COUNCIL ON VIRGINIA'S FUTURE

2013

the virginia report

Council on Virginia's Future

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introduction

Introduction

This report was prepared pursuant to §2.2-2686 of the Code of Virginia, which requires the Council on Virginia's Future to:

"develop and submit annually to the General Assembly and the Governor and publish to the public a balanced accountability scorecard containing an assessment of:

- current service performance,
- productivity improvement, and
- progress against long-term objectives."

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

The report consists of four sections: a brief profile of Virginia, an assessment of Virginia's progress, a section on Virginia's regions, and a brief discussion of the Council's areas of emphasis during 2013.

The first section, ***A Profile of Virginia***, provides a brief snapshot of the Commonwealth.

The next section, ***How Is Virginia Doing?***, examines the progress being made toward long-term goals for both Virginia and its state government.

The third section, ***A Regional Perspective***, provides a discussion of selected regional indicators, as well as detailed comparisons of each region's performance.

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

All levels of Virginia Performs continue to be updated and improved. For instance, societal-level data is updated as new information becomes available, and new indicators, measures, and links are added when they can help improve assessment. In addition, agencies are now using the new Performance Budgeting System for strategic planning and performance reporting. More information on all these and other improvements and initiatives will be provided in the Council's annual *Executive Summary*, to be published in January 2014.

Questions or comments about this report may be directed to:

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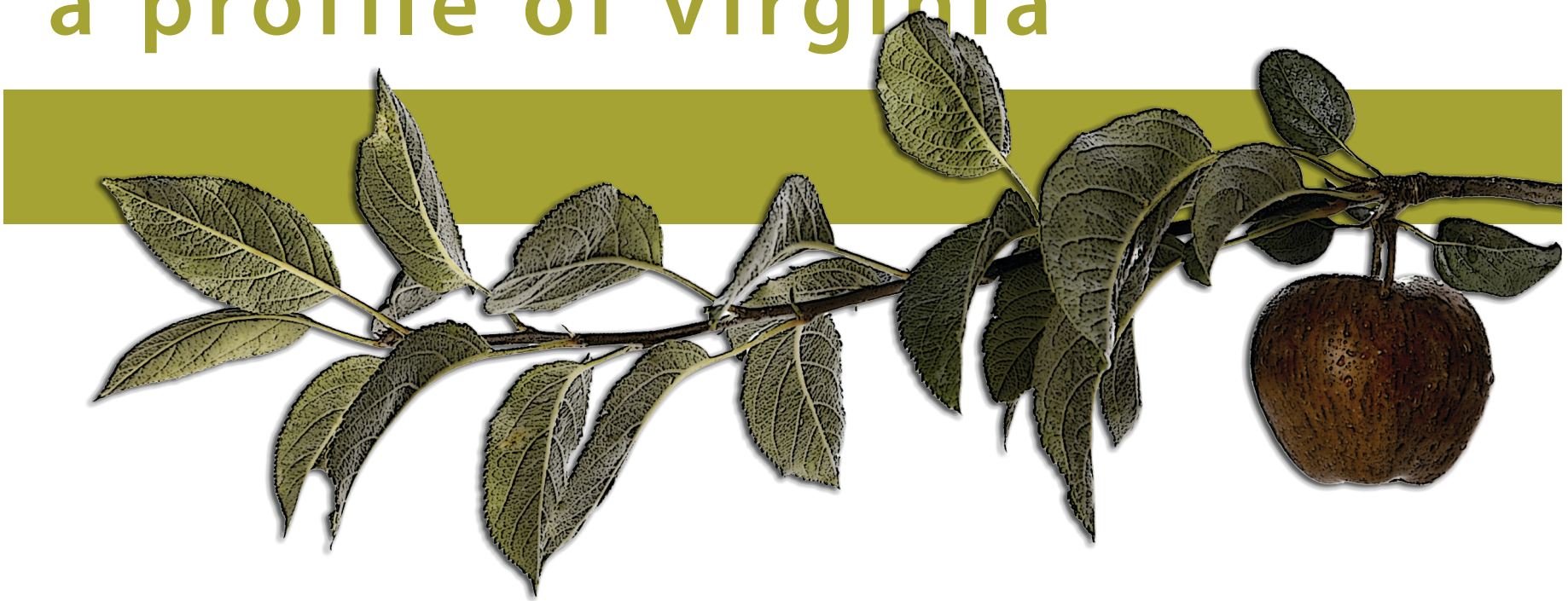
a profile of virginia



A Profile of Virginia

Introduction

This chapter provides a brief introduction to Virginia, its people, 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: Virginia has consistently outperformed the nation as a whole on key indicators of economic progress. This section provides an overview of major economic sectors in Virginia.

Virginia's Government: Virginia's state government will take in about $84.6 billion in the 2012-2014 biennium, which runs from July 1, 2012 through June 30, 2014. 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 10th largest economy, the Commonwealth enjoys the 10th highest level of per capita personal income in the nation and its business climate is regularly ranked among the top states in the country. Virginians are on average better educated and more productive than residents in most other states, and the Commonwealth has been successful in attracting and developing a high-quality workforce. In addition, Virginia has long been considered among the best managed states in the country, and its consistently sound financial footing is reflected in its AAA bond rating – the strongest possible – that it has held for 75 years.

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

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

The notes on page 12 provide a list of the sources used for compiling this Virginia profile.

TABLE 1: VIRGINIA HIGHLIGHTS

Indicator	2011	2012	
	Value	Value	State Rank (1 = highest)
Population	8,096,604	8,185,867	12
Minorities as a Percentage of the Population	35.7%	36.1%	15
Older Residents (Age 65 and Older) as a Percentage of the Population	12.5%	13.0%	44
Foreign Born as a Percentage of the Population	11.1%	11.6%	15
Veterans as a Percentage of Population 16 and over	12.0%	11.7%	2
Virginians 25 Years and Older Who Have Completed a Bachelor's Degree	35.1%	35.5%	7
Pre-K through 12th Grade Enrollment in Public Schools	1,258,521	1,226,106	12
Median Age	37.6 years	37.5 years	20
Average Household Size	2.63	2.62	17
Armed Forces	103,197	109,390	2
Farm Earnings	$492 million	$598 million	32
Federal Civilian and Military Non-farm Earnings	$41.4 billion	$41.8 billion	2
Private Non-farm Professional, Scientific, and Technical Services Earnings	$50.1 billion	$51.5 billion	4
Land Area (Square Miles)	39,594	39,594	37

Virginia's People

POPULATION

In 2012, Virginia's population increased by about 1.1 percent over its 2011 level to reach 8.19 million, the 12th highest in the country. Virginia, like the nation as a whole, is becoming older and more diverse. ***Figure 1***, based on data from the U.S. Census Bureau and the Virginia Employment Commission, shows projected (2010 to 2020, 2020 to 2030, and 2030 to 2040) population changes by major age group. Significantly, the largest absolute growth projected from 2010 to 2040 is in the 65 years and older age group, when the elderly are expected to comprise almost 18 percent of the total population.

FIGURE 1

Changes in Virginia's Population by Major Age Group (Projected)

