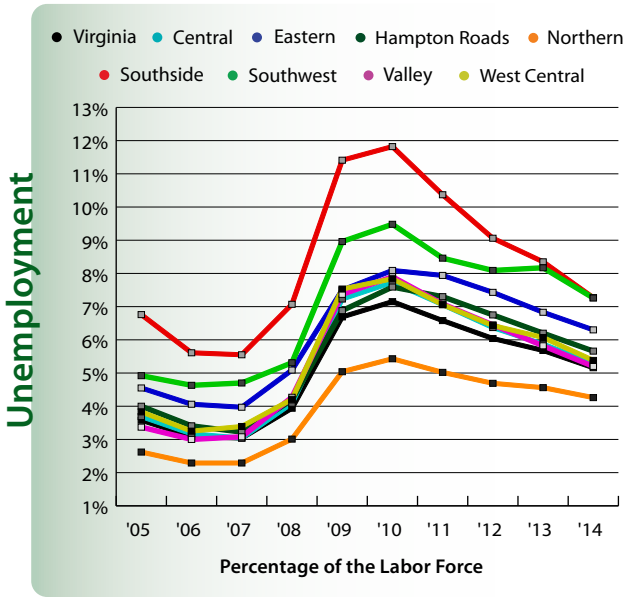
ABC	Alcoholic Beverage Control	**DMME**	Mines, Minerals and Energy	**MVDB**	Motor Vehicle Dealer Board
BOA	Board of Accountancy	**DMV**	Motor Vehicles	**NCI**	New College Institute
CASC	Commonwealth's Attorneys' Services Council	**DOA**	Accounts	**RHEA**	Roanoke Higher Education Authority
CB	Compensation Board	**DOAV**	Aviation	**SCHEV**	State Council of Higher Education for Virginia
CIT	Center for Innovative Technology	**DOC**	Corrections	**SMV**	Science Museum of Virginia
CSA	Children's Services Act	**DOE**	Education	**SVHC**	Southern Virginia Higher Education Center
DARS	Aging and Rehabilitative Services	**DOF**	Forestry	**SWVHC**	Southwest Virginia Higher Education Center
DBHDS	Behavioral Health and Developmental Services	**DOLI**	Labor and Industry	**TAX**	Taxation
DBVI	Blind and Vision Impaired	**DPB**	Planning and Budget	**TD**	Treasury
DCJS	Criminal Justice Services	**DPOR**	Professional and Occupational Regulation	**VBDP**	Board for People with Disabilities
DCR	Conservation and Recreation	**DRPT**	Rail and Public Transportation	**VCA**	Commission for the Arts
DDHH	Deaf and Hard of Hearing	**DSBSD**	Small Business and Supplier Diversity	**VDACS**	Agriculture and Consumer Services
DEM	Emergency Management	**DSS**	Social Services	**VDH**	Health
DEQ	Environmental Quality	**DVS**	Veterans Services	**VDOT**	Transportation
DFP	Fire Programs	**ELECT**	Elections	**VEC**	Employment Commission
DFS	Forensic Sciences	**EVMS**	Eastern Virginia Medical School	**VEDP**	Economic Development Partnership
DGIF	Game and Inland Fisheries	**FCMV**	Frontier Culture Museum of Virginia	**VITA**	Information Technologies Agency
DGS	General Services	**GH**	Gunston Hall	**VMFA**	Museum of Fine Arts
DHCD	Housing and Community Development	**IALR**	Institute for Advanced Learning and Research	**VMNH**	Museum of Natural History
DHP	Health Professions	**IDTC**	Intellectual Disabilities Training Center (DBHDS)	**VSDBS**	School for the Deaf and the Blind at Staunton
DHR	Historic Resources	**JSA**	Jefferson Science Associates	**VSP**	State Police
DHRM	Human Resource Management	**JYF**	Jamestown-Yorktown Foundation	**VTA**	Tourism Authority
DJJ	Juvenile Justice	**LVA**	Library of Virginia	**WWRC**	Wilson Workforce and Rehabilitation Center
DMA	Military Affairs	**MHTC**	Mental Health Treatment Centers (DBDHS)		
DMAS	Medical Assistance Services	**MRC**	Marine Resources Commission		

NOTE: To conserve space, the words Department (D at the beginning of an acronym) and Virginia (V at the beginning of an acronym) are omitted from the full agency names listed.

A Regional Perspective

A REGIONAL PERSPECTIVE





This chapter of The Virginia Report is based on and complements data presented on the Virginia Performs website. The information here focuses on regional outcomes; the eight regions that the Council uses for analytical purposes are presented on page 71. This is followed by a table presenting selected information for each region and a set of recently updated regional Scorecards at a Glance.

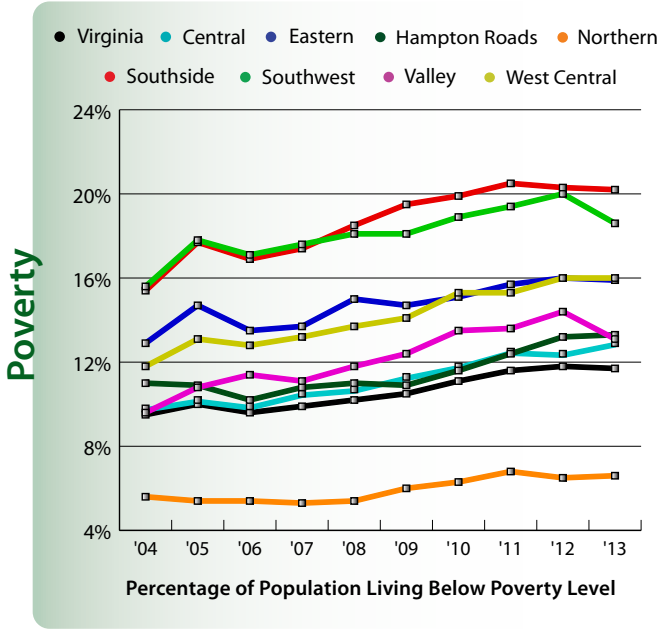
Virginia is a diverse state and this diversity often manifests itself most clearly in economic terms; statewide averages can obscure significant differences in regional outcomes. These differences are not unusual in states like Virginia, with growing urban and slower-growing or declining rural areas. A few indicators are presented here to highlight some of these important differences.

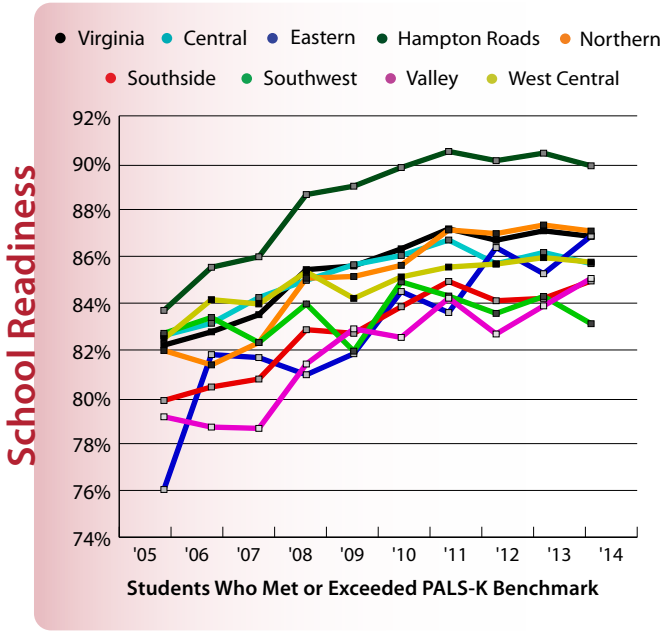
Key Outcome / Indicator Highlights

ECONOMY

Personal Income: The gap between inflation-adjusted per capita personal income (PCPI) levels in the Northern region and the rest of the state is large. The Northern region had the highest income in 2013, which at $63,125 was about 29 percent higher than the state average and almost 38 percent higher than the Central region, which at $45,812 was second highest. The Southside and Southwest regions had the lowest PCPI at $31,899 and $32,289, respectively. 2013 PCPI levels in the Northern (-$3,729) and Central (-$483) regions remained below their peaks in 2007. The Eastern (1.2%), Southwestern (1.1%), and Hampton Roads (0.7%) have seen the highest average PCPI increases over the last 10 years.

Unemployment: Unemployment rates declined across Virginia in 2014. Unemployment at the state level went from a ten-year high of 7.2 percent in 2010 to 5.2 percent in 2014, and varied from a high of 7.3 percent in the Southside and Southwest regions to a low of 4.3 percent in the Northern region. The Eastern region had the third highest rate at 6.3 percent. Unemployment in other regions ranged from 5.7 percent in the Hampton Roads region to 5.2 percent in the Valley region.





