

C O U N C I L O N V I R G I N I A ' S F U T U R E

The Virginia Report 2016





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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 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 seven chapters, including this introduction. The next chapter, **A Profile of Virginia**, provides a brief snapshot of Virginia and its people.

The third chapter provides a brief overview of **Virginia Performs**, the state's performance management and accountability system, which serves as both the underlying structure and source for most of data presented in this report.

This is followed by a fourth chapter, **How Is Virginia Doing?**, that examines the progress being made toward the Commonwealth's long-term goals via the 44 indicators outlined in the Virginia Performs Scorecard at a Glance. This chapter also includes a review of regional performance across the state.

Chapter 5 answers the question: **Are We Getting Results On Our Highest Priorities?** The first part 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 aims to strengthen planning and strategic implementation across the enterprise.

This is followed by the chapter, **Are We Improving Government Services and Operations?**, which includes a multi-page table summarizing state agency progress toward key performance objectives.

The final chapter, **Council Areas of Emphasis**, includes a brief introduction to the Council on Virginia's Future and a summary of its body of work, which includes the ongoing development and maintenance of Virginia Performs.

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A PROFILE OF VIRGINIA

A Profile of Virginia

INTRODUCTION

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

Virginia in Brief: This high-level snapshot includes data that shows how Virginia compares to other states in 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: Historically, Virginia outperformed the nation in key indicators of economic progress. This section provides an overview of the major economic sectors in Virginia and a brief review of the impact that federal spending cutbacks continue to have on the state.

Virginia's Government: Virginia's state government will spend about \$103 billion in the 2016-2018 biennium, which runs from July 1, 2016 through June 30, 2018. 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. On average, Virginians are better educated and more productive than residents in most other states, and the state 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 – which 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 4, **How Is Virginia Doing?**, discusses some of these challenges, as well as regional differences.

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

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

Table 1

VIRGINIA IN BRIEF

Indicator	2013	2014	2015
Total Population	8,260,405	8,326,289	8,382,993
Minorities as a Percentage of the Population	30.7%	31.1%	31.8%
Older Residents (Age 65 and Older) as a Percentage of the Population	13.4%	13.8%	14.2%
Foreign-born as a Percentage of the Population	11.5%	12.1%	12.2%
Veterans as a Percentage of the Population 18 and Over	10.9%	10.9%	10.8%
Adult Virginians (Age 25 and Over) with a Bachelor's Degree	36.1%	36.7%	36.9%
Pre-K through 12th Grade Enrollment in Public Schools	1,273,210	1,279,773	1,283,494
Median Age	37.6 years	37.7 years	37.8 years
Armed Forces	102,432	106,693	119,242
Percentage of Virginia Households with a Broadband Subscription	75.4%	76.8%	78.2%
Farm Earnings	\$637 million	\$569 million	\$330 million
Federal Civilian and Military Non-farm Earnings (Personal Income)	\$35.8 billion	\$36.7 billion	\$37.7 billion
Private Non-farm Professional, Scientific, and Technical Services Earnings	\$50.2 billion	\$50.5 billion	\$53.2 billion
Land Area (Square Miles)		39,490	

VIRGINIA'S PEOPLE

Population

In 2015, Virginia's population increased by about 0.68 percent over its 2014 level to reach 8.38 million, the 12th highest in the country. Northern Virginia experienced the greatest rate of population growth between 2010 and 2015, as the top four fastest growing counties in the state were Loudoun County (+19.9%), Falls Church City (+15%), Alexandria County (+14%), and Arlington County (+13%). According to a recent report by Virginia's Joint Legislative Audit and Review Committee (JLARC), Virginia ranks 17th among states for growth, with a 10.8 percent change in population between 2005 and 2015, well above the national average of 8.5 percent.

Figure 1

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

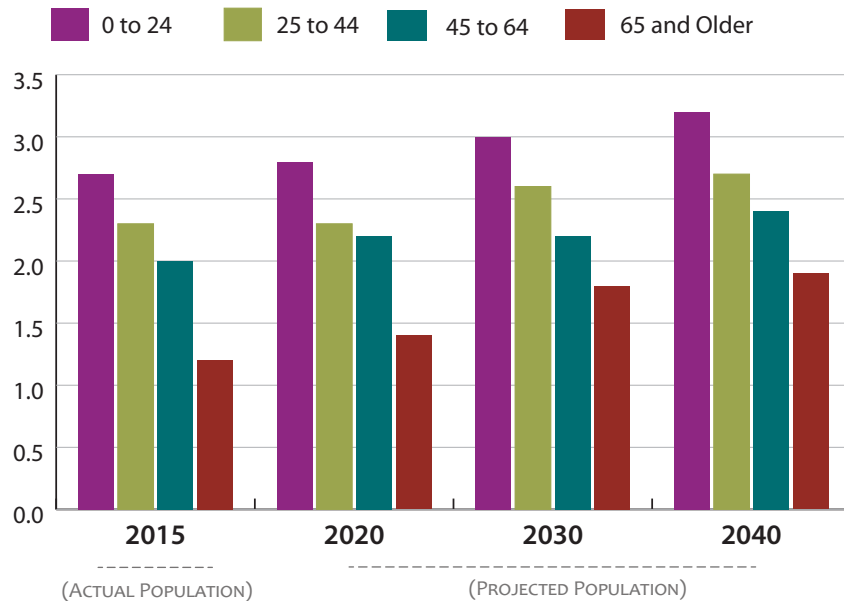
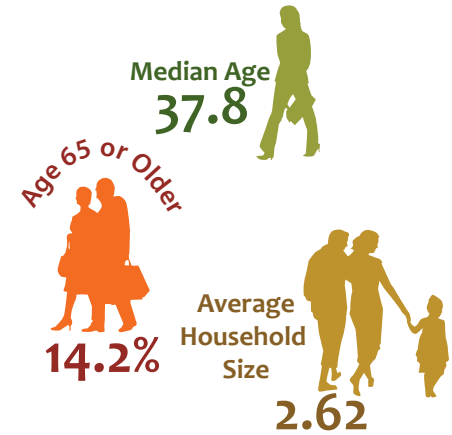


Figure 2



CURRENT POPULATION



PROJECTED POPULATION (2040)

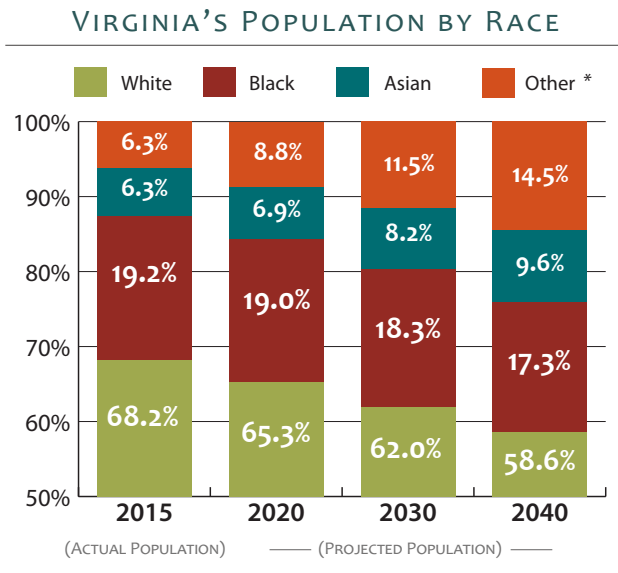


Virginia, like the nation as a whole, is also becoming older and more diverse. The median age in Virginia is expected to increase from 37.8 in 2015 to 38.3 in 2020, 38.8 in 2030, and 39 by 2040. **Figure 1** shows the 2015 actual population for Virginia by major age group, along with projections for 2020, 2030, and 2040.

The elderly population (65 and older) is expected to grow by almost 62 percent (i.e, more than 736,756) between 2015 and 2040 and expected to comprise slightly more than 19 percent of the total population, up from around 14 percent in 2015.

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 to the national average. In 2015, Virginia had a total age dependency ratio of 57.4, compared to the national average of 60.7; an old age

Figure 3



* Other includes individuals of two or more races.

dependency ratio of 22.3, compared to the national average of 23.9; and a child dependency ratio of 35.1, compared to the national average of 36.8.

As discussed in last year's report, growth in minority populations has accounted for a significant portion of total population growth across the Commonwealth over the past decade. **Figure 3** shows Virginia's population by race in 2015, along with projections for 2020, 2030, and 2040. These evolving demographics are changing the racial and ethnic mix of Virginia's public schools. **Table 2** illustrates the change in the racial / ethnic mix of Virginia's public schools (PreK-12) between Fall 2006 and Fall 2015.

Table 2

Race/ Ethnicity	Fall 2006 Enrollment	Percent of 2006 Total	Fall 2015 Enrollment	Percent of 2015 Total	Change, 2006-2015	
					Number	Percent
Total	1,220,440	100.0%	1,283,494	100.0%	63,054	5.2%
White, NH	707,457	58.0%	648,134	50.5%	-59,323	-8.4%
Black, NH	319,004	26.1%	293,907	22.9%	-25,097	-7.9%
Hispanic	98,686	8.1%	184,739	14.4%	86,053	87.2%
Asian, NH	63,185	5.2%	85,313	6.6%	22,128	35.0%
Two or More, NH	N/A	N/A	65,718	5.1%	N/A	N/A
Other	32,108	2.6%	5,683	0.4%	-26,425	-82.3%
Economically Disadvantaged	350,095	28.7%	499,473	38.9%	149,378	42.7%
Limited English Proficiency	86,390	7.1%	129,365	10.1%	42,975	49.7%

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 2006. Other includes "Unknown or Not Provided" for 2006, a category not available in 2015; Other also includes American Indian, Alaskan Native, and Pacific Islanders.

The table also shows that the public school system has been dealing with two growing challenges:

- The number of students who identified as "economically disadvantaged" rose by 149,378 over the period, increasing from 28.7 percent of all students to 38.9 percent.
- The number of students assessed as having "limited English proficiency" (primarily students whose native language is not English) increased by 49.7 percent.

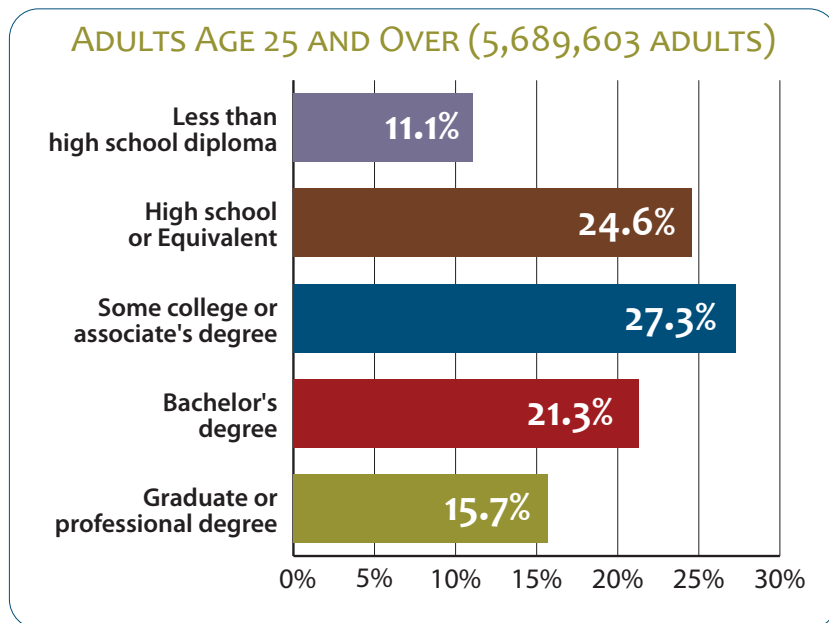
Educational Attainment

Virginia's population is also relatively well educated, as summarized in **Figure 4**. According to the College Board's Report of Advanced Placement (AP) Exams in 2014-2015, Virginia ranks 12th nationally in overall total enrollment of 11th and 12th graders. The state is seventh for the total number of AP students and exam takers, indicating that a larger percentage of Virginia students complete their AP classes, rather than just enrolling in these courses.

As a result of this level of success, it is not surprising that Virginia enjoys an above average rate of higher education attainment. About 37 percent of adults age 25 years and older have a bachelor's degree or higher, which ranked sixth best in the country. Of this group, 15.7 percent have an advanced degree, the fourth highest rate in the nation.

Figure 4

HIGHEST LEVEL OF EDUCATIONAL ATTAINMENT, 2015

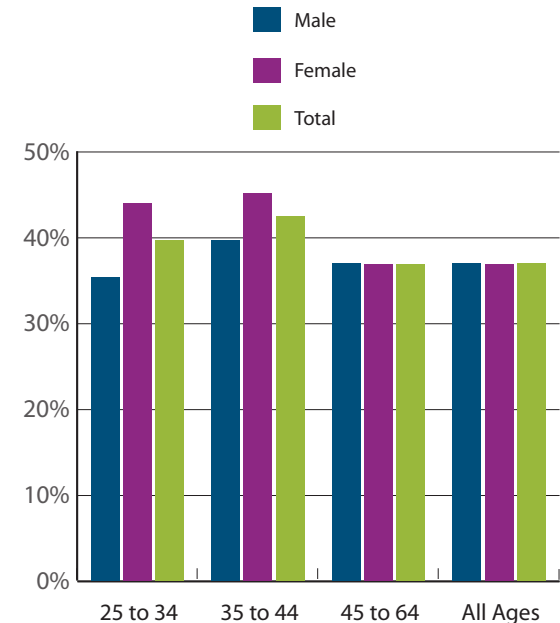


As shown in **Figure 5**, educational attainment among women aged 25 to 34 is 8.7 percentage points higher than males in the same age group and almost 5.5 percentage points higher in the 35 to 44 age group. Such a gender gap and decline in attainment may be a cause of some concern, as a lack of education beyond high school seriously dampens earnings power.

Five public universities in Virginia consistently rank in the top 100 in the nation, making Virginia a good state to attain a great education (USA Today Rankings).

Figure 5

BACHELOR'S DEGREE OR HIGHER, 2015

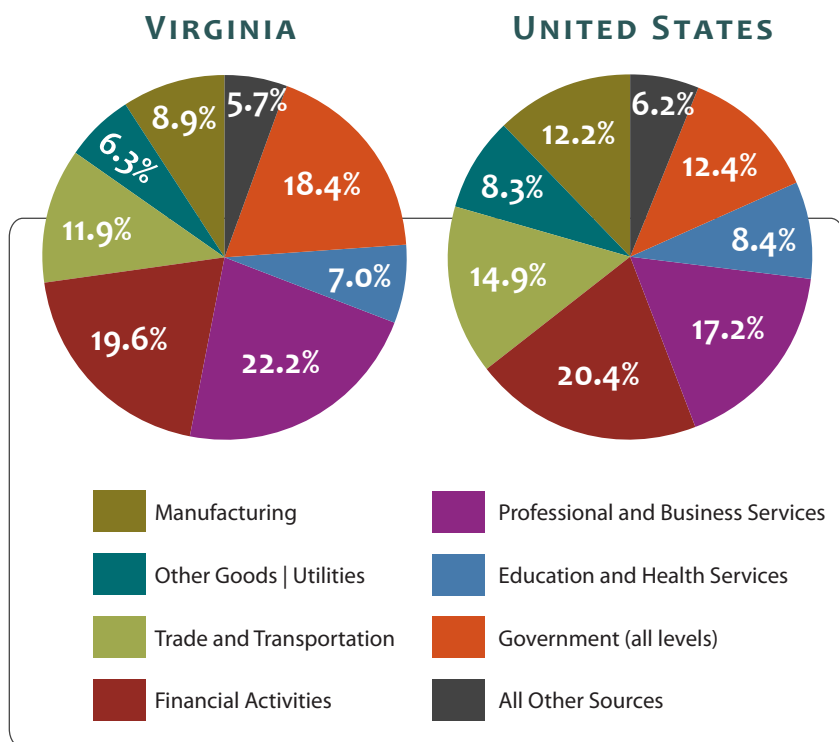


VIRGINIA'S ECONOMY

Virginia's reliance on federal spending heavily influences its economic structure and performance. For instance, a 2014 study by JLARC found that the federal government accounts for about 20 percent of Virginia's economy, with 44 percent of that total coming from defense-related spending.

The pie charts in **Figure 6** show the relative share of output (gross domestic 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.

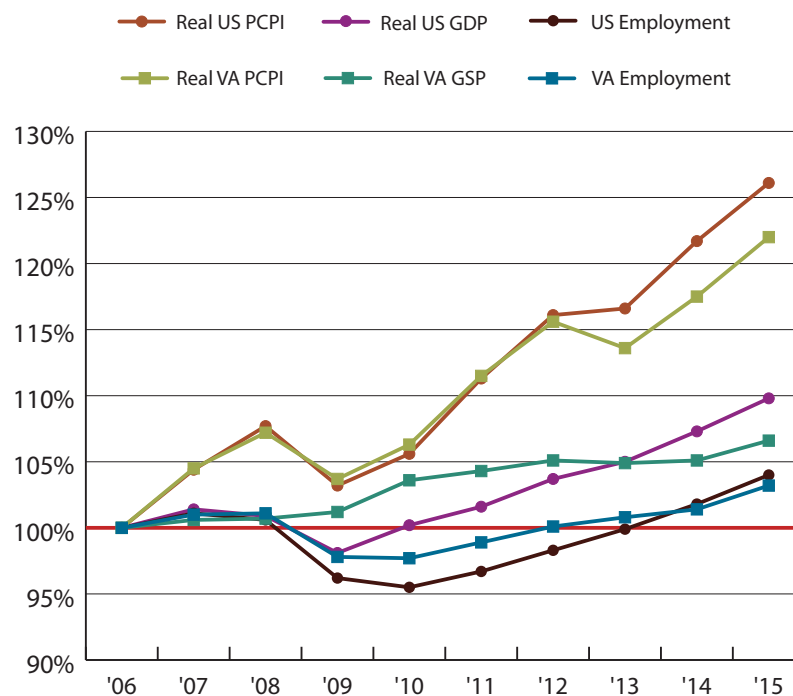
Figure 6



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

Figure 7

GROWTH/LOSS IN KEY ECONOMIC MEASURES, US AND VIRGINIA



Measures listed as "Real" are adjusted for inflation.

Virginia’s GDP growth mirrored the country’s from 2006 to 2008, but it has lagged behind the US since then. From 2006 to 2015, Virginia’s GDP grew approximately seven percent, while the national GDP grew by about 10 percent. Between 2012 and 2014, state GDP growth was essentially flat, though it did tick up again in 2015.

Similarly, the state’s employment level exceeded the US’s for the years during and after the Great Recession, but since 2013 it has lagged behind the national average. Finally, inflation-adjusted per capita personal income shows the same pattern: Virginia PCPI tracked the national growth pattern almost exactly until 2013, when it began to fall behind.

The impacts of sequestration and other federal spending changes are illustrated more specifically in the following two charts.

Figure 8 shows the recent increase in federal civilian and military wages and salaries, which rose from \$25.4 billion in 2010 to \$26.4 billion in 2015, an overall increase of \$1.0 billion. Between 2010 and 2013, these wages and salaries mostly declined. However, in 2014, the pay freeze that had been in effect was lifted, giving federal employees two consecutive across-the-board pay increases in 2014 and 2015.