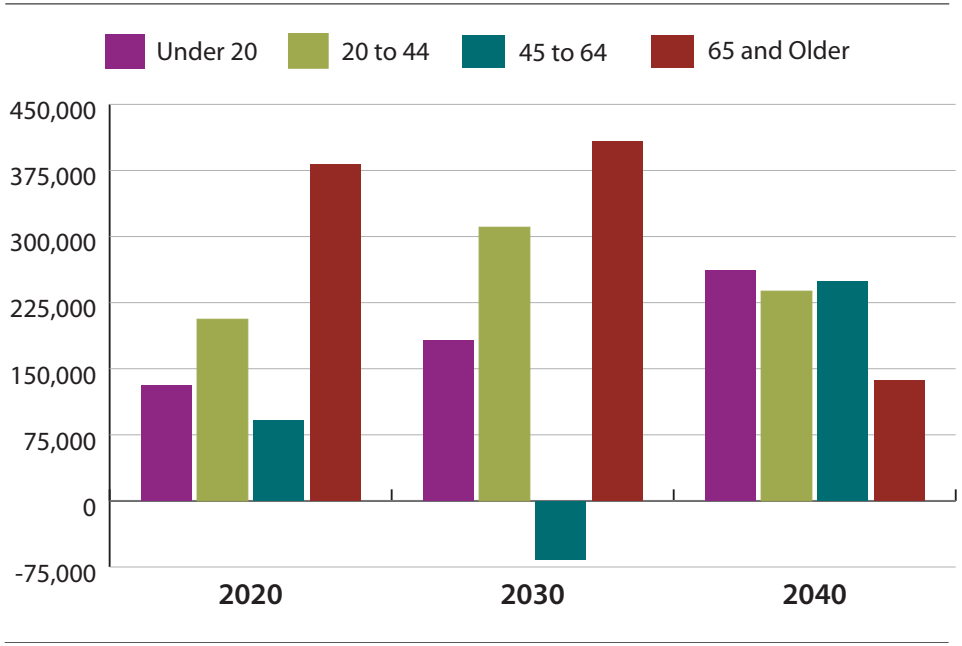
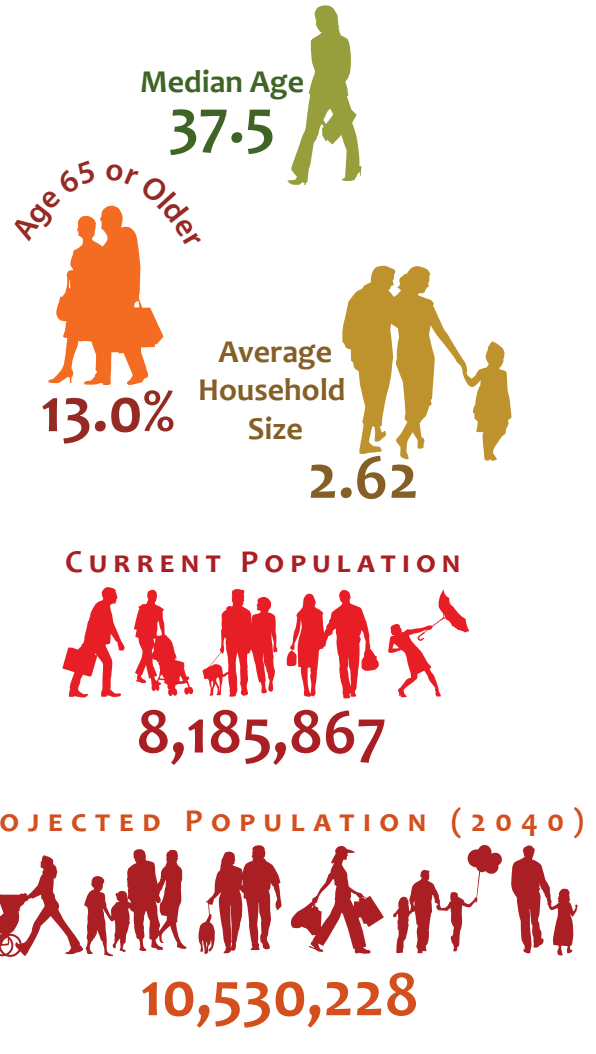


FIGURE 2

POPULATION HIGHLIGHTS



Another way to assess the relative impact of aging is through the age dependency ratio, which is the number of children (17 years old or younger) plus the number of elderly (65 and older) per 100 individuals ages 18 through 64. Viewed through this lens, Virginia compares relatively well with other states: In 2010, Virginia had the fourth lowest age dependency ratio in the nation at 54.7.

As discussed in last year's report, Virginia is becoming more diverse, and growth in minority populations has accounted for a significant proportion of total population growth across the Commonwealth over the past decade. This is changing the racial and ethnic mix of Virginia's public elementary schools. ***Table 2*** shows the change in the racial / ethnic mix of Virginia's public elementary schools (K-12) between Fall 2003 and Fall 2012.

TABLE 2

FALL PUBLIC ELEMENTARY SCHOOL ENROLLMENT BY RACE / ETHNICITY, 2003 & 2012

Race / Ethnicity	Fall 2003 Enrollment	% of 2003 Total	Fall 2012 Enrollment	% of 2012 Total	Change, 2003 to 2012	
					Number	Percentage
Total	1,174,056	100.0%	1,232,103	100.0%	58,047	4.9%
White	715,399	60.9%	656,273	53.3%	-59,126	-8.3%
Black	312,582	26.6%	285,029	23.1%	-27,553	-8.8%
Hispanic	75,611	6.4%	152,325	12.4%	76,714	101.5%
Asian	53,899	4.6%	76,914	6.2%	23,015	42.7%
Other	16,565	1.4%	61,562	5.0%	44,997	271.6%

Source: Virginia Department of Education. Note: "Other" for 2012 included individuals of two or more races, a designation not used in 2003. "Other" in 2003 includes individuals of unspecified race or ethnicity.

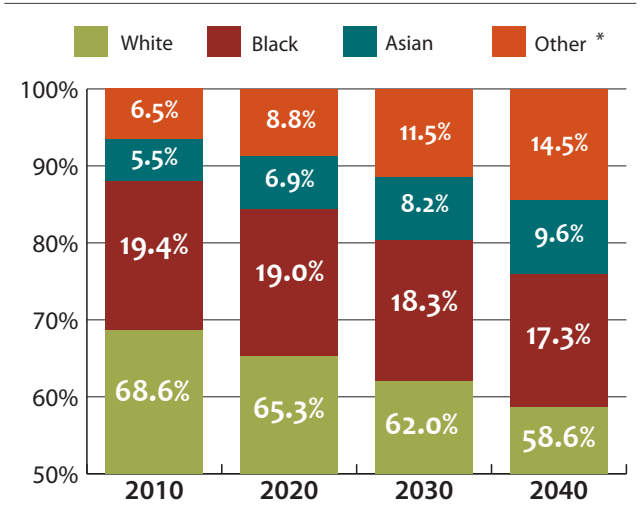
The growth in minority populations in Virginia continues a long trend. For instance, the percentage of the population that is white fell by more than eight percentage points between 1990 (77%) and 2010 (69%).

Figure 3 shows the relative proportion of Virginia's population by race in 2010, along with projections for 2020, 2030, and 2040.

Increases in certain minority population groups are particularly notable. Growth in the Asian population accounted for 19 percent of total growth in Virginia and more than 26 percent in the Northern region alone between 2000 and 2010. In addition, Hispanics (of any race) accounted for about a third of Virginia's total population growth, 45 percent of population growth in the Hampton Roads region, and 35 percent in the Northern region.

FIGURE 3

VIRGINIA'S POPULATION BY RACE, 2010- 2040



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

EDUCATIONAL ATTAINMENT

Virginia's population is also relatively well educated, as summarized in ***Figure 4***. More than 35 percent of adults age 25 years and older have a bachelor's degree or higher, which ranked seventh best in the country. In addition, 14.9 percent of adults 25 and older have an advanced degree, the fourth highest rate in the nation. As shown to the right in ***Figure 5***, educational attainment among younger women is more than eight percentage points higher than males in the 25 to 34 age group and almost five percentage points higher in the 35 to 44 age group.

FIGURE 4

Highest Level of Educational Attainment, 2012

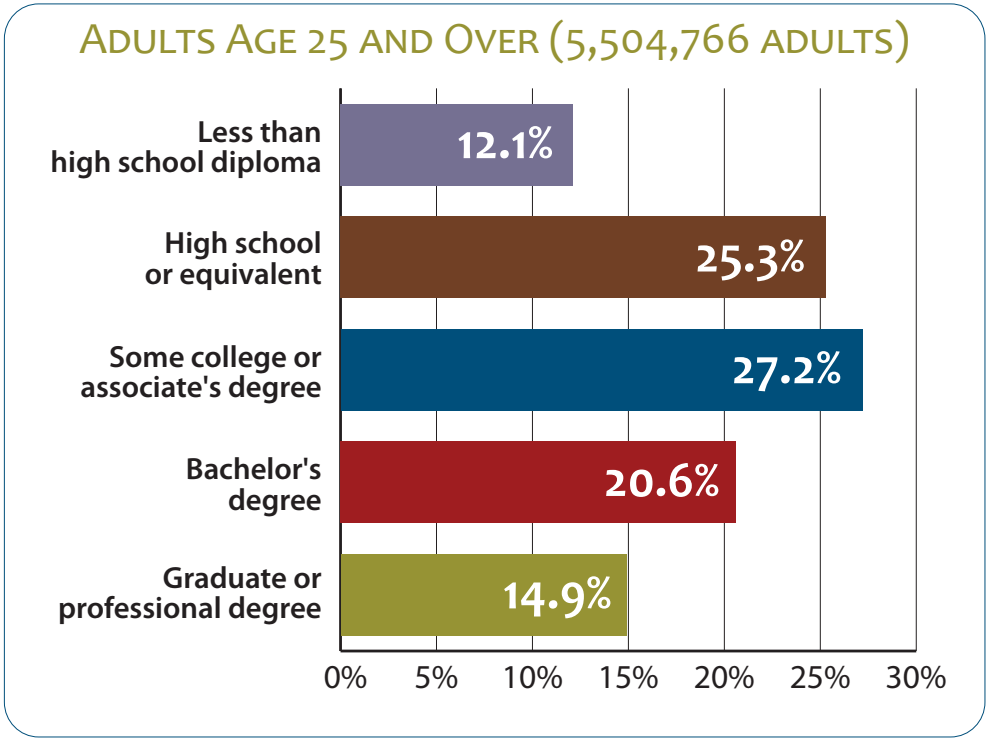
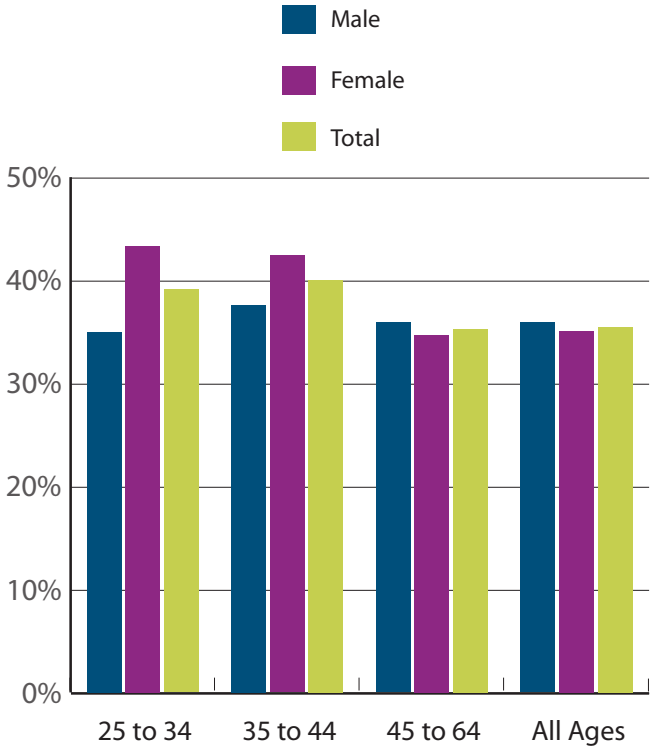