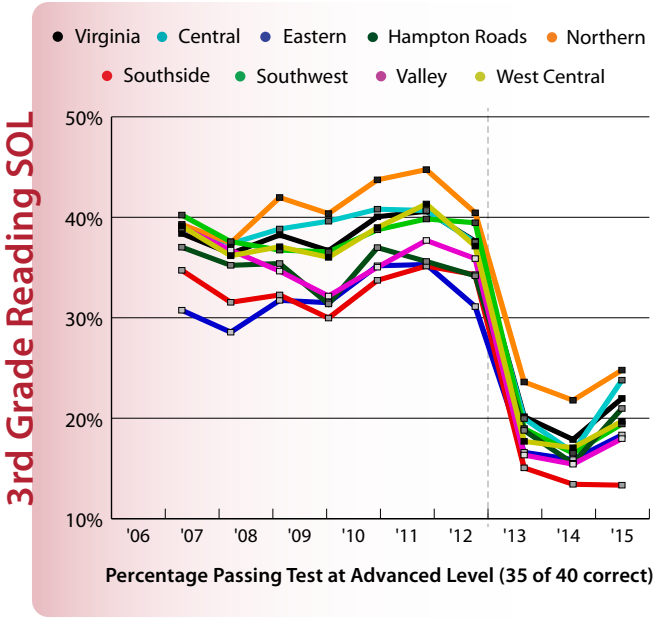
Regional employment growth data for 2014 indicates that employment grew most in the Central (1.2%) region, while declining the most in the Southwest region (-1.4%). Employment declined by 0.05 percent in the Northern region, and the Southside region saw a 0.43 percent decline in employment between 2013 and 2014. This is at least the 14th straight year of employment declines in the Southside region. Employment dropped in eight of those 14 years in the Southwestern region.

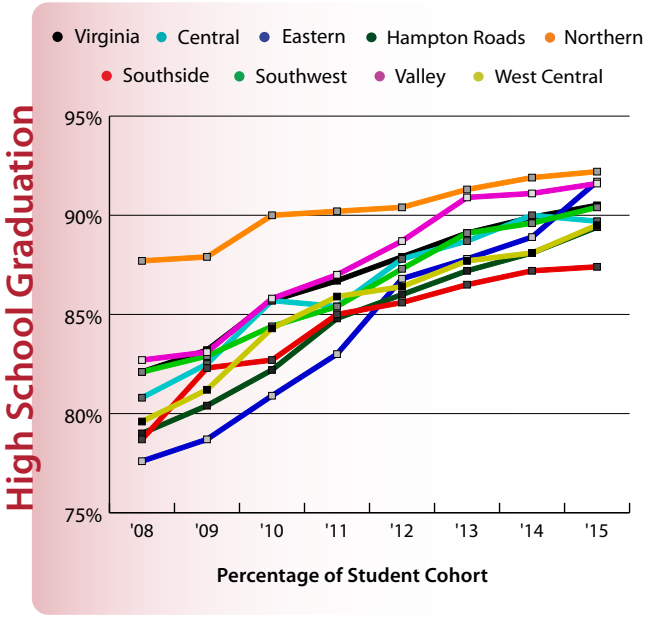
Poverty: In 2013, the Southside region had the highest percentage (20.2%) of individuals living below the poverty level of any region in the state, followed by the Southwest (18.6%), West Central (16.0%), and Eastern (15.9%) regions. At the other end of the scale, the Northern region (6.6%) had the lowest percentage of individuals living below the poverty level, followed by the Central (12.9%) and Valley (13.1%) regions.

EDUCATION

School Readiness: In order to fully benefit from the instruction provided in kindergarten, children must come to school with many fundamental skills already established. While no uniform single "readiness" assessment is widely used for all aspects of development, Virginia does use a screening tool to identify students who are at risk for reading difficulties. The Phonological Awareness Literacy Screening for Kindergarten (PALS-K) assessment helps identify students who are below kindergarten-level expectations in important literacy fundamentals; these children are then provided with additional instruction through Virginia's Early Intervention Reading Initiative.

Because the initial screening with PALS-K is conducted in the fall of each school year, the results reflect how well-prepared children come to school in terms of literacy fundamentals. In the fall of 2014, 87.3 percent of Virginia kindergartners assessed using PALS-K met or exceeded the benchmark, while 12.7 percent were identified as needing additional instruction. This was a slight increase from 12.5 percent in 2013. The Hampton Roads region again led the state with 90.5 percent at or above the benchmark, followed by the Northern region at 87.5 percent. The Southside region's rate of 83.2 percent was the lowest. Only the Southside, Valley, and Eastern regions saw improvements in 2014.



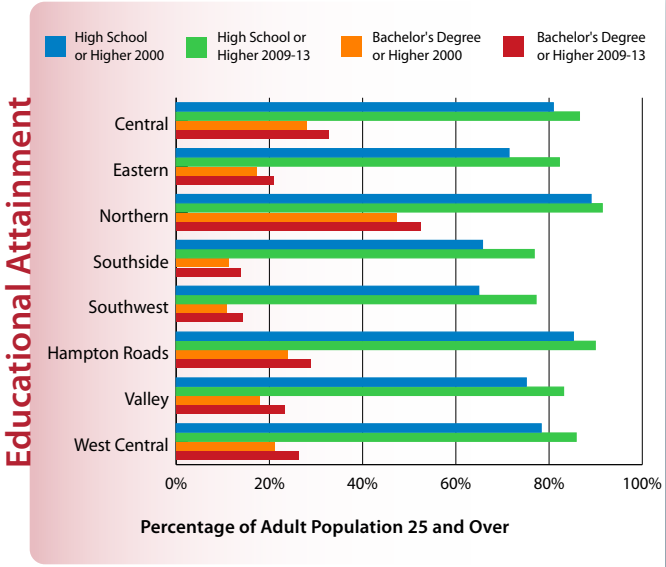


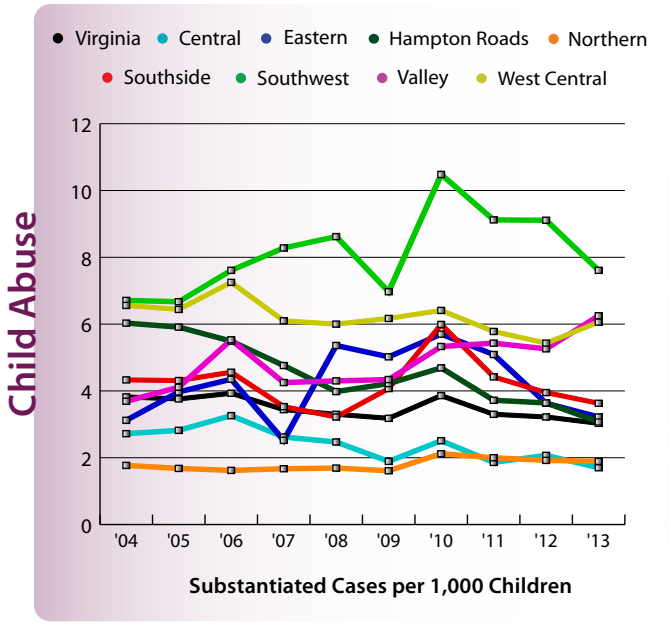
3rd Grade Reading: Performance on the SOL third grade reading test declined significantly for the 2012-13 school year as a consequence of the introduction of rigorous new tests. However, after declining again in the 2013-14 school year (to 69.0%), the overall pass rate increased for the 2014-15 school year and, at 75.4 percent, was above the pass rates for both previous years. The Southwest region (80.2%) had the highest pass rate, followed by the Northern (79.8%), West Central (77.9%), and Central (75.5%) regions. The lowest pass rates were in the Southside (67.9%) and Eastern (72.2%) regions.

The advanced pass rate (meaning students who got at least 35 of 40 items correct) also improved, rising from 16.5 percent in 2013-14 to 21.0 percent for the 2014-15 school year. The highest advanced pass rate was in the Northern region (24.1%) followed by the Central region (23.0%). Southside had the lowest pass rate at 11.5 percent.

High School Graduation: The high school graduation rate is a good indicator of the health of Virginia's school system and of the future success of its young citizens. On-time high school graduation rates improved for each of Virginia's regions in 2014-15 school year except for a small decline (-0.3 percentage points) in the Central region. The statewide average increased from 89.9 percent to 90.5 percent. The Northern (92.2%), Eastern (91.7%), and Valley (91.6%) regions had rates that exceeded the statewide average. The Southwest (90.4%) matched the statewide rate, while the Central (89.7%), West Central (89.5%), Hampton Roads (89.4%), and Southside (87.4%) regions had graduation rates that were below the statewide average.

High School Dropout: The high school dropout rate is another measure of the success of our elementary and secondary educational systems. Moreover, because high school dropouts are at higher risk of unemployment and other social ills, dropout rates are a leading indicator of potential future problems. The statewide cohort dropout rate for the 2014-15 school year, at 5.2 percent, was below the 5.4 percent rate of 2013-14. The Valley (4.1%), Hampton Roads (4.5%), Eastern (4.7%) and Northern (5.0%) regions had dropout rates below the statewide average. Those showing dropout rates above the statewide average were the West Central (5.3%), Southwest (5.5%), Central (5.8%), and Southside (6.9%) regions. The Southside region was the only region to experience an increase in its dropout rate between 2013-14 (6.8%) and 2014-15 (6.9%).