Figure 9 shows the recent – and precipitous – decline in total federal awards in Virginia, including awards from the Department of Defense (DOD) and the Department of Homeland Security (DHS), which became an important source of federal spending in the state after 2001. For example, in 2010 and 2011, DHS awards represented 42 percent and 43 percent of total DOD-DHS awards, respectively. By contrast, DHS represented just 11 percent and 14 percent of the DOD-DHS total in 2014 and 2015. DHS awards fell from \$30.7 billion in 2010 to just \$3.3 billion in 2015. Total Defense and Homeland Security spending in Virginia declined by almost \$50 billion in five years – from \$73.8 billion in 2010 to just \$23.9 billion in 2015.

Figure 8

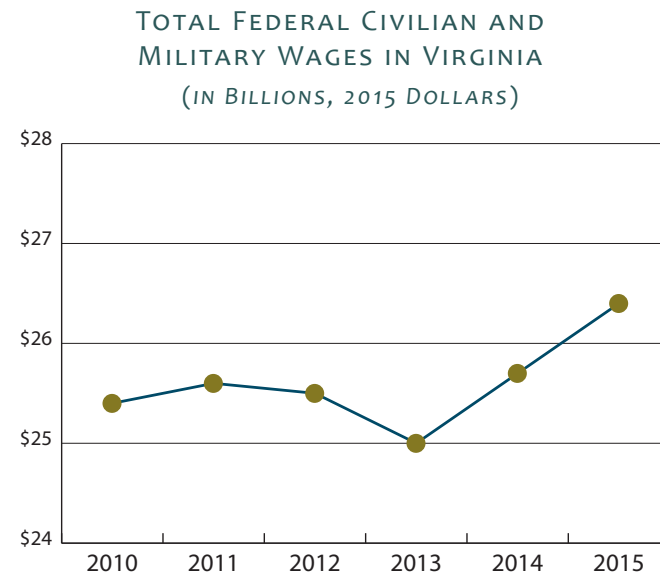
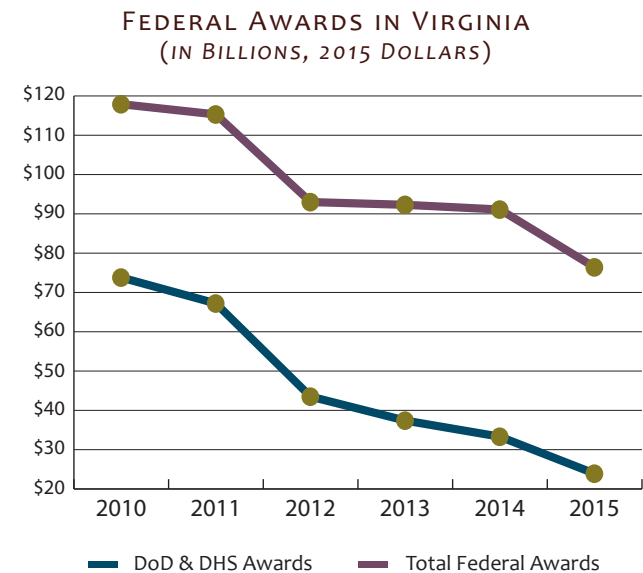


Figure 9



Virginia’s leadership is now focused on growing other aspects of the state’s economy beyond the type of industry and services that attract federal monies. To this end, Virginia’s competitive foundations look particularly compelling, as the state:

- Possesses a strategic mid-Atlantic location and a world-class seaport.
- Boasts a highly educated workforce, including the highest percentage of scientists and engineers in the country.
- Has the highest percentage of high-tech firms in the country.
- Is well-positioned to benefit from the world’s growing demand for protein.
- Is blessed with abundant natural and historical resources and is a magnet for the world’s growing middle-class.

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 occurred in Virginia’s employment and industry structure over the past five years and highlights the effect the recent recession has had on employment levels. Employment declines and a lack of growth 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 2010 and 2015, with the percentage of jobs in the federal, state, and local governments falling from 18.4 percent to 17.2 percent of jobs. Despite a lack of significant growth in employment across some industries, overall employment in Virginia rose from 4,747,510 in 2010 to 5,059,067 in 2015. In addition, Virginia ranks 16th among all states for employment growth in 2015 (*per Virginia Performs*).

Table 3

Industry Sector	2010		2015		Avg. Annual Growth
	Average Employment	% of Total	Average Employment	% of Total	
Agriculture & Related, Mining & Related	80,886	1.7%	80,558	1.6%	-0.1%
Construction	227,255	5.7%	276,362	5.5%	0.3%
Manufacturing	240,145	5.1%	246,975	4.9%	0.6%
Wholesale & Retail Trade	590,927	12.4%	628,307	12.4%	1.3%
Transportation & Warehousing, Utilities	143,036	3.0%	172,087	3.4%	4.1%
Information	90,247	1.9%	85,979	1.7%	-0.9%
Finance & Insurance, Real Estate & Related	397,556	8.4%	434,445	8.6%	1.9%
Administrative & Support & Waste Mgmt.	266,542	5.6%	300,026	6.0%	2.5%
Professional, Scientific, & Technical Services, Management of Companies	584,835	12.3%	608,838	12.0%	0.8%
Education Services, Health Care & Social Assistance	528,026	11.1%	586,421	11.6%	2.2%
Other Services (Non-Government)	678,748	14.3%	767,038	15.2%	2.6%
Government (State, County, Locality)	874,307	18.4%	872,021	17.2%	-0.1%
Total	4,747,510		5,059,067		

VIRGINIA'S GOVERNMENT

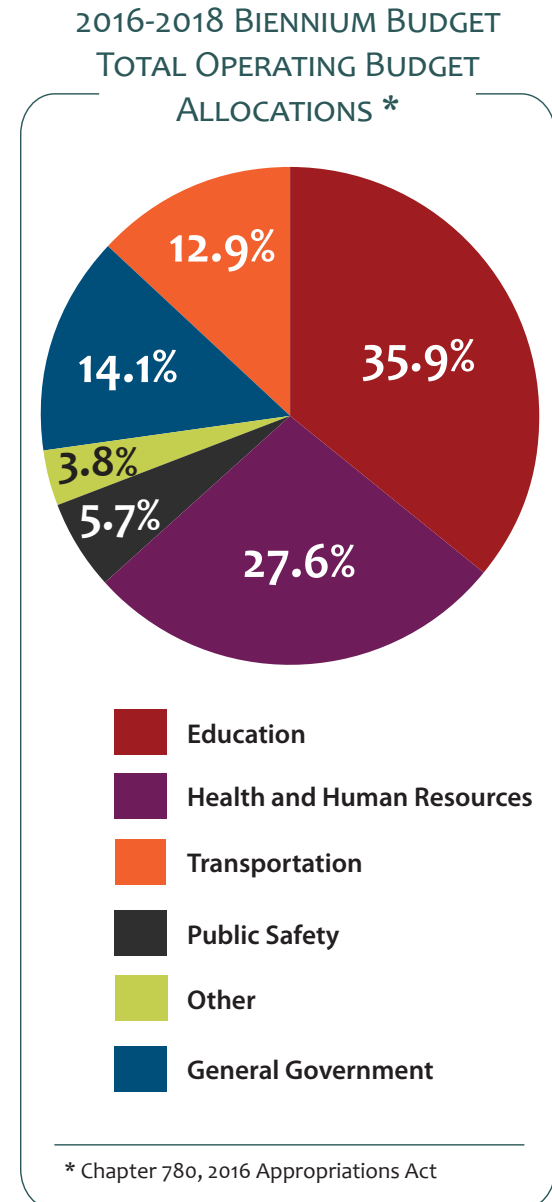
Virginia has a biennial budget system, which means it adopts a two-year budget. The biennial budget is enacted into law in even-numbered years, and amendments are enacted in odd-numbered years. The budget for the current biennium, which began July 1, 2016 and ends June 30, 2018, was amended by the 2016 General Assembly (Chapter 780, 2016 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 Commonwealth's current budget enacted for the 2016-2018 biennium includes \$103 billion for operating expenses and \$657 million in capital outlay expenses. Looking at total operating funds from all sources (**Figure 10**), the majority of the money goes to education (35.9%), health and human resources (27.6%), general government (14.1%), and transportation (12.9%).

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 (39.9%), health and human resources (30.1%), general government (18.1%), and public safety (9.4%). Considering only nongeneral funds, which are receipts set aside for specific purposes, the largest spending categories are education (33.3%), health and human resources (26.0%), and transportation (21.1%).

Figure 10



Where Does the Money Come From?

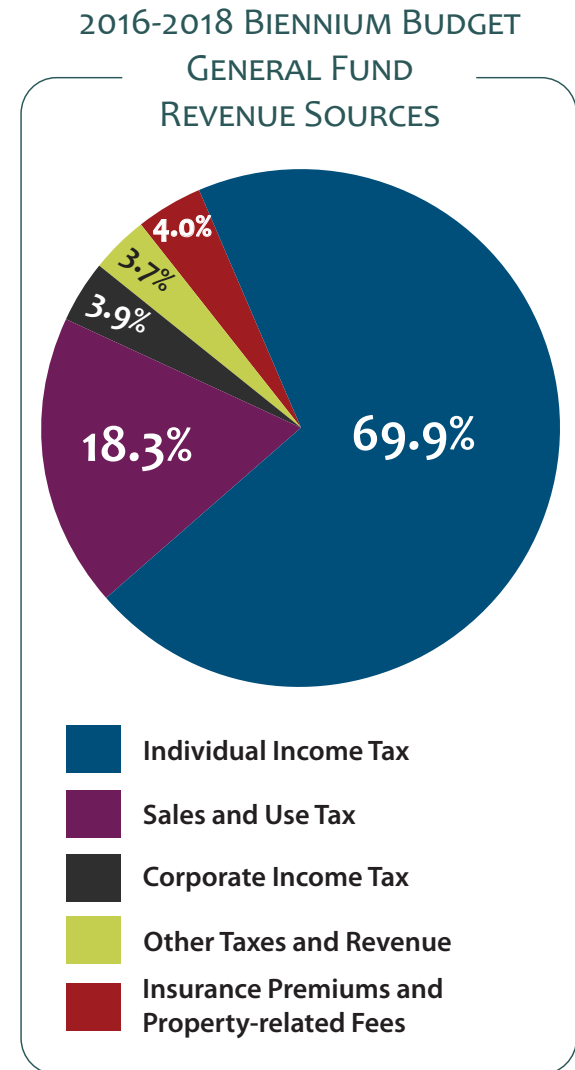
State government revenues and other resources available for spending can be grouped into several categories: taxes, grants, fees, sales, earnings, transfers, and balances. During the 2016 biennial budgeting process, total state revenues were projected to be about \$95 billion. As a result of the FY 2016 shortfall in revenue collections (varying 1.5 percentage points from the original forecast), in mid-May 2016 the Governor ordered the Secretary of Finance to conduct a re-forecast of Virginia’s biennial revenues. The data presented in Figures 11 and 12 show the latest public information available on Virginia’s revenues as of October 2016.

For budgeting purposes, state revenues are divided into two broad types: the general fund and nongeneral fund. Considerably more than half of state revenues 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

According to the August 2016 interim re-forecast, general fund revenues are expected to total \$37.3 billion for the biennium. 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



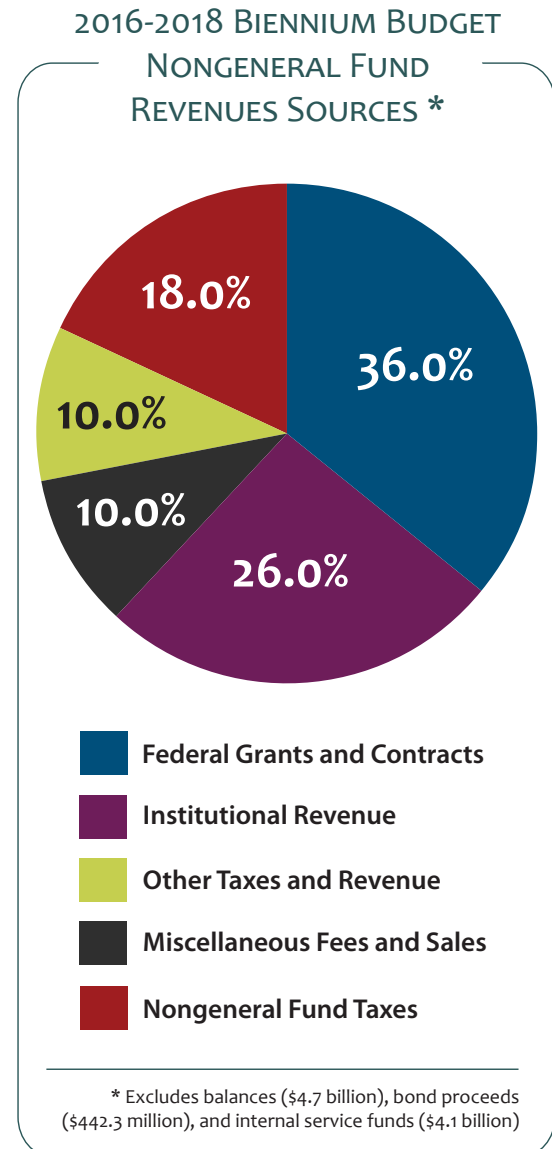
NONGENERAL FUND REVENUES

The majority of revenue in the state budget is comprised of nongeneral funds, generally earmarked by law for specific purposes. The Chapter 780 budget analysis from House Appropriations Committee staff show nongeneral fund revenues totaling \$58.6 billion. Currently, the Department of Planning and Budget has issued guidance to state agencies to re-forecast these resources by November 4th, prior to the release of the budget in December 2016.

As illustrated in **Figure 12**, federal grants are the largest source of nongeneral fund revenue (\$19.8 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. Medicaid and Special Education are examples of programs that require a state contribution.

The second largest source of nongeneral fund revenue is institutional revenue (\$14.9 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 nongeneral fund taxes (\$9.8 billion), which comes from several sources, including the motor vehicle fuels tax, the motor vehicle sales and use tax, road taxes, and other miscellaneous taxes and fees.

Figure 12



NOTES ON THE DATA

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

Table 1 and Figures 2, 4, and 5

Most of the data elements come from the US Census Bureau's 2015 American Community Survey (ACS) 1-Year Estimates. This includes population; percentage of the population that are minorities, elderly, foreign born, or veterans; median age; educational attainment; average household size and armed forces). Data is available at www.factfinder2.census.gov. Earnings figures are from the Bureau of Economic Analysis, Table SA5N; www.bea.gov/regional/index.htm. Land area is from the US Census Bureau, www.census.gov/prod/cen2000/phc3-us-pt1.pdf. Educational attainment and broadband subscription data in Table 1 is from Virginia Performs. Pre-K through 12th grade enrollment in public schools data is from the Virginia Department of Education.

Figures 1 and 3

Population projections are from the Demographic Research Group, Weldon Cooper Center for Public Service, University of Virginia, retrieved from <http://www.coopercenter.org/demographics/population-data>. Population data for 2015 is from the US Census Bureau, via the Weldon Cooper Center.

Table 2

Virginia Department of Education, Statistics and Reports, Fall Enrollment 2006-2007 and 2015-2016, http://bi.vita.virginia.gov/doe_bi/rdPage.aspx?rdReport=Main&subRptName=Fallmembership.

Figures 6 and 7

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

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

Figures 8 and 9

Federal Civilian and Military Wages: Bureau of Economic Analysis; SA7N, Wages and Salaries by Industry

Federal Awards: USAspending.gov at <https://www.usaspending.gov/transparency/Pages/StateSummary.aspx?StateCode=VA&FiscalYear=2016>.

Table 3

Employment by Major Industry Sector: Bureau of Economic Analysis; Table SA25N, Total Full-Time and Part-Time Employment by Industry.

Figures 10, 11, and 12

State Government Spending Information: COVF analysis of budget data from the Department of Planning and Budget, [https://www.dpb.virginia.gov/forms/forms.cfm?search=Chapter%20780%20\(2016%20Acts%20of%20Assembly\)%202016%20Appropriation%20Act%20Summary](https://www.dpb.virginia.gov/forms/forms.cfm?search=Chapter%20780%20(2016%20Acts%20of%20Assembly)%202016%20Appropriation%20Act%20Summary)

State Government General Fund Revenue Information: *Review of the General Fund Revenues and the Virginia Economic for Fiscal Year 2016 and The Interim Economic Outlook and Revenue Forecast for Fiscal Years 2017 through 2018*, Secretary Richard Brown, August 26, 2016, <http://hac.state.va.us/committee/files/2016/8-26-16/Sec%20of%20Finance%20%20JMC%208-26-16%20Final.pdf>

State Government Nongeneral Fund Revenue Information: House Appropriations Committee staff analysis of Chapter 730 budget actions, <http://hac.state.va.us/committee/files/2016/8-26-16/Sec%20of%20Finance%20%20JMC%208-26-16%20Final.pdf>



ABOUT VIRGINIA PERFORMS

About Virginia Performs

The Commonwealth of Virginia has earned a strong reputation as a great place to live, get an education, work, and raise a family. As with other states, Virginia faces the challenge of how to preserve an excellent quality of life amid changing opportunities and shifting economic and demographic landscapes.

Meeting this challenge requires the collective effort of individuals, organizations, and leaders in both the public and private sectors. Virginia's state government contributes to these efforts by creating policies that aim to transform Virginia, and by ensuring that the programs and services for which we are directly responsible meet their objectives and are efficiently managed.

ARCHITECTURE OF THE SYSTEM

Virginia Performs, a signature initiative of the Council on Virginia's Future, is the state's performance leadership and accountability system. It begins with a vision for Virginia's future: 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.

Seven long-term goals further define this vision by outlining the broad outcomes we wish to achieve and serve as the state's top-tier goals found on the Virginia Performs Scorecard at a Glance:

- 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, cultural, and historic resources.

- 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.
- Ensure Virginia has a transportation system that is safe, allows the easy movement of people and goods, enhances the economy, and improves our quality of life.
- Be recognized as the best-managed state in the nation.

Figure 13 on the next page presents a high-level overview of the system's architecture. Virginia Performs is designed to answer three questions for Virginians, which serve to frame the next three chapters of this report.

- Quality-of-life measures (societal indicators) answer the question, "How is Virginia doing?" in each of the Scorecard's seven goal categories, focusing on performance on indicators such as personal income, land preservation, and educational attainment.
- Enterprise priorities, issue-specific report cards, and key outcome measures help us see whether we are getting results on our highest priorities – for example, reducing gaps in access to healthy foods, increasing exports, and strengthening workforce skills.
- Finally, a range of other metrics help us gauge whether state programs and services are producing the desired results and whether agency operations are well managed.

The Council develops and maintains the top, or societal, level of the system. In addition, the Council helps model the development of the next two levels, which are the primary responsibility of state leaders, particularly the Governor's Office and the Department of Planning and Budget (DPB).

Figure 13

VIRGINIA PERFORMS ARCHITECTURE

Charting a Course for Excellence



EVOLUTION OF THE SYSTEM

Virginia Performs has evolved and deepened over the 10+ years since its debut. Seven new indicators have been introduced over that time, and refinements and enhancements to existing indicators are ongoing. With support from the Council and the Governor’s Office, DPB worked to integrate agency-level strategic plans, key objectives, and associated performance metrics into Virginia Performs through a new, modular budget and strategic planning structure for agencies that gives them flexibility and the ability to update planning and performance data online.