FIGURE 5

Bachelor's Degree or Higher, 2012



Source for Figures 4 and 5: U.S. Census Bureau, American Community Survey, 2012.

Virginia's Economy

EMPLOYMENT AND INDUSTRY

Virginia's economy continues to evolve, relying more on skilled jobs than ever before. ***Table 3*** illustrates the significant changes that have occurred over the past five years and highlights the dramatic effect the recent recession has had on employment levels, particularly in the construction, IT, and manufacturing sectors.

Significant employment declines in a number of industries reflect longer-term structural changes, with the ongoing shift from goods-producing jobs to service jobs. The shift to professional, scientific, and technical services has been beneficial for the state as a whole but has been concentrated in the Northern region. The growing role of government is also apparent from its increasing share of employment, with the percentage of jobs in federal, state, and local governments rising from 18.3 percent to 19.1 percent between 2007 and 2012. Military personnel are not included in these numbers.

Source: Quarterly Census of Employment and Wages, Virginia Employment Commission, Labor Market Statistics, Covered Employment and Wages Program.

TABLE 3:
EMPLOYMENT BY MAJOR INDUSTRY SECTOR, ANNUAL AVERAGES, 2007 & 2012

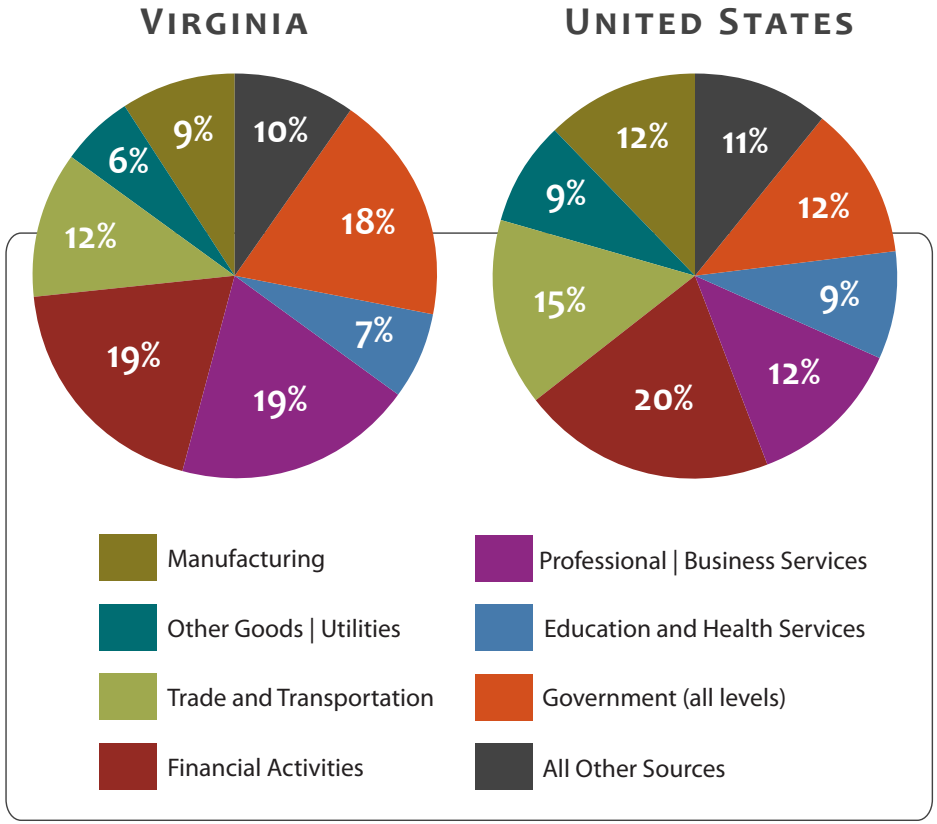
	2007		2012		Average Annual Growth
Industry Sector	Average Employment	% of Total	Average Employment	% of Total	Employment
Agriculture and Related, and Mining and Related	21,681	0.6%	21,271	0.6%	-0.4%
Construction	239,695	6.5%	176,155	4.9%	-6.0%
Manufacturing	278,192	7.6%	230,886	6.4%	-3.7%
Wholesale and Retail Trade	548,993	15.0%	516,598	14.3%	-1.2%
Transportation and Warehousing, and Utilities	113,681	3.1%	108,656	3.0%	-0.9%
Information	91,023	2.5%	71,531	2.0%	-4.7%
Finance and Insurance, and Real Estate and Related	190,396	5.2%	177,194	4.9%	-1.4%
Administrative and Support and Waste Management	212,686	5.8%	205,028	5.7%	-0.7%
Professional, Scientific, and Technical Services, and Management of Companies	435,052	11.8%	471,286	13.0%	1.6%
Education Services, and Health Care and Social Assistance	391,465	10.7%	453,634	12.5%	3.0%
Services and Other (Except Government)	478,401	13.0%	493,072	13.6%	0.6%
Government	670,147	18.3%	692,052	19.1%	0.6%
Total	**3,671,412**		**3,617,363**		**-0.3%**

Virginia's economy continues to evolve and over time has become less like the national average. The pie charts in ***Figure 6*** show the relative share of output (gross national product or gross state product) by industry for the U.S. and for Virginia; they illustrate the comparatively greater shares of government and professional and business services in Virginia, both of which are heavily influenced by the presence of the federal government.

Local, state, and federal governments play a major role in Virginia's economy. Because of its proximity to Washington, D.C., and the abundance of military bases in the state, Virginia was home to more than

FIGURE 6

SHARE OF GROSS DOMESTIC PRODUCT BY MAJOR INDUSTRY SEGMENT, 2012



Source: U.S. Department of Commerce, Bureau of Economic Analysis.

TABLE 4

SELECTED ECONOMIC INDICATORS

Economic Indicator	Value	State Rank
State Gross Domestic Product (2012, in billions)	$446	10
Per Capita Personal Income (2012)	$48,377	10
Percentage of the Population Living in Poverty (2012)	11.7%	9
Exports of Goods (2012, in millions)	$18,239	25
Exports of Manufactured Commodities (2012, in Millions)	$14,058	24
Worker Productivity: 2012 Output per Worker (2005 dollars)	$79,114	14
Venture Capital Investments (2012, in millions)	$272.0	12
Computer, Science, and Engineering Occupations as a Percentage of the Workforce (2012)	7.8%	2
Technology Firm Employment as a Percentage of All Employment	9.8%	1

See page 12 for the sources for Table 4.

152,800 Department of Defense military and civilian jobs in 2009 (based on a 2010 Department of Defense report, the latest available). In early 2013, according to the U.S. Census Bureau, there were 175,085 total federal civilian employees, about 143,469 state employees, and another 377,846 local government jobs in the Commonwealth.

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, 2012, was amended by the 2013 General Assembly.

WHERE DOES THE MONEY GO?