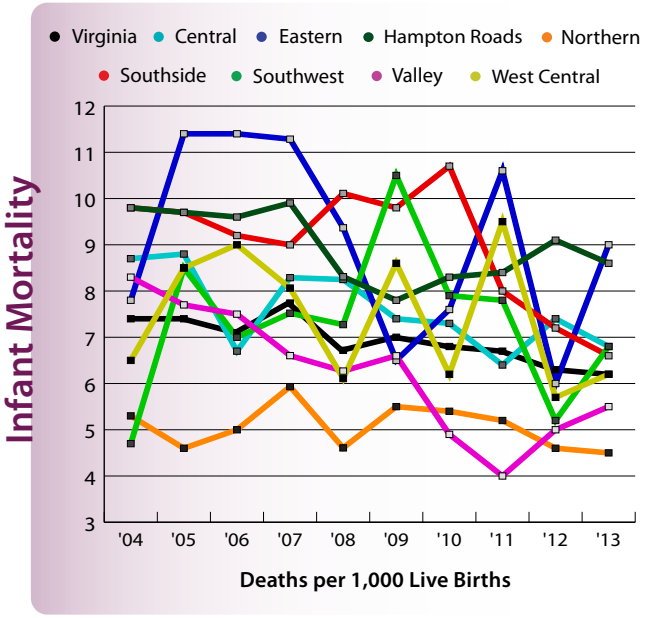
Educational Attainment: Workforce quality is closely tied to labor productivity, making it a key determinant of economic growth and wages. Educational attainment, in turn, is considered a major determinant of workforce quality and is often an indicator of a region's ability to attract and develop high-skilled, high-paying jobs. One measure of educational attainment is the percentage of the adult population with at least a bachelor's degree.

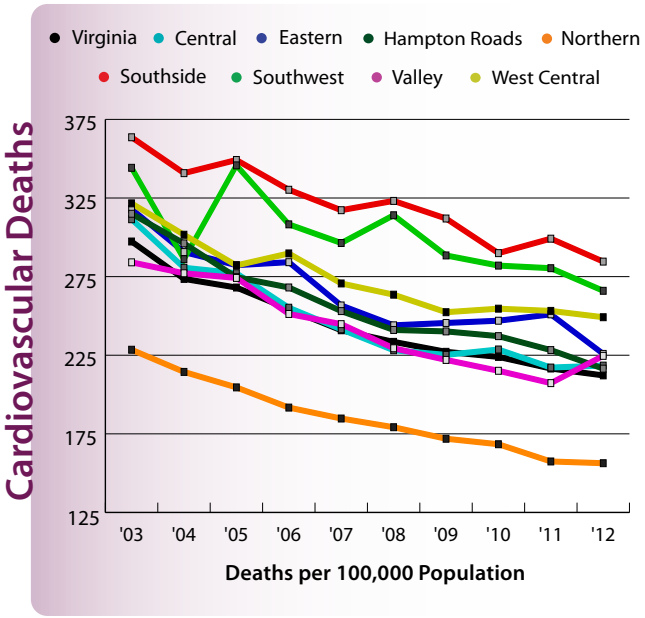
Attainment rates for bachelor's degrees varied significantly among the regions in the 2009-2013 period, ranging from 52.5 percent in the Northern region to 13.9 percent and 14.2 percent in the Southside and Southwest regions, respectively. The second and third best regions – Central at 32.7 percent and Hampton Roads at 28.9 percent – were below the statewide average, again indicating the impact of the Northern region on statewide averages. The percentage of adults (25 and over) without a high school diploma or its equivalent also varied by region, ranging from about 23 percent of the adult population in the Southside and Southwest regions, to a low of 8.6 percent in the Northern region. (Data is from the American Community Survey from the US Census Bureau. A five-year survey period – in this case from 2009 to 2013 – provides more accurate information for smaller localities.)

HEALTH AND FAMILY

Differences among the regions are also evident across a range of health issues, as many health-related outcomes are correlated with both educational attainment and income.

Child Abuse and Neglect: Data from the Virginia Department of Social Services (DSS) shows that 51,346 Virginia children were reported as possible victims of abuse and neglect in 2013. Of these, 6,205 were founded reports, meaning that a review of the facts gathered during an investigation met the standard of evidence required in Virginia. The Central region had the lowest rate of child maltreatment in 2013 at 1.7 substantiated cases per 1,000 children. The Southwest and Valley regions had the highest rates, with 7.6 and 6.3 cases, respectively. The average Virginia rate in 2013 was 3.0.



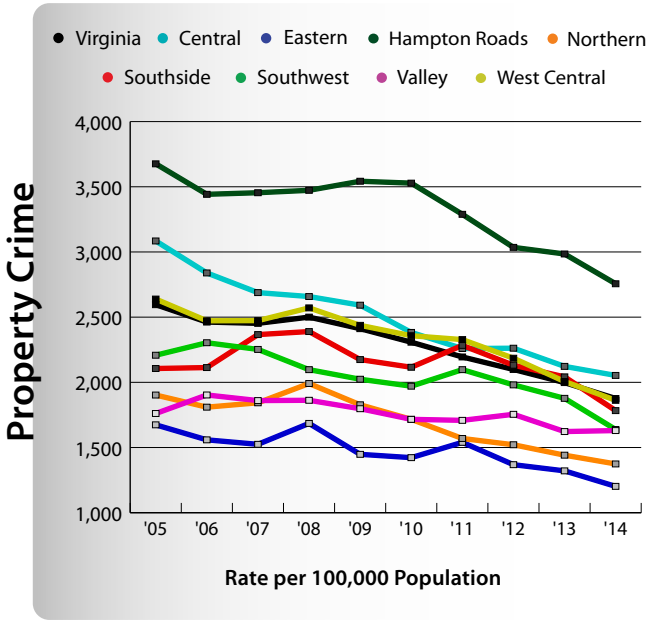


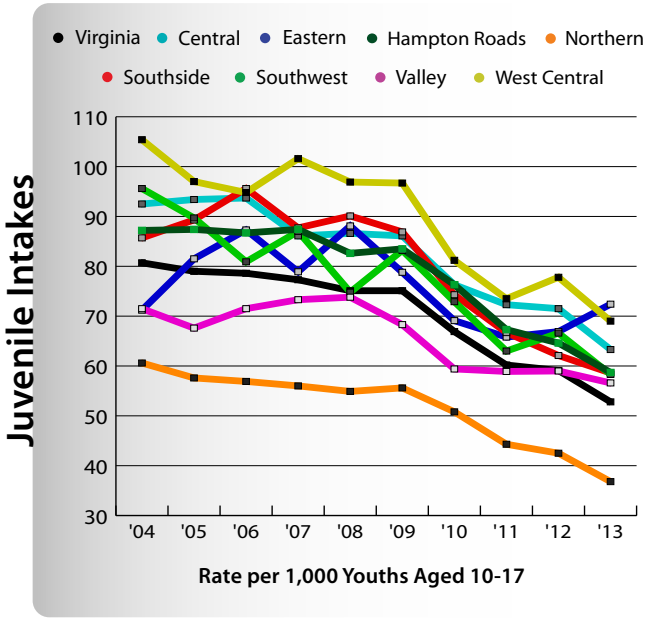
Infant Mortality: Over the past few years, the Virginia Department of Health (VDH) has been working intensively with local health districts and community health leaders to combat infant mortality in especially vulnerable areas of the state. That approach appears to be yielding results, as VDH's data shows that the infant mortality rate dropped from 6.7 in 2011 to 6.2 infant deaths per 1,000 live births in 2013. The Northern region had the lowest rate of infant deaths at 4.5, while the Eastern region had the highest rate at 9.0 deaths.

Cardiovascular Disease: Cardiovascular death rates also continue to fall across much of the state. In 2013, the Northern, Valley, Hampton Roads, and Central regions of Virginia had the lowest age-adjusted death rate for major cardiovascular disease, with 157, 200, 213, and 215 deaths per 100,000 people, respectively. The Southwest region again had the highest rate in 2013, with 265 deaths per 100,000 people.

Other Regional Health Indicators

- **Health Insurance**: In 2013, local uninsured rates dropped slightly in all regions of Virginia except the Hampton Roads region. The Eastern (17.1%), Southside (16.7%), Valley (16.3%), and Southwest (16.0%) regions had the highest uninsured rates. The Northern region had the lowest rate at 12.4 percent uninsured. The 2013 regional statewide average for uninsured persons under the age of 65 was 14.0 percent.
- **Obesity:** The state's 2013 obesity rate of 27.2 percent was lower than the national average (29.4%) and our peer states. The Eastern region had the highest obesity rate at 35.6 percent in 2013, up from 35.2 percent in 2012. It was followed by the Southside (34.5%) and West Central (31.1%) regions. The Northern region had the lowest rate of obesity at 20.1 percent, with the Hampton Roads region second at 28.5 percent. The West Central region (up by 3.5 percentage points) and the Central region (up by 1.8 percentage points) had the largest increases in the percentage of adults who were obese.
- **Teen Pregnancy**: Teen pregnancy rates have been falling sharply across all regions since 2008. According to data from the Virginia Department of Health, the Southwest (44.7) region had the highest teen pregnancy rates, while the Northern (18.0) region had the lowest. Overall, there were 7,335 reported teen pregnancies in Virginia in 2013 -- or an average of 27.8 per 1,000 females aged 15 to 19.
- **Suicide:** The Southside region had the highest suicide rate at 19.3 per 100,000 people in 2013. The Eastern (17.6), Southwest (16.8), and Valley (16.6) regions also had rates well above the statewide average of 12.7 per 100,000 people. The Northern (10.1) and the Hampton Roads (10.9) regions had the lowest rates.