The most recent step in the evolution of Virginia Performs has been to focus on the state’s highest priorities, many of which transcend individual state agency responsibility or purview. The Council and its partners have approached this work through two related initiatives: Enterprise Strategic Priorities and Priority-focused Report Cards. This middle tier (see Figure 13 at right) helps to link the Commonwealth’s long-term goals and agency strategies and services with high-priority issues important to the Governor, the General Assembly, and other key stakeholders.

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.”

The Virginia Performs website at VaPerforms.virginia.gov serves as the visible, citizen-friendly face of the state’s entire performance leadership and accountability system. There, users can access detailed data on the state’s progress with societal indicators, examine several issue-focused report cards, and peruse a wealth of agency performance measures and planning reports.



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).

It starts with an introduction to our **Scorecard at a Glance** and a summary of overall performance on the 44 high-level indicators it measures. A discussion of the Scorecard's new indicators, content enhancements, and related performance follows.

The chapter concludes with a review of key indicators looked at from a regional perspective using the Council's eight-region divisionary system.

SCORECARD AT A GLANCE

As mentioned in the previous About Virginia Performs chapter, the Scorecard at a Glance delineates the indicators used to assess progress with Virginia's seven long-term goals in Economy, Education, Government and Citizens, Health and Family, Natural Resources, Public Safety, and Transportation.

The Scorecard (**Figure 14** on the next page) arranges indicators by goal area and highlights their current performance trends; it also shows those indicators that have recently seen a trend change.

Table 4 (page 26) summarizes these current performance trends in an easy-to-read table format.

Trend changes for four indicators were made this year on the societal-level Scorecard at a Glance.

Maintaining to Improving

- **Per Capita Personal Income:** 2015 marks the second consecutive year that Virginia's average per capita personal income has risen. Even better, the increase from 2014's average rose by more than three percent – the biggest year-over-year jump in at least a decade.
- **Employment Growth:** Virginia's average job growth rate in 2015 was 2.2 percent – reversing three consecutive years of declining growth; it was also a significant increase from the 0.4 percent rate seen in 2014. Regional growth rates were all in positive territory, marking the first time in 16 years that the Southside region has seen positive job growth.
- **Health Insurance:** After years of rising or flat uninsured rates across the US, in 2014 every state in the union saw a drop in uninsured residents. Virginia's rate went from hovering between 14-15 percent since 2009 to just 12.5 percent in 2014. These improvements were largely due to the Affordable Care Act being in effect for its first full year, but that trend is expected to continue. Rising wages and an improved jobs outlook should also help contribute to lower rates of the uninsured going forward.

Improving to Maintaining

- **Energy:** Per capita energy consumption in Virginia has been increasing since 2012, while carbon dioxide emissions also rose for the first time since 2010. Conversely, the state has improved remarkably little – approximately 1.0 percent – in its use of renewables for well over a decade: Electricity generated from renewable sources stood at 5.3 percent in 2003 and was just 6.2 percent in 2014.

Figure 14

10.2016

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	↑
Economic Diversity	→
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	→
Child Abuse and Neglect	↑
Foster Care	↑
Health Insurance	↻ ↑
Health Risk Factors	↑
Mortality and Longevity	→
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	↓	8/2016	↻



Table 4
INDICATOR PERFORMANCE TRENDS

	Improving	Maintaining	Worsening	
Economy	<ul style="list-style-type: none"> • Employment Growth • Innovation and Entrepreneurship • Personal Income • Unemployment 	<ul style="list-style-type: none"> • Workforce Quality 	<ul style="list-style-type: none"> • Business Climate • Economic Diversity • Poverty 	
Education	<ul style="list-style-type: none"> • Fourth Grade Reading and Math • College Graduation • Educational Attainment 	<ul style="list-style-type: none"> • High School Dropout • High School Graduation 	<ul style="list-style-type: none"> • School Readiness 	<ul style="list-style-type: none"> • Third Grade Reading
Health and Family	<ul style="list-style-type: none"> • Child Abuse and Neglect • Foster Care • Health Insurance • Health Risk Factors 	<ul style="list-style-type: none"> • Teen Pregnancy 	<ul style="list-style-type: none"> • Adoption • Mortality and Longevity 	
Public Safety	<ul style="list-style-type: none"> • Crime • Emergency Preparedness 	<ul style="list-style-type: none"> • Juvenile Intakes • Traffic Fatalities 	<ul style="list-style-type: none"> • Recidivism 	
Natural Resources	<ul style="list-style-type: none"> • Air Quality • Land Preservation • Water Quality 		<ul style="list-style-type: none"> • Energy • Historic Resources • Solid Waste and Recycling 	
Transportation			<ul style="list-style-type: none"> • Infrastructure Condition • Land Use • Multimodal Transportation • Traffic Congestion 	
Government and Citizens	<ul style="list-style-type: none"> • Bond Rating • Government Operations • Internet Access • Taxation 		<ul style="list-style-type: none"> • Civic Engagement • Voter Registration and Turnout 	<ul style="list-style-type: none"> • Consumer Protection

Table 5 presents Virginia’s national ranking where comparable state data exist. For these 35 indicators, Virginia ranks in the top ten states for 15 indicators, ranks 11–20 among the states for 11 indicators, ranks 21–30 for three indicators, and ranks 31–50 for six 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

INDICATOR / RANK	1-10	11-20	21-30	31-40	41-50
ECONOMY					
Personal Income		●			
Employment Growth		●			
Poverty		●			
Unemployment		●			
Business Climate (Forbes)	●				
Workforce Quality (Productivity)		●			
Economic Diversity (Clusters)					●
Innovation (High-tech Firms.)	●				
HEALTH AND FAMILY					
Health Risk Factors (Exercise)		●			
Mortality and Longevity (Infant Mortality)			●		
Health Insurance			●		
Adoption	●				
Foster Care	●				
Child Abuse and Neglect	●				
Teen Pregnancy (Birth Rate)		●			
NATURAL RESOURCES					
Energy Consumption per Capita			●		
Historic Districts	●				
Air Quality (Particulate Pollution)		●			

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/BS 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)				●	

KEY OUTCOMES AND INDICATOR HIGHLIGHTS

Regular updates and enhancements to Virginia Performs are made to ensure it remains fresh and relevant. In 2016, the Council added one new indicator to the Scorecard at a Glance: Economic Diversity measures Virginia’s performance in cultivating private sector growth, developing new industries, and tapping into expanding international markets. This new indicator was added in response to efforts to diversify Virginia’s economy and help it transition from its reliance on federal spending and contracting.

In the Health and Family section, several indicators were consolidated to support two indicators on Mortality and Longevity and Health Risk Factors. This update reduced this section from 14 to seven indicators.

Finally, four indicators in the Natural Resources section – Air Quality, Water Quality, Energy, and Solid Waste and Recycling – benefited from the addition of extensive new data and content this year. Subject matter experts from the public, private, and non-profit sectors identified these enhancements during a Virginia Futures Forum hosted by the Council on Virginia’s Future in June 2016.

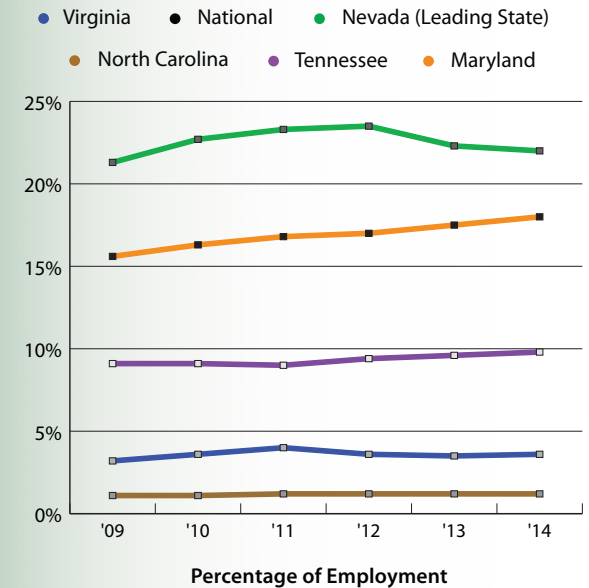
The performance discussion below focuses on this new content available on Virginia Performs. Each included graph provides data on Virginia, the national average, the leading state for that indicator measure, and a set of neighboring states – Maryland, North Carolina, and Tennessee – to provide a relevant benchmark to help assess Virginia’s performance.

Economic Diversity

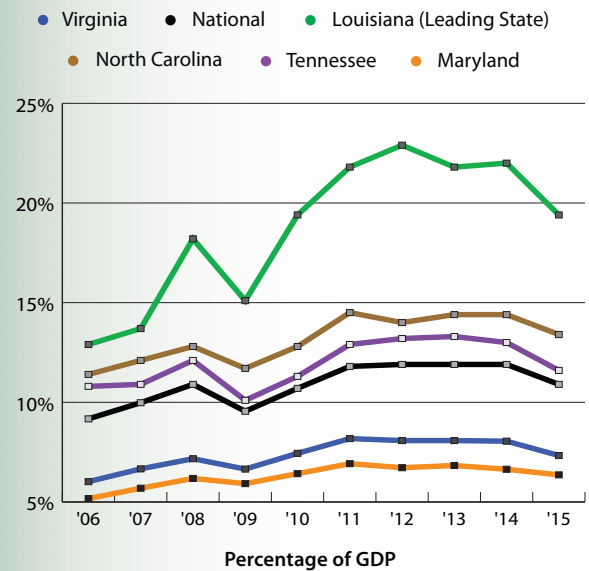
The Scorecard at a Glance’s newest indicator, Economy Diversity, looks at how well Virginia manages the various factors that help create robust, resilient, and stable economies.

One way to assess economic diversity is to measure employment in **dynamic industry clusters** – tradable clusters that show high and increasing levels of geographical concentration and are experiencing growth nationally. The state's percentage of employment in these clusters has increased from 3.2 percent in 2009 to 3.6 in 2014. Virginia has a higher percentage of employment in dynamic clusters than North Carolina (1.2%), but much lower than Tennessee (9.8%) and Maryland (18.0%). Among all US states, it ranks 41st.

Employment in Dynamic Clusters



Exports in Relation to GDP



In 2015, **exports** generated a small portion of Virginia's economic activity (7.3% of state GDP), and ranked the state 43rd nationally. Among peer states and the nation, Virginia performed better than Maryland (6.3%), but not as well as North Carolina (13.4%), Tennessee (11.6%), or the nation (10.9%). At 19.4 percent, Louisiana had the highest share of its state GDP supported by exports.

For 2014, Virginia ranked 23rd among states in the percentage of its employment (3.6%) supported by **foreign direct investment** (FDI). South Carolina led the states on this measure, with 5.2 percent of its employment attributed to FDI. Tennessee (3.7%) and North Carolina (4.4%) had higher percentages than Virginia, while the nation (3.4%) and Maryland (2.9%) did not perform as well.

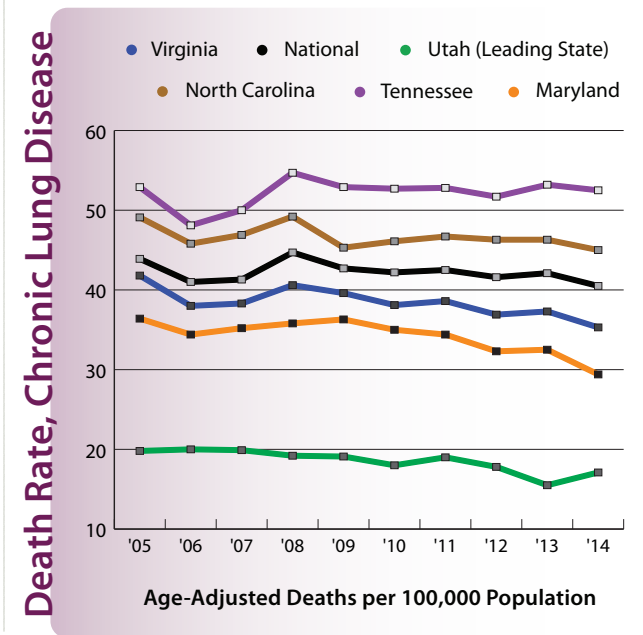
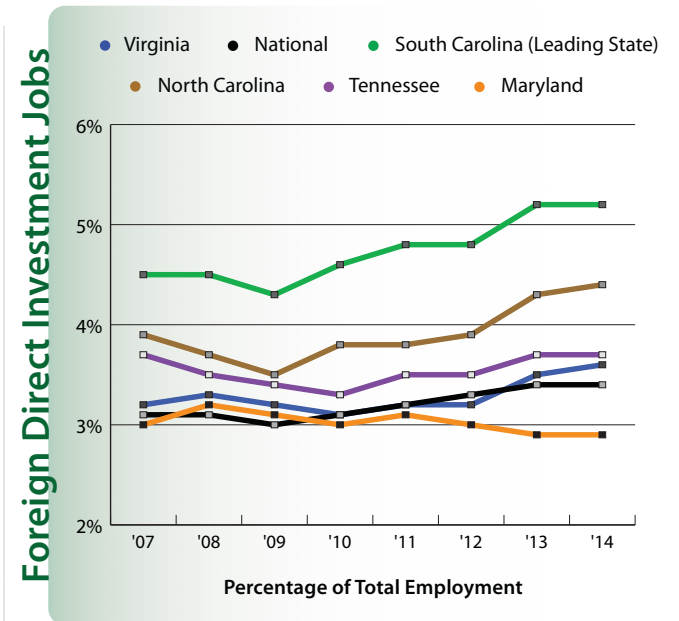
Mortality and Longevity

This new indicator in the Health and Family section of the Scorecard at a Glance combines the Cancer, Cardiovascular Disease, Infant Mortality, Life Expectancy, and Suicide indicators with new data on accidental deaths, chronic lower respiratory disease deaths, and diabetes deaths.

Virginia's age-adjusted death rate from **chronic lower respiratory disease** (bronchitis and emphysema) continues to improve. With a rate of 35.3 deaths per 100,000 residents in 2014, Virginia ranked 9th among states and below the US rate of 40.5 deaths. Among peer states, only Maryland (29.5) outperformed Virginia, while Tennessee (52.5) and North Carolina (45.0) had much higher death rates. Utah led the nation with 17.1 deaths per 100,000 residents.

In 2014, Virginia saw 36.8 deaths per 100,000 residents from **accidents**, ranking it 7th best among states and better than the national average of 40.5. Maryland (26.6) led the states on this metric, while with Virginia out performed North Carolina (44.4) and Tennessee (55.6).

In 2014, Virginia's **diabetes death rate** ranked 10th best among states. Virginia's rate of 18.5 diabetes deaths per 100,000 residents was lower than the US average (21.0) and below its all of its peer states: Maryland (19.8), Tennessee (23.2), and North Carolina (23.7). Nevada had the lowest diabetes death rate at 11.4 deaths per 100,000 population.



Health Risk Factors

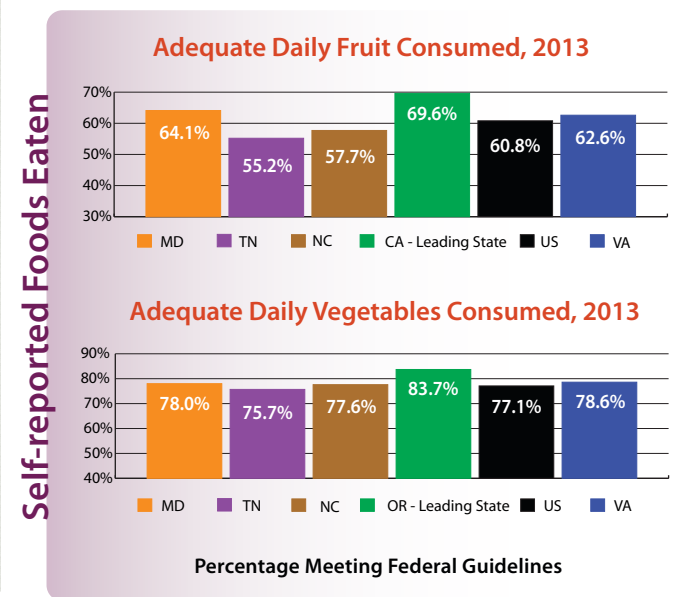
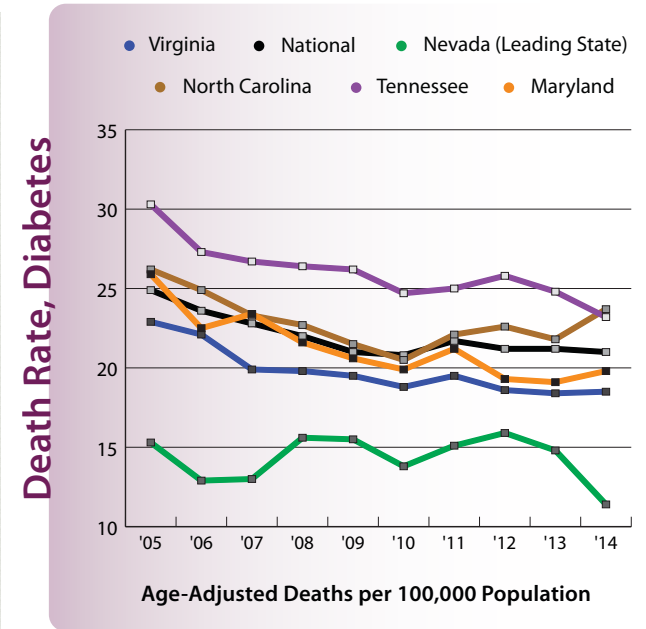
The new Health Risk Factors indicator combines previous standalone indicators on immunization, obesity, and smoking with new data on physical activity, diet, diabetes, heavy drinking, and substance abuse.

In 2014, 22.6 percent of Virginians reported that they met the standard for **physical activity** set by the US Department of Health and Human Services. This standard includes 150 minutes of moderate activity, 75 minutes of intense exercise, and two or more days of strength training each week. Virginia outperformed the nation and its peers on this metric: US (20.5%), Maryland (21.6%), North Carolina (19.1%), and Tennessee (12.2%).

The US Department of Agriculture recommends a **balanced diet** for adults that contains 2-3.5 cups of vegetables and 1.5-2.5 cups of fruit per day. In 2013, 62.6 percent of Virginians reported consuming one or more servings of fruit per day and 78.6 percent consumed one or more servings of vegetables per day. These percentages were higher than the national averages of 60.8 percent and 77.1 percent, respectively, and ranked Virginia 18th highest for each measure. These percentages were also higher than peer states Maryland (64.1% for fruit and 78.0% for vegetables), North Carolina (57.7% and 77.6%), and Tennessee (55.2% and 75.7%). The nation's leader for fruit consumption was California (69.6%). Oregon ranked first for vegetable consumption (83.7%).

In 2014, Virginia's **self-reported diabetes rate** was 9.7 percent, slightly lower than the national average of 10 percent. Among peer states, Tennessee (13%), North Carolina (10.8%), and Maryland (10.1%) were higher. Utah led the states with a diabetes rate of 7.1 percent.