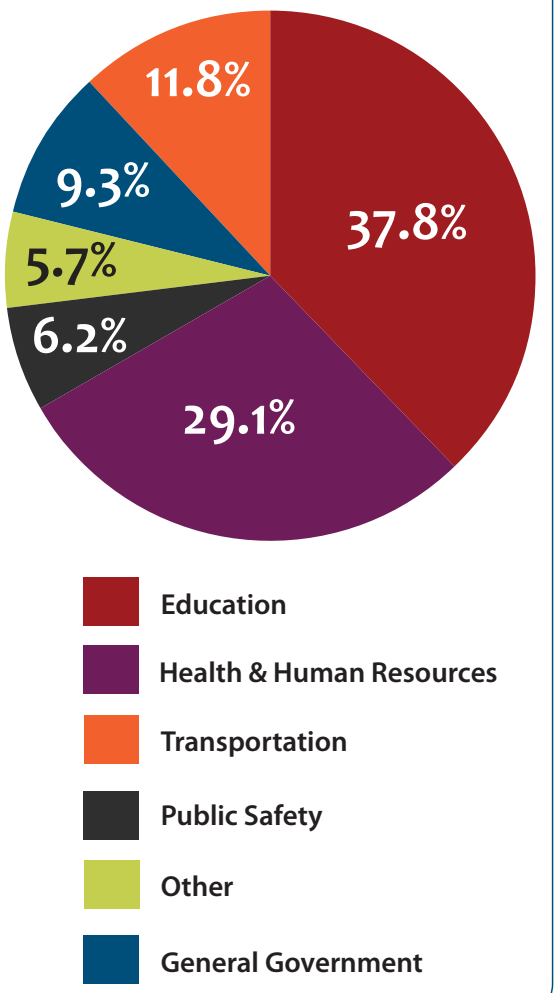
Virginia's state government budget is divided into an operating budget and a capital budget. The operating budget includes expenses to run the daily activities of government. The capital budget includes the one-time costs of building, improving, or repairing government facilities. The budget of the Commonwealth for the 2012-2014 biennium includes $86.0 billion for operating expenses and $2.5 billion in capital outlay expenses. Looking at total operating funds from all sources (***Figure 7***), the majority of the money goes to education (37.8%), health and human resources (29.1%), transportation (11.8%), and general government (9.3%).

About 45.8 percent of state government operating expenses in fiscal year 2013 was for personal services (direct costs of state workers) and contractual services (professional and technical services, outsourced operations, and other services that support the operation of government), while 36.9 percent was for transfer payments, which includes grants and aid to localities, payments to individuals, and unemployment compensation.

Considering only the general fund, which can be used at the discretion of the Governor and General Assembly, the majority of the operating money goes to education (40.2%), health and human resources (29.3%), and public safety (9.7%). Considering only nongeneral funds, which are receipts set aside for specific purposes, the largest spending categories are education (36.2%), health and human resources (29.0%), and transportation (19.8%).

FIGURE 7

2012-2014 BIENNIUM BUDGET TOTAL OPERATING BUDGET $86.0 BILLION



WHERE DOES THE MONEY COME FROM?

State government revenues can be grouped into several categories: taxes, grants, fees, sales, earnings, transfers, and balances. For the 2012-2014 biennium, total state revenues available for appropriation are projected to equal $92.0 billion, including year-end balances, transfers, and bond proceeds.

Total revenue from all tax sources is projected to be about $40.7 billion. Tax revenues include $22.7 billion from individual income taxes, $6.6 billion in sales tax revenue, $1.7 billion in corporate income tax, and $8.2 billion from nongeneral fund taxes such as motor vehicle and highway taxes. Other large revenue sources for the biennium include $19.2 billion in federal grants and $13.5 billion in institutional revenue, primarily fees collected at colleges and universities, medical and mental hospitals, and correctional facilities.

For budgeting purposes, state revenues are divided into two broad types: (1) the general fund and (2) nongeneral funds. Considerably more than half of state revenues (61.8%) are nongeneral funds, or receipts set aside for specific purposes. For example: motor vehicle and gasoline taxes are earmarked by law for transportation programs; student tuition and fees must support higher education; and federal grants are designated for specific activities.

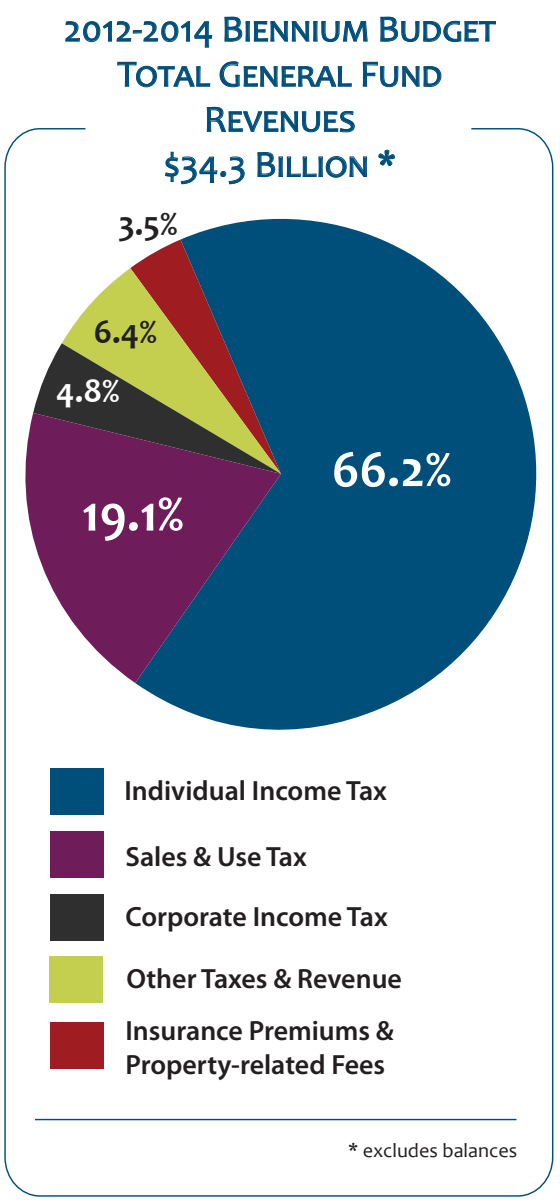
General Fund Revenues

Excluding balances, general fund revenues are expected to total $34.3 billion for the biennium. Including balances, general fund revenues make up about 38.2 percent of the budget. They are mostly derived from direct general taxes paid by citizens and businesses (***Figure 8***). 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.

Nongeneral Fund Revenues

Although most public attention is focused on general fund revenue, the majority of revenue in the state budget is comprised of nongeneral funds. These funds are earmarked by law for specific purposes. For the biennium, nongeneral fund revenues total $50.3 billion (***Figure 9***, page 11). Other nongeneral funds available for appropriation are balances ($4.3 billion) and proceeds from bond sales ($2.3 billion).

FIGURE 8



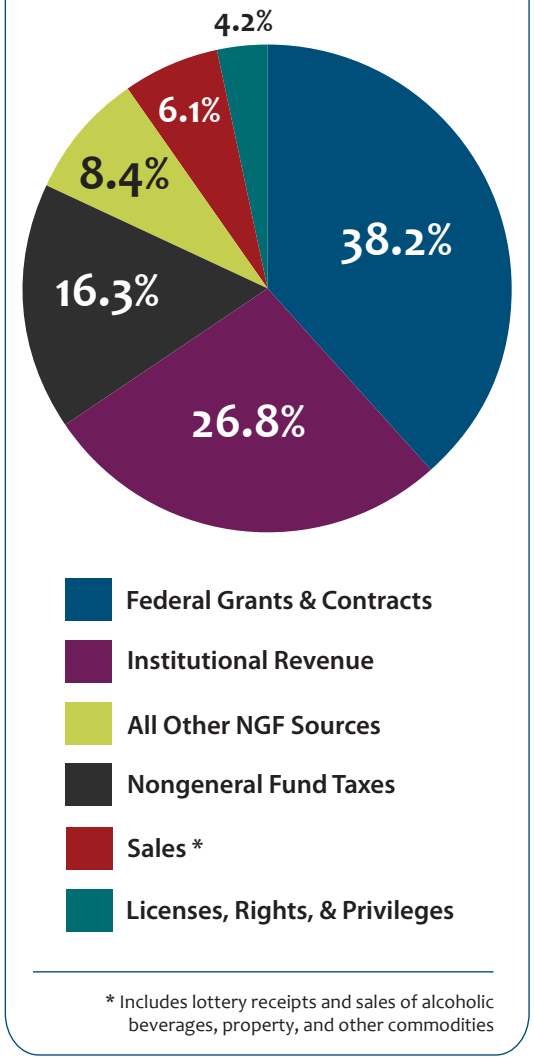
Federal grants are the largest source of nongeneral fund revenue ($19.2 billion for the biennium). Frequently these grants do not come to the state as simple cash transfers and often include many program requirements, including state matching funds. Entitlement programs such as Medicaid and Aid to Families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

The second largest source of nongeneral fund revenue is institutional revenue ($13.5 billion for the biennium), which includes patient fees at teaching hospitals and mental health institutions and tuition and fees paid by students at institutions of higher education.

The next largest source of revenue is nongeneral fund taxes ($8.3 billion) and other nongeneral fund revenues ($4.2 billion). State transportation revenue ($5.2 billion) comes from several sources, including the motor vehicle fuels tax, the motor vehicle sales and use tax, road taxes, vehicle license fees, state sales tax, interest earnings, and other miscellaneous taxes and fees. Other large nongeneral fund sources include the Unemployment Insurance Fund ($1.6 billion), sales of alcoholic beverages ($1.3 billion), and lottery proceeds ($949 million).

FIGURE 9

2012-2014 Biennium Budget Total Nongeneral Fund Revenues: $50.3 Billion



* Includes lottery receipts and sales of alcoholic beverages, property, and other commodities

Notes on the Data

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

TABLE 1 SOURCES

Most of the data elements in Table 1 come from the U.S. Census Bureau, including the 2012 American Community Survey (ACS) 1-Year Estimates (population; percentage of the population that are minorities, elderly, foreign born, or veterans; median age; average household size; educational attainment; school age population; and armed forces). Data is available at www.factfinder2.census.gov.

