Annual Executive Summary

- 2014 -

COUNCIL ON VIRGINIA'S FUTURE

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Annual Executive Summary

January 2015

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Introduction and Highlights

The Council on Virginia's Future, which is chaired by the Governor and includes state, business, and community leaders, was established in 2004 to advise Virginia's leaders on the development and implementation of a long-range approach for assessing and improving the quality of life and the effectiveness of state government in Virginia. Virginia Performs, a signature initiative of the Council, is the Commonwealth's performance leadership and accountability system (VaPerforms.virginia.gov).

The Appendix (page 13) provides a brief introduction to the Council and Virginia Performs. More information is available on the Council's website (future.virginia.gov).

This report was prepared pursuant to §2.2-2686 of the *Code of Virginia*, which requires the Council on Virginia's Future to provide an executive summary of the activities and work of the Council annually to the Governor and the General Assembly. Included is a discussion of recent accomplishments related to the continued evolution of Virginia Performs and development of special issues. Highlights of recent progress include:

- Keeping Virginia Performs fresh and relevant remains a top priority. Regular enhancements and updates to citizen-facing data are made in collaboration with economists at the University of Virginia's Weldon Cooper Center for Public Service. A new high-level indicator – Innovation and Entrepreneurship (I&E) – was added to reflect the increasing strategic importance of these drivers of Virginia's competitiveness and quality of life. Improvements were also made to the Emergency Preparedness, Recidivism, and Consumer Protection indicators.

- The Council continued its collaboration with the Virginia Chamber of Commerce on the Chamber's BLUEPRINT Virginia initiative. In addition to supporting initiative planning efforts, Council staff helped frame the data and performance landscape across Virginia and supported regional and industry outreach and deliberations.

- Enterprise Strategic Priorities (ESP) were established by Governor McAuliffe's team and include high-priority goals, objectives, and initiatives that often transcend agency and other organizational boundaries. This is the first time these ESPs were developed as input into the first agency strategic planning process of a new administration.

- Launched in late 2012 and revised in 2014, the Virginia Workforce System Report Card was the Council's first issue-focused report card. Two new report cards, Innovation and Entrepreneurship and Government Operations, were added to the Virginia Performs website in early 2014. Report cards are designed to help accelerate progress on high-priority issues.

- The Council continued its focus on the drivers of state and regional economic growth, working with its workforce partners to establish meaningful workforce targets, better align regional workforce capabilities with employer needs, and collaborating with the Virginia Chamber of Commerce on workforce-related issues identified in the BLUEPRINT Virginia initiative.

- The Department of Planning and Budget redesigned the agency planning and performance reporting component of the Performance Budgeting system with significant agency input to be more user-friendly and focused on key performance metrics.

- The Council continued to publish special reports, analyses, and other products that enhance our understanding of issues important to Virginia's long-term future.

Framework

Figure 1 provides a high-level overview of a framework that helps guide the work of the Council. Virginia Performs provides a foundation for our work. The bottom section identifies some of the tools, products, and partnerships that are central to our ongoing focus on the foundations of Virginia's future: a vibrant economy, a well-educated and engaged citizenry, and excellence in government. This report is organized around the main categories of the framework: Performance, Partnerships, and Toolbox.

Figure 1
A Framework for Progress

VIRGINIA PERFORMS
VAPERFORMS.VIRGINIA.GOV

COUNCIL ON VIRGINIA'S FUTURE
future.virginia.gov

Toolbox

Research and Analysis

Futures Forums

Reports and Publications

Legislative District Data

Performance

Virginia's Scorecard

Priority Identification and Reporting
- Enterprise Strategic Priorities
- Workforce System Report Card
- Government Operations Report Card
- Innovation and Entrepreneurship Report Card

Agency Planning and Assessment

Partnership

State Government and Higher Education

Virginia Board of Workforce Development

Virginia Chamber of Commerce

Center for Innovative Technology

Performance

Virginia Performs is the Commonwealth's performance leadership and accountability system (VaPerforms.virginia.gov). 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."

Virginia Performs aligns agency-level performance with high-level statewide goals and priorities and serves as a catalyst for better strategic thinking and performance-based decision-making across the government enterprise. Continued progress was made during the year in the ongoing evolution of the overall system.

Virginia's Scorecard

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

  ‣ A new high-level indicator – Innovation and Entrepreneurship (I&E) – was added to reflect the increasing strategic importance of these drivers of Virginia's economic competitiveness and quality of life. The Business Startups indicator content was folded into the I&E indicator.