Heavy drinking and substance abuse are two of the top 10 risk factors for an early death. In 2014, Virginia's self-reported heavy drinking rate (defined as two or more alcoholic drinks for a man and one or more for a woman per day) was 5.3 percent. Virginia's rate was lower than the national average of 5.9 percent, higher than Tennessee (4.1%) and North Carolina (5.1%), and equal to Maryland (also 5.3%). Substance abuse among Virginians 18 to 25 years old was 5.5 percent for the 2013-2014 period – below the national average (6.6%), as well as Maryland (6.2%), Tennessee (6.4%), and North Carolina (7.3%). Utah's heavy drinking rate (3.3%) and Wyoming's substance abuse rate (4.6%) were the lowest among all states.



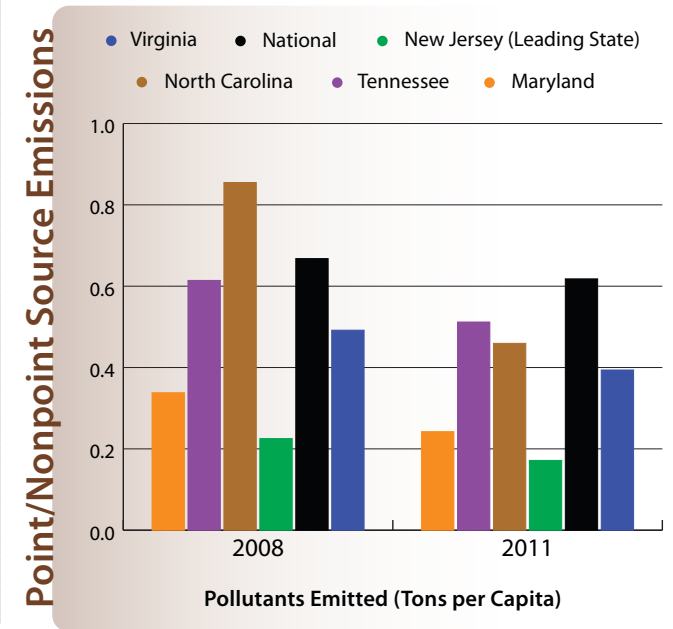
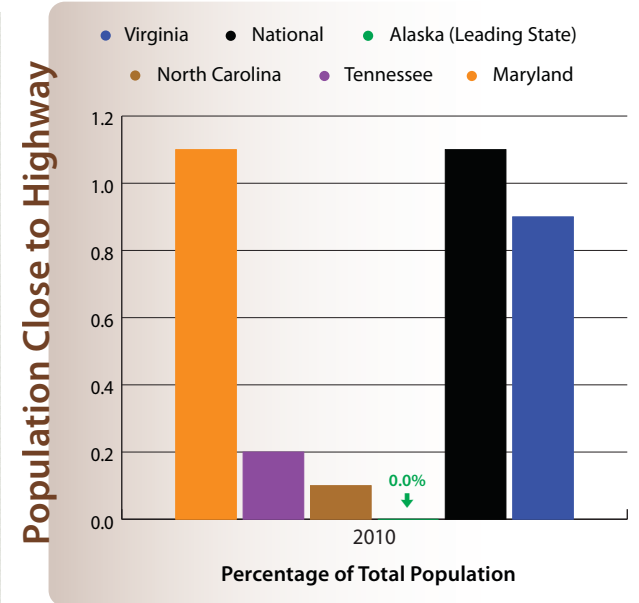
Air Quality

In addition to tracking fine particulate pollution and days exceeding federal ozone standards, the Air Quality indicator now assesses 11 additional data measures, including permitted point and nonpoint source emissions, hazardous pollutants, greenhouse gases, and mercury emissions.

Approximately 0.9 percent of Virginia's residents lived in proximity to a **major road corridor**, such as an interstate highway or expressway. These residents are at most risk of exposure to vehicle-created pollutants. Peer state Maryland had a higher percentage of residents living near major roadways (1.1%), while Tennessee (0.2%) and North Carolina (0.1%) were considerably lower. Virginia was below the national average of 1.1 percent and ranks 36th among US states.

Air pollutants are categorized as coming from one of two sources: point sources, where the cause has a single known point of origin (such as a factory smokestack); and nonpoint sources, where pollutants come from diffuse origins, as with automobiles or farms. Looking at both point and nonpoint sources of criteria pollutants (the most common air pollutants), Virginia's per capita average in 2011 was 0.39 tons, a drop from 0.49 tons in 2008. The Commonwealth's per capita criteria pollutant total was considerably lower than the national average of 0.62 tons. It was also lower than both peer states Tennessee (0.51) and North Carolina (0.46), but not as low as Maryland (0.24). The national leader for emissions of criteria pollutants in 2011 was New Jersey, with 0.17 tons per capita.

In addition to criteria pollutants, in 2011, Virginia's **hazardous air pollutants** (HAP) were 33.5 pounds per capita, an increase from 31.9 pounds in 2008. **Greenhouse gas emissions** (GHG) were 6.0 tons per capita in 2011, a drop from the 6.9 tons per capita seen in 2008. These 2011 figures were lower than peer states North Carolina (per capita HAP of 42.2 pounds and GHG of 7.0 tons), and Tennessee (per capita HAP of 46.7 pounds and GHG of 8.2 tons), but not as low as Maryland, with a per capita HAP of 16.1 pounds and GHG of 5.9 tons. Virginia's emissions were also lower than the national averages for each category of pollutant (per capita HAP of 58.2 pounds and GHG of 7.3 tons). Leading state New Jersey had a per capita hazardous pollution rate of just 9.4 pounds, while Rhode Island led the country on greenhouse gas emissions, with 4.4 tons per person.



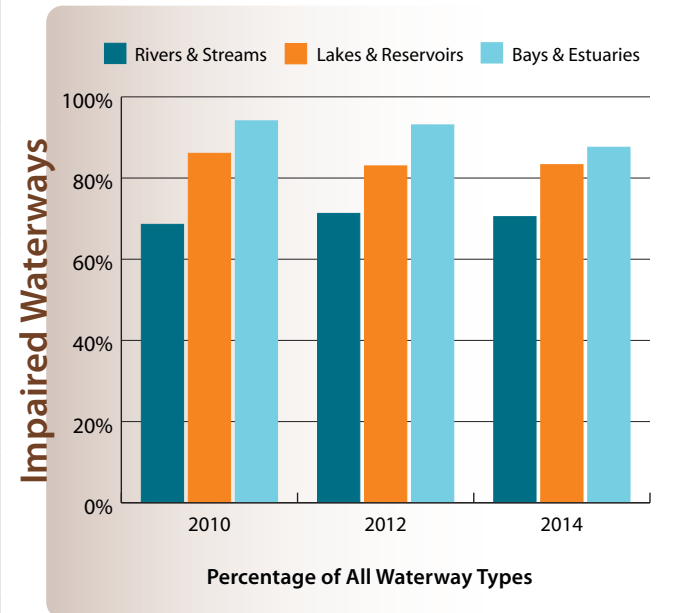
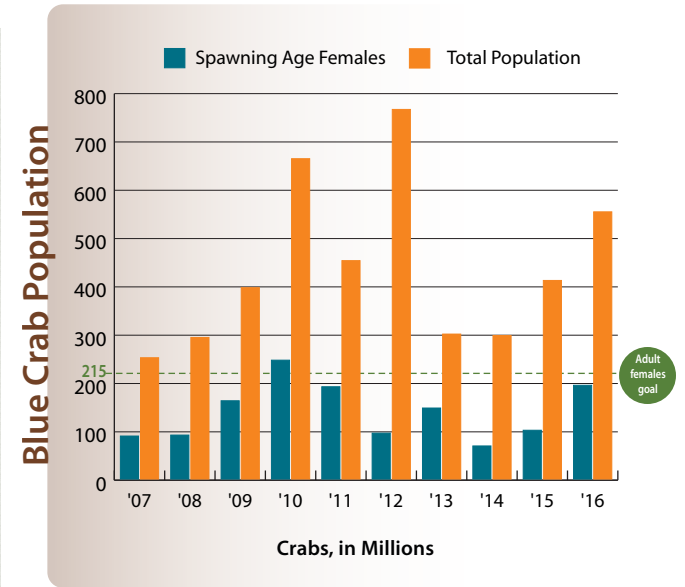
Water Quality

Significant new content was also added to enhance the Water Quality indicator on the Scorecard at a Glance, which previously had been limited to several measures relating directly to the Chesapeake Bay. The Water Quality indicator now expands that Chesapeake Bay data and features new measures on water impairments in Virginia by use and type, wetlands, water use and supply, and marine debris.

Another important statistic indicating the health of the Bay is its **blue crab population**, which now stands at 553 million. The number of adult female crabs — a key indicator of the population's health — has also improved, from a decade-low of 68.5 million in 2014 to 194 million in 2016. Although encouraging, this number remains below both the target level of 215 million and the previous recent high of 246 million attained in 2010.

Impaired waters fail to meet the designated standards for all the uses they were assessed for, including recreation (swimming and boating), fish consumption, and aquatic life. In 2014, 70.2 percent of rivers and streams, 83.0 percent of lakes, and 87.3 percent of bays and estuaries were assessed as impaired. Although the percentage of impaired rivers and streams increased (from 68.3% in 2010), both lakes and bay waters saw reductions from their 2010 percentages of 85.8 and 93.8, respectively. In 2014, 71.9 percent of Virginia streams were assessed as impaired for recreation, 53.3 percent for fish consumption, and 34.9 percent for aquatic life. Virginia's bays and estuaries suffer the most heavily from impairment of fish consumption (99.3% in 2014) and aquatic life (94.8%). Likewise, Virginia's lakes and reservoirs tend to have higher percentages of impairments for fish consumption and aquatic life, since excess nutrient levels leading to problems like algae bloom tend to be much higher in slower-moving bodies of water.

Water usage has stabilized in recent years, while overall water consumption has decreased by two percentage points between 2010 and 2014. Most major user groups have also decreased their water withdrawals, including a drop of one percent in public water consumption and five percent in manufacturing consumption. However, the State Water Resources Plan projects that mean daily water demand will increase by approximately 32 percent (an estimated 450 million gallons of water per day) by 2040, which will certainly necessitate increased surface and groundwater withdrawals.



Energy

The Energy indicator was expanded to include a more in-depth discussion of Virginia's efforts around renewable energy and Virginia's overall energy portfolio. The revised energy indicator examines the trade-offs the state must consider when trying to balance economic and business competitiveness with its overall environmental health.

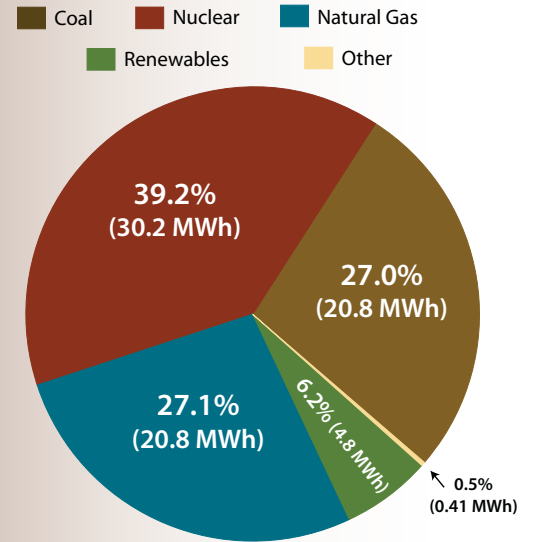
Virginia's **electric power** industry generates electricity from a variety of **sources**. Nearly 40 percent – over 30 million megawatt hours (MWh) – comes from nuclear power, which is considered a clean energy because it produces no carbon. Natural gas and coal power each provide another 27 percent of the state's electricity needs (just over 20 million megawatt hours for each power source). Renewable energy production – which in Virginia comes from hydropower, biomass fuels, and landfill gases – represented 6.2 percent of all electric generation in 2014, a small increase from the year before, ranking the state 33rd in the nation.

Virginia's **retail electricity rates** are competitive with peer states and the nation overall. In 2014, residential customers paid approximately 11.1 cents per kilowatt hour (kWh), commercial customers paid 8.2 cents per kWh, while industry paid 6.9 cents per kWh. These rates were all lower than the national averages (12.5, 10.7, and 7.1 cents per kWh, respectively) for these customer types. The average price (combining all customer types) in 2014 was 9.2 cents per kilowatt hour, ranking the state 19th lowest in the US. Virginia's average rate was lower than all its peer states: Maryland (12.0 cents per kWh), Tennessee (9.4 cents), and North Carolina (9.3 cents).

Solid Waste and Recycling

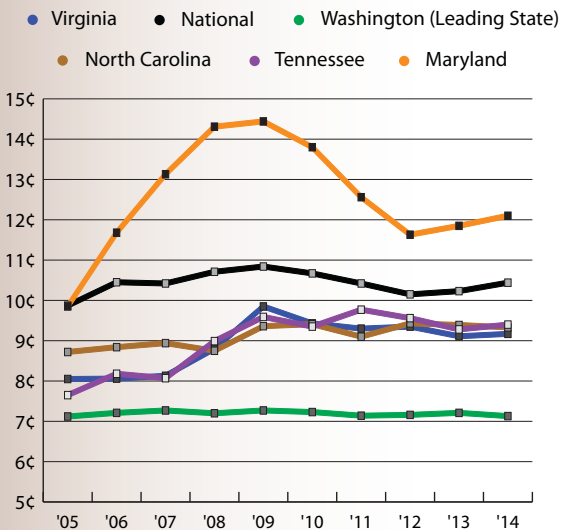
One new data point, **solid waste per capita**, was added to complement the data on solid waste tonnage already available through this indicator. On a per capita basis, Virginia's waste production has changed little since 2009, fluctuating between a low of 1.77 tons per person in 2010 to a high the following year of 1.87 tons. In 2015, Virginians generated an average of 1.83 tons of waste per person.

Power Generation, Virginia



Percentage of Electricity Generated

Retail Price per Kilowatt Hour



Average Price (in 2014 Dollars) for All Electricity Uses

A Regional Perspective

In addition to assessing performance at the state / national level, Virginia Performs also examines how well the state's regions are doing on many of the same indicators.

The information here focuses on select regional outcomes; the eight regions that the Council uses for analytical purposes are presented on page 40. This is followed by a table presenting selected information for each region and a set of recently updated regional Scorecards at a Glance.

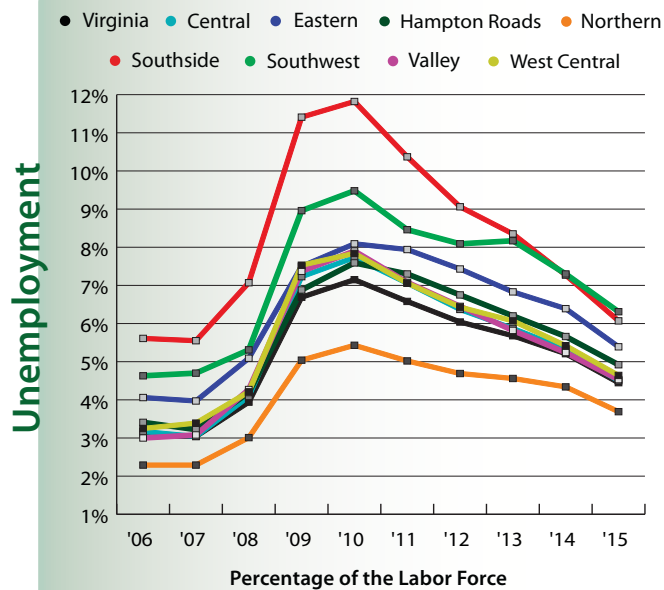
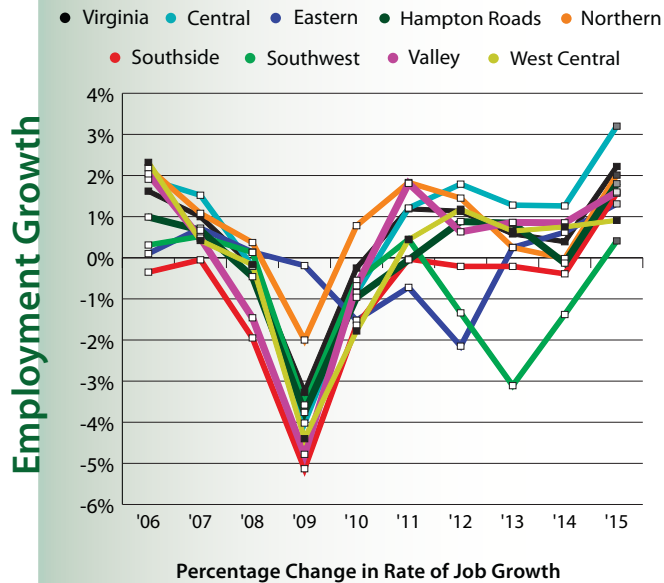
Virginia is a diverse state and this diversity often manifests itself most clearly in economic terms; statewide averages can obscure significant differences in regional outcomes. These differences are not unusual in states like Virginia, with growing metropolitan areas and slower-growing or declining rural areas. The indicator measures presented here highlight some of these important differences and also illustrate where progress is sometimes more uniform.

KEY OUTCOMES AND INDICATOR HIGHLIGHTS

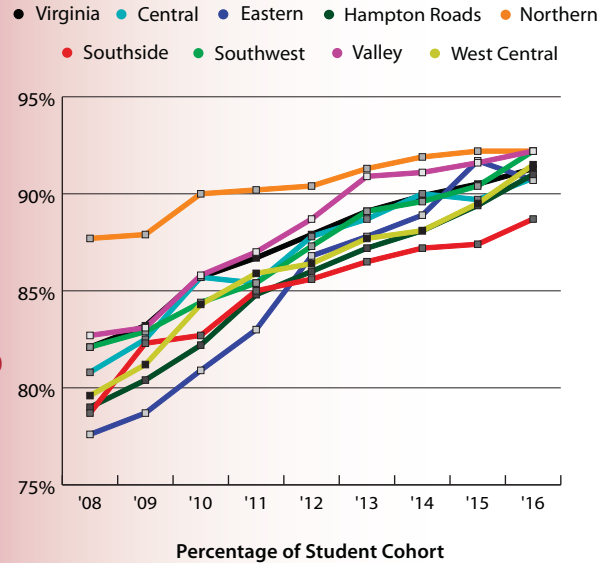
Economy

Employment Growth: Job growth rates in 2015 were finally all in positive territory, but with wide variations. The Central region again outpaced the rest of the state (3.2%), followed by the Northern (2.0%), Hampton Roads (1.8%), Valley (1.6%), and Southside (1.6%) regions. This marks the first time in over 16 years that the Southside region has seen positive job growth. The Southwest (0.4%) and West Central (0.9%) regions had the slowest job growth rates in 2015.