Earnings figures are from the Bureau of Economic Analysis, Table SA05N; www.bea.gov/regional/index.htm.

Land area is from the U.S. Census Bureau, www.census.gov/prod/cen2000/phc3-us-pt1.pdf.

TABLE 4 SOURCES

State Gross Domestic Product (2012), Per Capita Personal Income (2012), and Worker Productivity (2012): Regional Economic Information System, Bureau of Economic Analysis, U.S. Department of Commerce; www.bea.gov/regional/index.htm.

Exports of Goods (2012) and Manufactured Goods (2012): U.S. Census Bureau, Foreign Trade Statistics, by origin of movement, North American Industry Classification System-based product groups, not seasonally adjusted; www.census.gov/foreign-trade/statistics/state/origin_movement/index.html.

Percentage of the Population Living in Poverty: U.S. Census Bureau, 2012 America Community Survey, S1701; www.factfinder2.census.gov.

Venture Capital (2012): PricewaterhouseCoopers/National Venture Capital Association MoneyTree™ Report, Data by Thomson Reuters.

Computer, Science, and Engineering Occupations as a Percentage of the Workforce and Technology Firm Employment as a Percentage of All Employment: CyberStates 2012, TechAmerica Foundation.

STATE GOVERNMENT REVENUE AND SPENDING INFORMATION

Official revenue forecasts are taken from the House Appropriations Committee website: http://hac.virginia.gov/documents/2013/Post-Session/GF%20Revenue%20Pie%20Chart.pdf and http://hac.virginia.gov/documents/2013/Post-Session/NGF%20Revenue%20Pie%20Chart.pdf. Expenditure data was provided by the Department of Planning and Budget.

how is virginia doing?

How is Virginia Doing?

Introduction

This section 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).

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

Key Outcome Highlights: Summarizes changes made to the Scorecard at a Glance during 2013. This is followed by a brief discussion of a selected set of indicators that are representative of the Commonwealth's performance over the past year or so.

Enterprise and Agency Assessment: This section of The Virginia Report is broken into three parts that include information on important new developments in the ongoing evolution of Virginia Performs and the state's progress toward its most important goals:

- Enterprise Strategic Priorities create an important new level of assessment within Virginia Performs. Capturing these highest priorities ensures their integration into agency-level planning and budgeting processes and provides a baseline for assessing progress toward enterprise-level goals and priorities.
- Priority-focused Report Cards are the initial output of a long-term initiative to accelerate progress on high-priority issues by improving the assessment of key outcomes by focusing on the key drivers of those outcomes. This section highlights progress on the Workforce System, Innovation and Entrepreneurship, and Government Operations Report Cards, all built on the Scorecard at a Glance model.
- Agency performance information is then presented in tables that provide a high-level assessment of the progress being made toward state government's key objectives and productivity targets.

Scorecard at a Glance

The quality-of-life indicators presented in Virginia Performs help assess the state's progress toward the seven high-level goals for Virginia that were established by the Council on Virginia's Future. Overall, these indicators paint a relatively positive picture for Virginia.

Figure 10 on the following page is the Scorecard at a Glance, which arranges these indicators by goal area and shows performance trends based on available data. Of the total 49 indicators, Virginia's performance is improving in 34, maintaining in 10, and worsening in five.

Table 5 (page 16) summarizes current performance trends from the Scorecard at a Glance.

FIGURE 10

09.2013

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.

- Business Climate ↑
- Business Startups ↑
- Employment Growth ↑
- Personal Income ↑
- Poverty ↓
- Unemployment ↑
- Workforce Quality ↑

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 & Family

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

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

Public Safety

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

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

Natural Resources

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

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

Transportation

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

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

Each Topic Covers:

Why Is This Important?

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

What Influences the Indicator?

What Is the State's Role?

Government & 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 ↑
- Maintaining →
- Worsening ↓

TABLE 5
INDICATOR PERFORMANCE TRENDS

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

Table 6 presents Virginia's national ranking where comparable state data exists. For these 35 indicators, Virginia ranks in the top ten states for 12 indicators, ranks 11-20 among the states for 10 indicators, ranks 21–30 for six indicators, and ranks below 30 in seven indicators. Comparison data for state rankings is not available for all indicators.

TABLE 6

VIRGINIA NATIONAL RANKINGS (1 = BEST)

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

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

Overall, the data describes a positive picture of how Virginia compares with other states, with certain challenges for the future. (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.)

Figure 11 complements the Scorecard at a Glance with another view of progress for key indicators. The chart presents the most recent year-over-year percentage change in the value of an indicator against Virginia's most current ranking among the states for that indicator.

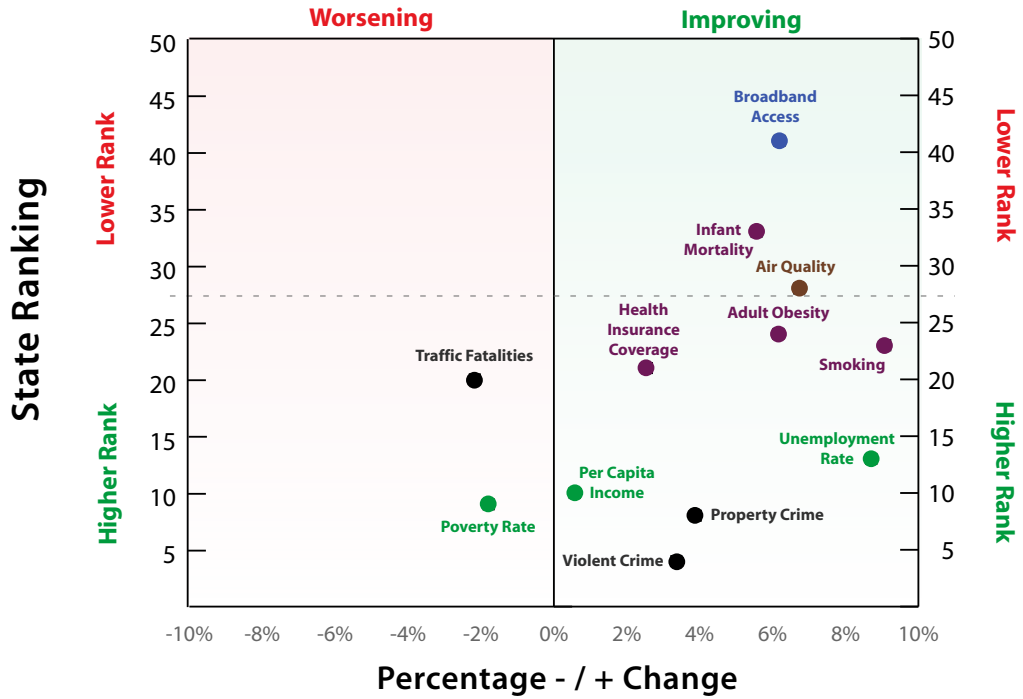
A positive percentage means that the indicator is improving – for instance, the positive change portrayed for property crime means that the indicator improved because the number of property crimes per 100,000 residents fell by more than four percent in 2012.

The chart shows that Virginia improved recently in some areas where it is already relatively highly ranked: crime, unemployment and per capita income – along with areas such as broadband access and infant mortality, where it has not been highly ranked.

FIGURE 11

Virginia National Rankings, by Indicator

(Based on latest data compared to previous year)



Key Outcome / Indicator Highlights

Five indicator trends were changed in 2013, with all of them moving from a "maintaining" trend to an "improving" trend:

Business Startups: Startups increased from 11.9 per 10,000 population in 2011 to 13.8 per 10,000 population in 2012. The rate of startups increased in all regions in 2012 except for the Southwest, where it fell from 12.7 per 10,000 population to 11.9.

Employment Growth: Job growth has continued to improve. After stabilizing in 2010, employment levels increased in 2011 and 2012, and there was improvement in most areas, except for modest job losses in the Eastern (-.63%) and Southside (-.05%) regions in 2011. Economic data indicates continued job growth occurred in 2012.

High School Dropout: Virginia's high school dropout rate has been steadily getting better: from an average 8.7 percent rate in 2008 to 5.9 percent in 2013. Dropout rates declined in all regions, except for the Central region's dropout rate, which at 6.7 percent, was still below its recent five-year average.

Immunization: Immunization rates for children increased for the second year in a row, rising from just under 70 percent in 2009 to just over 77 percent in 2011. These rates indicate that Virginia is back on track for childhood vaccinations, which had seen marked drop-offs in recent years. Adult vaccinations are also positive. While the percentage of older adults vaccinated for the flu has decreased from a high in 2007, the current rate is not far from the long-term trend, and the rate of older adults immunized against pneumonia is at its highest level since 2002.