  ‣ Improvements were also made to the Emergency Preparedness, Recidivism, and Consumer Protection indicators. The Office of the Virginia Attorney General is now providing additional Virginia-specific data on complaints, law enforcement actions, and consumer protection actions, including restitution, civil penalties, and attorneys' fees. Recidivism now includes more information on adult outcomes, as well as factors affecting repeat behavior. New information on weather and health emergency preparedness, along with measures of community readiness and volunteer support, were added to the Emergency Preparedness indicator content.

  ‣ Trend changes were made recently for nine indicators on the societal-level Scorecard at a Glance (**Figure 2**, page 4): Infrastructure Condition went from maintaining to improving; Health Insurance and Obesity changed from worsening to maintaining; and Personal Income, Employment Growth, School Readiness, College Graduation, Recidivism, and Traffic Fatalities moved from improving to maintaining.

  ‣ A new Priorities Assessment section was added to Virginia Performs. Within the Virginia's Regions section, Regional Scorecards at a Glance and data maps were updated.

Figure 2

SCORECARD AT A GLANCE

09.2014

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	⬆

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?

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	⬇

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 ⬇	4/2014	↻

Agency Planning and Assessment

Virginia Performs continues to see ongoing improvements to its planning and performance budgeting systems and processes, along with the expansion of strategic planning and reporting capabilities. The Department of Planning and Budget received the 2014 Innovation in Government Award for the new Performance Budgeting System from the L. Douglas Wilder School of Government at VCU as part of its Excellence in Virginia Government Awards Program.

- Planning and Performance Budgeting**:** The Department of Planning and Budgeting – based on significant agency input – re-engineered the agency planning and performance reporting component of the Performance Budgeting system to be more user-friendly and focused on key performance metrics.

- Executive Progress Reports (EPRs): These concise overviews of agency strategic issues, were used to support the transition to the new administration in 2014. New reports for completed recently completed agency plans are being finalized.

Priority Identification and Reporting

We have begun a long-term process to accelerate progress on key outcomes by improving the assessment of the state's progress toward its most important goals in two ways: Enterprise Strategic Priorities and priority-focused report cards.

- Enterprise Strategic Priorities (ESP) were established by Governor McAuliffe's team and include high-priority goals, objectives, and initiatives that often transcend agency and other organizational boundaries. This is the first time these ESPs were developed as input into the first agency strategic planning process of a new administration; aligned agency performance measures should provide a rich view of progress towards these important goals. **Figure 3** (continued on page 6) lists Governor McAuliffe's 2014 Enterprise Strategic Priorities.

<div align="center">

Figure 3, Part I
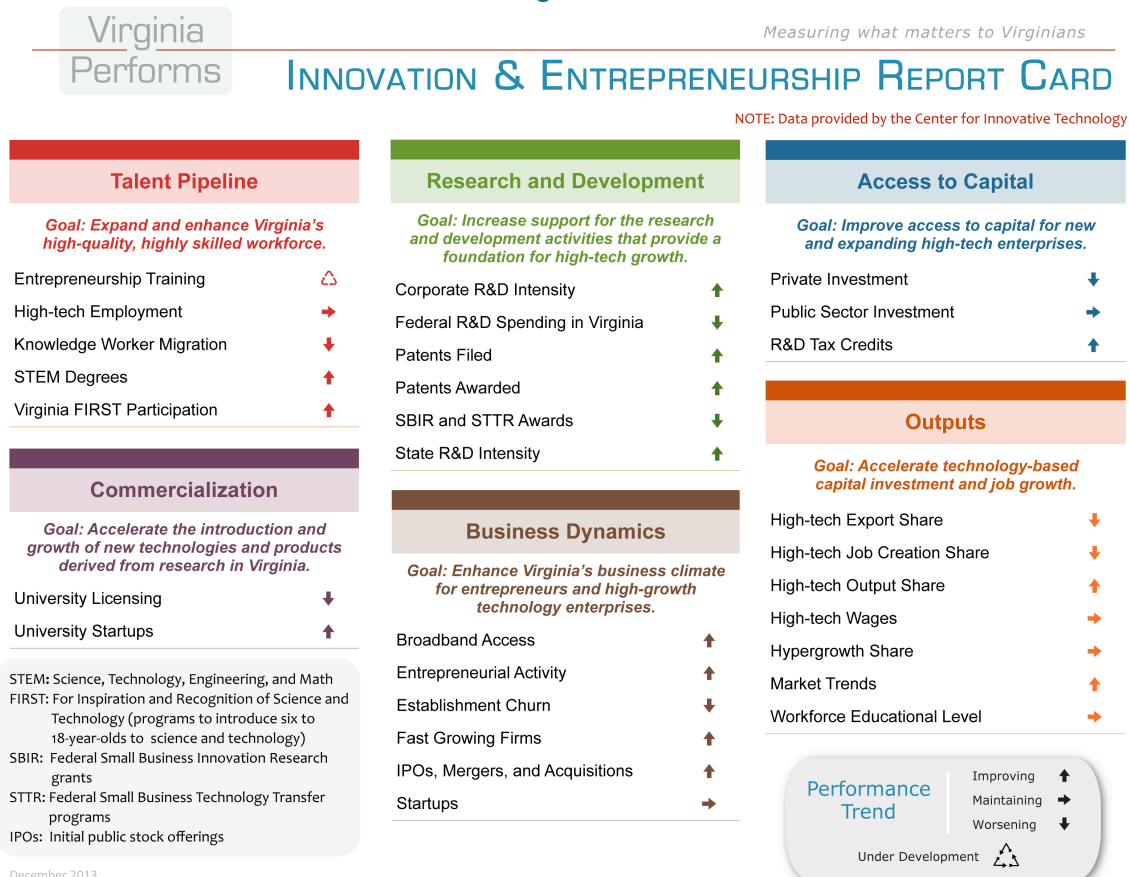Governor McAuliffe's Enterprise Strategic Priorities