PUBLIC SAFETY

Crime: Virginia's highest crime rates in 2014 were again in the Hampton Roads region, which saw rates of 2,756 property crimes and 309 violent crimes per 100,000 people. However, these rates have dropped since recent peaks in 2005.

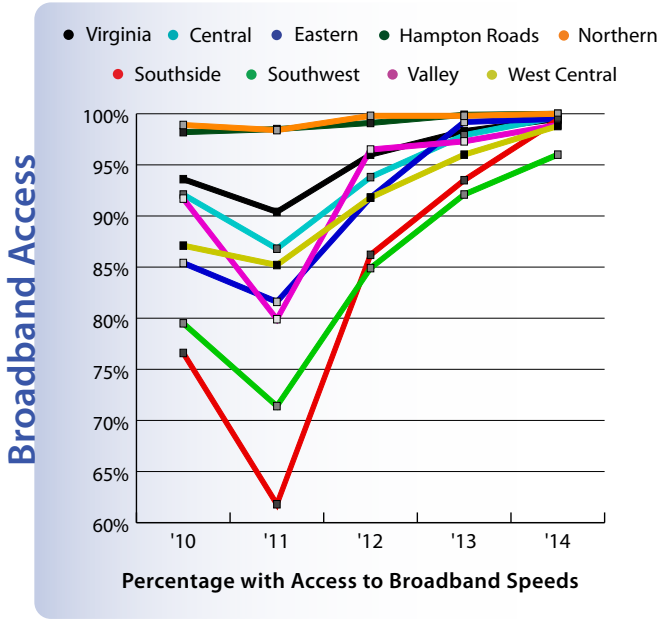
The lowest violent crime rate occurred in the Northern region, with 125 crimes per 100,000 people. The Valley (148 per 100,000), Southwest (157), and Eastern (162) regions also had violent crime rates significantly below the state average. After Hampton Roads, the Southside region had the second highest rate of violent crime at 224 per 100,000 population.

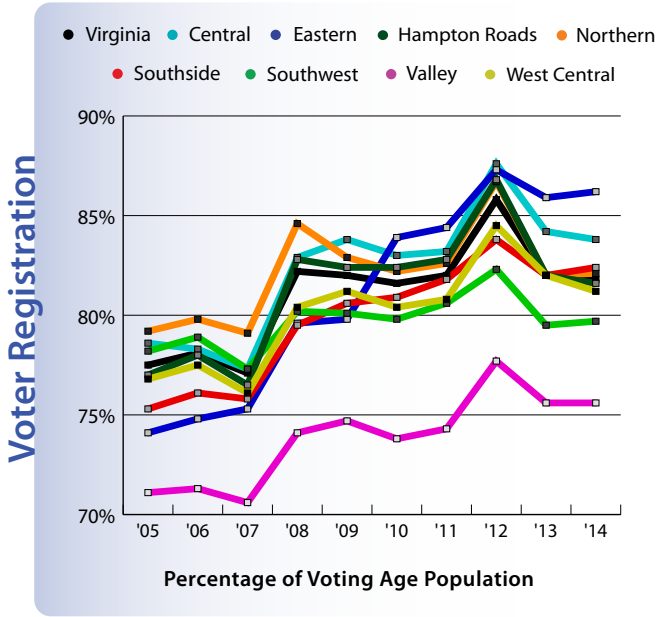
The lowest property crime rate was again in the Eastern region, at 1,202 property crimes per 100,000 population. The Northern (1,374 per 100,000), Valley (1,630), Southwest (1,638), and Southside (1,783) regions also had rates well below the state average of 1,876. After Hampton Roads, the Central region had the second highest property crime rate in 2014 at 2,053.

Juvenile Intakes: Juvenile intakes provide a measure of problem behaviors among adolescents in a community, but intakes should not be interpreted as equaling the amount or seriousness of juvenile crime. Intake data includes all offenses for which a child is brought to a Court Service Unit – either by the police or via complaints brought by parents, neighbors, or others who do not call the police for an arrest. The rate at which youths are brought to a Court Service Unit has been declining for most regions across the state. Virginia's average juvenile intake rate has decreased from 80.7 per 1,000 youth in 2004 to 52.8 in 2013 and 49.9 in 2014. The lowest rate in 2014 was in the Northern region (33.0). The highest rate was in the Eastern region, with 73.0 intakes per 1,000 youth, up slightly from 72.5 in 2013.

Other Public Safety Indicators

- **Traffic Fatalities**: The rate of crash-related traffic fatalities fell to 9.0 deaths per 100,000 population in 2013, down from 9.5 in 2012. Fatality rates in 2013 ranged from 22.3 in the Southside region to a low of 3.9 in the Northern region. The Central region led the state in the percentage of traffic fatalities that were related to alcohol (47.2%) in 2013, while the Eastern region was the lowest at 28.0. Given that in 2012 the Eastern region had the highest alcohol-related traffic fatality rate (47.6), there is clearly some volatility in results year to year.





GOVERNMENT AND CITIZENS

Broadband Access: According to the US broadband map created by the National Telecommunications and Information Administration (NTIA), Virginia ranks 40th in the percentage of residents in proximity to access points with broadband speeds of 3 mbps or greater, down from 37th in 2013; but at 99.5% percent, coverage was actually a bit higher than the national average of 99.3 percent.

There tend to be significant regional differences in broadband access within Virginia. The Northern and Hampton Roads regions enjoy 100 percent access to broadband, while the Central (99.7%) and Eastern (99.5%) regions also boast a high percentage of their populations with access to broadband services. Broadband access is lowest in the heavily rural and mountainous Southwest region, although access improved from 92.1% in 2013 to 96.0 percent in 2014.

Voter Registration and Turnout: Voter registration and turnout are strong indicators of citizens' commitment to their community. Turnout in 2014 (a non-presidential election year), as measured by ballots counted as a percentage of the voting age population, was much lower than in 2012. At 36.6 percent, Virginia's 2014 voter turnout rate was 31st highest in the nation and slightly above the national rate of 36.4 percent. Turnout varied across regions, ranging from a low of 29.1 percent in the Southwest region to a high of 38.5 percent in the Eastern region.

Voter registration as a percentage of the voting age population in 2014 varied from a high of 86.2 percent in the Eastern region to a low of 75.6 percent in the Valley region. The second lowest rate was in the Southwest region (79.7%), the second highest was in the Central region (83.8%).

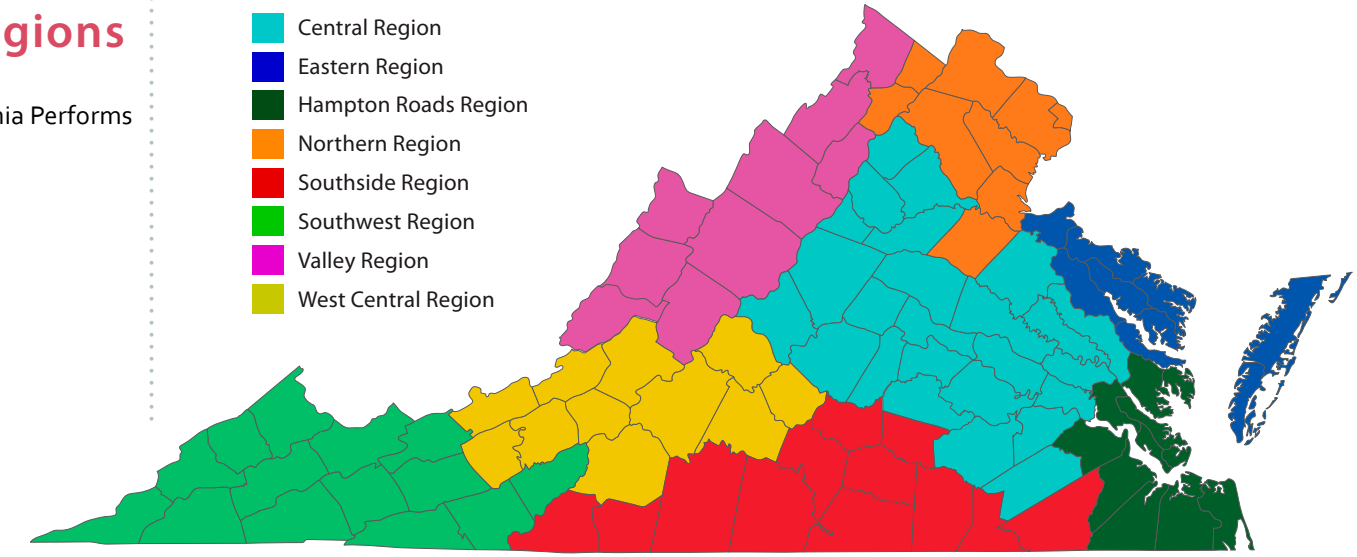
Other Government and Citizen Indicators

- **Local Tax Burden**: Tax burden measures the taxes collected by state and local governments as a percentage of income earned by individuals and businesses in that state. In 2013 the average tax burden declined slightly in every region of the state except the Southwest region (where it rose by an average of just 0.04 percent).

The next page delineates the Council's eight regions. This is followed by a summary of noteworthy performance information for each of Virginia's regions in **Table 9** (page 72) and then a set of Regional Scorecards At a Glance.