Taxation: State and local tax burdens, a key measure for the taxation indicator, are measured several ways on Virginia Performs: as a percentage of income for national comparisons; and locally, both as a per capita amount and as a percentage of income. In 2010, national data shows Virginia's state and local taxation rate decreased slightly (to 9.3%) – the second year in a row of modest declines. Regionally speaking, average per capita taxes in 2011 totaled $1,748, down over $50 from the previous year and nearly $175 less than 2009 totals.

We also make regular updates and enhancements to ensure that Virginia Performs stays fresh and relevant. In addition to the trend changes listed above, a new high-level indicator – Multimodal Transportation – was added to reflect the increasing strategic importance of multimodal transportation planning and investments to Virginia's competitiveness and quality of life.

Improvements were also made to the Energy, Adoption, and Life Expectancy indicators. Energy now includes information about energy production from alternative sources; the Adoption indicator was enhanced to more clearly show Virginia's progress in increasing the number of adoptions; and the Life Expectancy indicator now tracks both national and regional longevity by gender and over time.

The remainder of this section presents a somewhat more detailed picture of Virginia's progress in certain core goal areas: economy, education, health and family, transportation, public safety, natural resources, and government and citizens. The selected indicators illustrate a few of the strengths and challenges inherent in a relatively prosperous and diverse Virginia. Each included graph presents information on Virginia, the national average, the leading state for that indicator, and a set of neighboring states – Maryland, North Carolina, and Tennessee – to provide a relevant benchmark to help assess Virginia's progress.

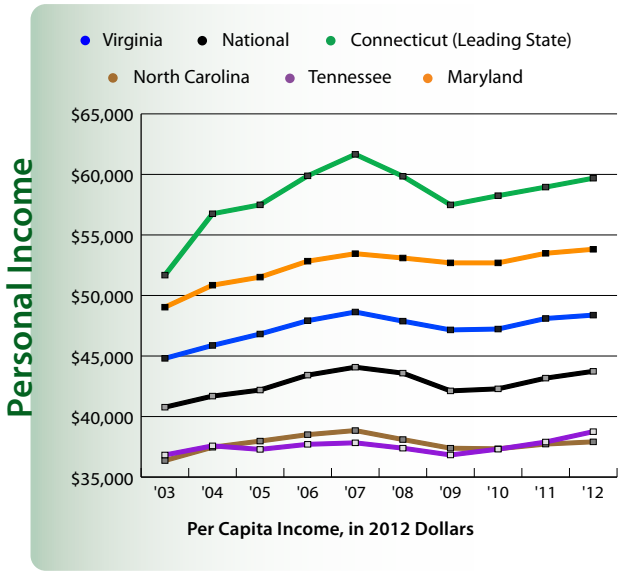
SELECTED INDICATOR HIGHLIGHTS

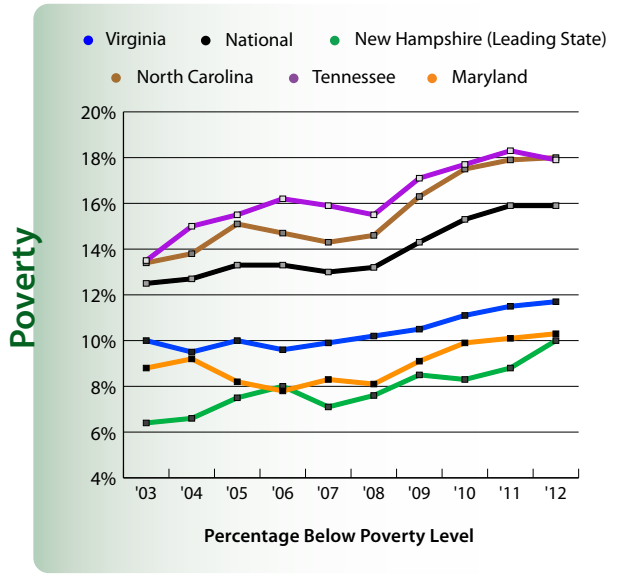
Economy

Virginia, like most of the nation, continues to struggle to fully emerge from the 2007-2008 collapse of financial markets. Virginia's economy has been on the mend for the last couple of years. The state's average unemployment rate never rose much above seven percent and has been improving since 2010. Personal income has also risen slightly in each of the last two years. Business investment – in the form of new startups and new jobs – was a bit slower to respond, but has also seen recent gains into positive territory. According to the Virginia Employment Commission (VEC), Virginia appears to be upholding its track record of outperforming the national average on several key economic indicators.

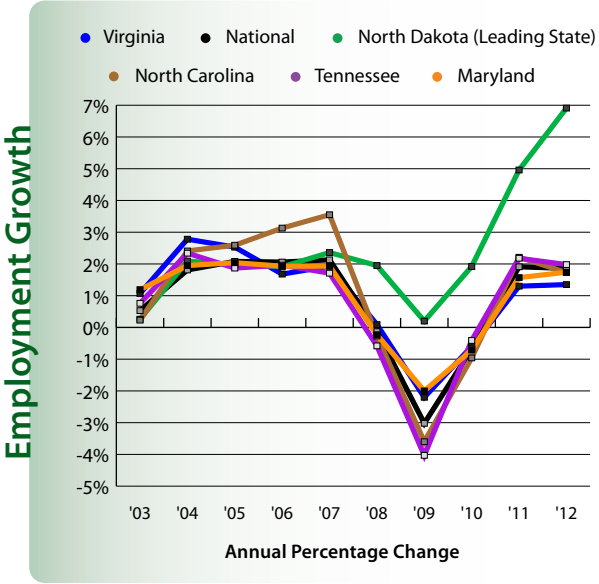
Personal Income: The recent recession and the continued slow recovery of labor markets have had a significant impact on personal incomes in Virginia. Per capita personal income (PCPI), adjusted for inflation (2012 dollars), fell slightly in both 2008 and 2009, but began to rebound in 2010 and continued to increase slowly in 2011 and 2012. PCPI in 2012 was $48,377, an increase of less than one percent over 2011's inflation-adjusted level of $48,101. In real terms, the 2012 PCPI remained below the inflation-adjusted 2007 peak of $48,635. Virginia's rank fell to 10th in 2012 (from 8th the year before), and its 0.57 percent gain in 2012 lagged the 1.3 percent national gain and the gains of Maryland (0.62%), North Carolina (1.70%), and Tennessee (2.26%).

Poverty: Poverty rates increased slightly in Virginia in 2012 to 11.7 percent, slightly above the 11.5 percent rate in 2011 and ninth lowest in the country. Given that inflation-adjusted per capita personal income has risen slowly over the past three years and that employment growth remains relatively slow, it is likely that the poverty rate will remain at above-typical levels for some time.





Employment Growth: Employment growth improved slightly in 2012, increasing from 1.3 percent in 2011 to 1.35 percent in 2012. The nation's growth rate was 1.86 percent, and North Dakota's energy-driven growth exceeded 6.9 percent. Recent data from the Virginia Employment Commission shows that the Commonwealth continues a slow pace of job creation, adding only 36,500 jobs between the first quarter of 2012 and the first quarter of 2013. In addition, average employment in 2012 was about 54,000 jobs lower than in 2007.



Other indicators in Economy:

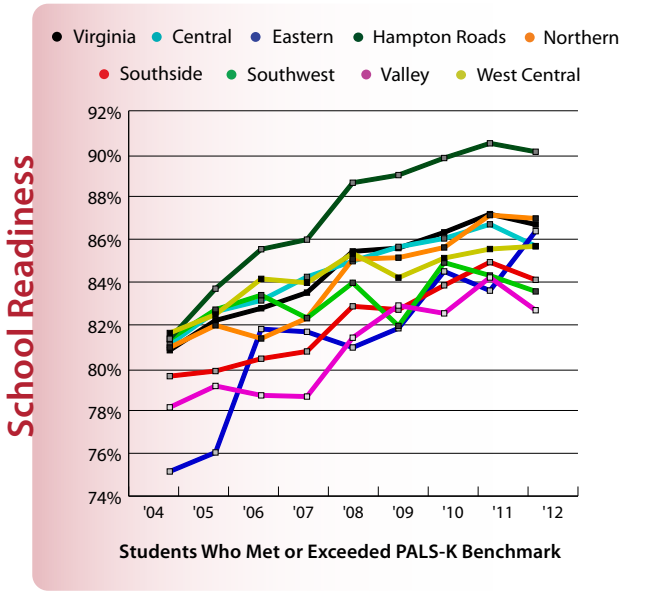
- **Business Climate:** Virginia's business climate was again nationally recognized with top accolades, including Forbes' rating of the Commonwealth as best in the nation for business.
- **Unemployment**: Virginia's unemployment rate, along with that of the nation, rose dramatically from 2007 into 2010, increasing from about three percent in 2007 to 7.1 percent in 2010. Virginia's 2012 unemployment rate of 5.9 percent was an improvement over the 2011 rate of 6.4 percent and was better than the national rate of 8.1 percent.
- **Workforce Quality**: Virginia's overall workforce quality, especially as measured by the educational attainment of its adult workers, is excellent. In addition, Virginia leads the nation with about 6.6 percent of its workforce in science and engineering occupations. On the negative side, Virginia was one of 19 states that experienced a decline in inflation-adjusted output per worker (worker productivity) in 2012, falling from $79,295 in 2011 to $79,114.