</div>

Economy	Education	Workforce
Business Climate and Economic Development: Promote Virginia's competitive business climate to maintain the designation as the best state for business. **Poverty:** Develop a clear and consistent anti-poverty policy. **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. **Exports:** Enhance Virginia's trading relationship with international partners. **Energy:** Promote a diverse and reliable energy supply.	**Achievement Gap:** Improve educational success in struggling schools in high poverty communities and expand access to quality early education for all children. **K12 Education:** Promote great teaching and learning through accountability reform, emphasize creativity and critical thinking skills, and strengthen support for teachers and educational leaders. **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. **Higher Education 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.	**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. **Credentialing:** Establish annual goals and identify ways to increase statewide credentials that align with employer current and future needs. **New skills:** Facilitate in-demand skills sets for Virginia's new economy, while fostering private sector innovation and entrepreneurship.
Health and Family		
Healthcare Accessibility: Advance access to high-quality healthcare for more Virginians. **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.	**Nutritional Divide:** Promote strategies to improve nutritious options for Virginians in at-risk circumstances. **Healthcare Innovation:** Embrace innovative models of care and new technologies to improve health outcomes and lower costs.	**S Women's Health:** Protect women's rights to make their own healthcare decisions. **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	Public Safety and Homeland Security	Transportation
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. **Land Conservation:** Implement a targeted, strategic land conservation plan that protects Virginia's biodiversity and public access. **Climate Change:** Prepare the Commonwealth for the effects of climate change and reduce the state's contribution to its causes.	**Public Safety:** Protect our citizens and ensure everyone lives in a safe community. **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. **Gun Violence:** Pursue strategies to ensure all gun owners undergo a background check when purchasing a firearm. **Sexual and Domestic Violence:** Aggressively target sexual and domestic violence for prevention and enforcement. **Smart Sentencing:** Promote improvements to the sentencing process to recognize and treat the root causes of crime thereby reducing recidivism.	**Prioritization:** Develop a transparent, data-driven prioritization model to help determine allocations of transportation funding and ensure ongoing accountability. **Multi-Modality:** Expand the role of non-highway modes of transportation in the Commonwealth's transportation network. **Engagement:** Guarantee that local governments and citizens play a meaningful role in transportation decision-making.

Veterans and Military Families	Government and Citizens	
Workforce: Create seamless transitions for Virginia's veterans with high quality education and workforce services that accelerate career opportunities. **Homeless:** Increase affordable housing opportunities and veterans support programs. **BRAC:** Retain and reinforce Virginia's military installations and defense activities. **Family Support:** Ensure that Virginia remains the preeminent state for military personnel, their families and veterans.	**Transparency:** Collaborate across secretariats to improve citizens' access to government data and decision-making processes. **Supplier Diversity:** Ensure that small, women, and minority-owned businesses are afforded representative access to government procurement. **Restoration of Rights:** Maximize restoration of voting rights for individuals who qualify. **Innovation:** Explore and pursue innovative strategies to increase government efficiency or to reduce government costs for needed services. **Fiscal Stewardship:** Manage public resources efficiently and effectively in challenging economic conditions.	**Cyber Security and Upgraded Technology:** Enhance current technology platforms and infrastructure while protecting all data. **State Workforce Succession:** Improve recruitment, retention, and succession planning for the state workforce. **Customer Service:** Deliver high quality products and services to customers in a timely manner. **Accessibility:** Encourage user-friendly online services for all citizens.