The Council's Eight Regions

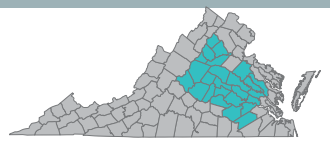
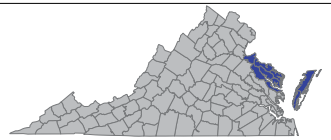
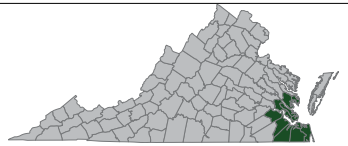
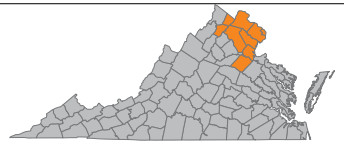
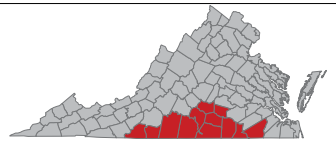
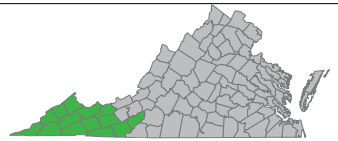
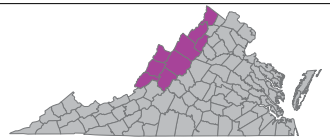
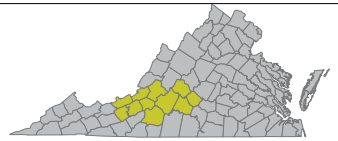
For purposes of analysis, the Council's Virginia Performs system divides the state into eight regions.



Central	Albemarle, Amelia, Buckingham, Caroline, Charles City, Charlottesville, Chesterfield, Colonial Heights, Culpeper, Cumberland, Dinwiddie, Fluvanna, Goochland, Greene, Hanover, Henrico, Hopewell, King & Queen, King William, Louisa, Madison, Nelson, New Kent, Orange, Petersburg, Powhatan, Prince George, Rappahannock, Richmond (city), Sussex
Eastern	Accomack, Essex, King George, Lancaster, Middlesex, Northampton, Northumberland, Richmond (county), Westmoreland
Hampton Roads	Chesapeake, Franklin (city), Gloucester, Hampton, Isle of Wight, James City, Mathews, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Surry, Virginia Beach, Williamsburg, York
Northern	Alexandria, Arlington, Clarke, Fairfax (city and county), Falls Church, Fauquier, Fredericksburg, Loudoun, Manassas, Manassas Park, Prince William, Spotsylvania, Stafford, Warren
Southside	Brunswick, Charlotte, Danville, Emporia, Greensville, Halifax, Henry, Lunenburg, Martinsville, Mecklenburg, Nottoway, Patrick, Pittsylvania, Prince Edward, Southampton
Southwest	Bland, Bristol, Buchanan, Carroll, Dickenson, Floyd, Galax, Grayson, Lee, Norton, Russell, Scott, Smyth, Tazewell, Washington, Wise, Wythe
Valley	Alleghany, Augusta, Bath, Buena Vista, Covington, Frederick, Harrisonburg, Highland, Lexington, Page, Rockbridge, Rockingham, Shenandoah, Staunton, Waynesboro, Winchester
West Central	Amherst, Appomattox, Bedford, Botetourt, Campbell, Craig, Franklin (county), Giles, Lynchburg, Montgomery, Pulaski, Radford, Roanoke (city and county), Salem

Table 9: REGIONS AT A GLANCE

NOTES: All population figures are in the thousands (000's); growth percentages listed are since 2010.

Region		Key Characteristics	
Central Region		**Population:** 2014: 1,635.7 State Share: 19.6% Ann. Growth: 0.9%	• Largest employment gain (1.2%) of all the regions from 2013 to 2014 • Real per capita income fell in 2013 and remains below that of 2007 • Access to broadband services rose from 87% in 2011 to almost 100% in 2014 • Lowest rate of child maltreatment cases among the regions in 2013
Eastern Region		**Population:** 2014: 143.7 State Share: 1.7% Ann. Growth: 0.4%	• Rural economy with lower educational attainment but improving student achievement • Largest average annual growth (1.5%) in inflation-adjusted PCPI, 2003-2013 • Highest rate of uninsured (17.1%) among the regions in 2013 • Largest gain in the high school graduation rate (14.1 percentage points) since 2008
Hampton Roads Region		**Population:** 2014: 1705.6 State Share: 20.5% Ann. Growth: 0.7%	• Maritime and the military play leading roles in the regional economy; historically the region is vulnerable to federal defense cuts • Inflation-adjusted per capita personal income (PCPI) fell by 1.0% between 2012 and 2013 • Consistently leads the state in the percentage of kindergartners who "pass" PALS-K
Northern Region		**Population:** 2014: 2,811.7 State Share: 33.8% Ann. Growth: 1.8%	• Economic "engine" for Virginia but largest drop in real PCPI (-2.3%) between 2012 and 2013 and vulnerable to ongoing federal civilian and defense spending cutbacks • Heavy technology and government presence • Highest educational attainment and achievement levels
Southside Region		**Population:** 2014: 378.9 State Share: 4.6% Ann. Growth: -0.1%	• Significant economic dislocation due to loss of manufacturing jobs • Employment has declined an average of 1.0% per year over the past ten years • Lowest state and local tax burden as a percentage of income among the regions • Lagging performance on a range of economy, educational attainment, and health indicators
Southwest Region		**Population:** 2014: 415.6 State Share: 5.0% Ann. Growth: -0.1%	• Historic reliance on manufacturing and mining; real PCPI fell by 1.1% in 2013 • Employment declined an average of 1.2% per year over the past five years • Consistently records the highest child maltreatment rates among the regions • Recorded the highest third grade reading SOL test score (80.2%) in 2014
Valley Region		**Population:** 2014: 494.6 State Share: 5.9% Ann. Growth: 0.8%	• Second highest job growth rate (0.8%) between 2013 and 2014 • Real PCPI grew by less than 0.2% per year between 2007 and 2013 • One of three regions with a high school graduation rate above the state average • Second lowest infant mortality rates in 2012 and 2013
West Central Region		**Population:** 2014: 740.4 State Share: 8.9% Ann. Growth: 0.6%	• After falling between 2007 and 2010, real PCPI rose in 2013 to its pre-recession peak • Higher education a strength along the Blacksburg-Roanoke-Lynchburg corridor • Students from this region are consistently first or second in college degree awards per capita • Second highest rate of patent awards per 100,000 residents in 2013 at 26.3 per 100K residents

SCORECARD AT A GLANCE: CENTRAL Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Personal Income	→
Employment Growth	→
Poverty	↓
Unemployment	↑
Workforce Quality	↑
Business Startups	↓
Patents Awarded	→
High-tech Firms	↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	→
Foster Care	↓
Health Insurance	→
Infant Mortality	→
Obesity	→
Suicide	→
Teen Pregnancy	↑

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Juvenile Intakes	↑
Traffic Fatalities	↓

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Alternative Commuting	↓
Traffic Congestion	↑

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	→
3rd Grade Reading	↑
High School Graduation	→
High School Dropout	→
College Degrees Awarded	↓
Educational Attainment	↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

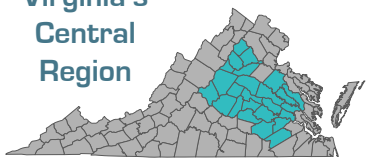
Land Preservation	↑

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

Internet Access	↑
Tax Burden	↑
Voter Registration	↓
Voter Turnout	↓

Virginia's Central Region



Localities within the Central Region:

Albemarle, Amelia, Buckingham, Caroline, Charles City, Charlottesville, Chesterfield, Colonial Heights, Culpeper, Cumberland, Dinwiddie, Fluvanna, Goochland, Greene, Hanover, Henrico, Hopewell, King & Queen, King William, Louisa, Madison, Nelson, New Kent, Orange, Petersburg, Powhatan, Prince George, Rappahannock, Richmond (city), Sussex

Population Statistics:

Total Population (2014):	1,635,706
State Share of Total Population:	19.6%
Percent Growth (since 2010):	3.7%

Some Key Performance Measures:

- Real per capita income fell in 2013 and remains slightly below peak in 2007
- Highest employment growth rate (1.2%) in 2014
- Lowest rate of child abuse and neglect cases (1.7 per 1,000 children) in 2013
- The percentage of the population with broadband access rose from 87% in 2011 to nearly 100% in 2014

SCORECARD AT A GLANCE: EASTERN Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

- Personal Income ↑
- Employment Growth ↑
- Poverty →
- Unemployment ↑
- Workforce Quality ↑
- Business Startups ↓
- Patents Awarded ↑
- High-tech Firms ↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

- Cancer →
- Cardiovascular Disease →
- Child Abuse and Neglect ↑
- Foster Care →
- Health Insurance ↑
- Infant Mortality ↓
- Obesity →
- Suicide ↓
- Teen Pregnancy ↑

Performance Trend

- Improving ↑
- Maintaining →
- Worsening ↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