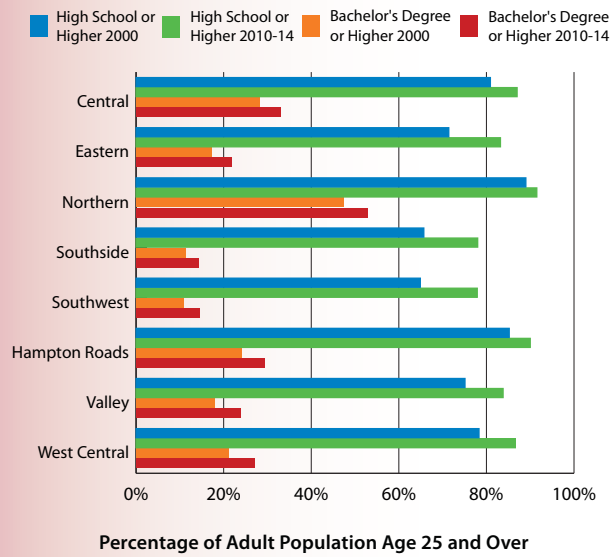
Unemployment: Unemployment rates again declined across Virginia in 2015, and varied from the highs seen in the Southwest (6.3%) and Southside (6.1%) regions to a low of 3.7 percent in the Northern region. The Eastern region had the third highest rate at 5.4 percent. The Virginia state average in 2015 was 4.5 percent.



On-time High School Graduation



Educational Attainment



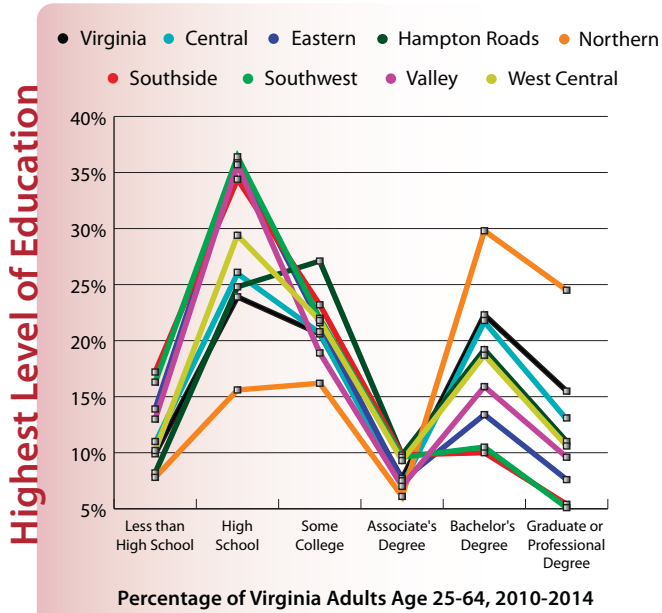
Education

School Readiness: 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. In 2015, 86.1 percent of Virginia kindergartners assessed using PALS-K met or exceeded the benchmark, while 13.9 percent were identified as needing additional instruction – an increase from 12.7 percent in 2014. The Hampton Roads region again led the state with 89 percent at or above the benchmark, followed by the Northern region at 86.4 percent. The Southwest region's rate of 83.2 percent was the lowest. However, only the Southwest region saw a modest improvement in scores.

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. Except for a decline (-1.0%) in the Eastern region, on-time high school graduation rates improved or remained the same for the 2015-16 school year. The statewide average increased from 90.5 percent to 91.3 percent. The Northern (92.2%), Southwest (92.2%), and Valley (92.2%) regions exceeded the statewide average; the West Central (2 percentage points) and Southwest (1.8 percentage points) regions showed the highest year-over-year improvement.

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 2010-2014 period, ranging from 52.9 percent in the Northern region to 14.3 percent and 14.5 percent in the Southside and Southwest regions, respectively. The second and third best regions – Central at 33.1 percent and Hampton Roads at 29.3 percent – were below the statewide average, revealing the impact of the Northern region on statewide averages.

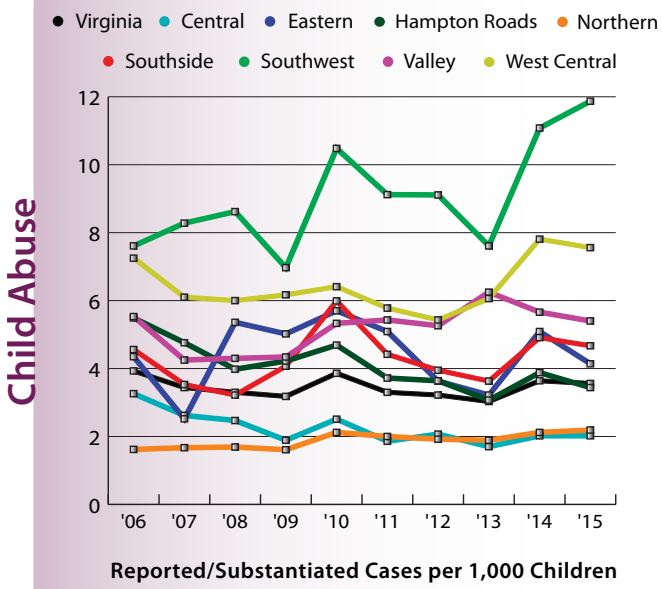


The percentage of adults (age 25 to 64) **without a high school diploma** or its equivalent also varied by region, ranging from about 16-17 percent in the Southside and Southwest regions, to a low of 7.8 percent in the Northern region. It is important to note, however, that the percentage of adults lacking a high school education continues to steadily drop.

Health and Family

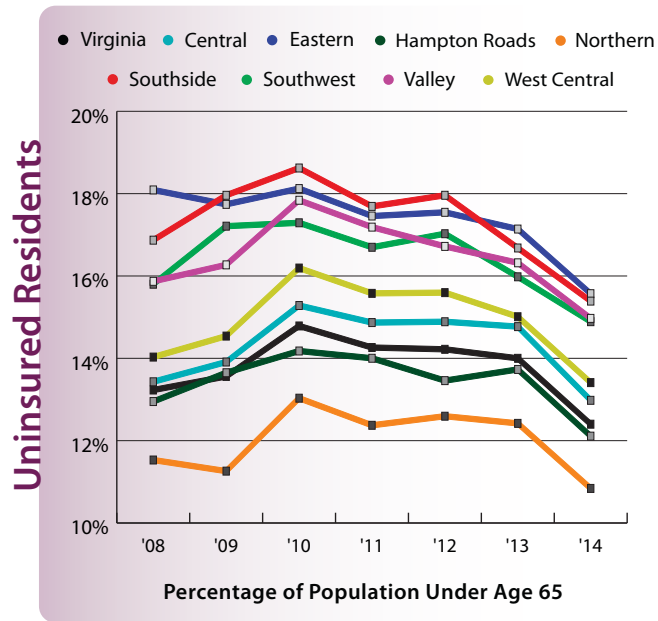
Differences among the regions are also evident across a range of health issues, as many health-related outcomes are correlated with both educational attainment and income.

Child Abuse and Neglect: Data from the Virginia Department of Social Services (DSS) shows that 489,868 Virginia children were reported as possible victims of abuse and neglect in 2015. Of these, 6,592 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 2015 at 2.0 substantiated cases per 1,000 children. The Southwest and West Central regions had the highest rates, with 11.9 and 7.6 cases, respectively. The average Virginia rate in 2015 was 3.6.



Mortality and Longevity: 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 5.7 infant deaths per 1,000 live births in 2014. The Eastern region had the lowest rate of infant deaths at 3.5, while the Southside region had the highest rate at 9.8 deaths per 1,000 live births.

Health Risk Factors: Except for the Northern region (7.2%), every other region in 2012 had a higher self-reported diabetes rate than the state average of 9.8 percent, with the Eastern (12.8%) and Southside (13.8%) regions having the highest rates. Obesity rates have dropped in most regions, although the Central, Eastern, and West Central regions saw their rates rise in 2014. Here, too, the Northern region again had the lowest obesity rate (21.2%), while the Eastern (39.2%) and Southside (36.9%) regions had the highest.



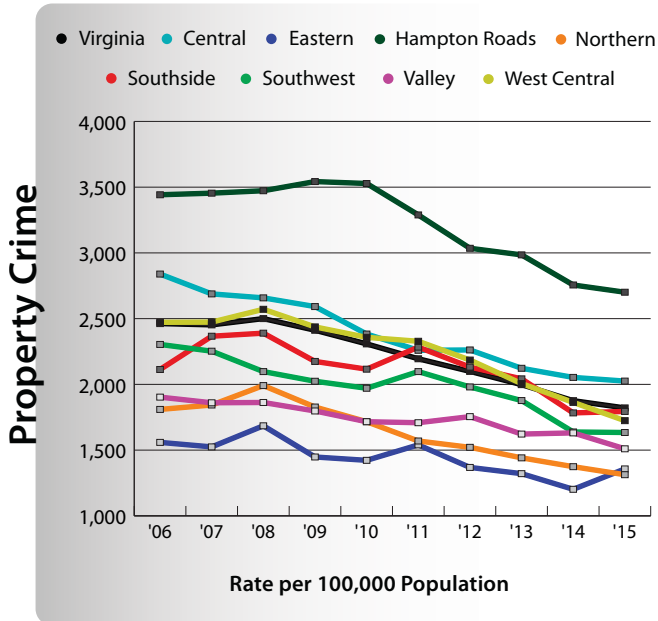
Health Insurance: In 2014, local uninsured rates dropped in all regions of Virginia. The Eastern (15.6%), Southside (15.4%), Valley (14.9%), and Southwest (14.9%) regions had the highest uninsured rates. The Northern region had the lowest rate at 10.8 percent uninsured. The 2014 regional statewide average for uninsured persons under the age of 65 was 12.4 percent.

Public Safety

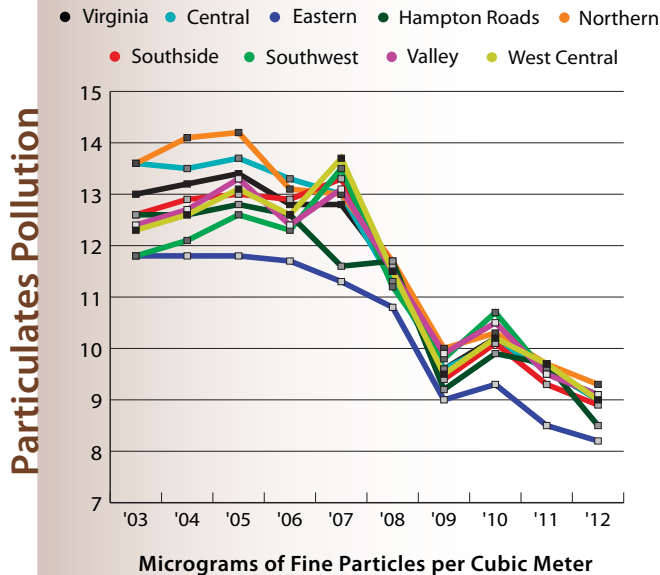
Crime: When people think about crime, they tend to focus on violent crime against persons, when in fact the vast majority of crime is property-related. Regionally speaking, Virginia's highest crime rates in 2015 were again in the Hampton Roads region, which saw rates of 2,701 property crimes and 300 violent crimes per 100,000 people. Although these rates represent a 10-year low, they continue to skew the state average upward.

Except for the Hampton Roads (2,701) and Central (2,025) regions, all other areas fell below the state average of 1,821 crimes per 100,000 population in 2015. The lowest property crime rate was in the Northern region, at 1,313 property crimes per 100,000 population.

The lowest violent crime rate occurred in the Northern region, with 122 crimes per 100,000 people. The Valley (126), Southwest (128), and Eastern (146) 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 225 crimes per 100,000 population.



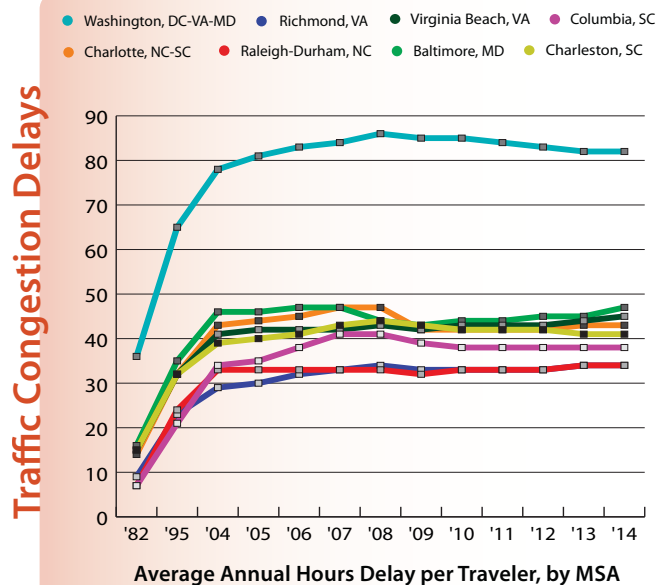
Traffic Fatalities: The rate of crash-related traffic fatalities rose to 9.0 deaths per 100,000 population in 2015, well down from the 10-year peak of 13.3 seen in 2007. Fatality rates ranged from 24.4 in the Southside region to a low of 4.1 in the Northern region. The Hampton Roads region (43.4%) saw the highest percentage of traffic fatalities related to alcohol in 2014, while the Southwest region was the lowest at 25.0 percent. Given that in 2013 the Southwest region had a much higher alcohol-related traffic fatality rate (42.0%), there is clearly significant volatility in results year to year.



Natural Resources

Air Quality: Air quality measured as exposure to micrograms of fine particulates found in soot, dust, smoke, and fumes per cubic meter, has also generally improved in each of Virginia's regions from 2003 to the most recent year available, 2012. The lowest average exposure in 2012 was found in the Eastern (8.2) and Hampton Roads (8.5) coastal regions. The highest average exposure was in the Northern region (9.3). The current average annual PM2.5 National Ambient Air Quality Standard (NAAQS) is 12 micrograms per cubic meter.

Another way to measure air quality is to look at pollutant emissions. Among Virginia's regions, the more rural areas – Eastern, Southside, Southwest, and Valley – saw the highest per capita emissions for criteria pollutants (often referred to as common pollutants) in 2011: 1.0, 0.93, 0.78, and 0.70 tons, respectively. More urbanized regions (Northern, Hampton Roads, and Central) had lower per capita emission rates, led by the Northern region with 0.19 tons per capita. However, all regions in the state saw a reduction in common pollutant emissions from their 2008 levels.

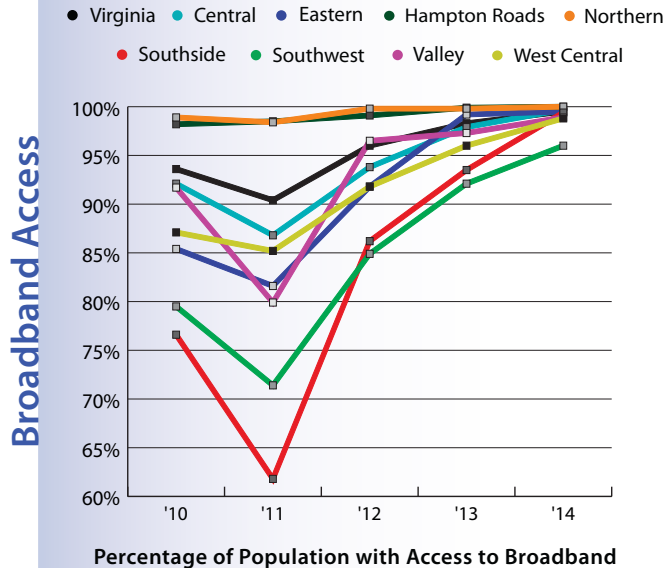


Transportation

Traffic Congestion: The Texas Transportation Institute (TTI) publishes congestion data for 101 urban areas across the country. In 2014, the metro area around Washington, DC, was again the highest in the nation for average hours (82) of delay per traveler. Although delays due to congestion have generally been dropping modestly in the DC corridor since 2008, its level of congestion is considerably higher than any other region in Virginia – and for urban areas in other states. Other metropolitan areas in the top 10 for congestion include Los Angeles and San Francisco in California; Houston and Dallas-Fort Worth in Texas; New York City-Newark, New Jersey; Seattle, Washington; and Boston, Massachusetts.

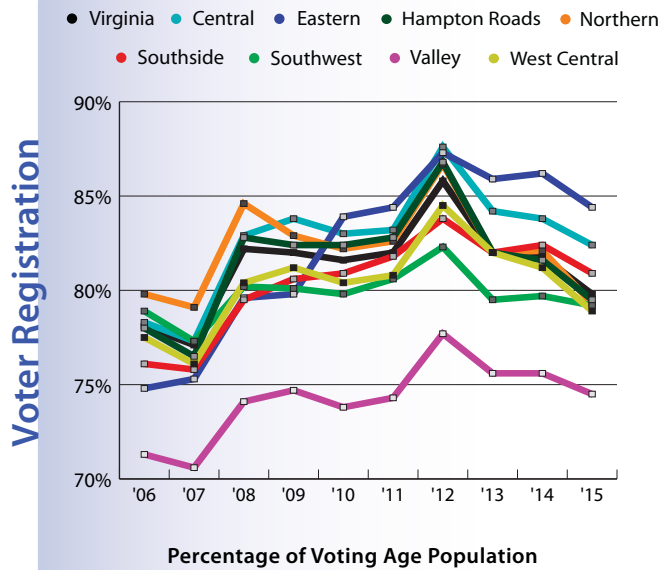
Although TTI rankings roughly correlate with area size, Richmond, VA, is notable for still having less congestion (an average of 34 hours of annual delay) compared to other cities in its size class.

Government and Citizens



Broadband Access: According to the US broadband map created by the National Telecommunications and Information Administration (NTIA), Virginia ranks 40th for residents living near Internet access points with broadband speeds of 3 Mbps or greater. Although this rank is down from 37th in 2013, coverage was actually a bit higher (99.5%) than the national average of 99.3 percent. (Clearly, a few outlier states with low broadband access are skewing that average downward.)

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 percent in 2013 to 96.0 percent in 2014.

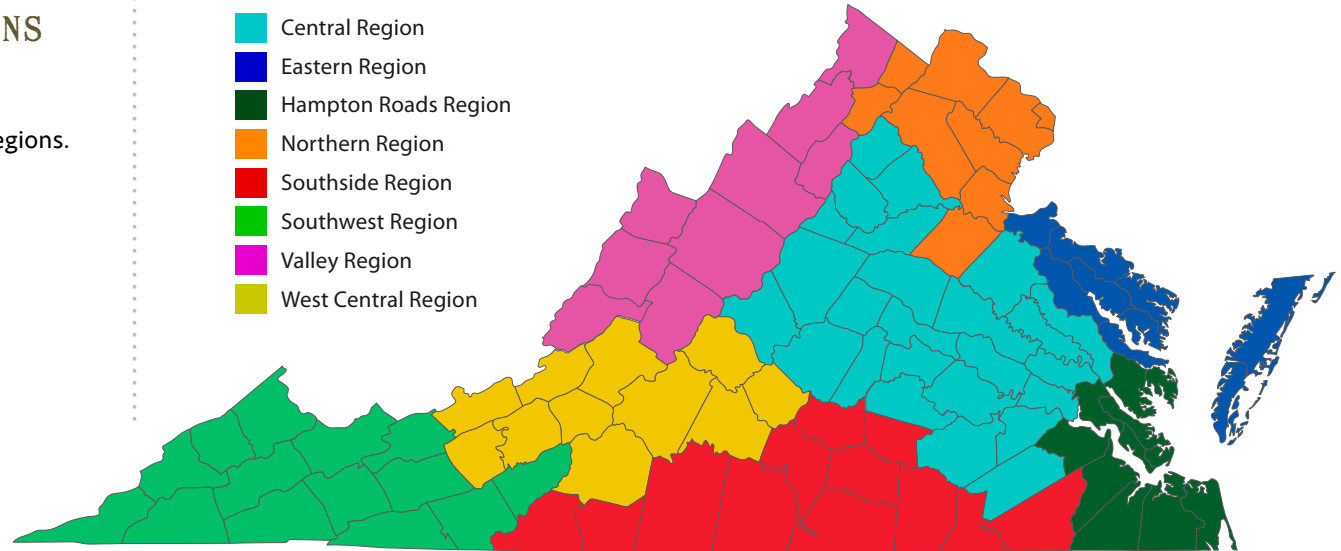


Voter Registration and Turnout: Voter registration and turnout are strong indicators of citizens' commitment to their community. Turnout in 2014 (a non-presidential election year), as measured by ballots counted as a percentage of the voting age population (VAP), was much lower than in 2012. At 36.6 percent, Virginia's 2014 voter turnout rate ranked 31st nationally, slightly above the national average 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.