- Priority-focused report cards are based on the Virginia Performs model and highlight progress on high-level issues critical to Virginia's long-term prosperity.

  ‣ Workforce System Report Card (**Figure 4**): The Virginia Workforce System Report Card, the first of the Council's issue-oriented report cards, was released in late 2012 and updated in early 2014 with the addition of indicators on STEM-H (science, technology, engineering, math, and health) dual enrollment credits, STEM-H Advanced Placement (AP) exams, and Algebra II advanced pass rates.

Figure 4

- Council staff is working with its partners on three major enhancements for 2015:

  - Demand-focused Workforce Solutions: This new report card indicator will capture regional progress in developing sustainable, collaborative approaches to workforce development for in-demand occupations in key industry sectors. The indicator should debut in the spring.

  - "Version 3.0": We are working closely with the Virginia Board of Workforce Development's Performance and Accountability Committee to identify new workforce measures for the health industry, to refine existing metrics for Virginia's emerging workforce for manufacturing, and to finalize a method for assessing regional demand-focused workforce solutions. The next major revision to the Report Card, including the first set of healthcare and life sciences workforce indicators, is scheduled for release in early 2015.

  - Accessible Performance Data: Council staff is working with Virginia Community College staff to make performance data behind the Workforce Report Card available online.

- Innovation and Entrepreneurship Report Card (**Figure 5**): Innovation and entrepreneurship drive economic competitiveness and figure prominently in economic development strategic planning. We continue to work with the Center for Innovative Technology (CIT) to enhance our understanding of Virginia's progress on these two related and fundamental cornerstones of our future economic vitality; an update of the Innovation and Entrepreneurship Report Card, first released in early 2014, is scheduled for mid-2015.

Figure 5

Virginia Performs

INNOVATION & ENTREPRENEURSHIP REPORT CARD

Measuring what matters to Virginians

NOTE: Data provided by the Center for Innovative Technology

Talent Pipeline

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

Entrepreneurship Training	Under Development
High-tech Employment	Maintaining
Knowledge Worker Migration	Worsening
STEM Degrees	Improving
Virginia FIRST Participation	Improving

Commercialization

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

University Licensing	Worsening
University Startups	Improving

STEM: Science, Technology, Engineering, and Math
FIRST: For Inspiration and Recognition of Science and Technology (programs to introduce six to 18-year-olds to science and technology)
SBIR: Federal Small Business Innovation Research grants
STTR: Federal Small Business Technology Transfer programs
IPOs: Initial public stock offerings

December 2013

Research and Development

Goal: Increase support for the research and development activities that provide a foundation for high-tech growth.

Corporate R&D Intensity	Improving
Federal R&D Spending in Virginia	Worsening
Patents Filed	Improving
Patents Awarded	Improving
SBIR and STTR Awards	Worsening
State R&D Intensity	Improving

Business Dynamics

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

Broadband Access	Improving
Entrepreneurial Activity	Improving
Establishment Churn	Worsening
Fast Growing Firms	Improving
IPOs, Mergers, and Acquisitions	Improving
Startups	Maintaining

Access to Capital

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

Private Investment	Worsening
Public Sector Investment	Maintaining
R&D Tax Credits	Improving

Outputs

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

High-tech Export Share	Worsening
High-tech Job Creation Share	Worsening
High-tech Output Share	Improving
High-tech Wages	Maintaining
Hypergrowth Share	Maintaining
Market Trends	Improving
Workforce Educational Level	Maintaining

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓
Under Development	♻

Government Operations Report Card (Figure 6): We worked closely with our state partners to develop a high-level and informative report card on the overall efficiency and effectiveness of state government. We are focusing on improving three key indicators:

- Customer Service: While our research has shown that several state agencies employ state-of-the-art customer service management approaches, the state lacks a consistent way to assess customer service, and not all important customer-facing agencies make customer service assessment data available.

- Leadership Development and Succession Planning: A majority of agencies have identified an aging workforce as an important long-term issue, particularly in terms of their ability to replace key leaders and technical skills. However, the state no longer tracks management development activities and succession planning is addressed on an ad hoc, agency-by-agency basis.

- Facilities Maintenance and Construction: There are two key issues here: 1) The state cannot easily produce an accessible assessment of its on-time, on-budget maintenance and construction project performance, and 2) The state lacks a centralized, standardized way of measuring the state's deferred maintenance requirements.

Figure 6

Virginia Performs

Measuring what matters to Virginians

STATE GOVERNMENT OPERATIONS REPORT CARD

Customer Service
Goal: To improve the quality and responsiveness of government services across the enterprise.