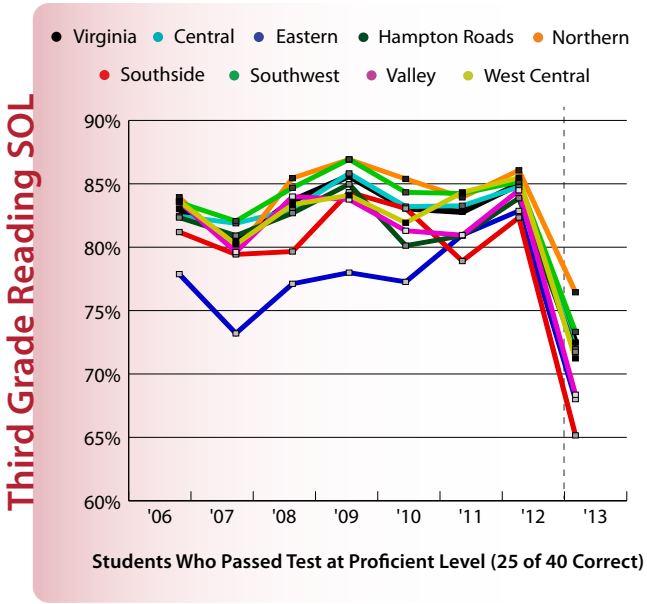
Education

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

School Readiness: A child's school readiness is an important measure of how fully he or she might benefit from instruction in kindergarten and can impact future development. While no single "readiness" assessment is widely used for all aspects of development, the Phonological Awareness Literacy Screening for Kindergarten (PALS-K) is used in Virginia to identify students who are at risk for reading difficulties. Continuing a long improvement trend, in Fall 2012, 87.1 percent of Virginia's kindergartners were assessed as not needing additional instruction. The West Central (86.0%) and Eastern (86.7%) regions were the only regions to experience gains over 2011 rates. Hampton Roads (90.8%) again led all regions. The Valley region (82.7%) had the lowest percentage of children who met or exceeded the benchmark and also experienced the largest year-over-year decline (1.7 percentage points).

Third Grade Reading: Researchers have found that success in reading at the third-grade level is a good indicator of future educational progress. Virginia students take the Standards of Learning (SOL) assessments for the first time in the third grade. Performance on the SOL third grade reading test declined significantly for the 2012-13 school year as a consequence of the introduction of rigorous new tests. The overall pass rate for the third grade reading assessment for the 2012-13 school year was, at 72.3 percent, about 13.7 percentage points below the 2011-12 pass rate of 86.1 percent. All regions experienced a decline, with the overall pass rate ranging from a drop of 18.9 percentage points in the Southside region to a more modest decline of 10.6 percentage points in the Northern region. The scale of the decline in the average advanced pass rate – meaning students who passed at least 35 of 40 items – was even more significant: the state's advanced pass rate was cut in half, falling to just 19.0 percent for the 2012-2013 school year.



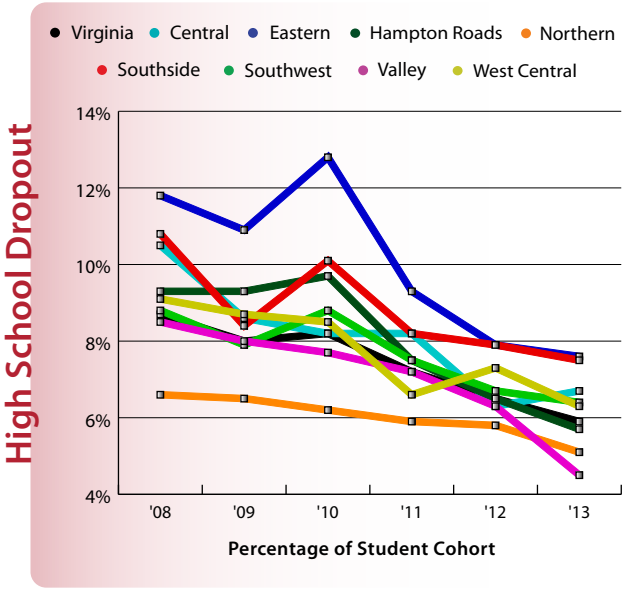


High School Graduation: Virginia's 2012-13 On-time Cohort Graduation Rate was 89.1 percent, up from 88.0 percent for the 2011-12 school year. This marks the fifth straight year of improvement. The on-time graduation rate for females, at 91.6 percent, was slightly less than five percentage points higher than male students at 86.8 percent. The graduation rates for white, black, and hispanic students all improved, increasing to 91.6 percent, 84.1 percent, and 83.3 percent, respectively.

High School Dropout: The dropout rate is a measure of the success of our elementary and secondary educational systems. Moreover, because high school dropouts are at higher risk of unemployment and other social ills, dropout rates are a leading indicator of potential future problems. The statewide cohort dropout rate for 2012-13, at 5.9 percent, was below the 6.5 percent rate of 2011-12. The Valley (4.5%), Northern (5.1%), and Hampton Roads (5.7%) regions had dropout rates below the statewide average. Those showing dropout rates above the statewide average were the West Central (6.3%), Southwest (6.4%), Central (6.7%), Southside (7.5%), and Eastern (7.6%) regions.

Educational Attainment: Indicator data on Virginia Performs presents a positive picture of progress on educational attainment in Virginia. For instance, the Commonwealth's workforce has an impressively high percentage of skilled workers. In 2012, Virginia ranked fourth in the nation for most master's degrees (10.8%), sixth for doctorates (1.6%), and sixth for the most professional degrees (2.4%) as a percentage of the adult population 25 and over. Recently released Census data reveal that Virginia ranked seventh among the states in the percentage (35.5%) of its adult population 25 and older with a bachelor's degree or higher in 2012. On the other hand, at 12.1 percent, too many of Virginia's adult population were without a high school diploma (or its equivalent) in 2012.

Current levels of educational achievement may not be sufficient to sustain the state's economic vitality and standard of living in an increasingly competitive world economy. Additional education or training beyond high school has become essential for ensuring individual success and regional prosperity. On the positive side, the Commonwealth competes effectively for global talent and consistently imports more workers with bachelor's degrees or better than it exports. In fact, more than 75 percent of adults 25 years or older with a bachelor's degree or higher in Virginia were born outside the Commonwealth.

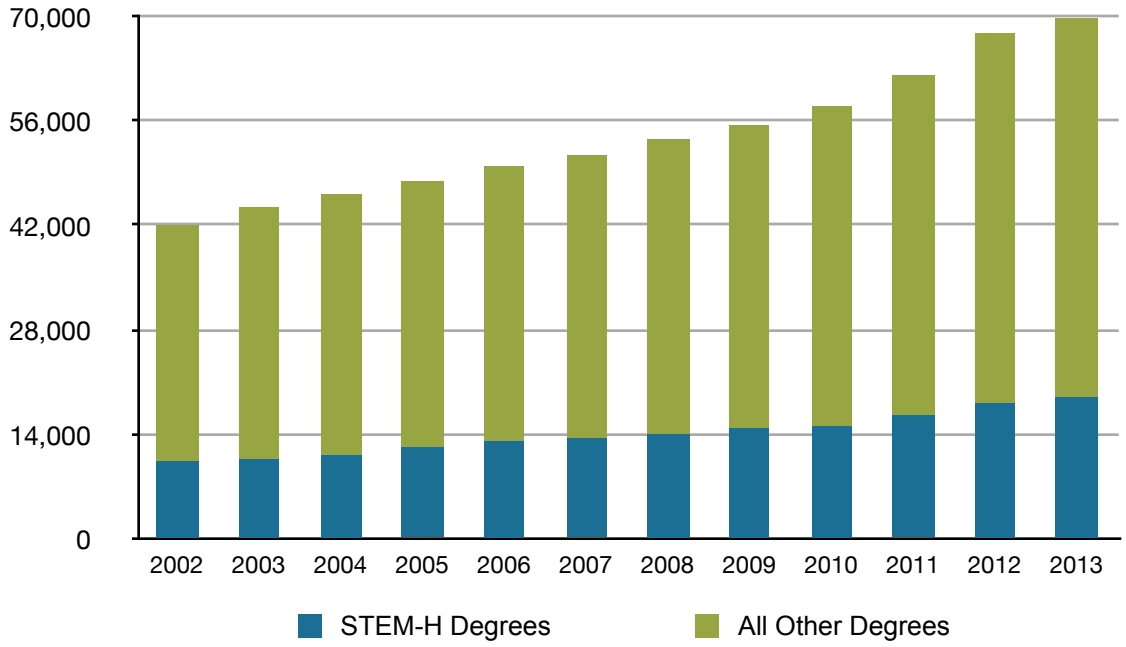


Virginia needs to generate more of its own exceptional talent base to support future growth. In order to respond to this challenge, Governor McDonnell has set an ambitious goal to generate 100,000 additional bachelor's and associate degrees over a 15-year period. Plans to strengthen higher education also include new funding as well as special incentives to increase productivity and to produce more STEM-H (science, technology, engineering, math, and health) degrees. The following chart (***Figure 12***, page 24) presents the recent positive trend in STEM-H and total degrees awarded.