Recent years saw voter registration rates steadily increasing, reaching record highs in 2012, but rates have been declining since then. The Virginia State Board of Elections reported that an average 79.8 percent of Virginia's VAP had active registrations for 2015 state elections; that average was six percentage points lower than in 2012 (85.8%). The Eastern region again had the highest voter registration rate in 2015 with 84.4 percent, while the Valley again had the lowest rate at 74.5 percent.

THE COUNCIL'S EIGHT REGIONS

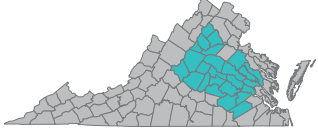


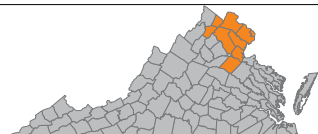
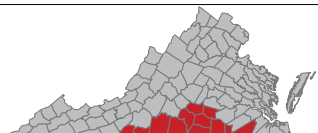
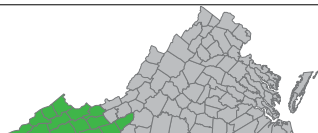
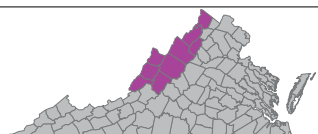
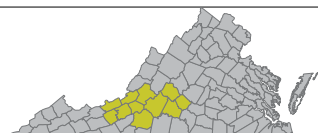
For purposes of analysis, The Council's Virginia Performs system divides the state into eight regions.



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 6: REGIONS AT A GLANCE

NOTES: All population figures are in the thousands (000's); annual growth percentages listed are since 2014.

Region	Key Characteristics
Central Region 	<p>Population:</p> <p>2015: 1,657.7 State Share: 19.8% Ann. Growth: 0.9%</p> <ul style="list-style-type: none"> • Largest employment gain (3.2%) of all the regions from 2014 to 2015 • Real per capita income growth uneven across 2005-2014 and remains below 2007 peak • Access to broadband services rose from 87 percent in 2011 to almost 100 percent in 2014 • Lowest rate of child maltreatment cases among the regions in 2014
Eastern Region 	<p>Population:</p> <p>2015: 142.1 State Share: 1.7% Ann. Growth: 0.1%</p> <ul style="list-style-type: none"> • Consistently low rates for property and violent crime • Largest average annual growth (0.8%) in inflation-adjusted PCPI, 2005-2014 • Highest rate of uninsured (15.6%) among the regions in 2014 • Largest gain in the high school graduation rate (13.1 percentage points) since 2008
Hampton Roads Region 	<p>Population:</p> <p>2015: 1703.3 State Share: 20.3% Ann. Growth: 0.5%</p> <ul style="list-style-type: none"> • 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) grew by 1.5 percent between 2013 & 2014 • Consistently leads the state in the percentage of kindergartners who “pass” PALS-K
Northern Region 	<p>Population:</p> <p>2015: 2,870.5 State Share: 34.2% Ann. Growth: 1.1%</p> <ul style="list-style-type: none"> • Economic “engine” for Virginia but only region to show negative growth in inflation-adjusted PCPI (-0.6%) 2005-2014; vulnerable to ongoing federal civilian and defense spending cutbacks • Heavy technology and government presence • Highest educational attainment and achievement levels
Southside Region 	<p>Population:</p> <p>2015: 369.4 State Share: 4.4% Ann. Growth: -0.3%</p> <ul style="list-style-type: none"> • Significant economic dislocation due to loss of manufacturing jobs • Employment growth turned positive in 2015 (1.6%), after 10 years of loss • 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 	<p>Population:</p> <p>2015: 406.4 State Share: 4.8% Ann. Growth: -0.3%</p> <ul style="list-style-type: none"> • Historic reliance on manufacturing and mining; real PCPI grew by 1.5 percent in 2014 • Employment growth declined an average of 1.0 percent 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 2015
Valley Region 	<p>Population:</p> <p>2015: 493.0 State Share: 5.9% Ann. Growth: 0.2%</p> <ul style="list-style-type: none"> • Job growth has been positive each year for the last five years • Real PCPI grew by less than 0.2 percent per year between 2007 and 2014 • One of four regions with a high school graduation rate above the state average
West Central Region 	<p>Population:</p> <p>2015: 740.6 State Share: 8.8% Ann. Growth: 0.5%</p> <ul style="list-style-type: none"> • Higher education is a strength along the Blacksburg-Roanoke-Lynchburg corridor • Students from this region are consistently first or second in bachelor’s degree awards per capita • Second highest rate of patent awards in 2015 at 30.8 per 100,000 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	→
Exports	↓
High-tech Firms	↑

Health and Family

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

Child Abuse and Neglect	→
Foster Care	↓
Health Insurance	↑
Health Risk Factors	→
Mortality and Longevity	↑
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.

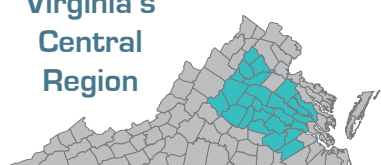
Air Pollution	↑
Land Preservation	↑

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	↓
Voter Turnout (2014)	↓

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 (2015): 1,657,656
 Share of Total State Population: 19.8%
 Percent Growth (since 2010): 5.1%

Some Key Performance Measures:

- Real per capita income still below 2007 peak, but rose 2.5% in 2014
- Largest employment gain (3.2%) of all the regions from 2014 to 2015
- Lowest rate of child abuse and neglect cases (2.0 per 1,000 children) in 2015
- 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	↓
Exports	↓
High-tech Firms	↑

Health and Family

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

Child Abuse and Neglect	↓
Foster Care	→
Health Insurance	↑
Health Risk Factors	→
Mortality and Longevity	↑
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	↓
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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.

Air Pollution	↑
Land Preservation	↑

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	↓
Voter Turnout (2014)	↓

Virginia's Eastern Region



Localities within the Eastern Region:

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

Population Statistics:

Total Population (2015):	142,113
Share of Total State Population:	1.7%
Percent Growth (since 2010):	0.3%

Some Key Performance Measures:

- Highest average annual personal income growth (0.8%), 2005-2014
- Most improved high school graduation rate (13.1 percentage points) since 2008
- Highest rate of uninsured (15.6%) among all the regions
- Consistently low rates for property and violent crime
- Has struggled in recent years to maintain the significant gains made in educational attainment, child abuse, traffic fatalities, and exports seen earlier in the decade

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SCORECARD AT A GLANCE: HAMPTON ROADS 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	→
Exports	↓
High-tech Firms	↑

Health and Family

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

Child Abuse and Neglect	→
Foster Care	↓
Health Insurance	↑
Health Risk Factors	→
Mortality and Longevity	→
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.

Air Pollution	↑
Land Preservation	→

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	↓
Voter Turnout (2014)	↓

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 (2015):	1,703,381
Share of Total State Population:	20.3%
Percent Growth (since 2010):	2.8%

Some Key Performance Measures:

- Personal income (adjusted for inflation) rose 1.5% in 2014
- Although diabetes rates are still rising, region is holding steady on other health risk and mortality measures
- Consistent regional leader in school readiness results
- Lowest high school dropout rate in the state (4.3%) for third consecutive year
- Highest rates for property and violent crime in the state

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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	→
Exports	→
High-tech Firms	↑

Health and Family

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

Child Abuse and Neglect	→
Foster Care	→
Health Insurance	↑
Health Risk Factors	→
Mortality and Longevity	→
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.

Air Pollution	↑
Land Preservation	↑

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	↓
Voter Turnout (2014)	→

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 (2015):	2,870,478
Share of Total State Population:	34.2%
Percent Growth (since 2000):	9.4%

Some Key Performance Measures:

- Economic "engine" for Virginia, but with a heavy reliance on technology firms and government spending
- Unlike many regions, average per capita personal income still significantly below its 2007 peak
- Highest educational attainment and achievement levels among all the regions
- Although improving somewhat, consistently experiences the highest traffic congestion in the state

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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	→
Exports	→
High-tech Firms	↑

Health and Family

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

Child Abuse and Neglect	↓
Foster Care	→
Health Insurance	↑
Health Risk Factors	↓
Mortality and Longevity	→
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	↓
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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.

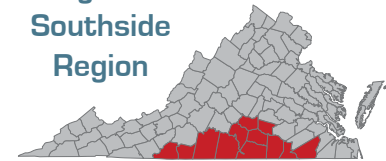
Air Pollution	↑
Land Preservation	↑

Government and Citizens

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

Internet Access	↑
Tax Burden	↓
Voter Registration (2015)	↓
Voter Turnout (2014)	↓

Virginia's Southside Region



Localities within the Southside Region:

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

Population Statistics:

Total Population (2015):	369,366
Share of Total State Population:	4.4%
Percent Growth (since 2010):	-3.0%

Some Key Performance Measures:

- Job growth rate in 2015 (1.57%) was positive for the first time in 16 years
- Consistent regional leader for students earning associate's degrees; showing steady improvement on bachelor's degree attainment
- The percentage of residents with access to broadband rose from 77% in 2010 to 99% in 2014
- Rural region has largely been losing population since 2000

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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	→
Exports	↓
High-tech Firms	→

Health and Family

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

Child Abuse and Neglect	↓
Foster Care	→
Health Insurance	↑
Health Risk Factors	↓
Mortality and Longevity	→
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	↓
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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.

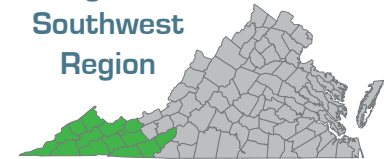
Air Pollution	↑
Land Preservation	→

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	→
Voter Turnout (2014)	↓

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 (2015):	406,389
Share of Total State Population:	4.8%
Percent Growth (since 2010):	-2.6%

Some Key Performance Measures:

- Employment growth back in positive territory for first time since FY 2011
- Consistently has highest rate among the regions for child abuse
- Since 2008 has had the lowest attainment of bachelor's degrees among all the regions
- 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	→
Exports	↓
High-tech Firms	→

Health and Family

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

Child Abuse and Neglect	→
Foster Care	→
Health Insurance	↑
Health Risk Factors	↓
Mortality and Longevity	→
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.

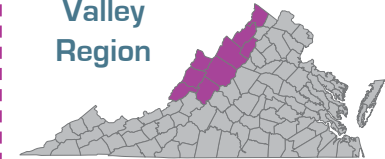
Air Pollution	↑
Land Preservation	↑

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	↓
Voter Turnout (2014)	↑

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 (2015):	493,004
Share of Total State Population:	5.9%
Percent Growth (since 2010):	2.8%

Some Key Performance Measures:

- Unlike most other rural regions, Valley region has maintained positive job growth rates since FY 2011
- One of four regions with a 2015 high school graduation rate (92.5%) above the state average
- Second lowest high school dropout rate (4.6%) in the state in 2015
- Only region to see improved voter turnout rates in midterm elections between 2010 and 2014

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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	→
Exports	→
High-tech Firms	→

Health and Family

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

Child Abuse and Neglect	↓
Foster Care	↑
Health Insurance	↑
Health Risk Factors	→
Mortality and Longevity	→
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.

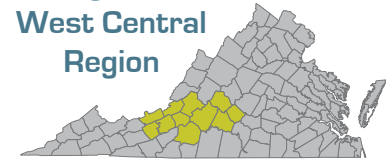
Air Pollution	↑
Land Preservation	↑

Government and Citizens

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

Internet Access	↑
Tax Burden	→
Voter Registration (2015)	↓
Voter Turnout (2014)	↓

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 (2015):	740,606
Share of Total State Population:	8.8%
Percent Growth (since 2010):	2.3%

Some Key Performance Measures:

- Second lowest job growth rate (0.9%) among the regions in 2015
- After falling during the Great Recession, real incomes since 2011 have largely stayed above their former 2007 peak
- Issued the second highest number of patents (30.8) per 100,000 residents in 2015
- Consistently first or second among the regions in bachelor's degrees earned (per 100K population)

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ARE WE GETTING RESULTS ON OUR HIGHEST PRIORITIES?

Are We Getting Results on Our Highest Priorities?

INTRODUCTION

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

Since its inception in 2004, the Virginia Performs performance accountability system has worked to help ensure that state government is both efficient and effective in improving outcomes and quality of life for Virginians.

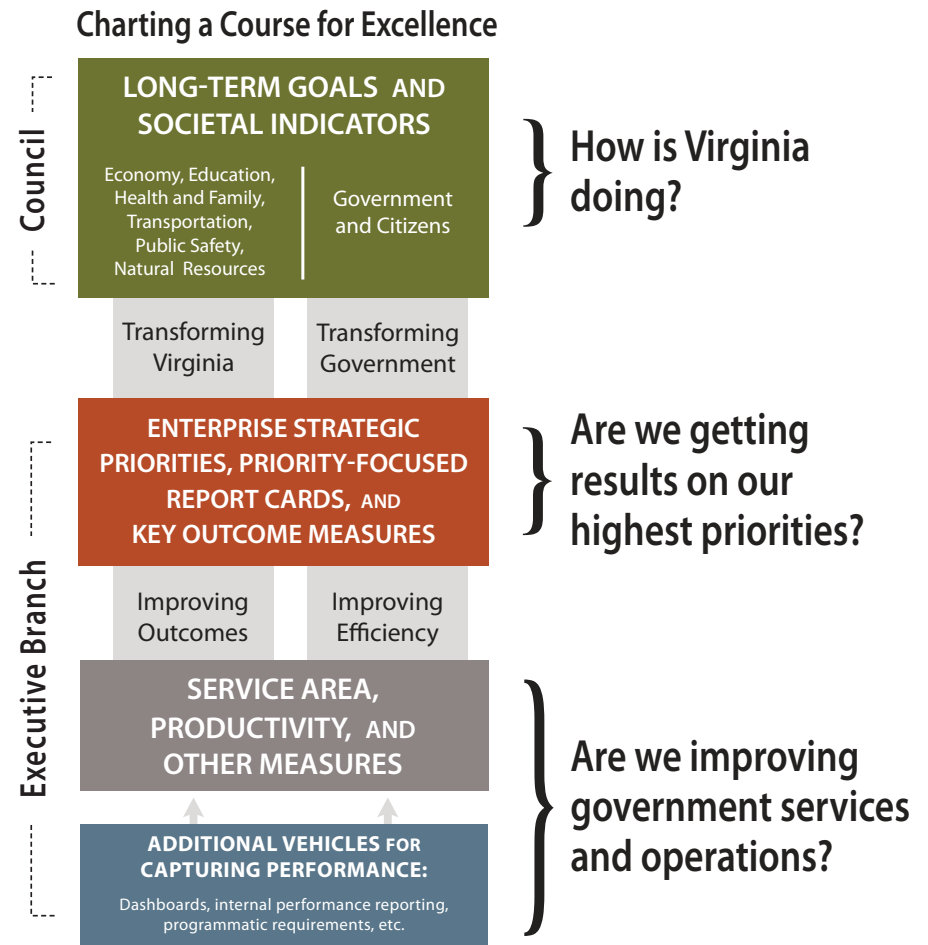
As outlined in Chapter 3 ("About Virginia Performs"), the most recent step in the evolution of Virginia Performs has been to focus on the state's highest priorities, many of which transcend individual state agency responsibility or purview. The Council and its partners have approached this work through two related initiatives: Enterprise Strategic Priorities and Priority-focused Report Cards. This middle tier (see **Figure 15** at right) helps to link the Commonwealth's long-term goals and agency strategies and services with high-priority issues important to the Governor, the General Assembly, and other key stakeholders.

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 chapter 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.

Figure 15 *

VIRGINIA PERFORMS ARCHITECTURE



* NOTE: Figure 15 is the same as Figure 13 on page 21 of this report.

Workforce System Report Card

The Workforce System Report Card (Figure 16, page 55) is designed to track Virginia's progress across multiple agencies and organizations in producing a quality workforce; it is an increasingly robust tool for assessing that performance. Now in its fourth 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.

CHANGES FOR 2016

The latest edition underwent significant changes to its overall format. Much of the data available in previous versions of the report card remains, but in support of new, re-contextualized indicators. New data has been added as well. Below is a summary of the most important changes to the report card.

The **STEM-H Credentials to Compete** section captures, by credential type, progress towards the Governor's goal to produce 50,000 STEM-H workforce credentials over the course of his administration. Data on STEM-H degrees from the previous STEM-H Pipeline section is still available on our interactive dashboard.

Credentials and Degrees includes new data for licenses. Data on industry certifications, registered apprenticeships, and postsecondary academic certificates now serves in support of a new indicator on workforce credentials. This section also includes two new standalone indicators on associate's degrees and bachelor's degrees, which were previously tracked under postsecondary credentials and degrees.

Several standalone metrics in **College and Career Readiness** have been merged to support broader metrics important to the quality of Virginia's workforce, which include: Math Skills (Algebra I and Algebra II Advanced Pass rates on the

Standards of Learning assessments); College Preparation (Advanced Placement Exam participation and Dual Enrollment Credits earned); and Employability Skills (Career Readiness Certificates and Workplace Readiness Skills Certificates). New data on end-of-course advanced pass rates on the Standards of Learning Reading and Writing assessments support an indicator on Communication Skills.

Certain measures that had been tracked in the Manufacturing and Health Care and Life Science sections have been shifted to the **Employer Focused** section. Employment Growth has been renamed Job Creation.

Special Populations – a completely new section in the 2016 report card – recognizes that workforce programs are often targeted to improve outcomes for individuals with disabilities, veterans, adult high school learners, low-income individuals, and opportunity youth (young people aged 16 to 24 who are neither enrolled in school nor participating in the labor market).

Additionally, a **new dynamic dashboard** available on Virginia Performs (<http://vaperforms.virginia.gov/PriorityAssessment/Workforce/workforceDashboard.php>) complements the Workforce System Report Card by providing access to the data that support its indicators.

UPDATES ON PROGRESS

Industry certifications awarded to Virginia high school students continued to rise significantly in 2015; since we started to track them in 2010, close to an additional 65,000 certifications have been awarded. In contrast, other workforce credentials such as licenses, apprenticeships, and academic certificates have remained mostly flat. Industry certifications in STEM-H, like their general workforce counterpart, are the largest contributor to progress in meeting the Governor's 50,000 STEM-H workforce credentials target.