Customer Satisfaction	→
Customer Service Management Practices	↑
Digital Government	↑
Service Quality	→

Accountability
Goal: To 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	↑
Maintaining	→
Worsening	↓
Under Development	△

Performance Assessment and Improvement
Goal: To continually improve the efficiency and effectiveness of government operations.

Key Process Performance	↑
Performance Management and Reporting	↑
Process Improvement Practices	↑
Strategy and Internal Communications	↑

Infrastructure Stewardship
Goal: To protect and enhance the returns on the Commonwealth's investments in its infrastructure.

Cyber Security	→
Emergency Preparedness	↑
Energy and Environmental Management	↑
Facilities Maintenance and Construction	↓
Information Technology	→
Roads, Rail, and Other Infrastructure	→

January 2014

Financial Management
Goal: To wisely manage and optimize the resources entrusted to state government.

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

Human Resource Development
Goal: To wisely manage, support, and develop the human resources needed to carry out the functions of government in the most efficient and effective way possible.

Development and Assessment	→
Employee Health and Workplace Safety	↑
Employee Relations	↑
Leadership Development	△
Turnover	↑

Partnerships

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

Recent partnership developments include:

- Virginia Board of Workforce Development: The Council continues to work with the Governor's Office, the Virginia Board of Workforce Development, and other state and regional partners to refine the Workforce System Report Card, to identify industry-specific metrics and high-value credential targets, and to deploy a tool to better assess regional demand-focused workforce solutions.

- Virginia's Center for Innovative Technology (CIT): As noted earlier, we are working with CIT on the continued development of the Innovation and Entrepreneurship Report Card as part of a larger effort to better understand our progress on this key issue.

- Virginia Chamber of Commerce: BLUEPRINT Virginia is a statewide initiative of the Virginia Chamber of Commerce to develop a business-driven strategic plan for improving Virginia's competitive position in the global economy. The Council partnered with the Chamber initially on this initiative by helping frame the data and performance landscape across Virginia's regions. We are now focusing on workforce-related issues identified in the BLUEPRINT Virginia report. For instance, we collaborated with our workforce partners and the Virginia Business Higher Education Council to update targets for high-value workforce credentials and higher education degrees for Virginia that would make the Commonwealth the leading state for workforce quality in the nation.

Toolbox

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

- Research and analysis activities have focused on the drivers of economic competitiveness, particularly workforce development; creating a data framework for regional workforce assessment and planning; strengthening the foundations for improved high-level, issue-focused assessment capabilities; and improving agency performance management.
- Published each November, *The Virginia Report* is an annual high-level assessment of Virginia's progress in areas important to our quality of life.
- Published by the first day of each General Assembly Session, an annual executive summary (this report) provides a review of the Council's work during the year, along with a description of the continued evolution of Virginia Performs.
- Issue Insights are developed as needed to provide deeper analysis of specific high-level issues such as educational attainment.

- An electronic newsletter highlights important developments in state performance management and the evolution of Virginia Performs.
- Special "community snapshots" for legislators and others provide summary information on key outcomes for localities and regions.
- Other reports and analyses focus on specific issues or support the work of high-level commissions and study groups.
- The Council's website (future.virginia.gov) provides user-friendly and comprehensive access to Council meeting and work product materials.
- A new series, *Brief Insights*, was launched to provide short overviews of key issues facing Virginia. The first two editions focused on workforce issues.
- 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

  - Senate Finance Committee
  - Various Executive Branch organizations
  - Virginia Business Higher Education Council
  - Virginia Board of Workforce Development
  - Virginia Economic Developers Association
  - Virginia Chamber of Commerce (Board of Directors and the Education and Workforce Industry Council)
  - Virginia Resources Authority
  - Virginia Association of Planning District Commissions
  - Virginia's Manufacturing Development Commission
  - *LEAD* Virginia
  - Virginia Commonwealth University
  - Jobs for the Future State Policy Meeting
  - Mid-Atlantic StatNet
  - Cong. Rob Wittman's Workforce Summit

  ongoing. Presentations within the last year include:

- In addition, Virginia Performs continues to serve as a model for other states and nations. Other entities requesting information about Virginia Performs and the Council include:

  - National Governors Association
  - Government of South Australia
  - Scotland and Northern Ireland
  - Department of Homeland Security
  - Jiangsu Province (China) delegation
  - Pew-MacArthur Results First Initiative
  - Rockefeller Center for Public Service at Dartmouth College
  - New York, Minnesota, Tennessee, and Massachusetts state governments
  - Albemarle County

Areas of Focus

The Council continues its long-term focus on the foundations of Virginia's quality of life and prosperity: a highly educated citizenry and skilled workforce, a vibrant and competitive economy, and a highly efficient and effective state government. The Council's work is oriented around three key areas:

- **Special Issues**: The Council provides a foundation for and supports the work of high-level policy groups; in particular, the Council will continue its partnerships, including those with the Virginia Chamber of Commerce and the Virginia Board for Workforce Development, aimed at improving workforce quality, especially at the regional level.
- **High-priority Assessment in Virginia Performs**: The Council's goal is to accelerate progress on key issues by clarifying key priorities, identifying the drivers of change, and strengthening assessment. The Council will continue the development of existing issue-focused report cards while exploring opportunities for new report cards with partners.