- Crime →
- Juvenile Intakes ↓
- Traffic Fatalities ↓

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

- Alternative Commuting ↓

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

- School Readiness ↑
- 3rd Grade Reading ↑
- High School Graduation ↑
- High School Dropout ↑
- College Degrees Awarded ↑
- Educational Attainment ↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

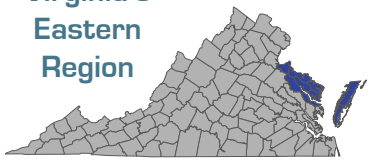
- Land Preservation ↑

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

- Internet Access ↑
- Tax Burden ↑
- Voter Registration →
- Voter Turnout ↓

Virginia's Eastern Region



Localities within the Eastern Region:

Accomack, Essex, King George, Lancaster, Middlesex, Northampton, Northumberland, Richmond (county), Westmoreland

Population Statistics:

Total Population (2014):	143,740
State Share of Total Population:	1.7%
Percent Growth (since 2010):	1.5%

Some Key Performance Measures:

- Highest annual real personal income growth among the regions since 2003
- Employment growth was again in positive territory from 2013 to 2014, though by less than a percentage point
- Patents issued per 100,000 residents rose from 8.8 in 2009 to 13.4 in 2013
- The high school graduation rate increased by more than 14 percentage points (77.6% to 91.7%) since 2008
- Largest decline among the regions in high school dropout rate for 2014

Measuring what matters to Virginians

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SCORECARD AT A GLANCE: HAMPTON ROADS

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Personal Income	→
Employment Growth	↓
Poverty	→
Unemployment	↑
Workforce Quality	↑
Business Startups	→
Patents Awarded	→
High-tech Firms	↓

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Cancer	→
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↓
Health Insurance	→
Infant Mortality	→
Obesity	↑
Suicide	↑
Teen Pregnancy	↑

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	→
Juvenile Intakes	↑
Traffic Fatalities	→

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Alternative Commuting	↓
Traffic Congestion	→

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	→
3rd Grade Reading	→
High School Graduation	↑
High School Dropout	↑
College Degrees Awarded	→
Educational Attainment	↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

Land Preservation	→

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

Internet Access	↑
Tax Burden	↑
Voter Registration	→
Voter Turnout	↓

Virginia's Hampton Roads Region

Localities within the Hampton Roads Region:

Chesapeake, Franklin (city), Gloucester, Hampton, Isle of Wight, James City, Mathews, Newport News, Norfolk, Poquoson, Portsmouth, Suffolk, Surry, Virginia Beach, Williamsburg, York

Population Statistics:

Total Population (2014):	1,705,617
State Share of Total Population:	20.5%
Percent Growth (since 2010):	3.0%

Some Key Performance Measures:

- Personal income (adjusted for inflation) fell by 1% in 2013
- One of several regions where employment declined slightly from 2013 to 2014
- Consistent leader in school readiness results; also posted lowest high school dropout rate in the state in 2014
- The suicide rate dropped 18% between 2011 and 2013
- Highest rates for property and violent crime in the state

Measuring what matters to Virginians

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SCORECARD AT A GLANCE: NORTHERN Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Personal Income	↓
Employment Growth	↓
Poverty	→
Unemployment	↑
Workforce Quality	↑
Business Startups	→
Patents Awarded	↑
High-tech Firms	→

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Cancer	↑
Cardiovascular Disease	→
Child Abuse and Neglect	→
Foster Care	→
Health Insurance	→
Infant Mortality	↑
Obesity	→
Suicide	→
Teen Pregnancy	↑

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Juvenile Intakes	↑
Traffic Fatalities	↑

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Alternative Commuting	→
Traffic Congestion	↓

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	→
3rd Grade Reading	↑
High School Graduation	↑
High School Dropout	↑
College Degrees Awarded	→
Educational Attainment	↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

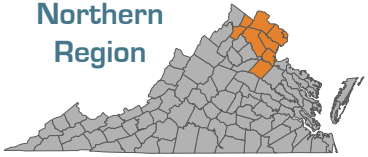
Land Preservation	↑

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

Internet Access	↑
Tax Burden	↑
Voter Registration	→
Voter Turnout	↓

Virginia's Northern Region



Localities within the Northern Region:

Alexandria, Arlington, Clarke, Fairfax (city and county), Falls Church, Fauquier, Fredericksburg, Loudoun, Manassas, Manassas Park, Prince William, Spotsylvania, Stafford, Warren

Population Statistics:

Total Population (2014):	2,811,698
State Share of Total Population:	33.8%
Percent Growth (since 2000):	7.2%

Some Key Performance Measures:

- Economic "engine" for Virginia, but with a heavy reliance on technology firms and government spending
- Inflation-adjusted personal income fell by more than 2.3% in 2013
- One of several regions where employment declined slightly from 2013 to 2014
- Consistently experiences the highest traffic congestion of all the regions

Measuring what matters to Virginians

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SCORECARD AT A GLANCE: SOUTHSIDE Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Personal Income	→
Employment Growth	↓
Poverty	→
Unemployment	↑
Workforce Quality	↑
Business Startups	↑
Patents Awarded	↑
High-tech Firms	↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Cancer	→
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	↓
Health Insurance	↑
Infant Mortality	↑
Obesity	↑
Suicide	↓
Teen Pregnancy	↑

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	→
Juvenile Intakes	↑
Traffic Fatalities	→

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Alternative Commuting	↓

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↑
3rd Grade Reading	↑
High School Graduation	↑
High School Dropout	→
College Degrees Awarded	↓
Educational Attainment	↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

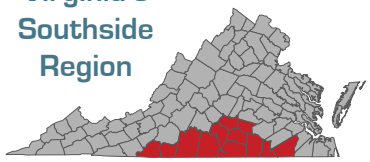
Land Preservation	→

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

Internet Access	↑
Tax Burden	→
Voter Registration	→
Voter Turnout	↓

Virginia's Southside Region



Localities within the Southside Region:

Brunswick, Charlotte, Danville, Emporia, Greensville, Halifax, Henry, Lunenburg, Martinsville, Mecklenburg, Nottoway, Patrick, Pittsylvania, Prince Edward, Southampton

Population Statistics:

Total Population (2014):	378,928
State Share of Total Population:	4.6%
Percent Growth (since 2010):	-0.5%

Some Key Performance Measures:

- Second highest annual gain in personal income between 2008 and 2013
- Employment declined an average 1% per year over the last decade, and poverty rate again the highest in the state in 2013 (20.2%)
- School readiness improved to a 10-year high in 2014
- The percentage of residents with access to broadband rose from 77% in 2010 to 99% in 2014

Measuring what matters to Virginians

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SCORECARD AT A GLANCE: SOUTHWEST Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

Personal Income	→
Employment Growth	↓
Poverty	↑
Unemployment	↑
Workforce Quality	↑
Business Startups	→
Patents Awarded	↑
High-tech Firms	↑

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

Cancer	↑
Cardiovascular Disease	↑
Child Abuse and Neglect	↑
Foster Care	→
Health Insurance	↑
Infant Mortality	→
Obesity	↑
Suicide	↑
Teen Pregnancy	↑

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

Crime	↑
Juvenile Intakes	↑
Traffic Fatalities	→

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

Alternative Commuting	↓

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

School Readiness	↓
3rd Grade Reading	↑
High School Graduation	↑
High School Dropout	↑
College Degrees Awarded	↓
Educational Attainment	↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

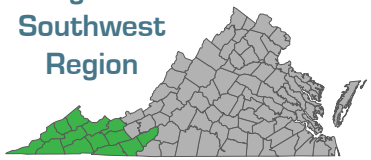
Land Preservation	↑

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

Internet Access	↑
Tax Burden	→
Voter Registration	→
Voter Turnout	↓

Virginia's Southwest Region



Localities within the Southwest Region:

Accomack, Essex, King George, Lancaster, Bland, Bristol, Buchanan, Carroll, Dickenson, Floyd, Galax, Grayson, Lee, Norton, Russell, Scott, Smyth, Tazewell, Washington, Wise, Wythe

Population Statistics:

Total Population (2014):	415,620
State Share of Total Population:	5.0%
Percent Growth (since 2010):	-0.3%

Some Key Performance Measures:

- Employment declined an average of 1.2% per year over the last 5 years
- Consistently has highest rate among the regions for child abuse
- In 2014 school readiness fell to its lowest rate since 2009
- Highest SOL test scores among the regions for 3rd grade reading in 2015 (80.2%)

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SCORECARD AT A GLANCE: VALLEY Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

- Personal Income →
- Employment Growth →
- Poverty ↑
- Unemployment ↑
- Workforce Quality ↑
- Business Startups ↓
- Patents Awarded ↑
- High-tech Firms →

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

- Cancer →
- Cardiovascular Disease ↑
- Child Abuse and Neglect ↓
- Foster Care ↓
- Health Insurance ↑
- Infant Mortality ↓
- Obesity ↑
- Suicide →
- Teen Pregnancy ↑

Performance Trend

- Improving ↑
- Maintaining →
- Worsening ↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

- Crime →
- Juvenile Intakes ↑
- Traffic Fatalities →

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

- Alternative Commuting →

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

- School Readiness ↑
- 3rd Grade Reading ↑
- High School Graduation ↑
- High School Dropout ↑
- College Degrees Awarded →
- Educational Attainment ↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

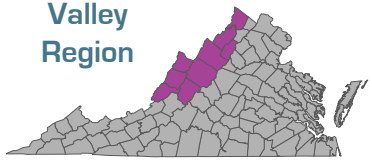
- Land Preservation ↑

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

- Internet Access ↑
- Tax Burden ↑
- Voter Registration →
- Voter Turnout ↑

Virginia's Valley Region



Localities within the Valley Region:

Alleghany, Augusta, Bath, Buena Vista, Covington, Frederick, Harrisonburg, Highland, Lexington, Page, Rockbridge, Rockingham, Shenandoah, Staunton, Waynesboro, Winchester

Population Statistics:

Total Population (2014):	494,569
State Share of Total Population:	5.9%
Percent Growth (since 2010):	3.1%

Some Key Performance Measures:

- Real incomes have grown by less than 0.2% a year since 2007
- After leading in 2010 and 2011, dropped to second place for infant mortality rates in 2012 (5.0) and 2013 (5.5)
- Second highest employment growth (0.8%) from 2013 to 2014
- Only region to see improved voter turnout rates in midterm elections between 2010 and 2014

SCORECARD AT A GLANCE: West Central Region

Economy

Goal: Be a national leader in the preservation and enhancement of our economy.