Postsecondary educational attainment – bachelor's and associate's degrees 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 significant factor in this decline. However, the number of STEM-H bachelor's degrees awarded has improved in recent years.

The percentage of test takers getting an **Advanced Pass** on Algebra I and II Standards of Learning (SOL) tests continued to show improvement in 2015, as did SOL Writing advanced pass rates. However, SOL Reading advanced pass rates declined.

In the new **Special Populations** section, the unemployment rate of veterans in Virginia was at 3.2 percent for 2015 – the lowest it's been since 2008 (3.4%). Additionally, after a major performance drop due to changes in the test, the percentage of Virginians earning a GED is starting to show signs of improvement.

Trend changes for the Workforce System Report Card will be available in Fall 2016, during its annual data refresh. FY16 data for the STEM-H Credentials to Compete indicators is already available on our interactive dashboard.

New features under development for the Workforce System Report Card include:

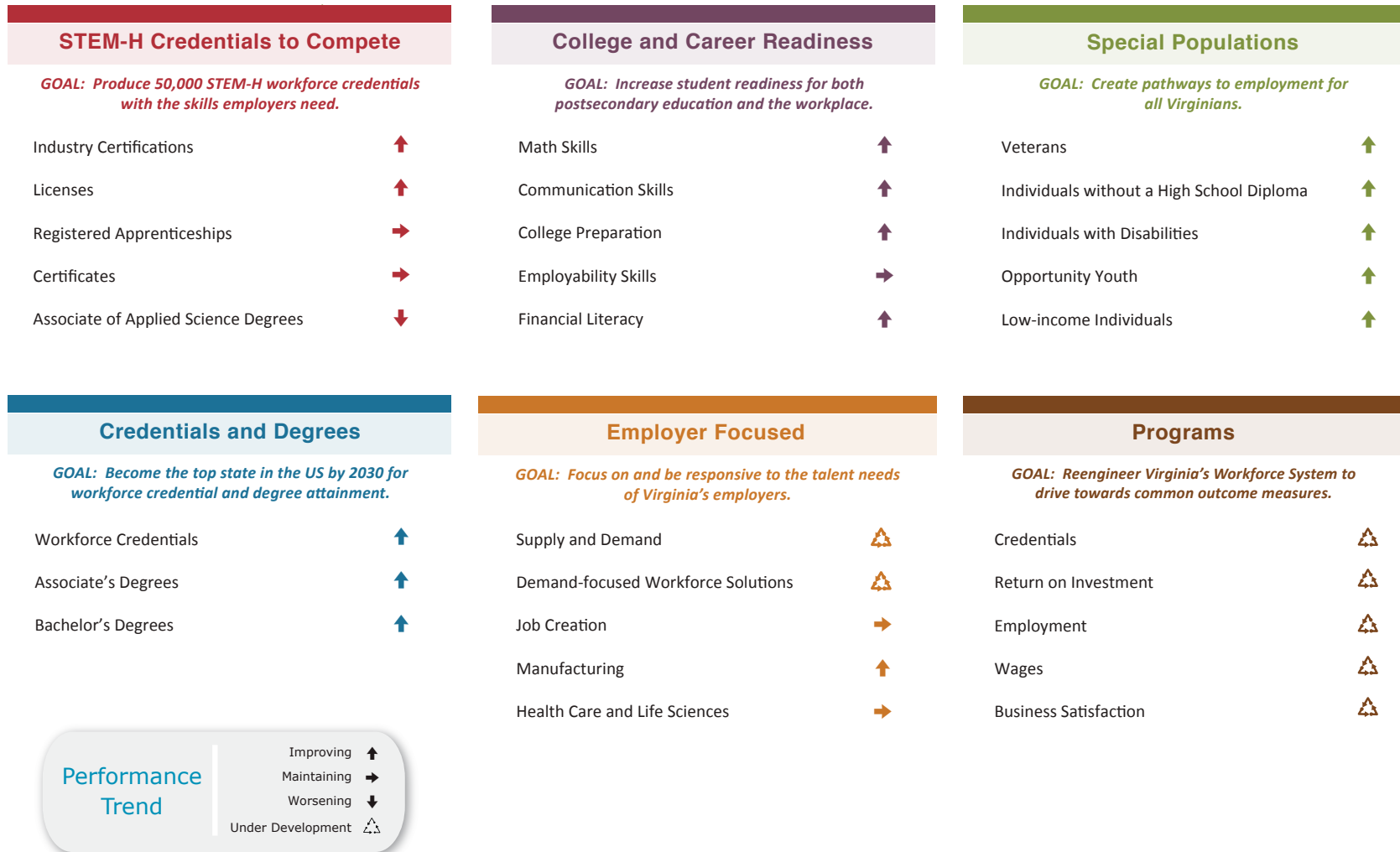
- tracking real-time workforce supply and demand,
- assessing progress on regional workforce solutions, and
- showcasing new common performance measures for Virginia's 24 workforce programs.

Figure 16

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VIRGINIA'S WORKFORCE SYSTEM REPORT CARD



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 58) complements the Government Operations indicator on Virginia Performs and helps provide an enterprise view of the government's operational effectiveness.

RECENT CHANGES TO THE CARD

In September 2015, a leadership forum met to discuss two indicators on the Government Operations card – Leadership Development and Succession Planning, and Facilities Construction and Maintenance; another meeting just on Customer Satisfaction was then held with key stakeholder groups. As a result, a number of important improvements were made to the report card:

- **Customer Satisfaction:** Customer service in agency-to-agency operations is now reported separately from services provided directly to citizens.
- **Customer Service:** This indicator combines performance information from two, often overlapping indicators, Customer Service Management and Service Quality.
- **Grants:** A Federal Grants indicator was also added to the report card.
- **Performance Assessment and Improvement:** Performance Management and Reporting includes information from the closely related Strategy and Internal Communications indicator.

UPDATES ON PROGRESS

Several trend changes were made during the October 2016 update to the Government Operations Report Card.

Maintaining to Improving

Customer Satisfaction (Intragovernmental): Internal agency-to-agency customer satisfaction saw improvements over the last year. Customer satisfaction ratings from the Department of Criminal Justice Services and Department of Accounts continue to be high.

Audit and Internal Controls: Much of the data tracked for this indicator comes from the Department of Accounts' performance metrics on Virginia Performs. The agency saw improvements in the percentage of general ledger issues resolved within one month, as well the percentage of corrective action work plans submitted on time. The Auditor of Public Accounts continues to be recognized with the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America.

Financial Asset Management: Virginia continues to pay its debt obligations on time. According to data from Virginia Performs, since 2001 Virginia has paid 100 percent of its quarterly debt payments on time. Additionally, investments from the Virginia Retirement System showed a positive return when compared to industry benchmarks, according to the Joint Legislative Audit and Review Commission's July 2016 *VRS Oversight Report*.

Improving to Maintaining

Employee Health and Workplace Safety: According to the Department of Human Resource Management's (DHRM) 2016 *Human Resources at a Glance*, Virginia's CommonHealth participation rate remained flat at 30 percent. Likewise, worker's compensation and state police return-to-work rates remained flat at 99 percent and 93 percent, respectively.

Diversity and Fairness: According to the same DHRM report, Virginia's FY 2016 share of minorities and females in the workforce remained flat at approximately 35 percent and 54 percent, respectively.

Improving to Worsening

Turnover: Data from the DHRM report shows Virginia's employee turnover rate increasing from 11 percent in FY 2014 to 14 percent in FY 2016. In some ways however, this rise is also likely attributable to an improving job market overall.

Revenue Forecasting: Data from the Department of Taxation shows a negative 1.5 percentage point variance from Virginia's revenue projections for FY 2016, resulting in a General Fund shortfall of \$279.3 million for the year.

Maintaining to Worsening

Debt Burden: Virginia's actual and projected debt as a percentage of blended revenues has grown slightly, from 4.5 percent in FY 2014 to 4.7 percent in FY 2016. It is projected to grow to 5.1 percent in FY 2017 before dropping back below five percent in future years. Likewise, new tax-supported debt per capita continues to grow for Virginia (\$1,356 in FY 2015 compared to \$1,302 in FY 2014) and trends above the average for states with a AAA bond rating (\$1,128 in FY 2015).

Rainy Day Fund: The Rainy Day Fund shrunk to \$237.4 million in FY 2016 after a withdrawal of \$235.5 million in the same year. The Fund will receive a mandatory deposit of \$605.6 million in FY 2017. It is anticipated Virginia will need to use this reserve to address budget shortfalls in fiscal years 2017 and 2018; a transfer from the Rainy Day Fund of \$392.3 million is currently proposed to address FY 2017 shortfalls.

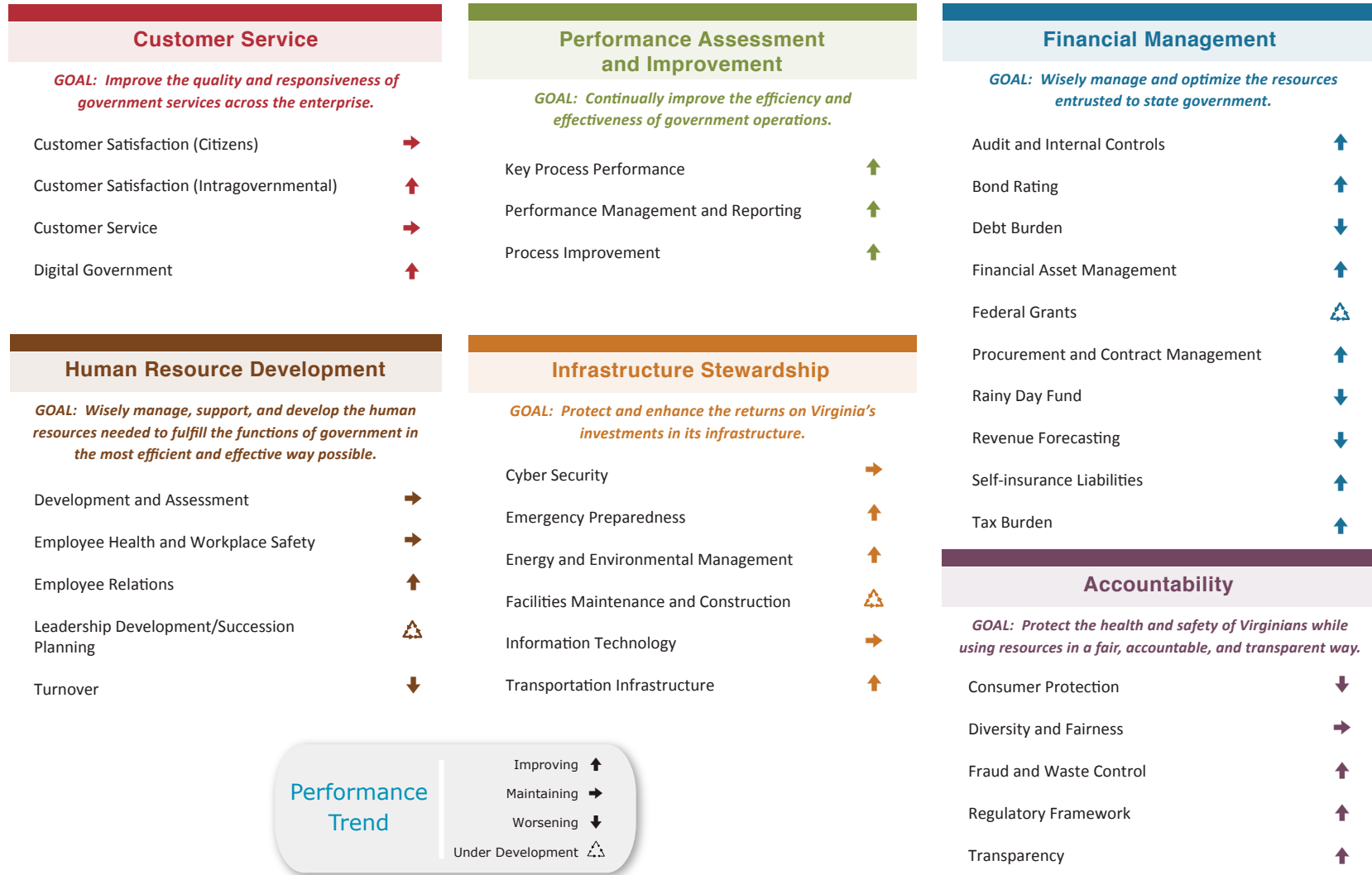
Consumer Protection: Consumer fraud complaints per 100,000 population increased in 2014 to 594.9, from about 500 the year before.

Figure 17

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STATE GOVERNMENT OPERATIONS REPORT CARD



Performance Trend

- Improving ↑
- 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 61) is designed to enhance our understanding of the factors behind these and other key economic 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 (IEMS) (www.cit.org/initiatives/iems/measurement-system/).

RECENT CHANGES TO THE CARD

In 2015, four new indicators on Entrepreneurship Experience, Science and Engineering Workforce, University Environment, and Academic R&D Expenditures, as well as benchmarking data, were added to the IEMS and the I and E Report Card.

UPDATES ON PROGRESS

Trend changes from last year's report card outlined in *The 2015 Virginia Report* include:

Worsening to Improving

Federal R&D Spending in Virginia: Federal support for Virginia improved from \$6.5 billion in 2013 after four years of decline. In 2014, federal research

obligations in Virginia were \$7.7 billion, which is 1.7 percent of state GDP, ranking Virginia 4th among other states.

Maintaining to Improving

Fast Growing Firms: In 2016 Virginia experienced significant growth in the number of Inc. 5,000 firms per million residents, rising to 326 from 276 in 2015.

Improving to Maintaining

Science and Engineering Workforce: Virginia's workforce in science and engineering occupations continues to remain flat, falling slightly from 7.6 percent to 7.5 percent in 2014. However, Virginia consistently ranks first among its peer states on this measure.

Virginia FIRST Participation: FIRST is a non-profit organization that offers programs to stimulate primary and secondary school student interest in STEM education and career opportunities. Participation in these programs remained flat from 2014 to 2015 with 9,656 and 9,496 students involved in these programs, respectively.

Academic R&D Expenditures: Virginia higher education science and engineering R&D expenditures increased from \$1.1 billion in 2010 to a high of \$1.3 billion in 2013 but turned flat in 2014 with \$1.3 billion invested.

Patents: Remaining consistent with data from the year prior, Virginia received 24.5 patents per 100,000 residents in 2015.

High-tech Employment: Employment in high-tech establishments has fallen slightly each year from its 14 percent high in 2011, representing 13.4 percent of employment in Virginia in 2014. Over the last several years, Virginia has consistently led all states on this metric.

Startups: Virginia's startup rate – approximately 9.5 percent, with only minor fluctuations – has remained flat over the last four years.

R&D Tax Credits: Over the last two years (FY 2014 and 2015), tax credits for qualified R&D expenses, as well as the Virginia Qualified Equity and Subordinated Debt Investments tax credit, reached their annual caps.

High-tech Payroll Share: Virginia leads the nation in the percentage of total industry payroll attributable to high-tech industries. Virginia's high-tech payroll share has remained about 26 percent since 2012.

Market Trends: The industries featured in CIT's Research and Technology Strategic Roadmap perform well when compared to Virginia employment and payroll. However, employment and payroll growth in Roadmap industries have remained flat, only moving one percentage point on each indicator between 2013 to 2014.

Maintaining to Worsening

Public Sector Investment: The CIT GAP Fund is one example of a public funding source to encourage entrepreneurship in the Commonwealth. This program provides seed- and early-stage near-equity and equity investments in Virginia-based technology, life science, and clean technology firms. Over the past five years the program has seen a significant increase in new deals, investment amounts, and leveraged dollars. In FY 2015, CIT invested in \$3.6 million in 46 projects, which leveraged \$93.0 million in additional funding. However, in FY 2016 fewer dollars (\$2.3 million) were deployed for 24 projects.

Improving to Worsening

Establishment Churn: The rate at which businesses open or close is called the establishment churn rate; a higher churn rate signals a more competitive business environment. The churn rate in Virginia has been slowing since its peak of 19.8 percent in 2008 to 17.7 percent in 2014.

Private Investment: Venture capital investment is an important source of capital for more established early- and later-stage startups that need funding to accelerate growth. Venture capital has exhibited a pattern of intermittent growth and decline over the last five years. For example, Virginia venture capital investment decreased from \$513.9 million in 2011 to \$272.4 million in 2012.

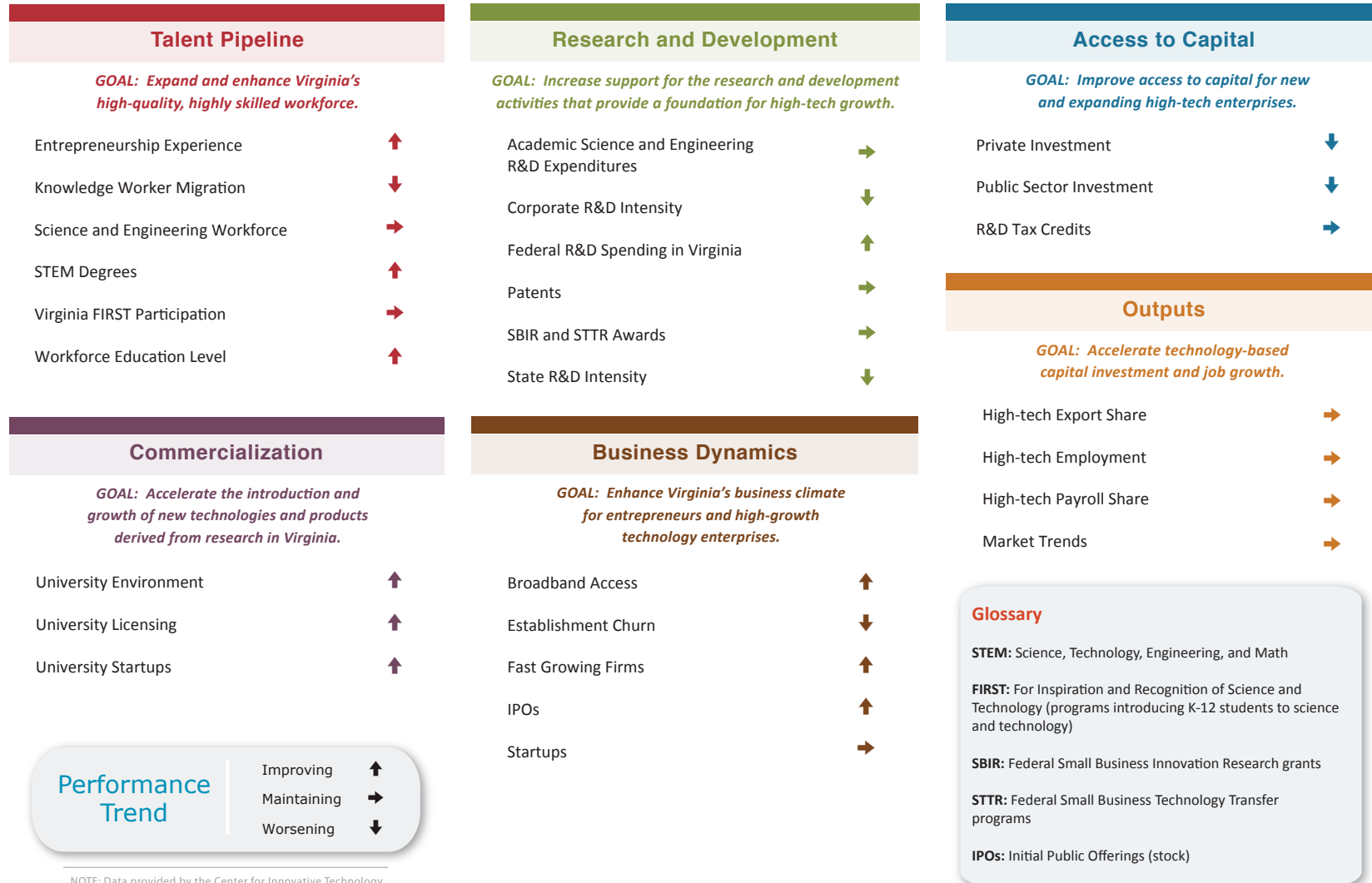
Corporate R&D Intensity: Virginia corporate R&D expenses declined from \$6.2 billion in 2009 to \$4.7 billion in 2013.