- **Virginia Performs Enhancement and Outreach**: Virginia Performs, state government's performance leadership and accountability system, plays an important role in maintaining Virginia's status as a "best-managed" state. The Council will continue to work with the Department of Planning and Budget to enhance Virginia Performs and its capacity to illuminate Virginia's progress for citizens and state leaders alike.

Figure 7 highlights current and planned areas of focus.

Figure 7
Areas of Focus

Special Issues	High–priority Assessment in Virginia Performs	Virginia Performs Enhancement and Outreach
✓ Focusing on the drivers of state and regional economic growth, particularly workforce quality: ● Working with the Governor's Office and other partners on key workforce initiatives, including: - Updating and refining degree and workforce credential targets - Strengthening Virginia's access to reliable, user-friendly data on demand - Implementing best practices for regional workforce development that align with industry needs ● Providing support for the Virginia Chamber of Commerce's BLUEPRINT Virginia Initiative on workforce-related issues	✓ Continuing research and analysis to further the development of priority-focused assessment ✓ Continuing to work with strategic partners to improve outcomes and state government performance: ● The Governor's Office, Virginia Board of Workforce Development, and others: - Virginia's Workforce System Report Card ● Center for Innovative Technology: - Innovation and Entrepreneurship Report Card ● Governor's Office, Department of Planning and Budget, and state central agencies: - Government Operations Report Card ✓ Working with strategic partners to identify additional high-priority report cards. ✓ Continuing to solidify the enterprise-level platform for strategic planning and updated Enterprise Strategic Priorities.	✓ Enhancing Virginia Performs: ● Maintaining and enhancing agency-level planning and performance measurement components of Virginia Performs ● Continuing to assess and improve planning and performance budgeting processes ✓ Reports, Publications, and Other Outreach: ● Publications (The Virginia Report, Issue Insights, Regional Snapshots, Newsletter, etc.) ● *Brief Insights,* a new publication, provide brief reviews of key issues facing Virginia ● Presentations and outreach activities: other states and countries, regional and statewide groups, etc.

For more information about the Council on Virginia's Future visit the Council's website: future.virginia.gov/.

Appendix

This Appendix provides a brief introduction to the Council on Virginia's Future, along with a brief description of the purpose and architecture of Virginia Performs, a signature initiative of the Council.
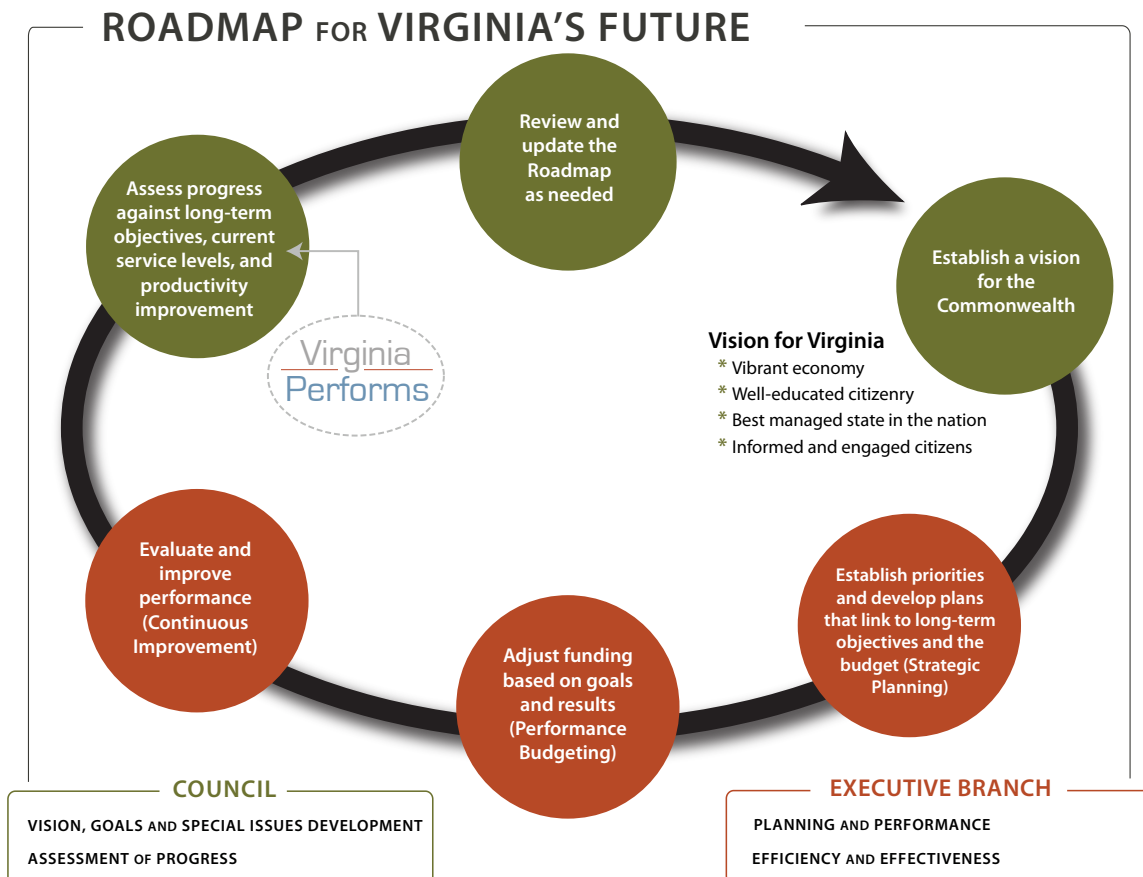
Introduction to the Council on Virginia's Future