- Personal Income →
- Employment Growth →
- Poverty →
- Unemployment ↑
- Workforce Quality ↑
- Business Startups →
- Patents Awarded ↑
- High-tech Firms →

Health and Family

Goal: Inspire and support Virginians toward healthy lives and strong and resilient families.

- Cancer ↑
- Cardiovascular Disease ↑
- Child Abuse and Neglect ↓
- Foster Care ↑
- Health Insurance →
- Infant Mortality →
- Obesity →
- Suicide →
- Teen Pregnancy ↑

Performance Trend

- Improving ↑
- Maintaining →
- Worsening ↓

Public Safety

Goal: Protect the public's safety and security, ensure a fair and effective system of justice, and provide a prepared response to emergencies and disasters of all kinds.

- Crime →
- Juvenile Intakes ↑
- Traffic Fatalities ↑

Transportation

Goal: Ensure Virginia has a transportation system that is safe, enables the easy movement of people and goods, enhances the economy, and improves our quality of life.

- Alternative Commuting →

Education

Goal: Elevate the levels of educational preparedness and attainment of our citizens.

- School Readiness →
- 3rd Grade Reading ↑
- High School Graduation ↑
- High School Dropout ↑
- College Degrees Awarded →
- Educational Attainment ↑

Natural Resources

Goal: Protect, conserve, and wisely develop our natural, cultural, and historic resources.

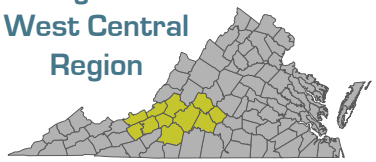
- Land Preservation ↑

Government and Citizens

Goal: Be recognized as the best-managed state in the nation.

- Internet Access ↑
- Tax Burden ↑
- Voter Registration ↓
- Voter Turnout ↓

Virginia's West Central Region



Localities within the West Central Region:

Amherst, Appomattox, Bedford, Botetourt, Campbell, Craig, Franklin (county), Giles, Lynchburg, Montgomery, Pulaski, Radford, Roanoke (city and county), Salem

Population Statistics:

Total Population (2014):	740,411
State Share of Total Population:	8.9%
Percent Growth (since 2010):	2.2%

Some Key Performance Measures:

- Third highest employment growth (0.7%) from 2013 to 2014
- After falling during the Great Recession, real incomes have returned to their 2007 level
- Issued the second highest number of patents (26.3) per 100,000 residents in 2013
- Roanoke County's digital government rated top in the nation for its size class in 2014

Measuring what matters to Virginians

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Council Areas of Emphasis

COUNCIL AREAS OF EMPHASIS

This chapter provides a brief introduction to the Council and an overview of recent developments and current areas of emphasis.

Council on Virginia's Future

The Council on Virginia's Future, which is chaired by the Governor and includes state, business, and community leaders, was established in 2004 and re-authorized twice through fiscal year 2017. The Council advises 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.

The Council works to create these improvements by:

- Providing a long-term focus on high-priority issues;
- Creating an environment for improved policy and budget decision-making; and
- Increasing government performance, accountability and transparency.

More information about the Council on Virginia's Future is available at future.virginia.gov. Council members are listed on the inside front cover of this report.

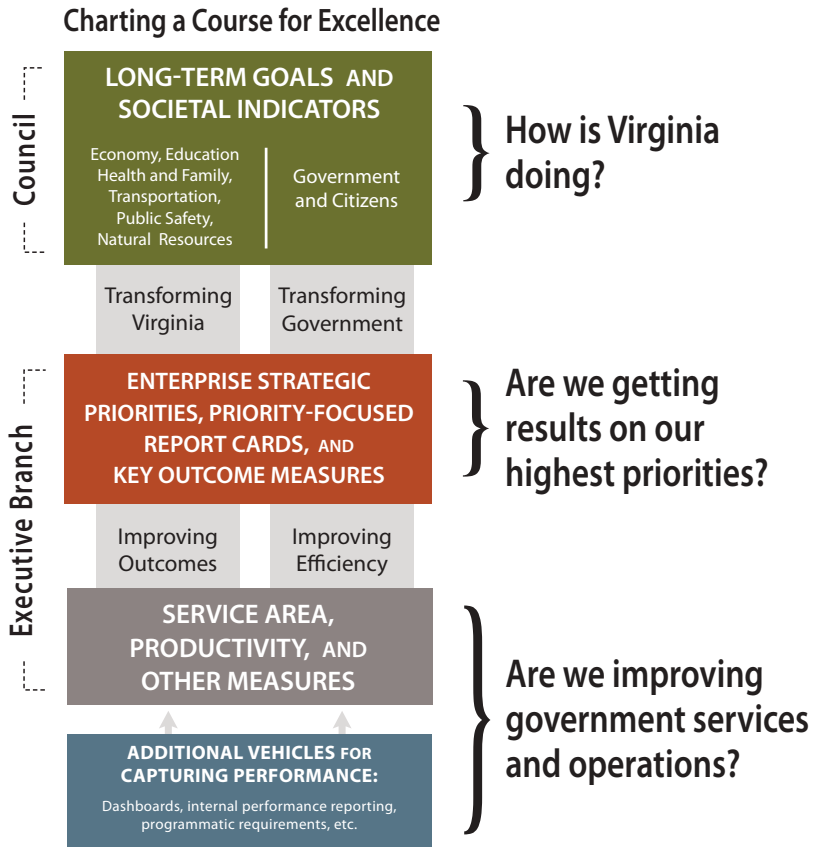
Virginia Performs, the Council's signature initiative, is the Commonwealth's performance leadership and accountability system (VaPerforms.virginia.gov).

Virginia Performs

Virginia Performs 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. Figure 19 presents a high-level schematic of the architecture of the system. The Council develops and maintains the top, or societal, level of the system. The Council helps model the development of the next two levels of the system, which are the primary responsibility of state leaders, particularly the Governor's Office and the Department of Planning and Budget (DPB).

Figure 19

VIRGINIA PERFORMS ARCHITECTURE



Virginia Performs has won national recognition and served as a model for other states and nations; it has also been cited as an important factor in Virginia maintaining its status as a "Best Managed State." Continued progress was made during the year in the ongoing evolution of this performance leadership and accountability system.

HOW IS VIRGINIA DOING?: VIRGINIA'S SCORECARD

We make regular updates and enhancements to ensure that Virginia Performs (VaPerforms.virginia.gov) stays fresh and relevant. For instance, a major revision of the Scorecard's Workforce Quality indicator was recently completed in collaboration with the Weldon Cooper Center at U.Va. We have also added enhancements and new content to the Infrastructure Condition, Health Insurance, and Internet Access indicators. In addition, we are working with our partners at the Weldon Cooper Center to integrate better assessment data for important Commonwealth priorities related to the competitiveness of Virginia's economy and key health outcomes.

Trend changes were made recently for 10 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); four changed from Improving to Maintaining (Business Climate, Adoption, Transportation Infrastructure, Solid Waste and Recycling); and Third Grade Reading went from Maintaining to Worsening.

Regional scorecards were also recently updated and summarize current performance on more than 30 indicators; a Regional Trends at a Glance page on the Virginia Performs website allows comparison of current performance across regions.

ARE WE IMPROVING GOVERNMENT SERVICES AND OPERATIONS?: AGENCY-LEVEL PLANNING AND ASSESSMENT

At the foundation or agency detail level, service area and productivity measures are used to provide budget transparency and monitor whether state government programs and services are producing desired results. This more comprehensive data set creates a high level of accountability and alignment of resources with priorities; it also allows agencies and executive leadership to ensure that programs and services are meaningful, effective, and efficient. Virginia Performs continues to see ongoing improvements to its planning and performance budgeting systems:

- **Performance Budgeting System:** DPB implemented a redesigned agency planning and performance reporting component of Virginia Performs in late 2014. This new component of Virginia Performs was used by agencies in early 2015 to work on their strategic plans and performance measures. Performance data was also recently updated.
- **Agency Performance Measures:** Performance measures (page 48) were reviewed, updated and, where appropriate, aligned with the Governor's Enterprise Strategic Priorities (page 46). 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.