Figure 18

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INNOVATION AND ENTREPRENEURSHIP REPORT CARD



NOTE: Data provided by the Center for Innovative Technology

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ENTERPRISE STRATEGIC PRIORITIES

Virginia Performs includes a set of Enterprise Strategic Priorities (**Table 7**, page 63) developed in 2014 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.

These policy priorities are used by agencies to finalize their strategic plans and performance targets. Where appropriate, agencies have also identified specific strategies and performance targets that support achievement of the Governor’s goals. These agency measures are presented in the next chapter (page 66), *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, have an impact on priority outcomes.

The current Enterprise Strategic Priorities dovetail with the seven goal areas on the Virginia Performs Scorecard at a Glance and reflect Governor McAuliffe’s commitment to “Building a New Virginia Economy.” They 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 7: Enterprise Strategic Priorities

Economy	Education	Workforce	Health and Family
<p>Priority 1: Business Climate and Economic Development - Promote Virginia's competitive business climate to maintain the designation as the best state for business.</p> <p>Priority 2: Poverty - Develop a clear and consistent anti-poverty policy.</p> <p>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.</p> <p>Priority 4: Exports - Enhance trading relationships with international partners.</p> <p>Priority 5: Energy - Promote a diverse and reliable energy supply.</p>	<p>Priority 6: Achievement Gap - Improve educational success in struggling schools in high poverty communities and expand access to quality early education for all children.</p> <p>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.</p> <p>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.</p> <p>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.</p>	<p>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.</p> <p>Priority 11: Credentialing - Establish annual goals and identify ways to increase statewide credentials that align with employer current and future needs.</p> <p>Priority 12: Skills for the New Economy - Facilitate in-demand skills sets for Virginia's new economy, while fostering private sector innovation and entrepreneurship.</p>	<p>Priority 13: Health Care Accessibility - Advance access to high-quality health care for more Virginians.</p> <p>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.</p> <p>Priority 15: Nutritional Divide - Promote strategies to improve nutritious options for Virginians in at-risk circumstances.</p> <p>Priority 16: Health Care Innovation - Embrace innovative models of care and new technologies to improve health outcomes and lower costs.</p> <p>Priority 17: Women's Health - Protect women's rights to make their own health care decisions.</p> <p>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.</p>
Natural Resources	Public Safety and Homeland Security	Transportation	Veterans and Military Families
<p>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.</p> <p>Priority 20: Land Conservation - Implement a targeted, strategic land conservation plan that protects Virginia's biodiversity and public access.</p> <p>Priority 21: Climate Change - Prepare the Commonwealth for the effects of climate change and reduce the state's contribution to its causes.</p>	<p>Priority 22: Public Safety - Protect our citizens and ensure everyone lives in a safe community.</p> <p>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.</p> <p>Priority 24: Gun Violence - Pursue strategies to ensure all gun owners undergo a background check when purchasing a firearm.</p> <p>Priority 25: Sexual and Domestic Violence - Aggressively target sexual and domestic violence.</p> <p>Priority 26: Smart Sentencing - Promote improvements to the sentencing process to recognize and treat the root causes of crime thereby reducing recidivism.</p>	<p>Priority 27: Transportation Prioritization - Develop a transparent, data-driven prioritization model to help determine allocations of transportation funding and ensure ongoing accountability.</p> <p>Priority 28: Transportation Multi-modality - Expand the role of non-highway modes of transportation in the Commonwealth's transportation network.</p> <p>Priority 29: Transportation Engagement - Guarantee that local governments and citizens play a meaningful role in transportation decision-making.</p>	<p>Priority 30: Workforce - Create seamless transitions for Virginia's veterans with high quality education and workforce services that accelerate career opportunities.</p> <p>Priority 31: Veteran Homelessness - Increase affordable housing opportunities and veterans support programs.</p> <p>Priority 32: Military Family Support - Ensure that Virginia remains the preeminent state for military personnel, their families and veterans.</p> <p>Priority 33: Military Installation and Defense Activities - Retain and reinforce Virginia's military installations and defense activities.</p>
Government and Citizens			
<p>Priority 34: Transparency - Collaborate across secretariats to improve citizens' access to government data and decision-making processes.</p> <p>Priority 35: Supplier Diversity - Ensure that small, women, and minority-owned businesses are afforded representative access to government procurement.</p> <p>Priority 36: Restoration of Rights - Maximize restoration of voting rights for individuals who qualify.</p> <p>Priority 37: Innovation - Explore and pursue innovative strategies to increase government efficiency or to reduce government costs for needed services.</p> <p>Priority 38: Accessibility - Encourage user-friendly online services for all citizens.</p>		<p>Priority 39: Ethics - Promote a culture within state government that values strong ethics.</p> <p>Priority 40: Fiscal Stewardship - Manage public resources efficiently and effectively in challenging economic conditions.</p> <p>Priority 41: Cyber Security and Upgraded Technology - Enhance current technology platforms and infrastructure while protecting all data.</p> <p>Priority 42: State Workforce - Improve recruitment, retention, and succession planning for the state workforce.</p> <p>Priority 43: Customer Service - Deliver high quality products and services to customers in a timely manner.</p>	



ARE WE IMPROVING GOVERNMENT SERVICES AND OPERATIONS?

Are We Improving Government Services and Operations?

INTRODUCTION

The essence of this chapter is a multi-page table that provides a high-level summary of progress toward targets set by agencies for their 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 September 2016. 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 *decline*.

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, where appropriate, to support the Governor’s Enterprise Strategic Priorities. Historical performance data was not entered for some of these performance indicators.

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

Table 8 (starting on page 67) presents the outcome-key measures alignment results by goal area as outlined in Virginia Performs. **Table 9** (page 81) 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 8

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

Table 8: Selected Agency Performance Measures

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

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	●	7	→
Employment Growth	●	16	↑	Workforce Quality	●	N/A	↑
Poverty Rate	●	11	→	Innovation and Entrepreneurship	●	N/A	↑
Unemployment	●	17	↑	Energy	●	N/A	→
Economic Diversity	●	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 (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	↓

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	→	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	↑
JSA	Percentage of 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	→			

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 (4-year)	●	17	⬆
Fourth Grade Reading and Math	●	5 / 6	⬆	College Graduation (2-year)	●	26	➔
High School Graduation	●	23	⬆	Educational Attainment (BA/BS or better)	●	6	⬆
Workforce System Report Card							
Indicator	Trend	Indicator	Trend	Indicator	Trend	Indicator	Trend
STEM-H Industry Certifications	⬆	STEM-H Bachelor's Degrees	⬆	Communication Skills	⬆		
STEM-H Licenses	⬆	Workforce Credentials	⬆	College Preparation	⬆		
STEM-H Registered Apprenticeships	➔	Associate's Degrees	⬆	Employability Skills	➔		
STEM-H Certificates	➔	Bachelor's Degrees	⬆	Financial Literacy	⬆		
STEM-H Associate's Degrees	➔	Math Skills	⬆				
Selected Agency Performance Measures - Education							
Agency	Indicator	Trend	Agency	Indicator	Trend	Agency	Indicator
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	⬆	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	Percentage 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	⬆		
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	⬆		

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	Number of economic-opportunity scorecards developed for non-degree workforce credentials	New
JYF	Number of students served by outreach education programs	↓	SCHEV	Number of students who complete their credentials on-time	New
LVA	Number of participants in summer reading and out-of-school programs	↑	SVHC	Number of PreK-12th grade students participating in science, technology, engineering, math, and healthcare enrichment	↑
LVA	Number of participants in winter reading program	↓	VMFA	Number of children served through Standards of Learning (SOL)-based curricula	New
NCI	Number of students enrolled	↓	VMNH	Percentage of educational programs correlated to learning standards	→
NCI	Number of students receiving degrees or certifications	↑	VSDB	Percentage in grades 3-12 showing 25 percent improvement in key SOL tests	New
RHEA	Number of people completing degree, certificate and other workforce related programs	↓			

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	●	2	➔	Health Insurance	●	27	↑
Child Abuse and Neglect	●	5	↑	Health Risk Factors	●	N/A	↑
Foster Care	●	1	↑	Mortality and Longevity	●	N/A	➔
Teen Pregnancy	●	12	↑				
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		➔
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 of Rehabilitation Teaching/Independent Living (RT/IL) cases closed as successfully able to obtain or maintain independent living within the home environment		↓	DHRM	Percentage by which diabetes pilot group costs are less than control group costs		New
MHTC	Percentage of individuals who are readmitted within 30 days of discharge		↑	DMME	Serious injuries and fatalities at mineral and fossil fuel extraction sites per 200,000 worker hours		↑

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	➔	VDACS	Rate of voluntary compliance with Virginia’s food laws and regulations for food establishments	➔
DSS	Percentage of child support owed that is collected	➔	VDH	Newborn survival rate per 1,000 live births	➔
DSS	Percentage of children who exit from foster care to a permanent living arrangement	➔	VDH	Number of children and pregnant women with access to healthy and nutritional food	⬆
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 with special health care needs receiving care coordination services	New
DSS	Percentage of Temporary Assistance for Needy Families (TANF) participants engaged in a work activity	➔	VDH	Number of community-based nursing home pre-admission screens performed	➔
DSS	Percentage of the eligible population enrolled in the Supplemental Nutrition Assistance Program (SNAP)	➔	VDH	Number of low income children and adolescents receiving dental services in local health departments	⬆
DVS	Number of family members served by Virginia Wounded Warrior Program (VWWP) family programs	⬆	VDH	Number of small rural hospitals receiving technical assistance and funding	New
DVS	Number of homeless veterans in Virginia (point-in-time count)	⬆	VDH	Percentage of children receiving 4 doses of Dtap by age 2	New
DVS	Number of services delivered by the Virginia Wounded Warrior Program (VWWP)	⬆	VDH	Percentage of women reporting smoking during pregnancy	⬇
DVS	Percentage of DVS-submitted veteran claims approved by the US Department of Veterans Affairs	⬇	DRPT	Number of passenger trips provided for transit dependent Virginians	⬆
IDTC	Percentage reduction in the census at training centers	⬆			

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	●	14	↑
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		↑	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		↓

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	↑
DMA	Percentage of Virginia National Guard membership target achieved	New	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	Percentage 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	Percentage 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	↑			

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	●	20	↑	Land Preservation	●	N/A	↑
Energy (consumption per capita)	●	21	→	Solid Waste and Recycling	●	N/A	→
Historic Resources	●	4	→	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		↑	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		↑
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		↑
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		→
DEQ	Tons of carbon dioxide emitted by electric generating units in Virginia		New	DMME	Total amount of revenue generated from the demand response program for state agencies and other public bodies		↑
DEQ	Total annual statewide emissions of criteria pollutants		New	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		↓

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	↑

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	●	44	→
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		New
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		↑

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)	●	40	↑	
Civic Engagement	●	N/A	→	Taxation (Burden)	●	22	↑	
Consumer Protection	●	13	↓	Voter Turnout (2014)	●	31	→	
Government Operations	●	N/A	↑	Voter Registration (2014)	●	22	→	
Government Operations Report Card								
Indicator	Trend	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	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	→			

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	↑
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	↑	TAX	Percentage of Internal Audit plan completed	↑
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	↑
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	↓
DVS	G.I. Bill program approval requests processed within 30 days of receipt	↑	VITA	Customer agency adoption of VITA-offered enterprise shared services, particularly MITA platform	New
ELECT	Average annual cost of maintaining VERIS system	New	VITA	Executive branch agency compliance with the Commonwealth's Information Security Program	New
ELECT	Number of processes that can be completed online	New	VITA	Major information technology projects completed on time and budget	New
JYF	Visitors rating their experience good or excellent	↓	VITA	Percentage of agency service level objectives met or exceeded	→
MVDB	"Clean" salespersons applications processed within 5 business days	↓	VITA	Security Services Service Level Agreements met or exceeded	↑
			VSP	Satisfaction rating from crime victims and individuals in traffic accidents	↑

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	↑
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	→	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 within required time	New	VITA	Average personnel cost per E-911 call	↓

Table 9: 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 on an acronym) and Virginia (V at the beginning of an acronym) are omitted from the full agency names listed.



COUNCIL AREAS OF EMPHASIS

Council Areas of Emphasis

This chapter provides a brief introduction to the Council and an overview of its work.

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. It 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;
- 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), and serves as the primary resource for chapters four to six of this report.

Recent Accomplishments

The Council continues to make significant progress with the ongoing evolution of Virginia Performs and development of special issues.

- Regular **updates and enhancements** to Virginia Performs are made to ensure the initiative remains fresh and relevant. Recent changes (featured in detail in Chapter 4 of this report) include the debut of a new Economic Diversity indicator, and a reworked approach to the Health and Family section which combined former standalone indicators with new content; that result is two new indicators: Health Risk Factors and Mortality and Longevity. Extensive new content and new measures were also added to indicators in the Natural Resources section.
- Enhancements were made to Virginia Performs' three **priority-focused report cards**: Virginia's Workforce System, State Government Operations, and Innovation and Entrepreneurship. Designed to help accelerate progress on high-priority issues, all three report cards were recently updated and revised to both clarify assessment and better reflect the most important drivers of progress. You can find a detailed discussion of this work starting on page 52 in Chapter 5.
- The Council is sponsoring the development of the **Commonwealth Center for Advanced Research and Statistics** (CCARS), whose main goal is to propose new frameworks and concepts that will help Virginia capitalize on education, workforce, and labor market data. Its first initiative – a pilot project for using open data on job postings to help identify the talent needs of Virginia employers – was launched in July 2016.
- The Council continues to **publish** special reports, analyses, and other products that enhance our understanding of issues important to Virginia's long-term future.

Council Partnerships

The Weldon Cooper Center for Public Service at the University of Virginia and the Department of Planning and Budget continue to be critical partners in maintaining and improving Virginia Performs.

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 explore high-priority issues, model assessment vehicles, etc. Recent partnerships include:

- **GO Virginia:** This business-led initiative seeks to mobilize private, public, state, and regional resources to catalyze innovative and regionally-driven strategies for improving Virginia's economic opportunities.
- **Governor's Office:** The Credentials to Compete initiative arose out of Governor McAuliffe's New Virginia Economy strategic plan and is designed to dramatically increase the state's production of high-value workforce credentials in STEM-H occupations.
- **National Governors Association:** A grant from the NGA's Talent Pipeline Policy Academy helps Virginia align the state's workforce system with economic development.
- **Georgetown University:** Virginia will continue its work with the Center on Education and the Workforce at Georgetown University to help estimate the attainment rate of workforce credentials currently in Virginia's economy.
- **Virginia Chamber of Commerce:** The Council collaborated with the Chamber on the development of the first Blueprint Virginia, a business-led, long-range economic development plan for the Commonwealth.

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 framework for assessing workforce development;

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 example, "Regional Analysis and Refinement: Government Service Delivery Regions" (Issue Insight #8) presents an overview of Virginia's varied approaches 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.
- The **Council's website** (future.virginia.gov) provides a user-friendly, one-stop resource for accessing the work of the Council. Social media accounts further our outreach to the public (follow us on Twitter @VaPerforms).
- Council staff periodically issue a **digital newsletter**, *Virginia Performs*, that showcases the Council's work, as well as other performance-related projects and events in Virginia government.
- **Customized snapshots** of locality data from Virginia Performs are developed annually for legislators and for planning, workforce, and economic development organizations.

A RECORD OF SUCCESS

Since its creation, the Council on Virginia's Future has been instrumental in creating lasting improvements for the Commonwealth. Working across four gubernatorial administrations, it gradually recast what was largely random, process-oriented agency reporting into a rigorous, multi-tiered system that sets clear goals, objectives, and outcome measures of performance at every level of government.

As an avenue for independent analysis, assessment and long-term strategy, the Council has also worked to identify, study, and draw leadership attention to some of the state's most important challenges.

Highlights of this decade of work are detailed on the next page.

Virginia Performs

Developed the core organizational structure of the Virginia Performs performance accountability system. Although not the very first of its kind, Virginia Performs has outlasted most and is now the longest-running government performance initiative in the country.

Launched the Virginia Performs website in February 2007, bringing accessible state performance data directly to the public. Since then, the site – and the overall system itself – has grown into a rich, multi-faceted resource, with data integrated from a variety of sources and levels of government.

Supported the development and launch of a new Performance Budgeting System that now integrates state agency strategic planning, performance measurement, and budgeting into one coordinated online system.

Established Enterprise Strategic Priorities for gubernatorial administrations to set goals and objectives in those areas they deem most critical and that typically involve multiple state agencies.

Worked with various partners and subject-matter experts on the development of issue-focused report cards, which currently track Virginia's progress with workforce development, state government operations, and the forces behind economic innovation.

Priority Issues and Long-term Outcomes

Began a detailed analysis in 2009 of higher education attainment and its relation to economic competitiveness in Virginia, the United States, and other developed nations. This work and its attendant reports and forums laid the groundwork for the “100,000 additional undergraduate degrees” goal laid out in the Top Jobs Act of 2011. The Council and its partners updated this goal and added a target for workforce credentials in 2014.

Studied the drivers of regional and statewide economic competitiveness through interviews with state and national experts, literature reviews, and budget and legislative analysis – efforts that provided a foundation for the Blueprint Virginia and GO Virginia initiatives.

Identified and championed the importance of workforce quality for the state's economic future, which led to the development of Virginia's Workforce System Report Card, workforce-specific targets for the state, and a focus on workforce credentials among Virginia's leadership.



Sites of Interest

VAPERFORMS.VIRGINIA.GOV

FUTURE.VIRGINIA.GOV

About Our Front Cover . . . Virginia grapevines in autumn

ENTREPRENEURIAL SPIRITS

Virginia's entrepreneurial spirits have taken the state by storm in recent years.

Already home to successful larger-scale wineries, Virginia has also become a haven for small craft vineyards, breweries, cideries, and distilleries. The state's 247+ vineyards are mainly concentrated in the higher elevations running through the Shenandoah and Blue Ridge regions. But the rest – 21 cider makers, 18 distilleries, and over 100 micro-breweries – are scattered across the Commonwealth, bringing energy, discerning flavor, and new jobs to communities large and small.



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