The Council on Virginia's Future, which is chaired by the Governor and comprised of state, business, and community leaders, was established by the General Assembly to advise Virginia's leaders on the development and implementation of a roadmap for Virginia's future. The Council is committed to 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;
- Increasing government performance, accountability, and transparency; and
- Engaging citizens in dialogue about Virginia's future.

The Council began its work in 2004 by designing the Roadmap for Virginia's Future (**Figure 8**), a model for improving performance leadership and accountability in state government.

Figure 8

ROADMAP FOR VIRGINIA'S FUTURE

Review and update the Roadmap as needed

Assess progress against long-term objectives, current service levels, and productivity improvement

Virginia Performs

Establish a vision for the Commonwealth

Vision for Virginia
* Vibrant economy
* Well-educated citizenry
* Best managed state in the nation
* Informed and engaged citizens

Evaluate and improve performance (Continuous Improvement)

Adjust funding based on goals and results (Performance Budgeting)

Establish priorities and develop plans that link to long-term objectives and the budget (Strategic Planning)

COUNCIL
VISION, GOALS AND SPECIAL ISSUES DEVELOPMENT
ASSESSMENT OF PROGRESS

EXECUTIVE BRANCH
PLANNING AND PERFORMANCE
EFFICIENCY AND EFFECTIVENESS

The Council then began working with its partners to set long-term goals for the Commonwealth and to develop a performance leadership and accountability system that would help ensure that state government is both efficient and effective in improving outcomes and the quality of life for Virginians.

The performance leadership and accountability system establishes a vision-driven, disciplined approach for encouraging collaboration, facilitating change, setting policies, making decisions, and ensuring accountability for producing positive results for citizens. It starts with a shared vision for Virginia – one of responsible economic growth, an enviable quality of life, good government, and a well-educated citizenry prepared to lead successful lives and to be engaged in shaping the future of the Commonwealth. It enables state leaders to manage government with Virginia's long-term future in mind.

VISION FOR VIRGINIA

- Responsible Economic Growth
- Enviable Quality of Life
- Educated Citizens Prepared for a Successful Life
- Best-Managed State Government
- Informed and Engaged Citizens Helping to Shape the Commonwealth's Future

LONG-TERM GOALS

- Be recognized as the best-managed state in the nation.
- Be a national leader in the preservation and enhancement of our economy.
- Elevate the levels of educational preparedness and attainment of our citizens.
- Inspire and support Virginians toward healthy lives and strong and resilient families.
- Protect, conserve, and wisely develop our natural, historical, and cultural resources.
- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.
- Ensure that Virginia has a transportation system that is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life.

Long-term goals further define the vision by describing specific desirable outcomes. Seven goals have been established for Virginia. Six of the goals are outwardly (i.e., citizen-customer) focused and address quality-of-life issues, while the seventh is focused primarily on the efficiency and effectiveness of state government operations.

The vision and high-level goals, which were established by Council and championed by the Governor, serve as a compass to guide state government decisions and actions.