ARE WE GETTING RESULTS ON OUR HIGHEST PRIORITIES?: PRIORITY IDENTIFICATION AND REPORTING

Enterprise Strategic Priorities

Virginia Performs now includes a set of Enterprise Strategic Priorities developed by Governor McAuliffe and his team with support from Council staff (page 46). These goals, priorities, and initiatives, which commonly transcend agency and other organizational boundaries, foster a more intense focus on

those things leadership deems most critical, provide important input into agency planning, and serve as a baseline for assessing progress.

Council staff are currently in the process of capturing key initiatives and other actions affecting progress on the Enterprise Strategic Priorities. This is necessary because agency performance information alone cannot provide a clear picture of progress; a host of other factors, including key initiatives at the leadership level, impact priority outcomes.

Table 10
DRAFT / EXAMPLE ESP WORKSHEET

GOAL AREA: WORKFORCE	
Priority: Credentialing	
Description: Establish annual goals and identify ways to increase statewide credentials that align with current and future employer needs.	
Key Initiatives	
Executive Orders	EO 23, Establishing the New Virginia Economy Workforce initiative
Grants	$170K NGA grant to participate in Talent Pipeline Policy Academy
Legislation / Regulation	HB 1986 emphasizes credentialing; requires local Workforce Investment Boards to allocate a minimum 40% of certain funds to credential production
Recent Budget-related Actions	• Budget language requires community college system to develop plan to increase high-value workforce credentials, track progress • Provides $1M in financial aid for non-credit workforce training
Other	Georgetown's Center on Education and the Workforce is giving VA technical assistance to help identify and track credentials of value
Challenges to Making Progress	
Budget	Funding does not emphasize high-value certifications and workforce credentials
Assessment	Current assessment largely reflects credential production only in the public workforce system; does not address other institutions or 3rd-party industry certifications

For example, Virginia has focused on Credentialing as one of its highest priorities for improving workforce quality. **Table 10** illustrates the value of capturing the broader set of elements that drive progress.

Priority-focused Report Cards

These report cards assess high-priority, multi-agency, Scorecard-level outcomes and represent a vitally important and powerful step forward in the evolution of Virginia Performs. They strengthen planning and execution across the enterprise by:

- Capturing efforts that go beyond the agency level alone;
- Involving multiple state agencies and other public and private service providers; and
- Including meaningful performance indicators that have been collaboratively developed with subject matter experts.

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 Workforce System Report Card (Figure 16, page 40), the first of these issue-oriented report cards, was released in 2012 and continues to be enhanced. An updated version of the report card was recently released. Updates and revisions include:

- **Health Care and Life Sciences:** A new set of performance measures was collaboratively developed to monitor key factors for nurturing the state's health care and life sciences workforce.
- **Emerging Workforce in Manufacturing:** This report card section was refined to focus on a critical few metrics for this industry sector.
- **Data and Performance Information Updates:** Performance data was updated for all indicators where available and trend changes were made for 12 indicators.

In addition, work continues to:

- Launch a new indicator to capture regional demand-focused workforce solutions.
- Develop an approach to measuring worker supply and demand.
- Finalize an online platform for access to report card data.

A revised report card will be released in 2016.

STATE GOVERNMENT OPERATIONS REPORT CARD

We continue to work closely with our state partners to improve this high-level summary of the overall efficiency and effectiveness of state government. A new iteration of the Report Card was released in September 2015 (Figure 17, page 42) and changes reflect feedback from the Council, as well as forums and interviews with state leaders:

Customer Service

- Customer Satisfaction now reflects two key service constituencies: external citizens and internal, intra-governmental service recipients.
- Customer Service now combines performance information from two, often overlapping, indicators, Customer Service Management and Service Quality.

Performance Assessment and Improvement

- Performance Management and Reporting now includes information from the closely related Strategy and Internal Communications indicator.

Financial Management

- Federal Grants: This indicator was added at the request of the Council to track the state's progress in identifying and winning these grants.

INNOVATION AND ENTREPRENEURSHIP REPORT CARD

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 recently published and this report card (Figure 18, page 44) now features comparative data among states, the nation, and regions for several indicators. More detailed performance information can be accessed through CIT's online Innovation and Entrepreneurship Measurement System at www.cit.org/initiatives/iems/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 Research and Development 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.

Two new report cards are under development:

- **Children's Issues:** The Commonwealth Council on Childhood Success (CCCS) was created by Governor McAuliffe (EO #22) to assess the health and educational needs of children from birth to age eight and to make recommendations for the alignment and improvement of efforts to meet those needs. The CCCS is chaired by Lt. Governor Northam and staffed by his office. The Council on Virginia's Future has partnered with the CCCS to develop a report card to capture progress on key metrics that effect childhood well-being.
- **Business View:** This report card will provide a Virginia-specific and business-driven view of Virginia's competitive landscape and will be developed once the Workforce System Report Card is stabilized.

Partnerships

The Department of Planning and Budget and the Weldon Cooper Center for Public Service at the University of Virginia continue to be critical partners in maintaining and improving Virginia Performs. In addition, while the Council values its role as an objective and independent voice for sound assessment, it has since its inception worked closely with a wide variety of partners to develop Virginia Performs and explore high-priority issues.

Recent partnership initiatives include:

Economy

- Go Virginia: Aligning with the Virginia Chamber of Commerce's Blueprint Virginia plan, this business-led initiative seeks to mobilize private and public, state and regional resources to catalyze innovative and regionally driven strategies for improving Virginia's economic opportunities.

Workforce

- Credentials to Compete: This initiative arose out of Governor McAuliffe's New Virginia Economy Initiative and is designed to dramatically increase the state's production of high-value workforce credentials.
- National Governors Association's Talent Pipeline Policy Academy: This grant from the NGA will help Virginia align the state's workforce system with economic development.
- High-value Workforce Credentials project at the Center on Education and the Workforce at Georgetown University: Virginia will collaborate with the Center to help 1) determine the value of and demand for workforce certificates and related non-degree credentials, such as industry certifications; and 2) estimate the number of these credentials currently in Virginia's economy.
- Commonwealth Center for Advanced Research and Statistics (for Workforce): The Council will sponsor this collaborative effort to improve strategic workforce decision-making. The goal is to significantly improve the state's ability to identify and articulate current and emerging workforce needs.

Report Cards

- Commonwealth Council on Childhood Success (CCCS): As noted earlier, we are partnering with this Council to develop a new report card focused on child well-being.
- Virginia's Center for Innovative Technology (CIT): We are working with CIT on the evolution of the Innovation and Entrepreneurship Report Card.
- We will continue to work closely with state government leaders and subject matter experts on the ongoing development of the Government Operations Report Card.

Council Portfolio

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

- Research and analysis activities have focused on the drivers of economic competitiveness; creating a data framework for regional workforce development assessment and planning; strengthening the foundations for improved high-level, issue-focused assessment; and improving agency performance.
- Issue Insights and Brief Insights provide high-level analyses of key issues for Virginia. For instance, Issue Insight #8, *Virginia's Regional Divisionary Systems*, presented an overview of Virginia's varied approach to the regional alignment of programs and resources, a key issue for economic development strategy.
- 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. In addition, Virginia Performs continues to serve as a model for other states and nations.
- The Council's website (future.virginia.gov) provides a user-friendly, one-stop resource for accessing the work of the Council.
- Council staff periodically issues a digital newsletter, Virginia Performs, that showcases the Council's work, as well as other performance-related projects

and events in Virginia government. (See more at future.virginia.gov/publications/VaPnewsletter.php.)

- Customized snapshots of locality data from Virginia Performs were developed for legislators and for various regional Planning District, workforce, and economic development officials.

Areas of Emphasis for 2016

One of the Council's important roles is to maintain a long-term focus on issues vital to Virginia's future, particularly those related to the foundations of Virginia's sustained prosperity: a vibrant economy, a well-educated citizenry and skilled workforce, and excellence in state governance. These remain the driving forces behind our workplan for 2016 and priority areas of emphasis reflect our support for major initiatives currently underway:

- **Workforce:** The Council will continue its intensive support for the state's efforts to improve the workforce system's ability to meet current and emerging labor market needs. Key initiatives include sponsoring CCARS, making efforts to better understand labor market supply and demand for skills, and working on the continued evolution of the Workforce System Report Card.
- **Priorities Assessment:** The development and evolution of Enterprise Strategic Priorities and priority-focused report cards represent significant developments within Virginia Performs and help strengthen planning and execution across the enterprise. In addition to the Workforce System Report Card, the Council will continue its work with state leaders and other partners to enhance other current report cards and to identify and develop new ones – such as the one in development with the CCCS – as appropriate.
- **Virginia Performs:** This performance leadership and accountability system will continue to evolve. At the societal level, we will continue to work with the Weldon Cooper Center at U.Va. to improve current indicators and develop new ones as needed. We are currently working with the Cooper Center on identifying potential indicators to improve assessment of our economic competitiveness and to strengthen and perhaps streamline assessment in the health and family section.
- **Analysis and Outreach:** We will continue to respond to specific data requests; make presentations to various state, regional, and national groups; and produce a range of both regular and ad hoc reports and analyses, including The Virginia Report and Issue Insights.

Sites of Interest

future.virginia.gov

VaPerforms.virginia.gov

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