Introduction to Virginia Performs

Virginia Performs, the Commonwealth's performance leadership and accountability system, aligns agency-level outcomes with broader statewide goals. The system:
- Serves as a catalyst for better strategic thinking and policy, enterprise solutions, performance-driven decision-making, and improving outcomes;
- Supports strategic state, regional, and local planning; and
- Informs and engages citizens about Virginia's progress and its future.

Figure 9 (page 15) presents a high-level schematic of the architecture of the system.

Figure 9
Virginia Performs Architecture

Charting a Course for Excellence
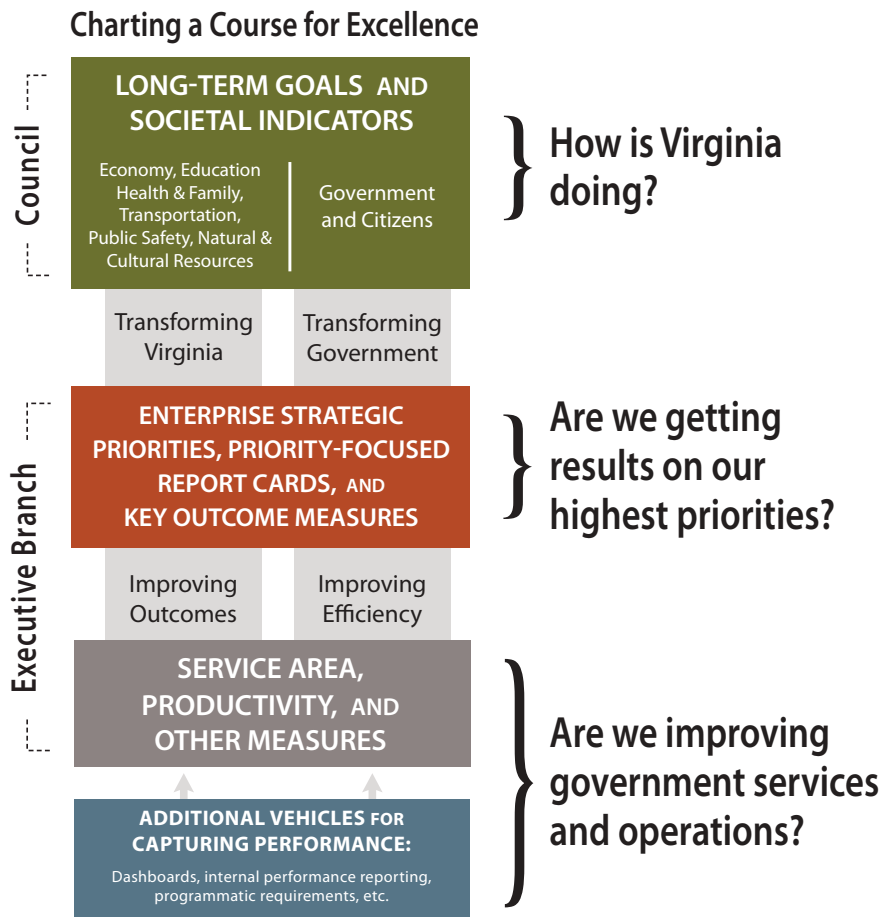
The Virginia Performs website (VaPerforms.virginia.gov) provides a window into the performance leadership and accountability system. It gives citizens an opportunity to see the real-world results of efforts to make Virginia's government more effective and efficient. Citizens can:

- See how the Commonwealth is performing by region and compared to other states;
- Track performance in their communities;
- Monitor activity on important issues such as health care, educational attainment, workforce quality, and voter turnout; and
- See how state government is working for them.

At the highest level, citizen-focused measures known as societal indicators provide a snapshot of how Virginia is doing with respect to issues of particular importance to Virginia's prosperity and quality of life (e.g., water quality, educational attainment). Societal indicators are linked to Council long-term goals and are used to measure and assess Virginia's overall quality of life and progress towards improvement. For each Council long-term goal, indicators answer the question, "How is Virginia doing?" Included on the website are a description of each indicator, a summary of its importance, Virginia's progress, major influences, and the state's role. The societal indicators shown in the Scorecard at a Glance are measured over time, and, where possible, by region and in comparison to other states.

At the middle level, newly available enterprise strategic priorities and recently revised agency key objectives and measures help us understand whether we are achieving high-priority performance targets and improving the factors that influence the targets.

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 ensures a high level of accountability and alignment of resources with citizen priorities and allows agencies and executive leadership to ensure that programs and services are meaningful, effective, and efficient. Agencies report their progress at regular intervals for both sets of metrics. This information is available through the state agency planning and performance measures section of the Virginia Performs website.

Questions or comments about this summary may be directed to:

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