FIGURE 12

ASSOCIATE'S AND BACHELOR'S STEM-H DEGREES, 2001-2002 THROUGH 2012-13

ALL REPORTING PUBLIC AND PRIVATE INSTITUTIONS IN VIRGINIA



Source: State Council of Higher Education for Virginia, Report C07: Trends in STEM-H Production.

College Graduation: The most recent data available from the State Council of Higher Education for Virginia (SCHEV) shows that the six-year cohort graduation rate for first-time, full-time freshman in 2005 from Virginia's 4-year public institutions was 68.8 percent, up slightly from 68.4 percent for freshman in 2004 and 67.3 percent for the freshman class of 2001. The three-year cohort graduation rate from Virginia's two-year public colleges was 16.1 percent for the freshman class of 2009-10, up from 15.5 percent for freshman in 2008-09 and 12.1 percent for freshman who started in 2005-06.

While the low graduation rates for two-year colleges is of concern, SCHEV and others have noted issues with the adequacy of a cohort rate to accurately measure student progress and success for both the two- and four-year colleges. For instance, SCHEV reports that, over the five school years 2004-05 through 2008-09, more than 17,900 students transferred from Virginia's two-year public institutions to its four-year institutions without receiving an associate degree (55% of these transfers completed a bachelor's degree within four years; 70% of transfers with a transfer associate degree completed a bachelor's degree within four years). The cohort rates do not adequately account for these transfers or for the fact that the two-year colleges serve a much more diverse set of needs and adult-learner goals.

To more fully address this issue, SCHEV has developed a Student Success Index that counts all students entering a Virginia four-year institution in a given year, including both first-time and transfer students, regardless of the term in which they begin classes. The index includes full-time and part-time students and contains separate standards for completion in the following categories:

- First-time in College, Full-time: 6 years to complete
- First-time in College, Part-time: 8 years to complete
- New Transfer, Full-time: 5 years to complete
- New Transfer, Part-time: 7 years to complete

Student Success Index data is available from the Reports section under Research and Statistics on the SCHEV website (http://research.schev.edu/gradrates/success_index.asp).

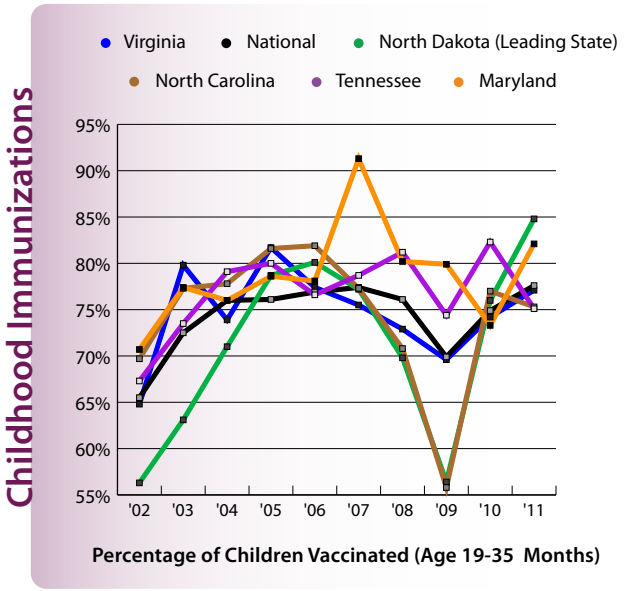
Health and Family

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

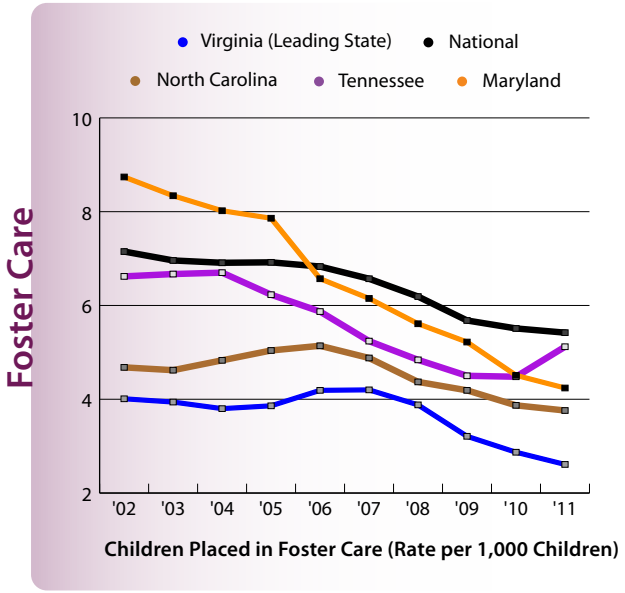
Immunization: Immunization rates for children increased for the second year in a row, rising from just under 70 percent in 2009 to just over 77 percent in 2011. These rates indicate that Virginia is back on track for childhood vaccinations, which had seen marked drop-offs in recent years.

Foster Care: Foster care refers to a variety of living situations in which a child may be placed outside of the home because the family living situation is unsafe. The goal is to reduce the root causes of children going into foster care, but once a child has entered foster care, it is important that he or she be placed in a family-based setting within the community as quickly as possible. The rate of placement of children into foster care continues to decline in Virginia; its rate of 2.5 per 1,000 children ages 17 and under is best in the nation. However, Virginia also has the highest rate among the states in the percentage of youth (32%) who age out of foster care; on average, Virginia's youth spend more time in foster care than in any other state. At the same time, Virginia has been gradually improving the percentage of children who are placed with families while in foster care, increasing from 70.6 percent in 2005 to 83.3 percent in 2012.

Adoption: Virginia's public adoptions increased from 525 to 639 between 2004 and 2012, an increase of more than 21 percent. Still, despite the growth in the number of adoptions, in 2012 Virginia had the second lowest rate of public agency adoption in the nation (34.4 adopted per 100,000 children). North Carolina (58.1) and Tennessee (54.4) had significantly higher adoption rates, while Maryland (33.9) was a bit lower. The national average in 2012 was 70.6. Virginia's low adoption rate is due in part to the fact that it has the lowest rate of children placed in foster care. In addition, approximately 46 percent of Virginia foster children are reunited with their families. Among foster care children who remain and are waiting for adoption, Virginia has placed an increasing percentage in adoptive homes. In 2012, this rate was 46.6 percent, which was slightly lower than the national rate of 48.9 percent.



Percentage of Children Vaccinated (Age 19-35 Months)



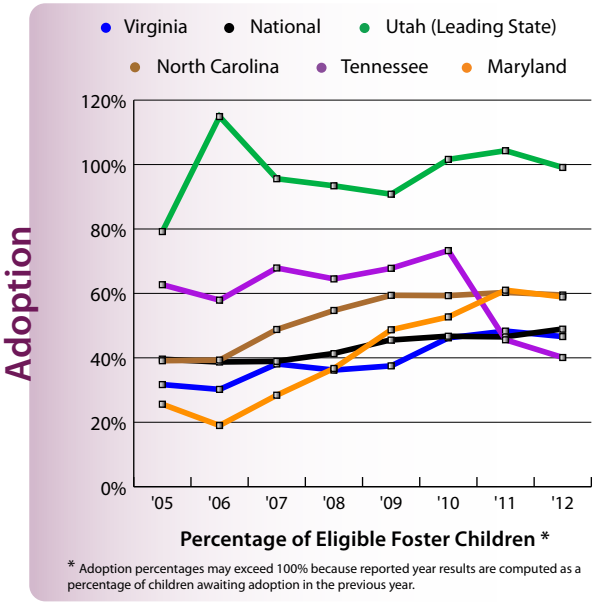
Children Placed in Foster Care (Rate per 1,000 Children)

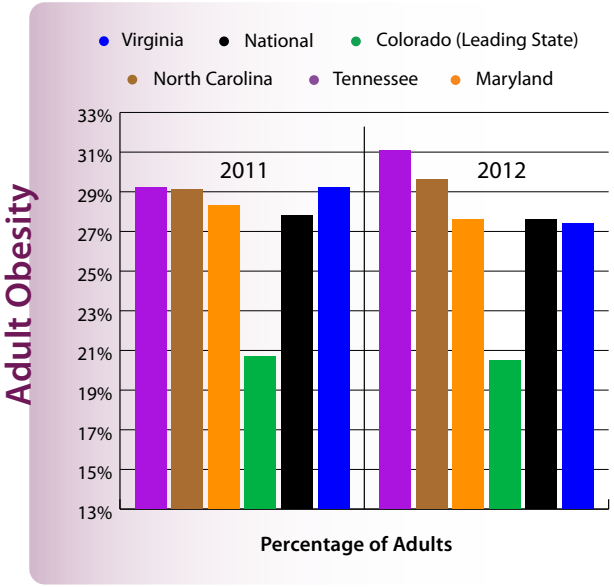
Obesity: Obesity and smoking are considered two significant risk factors for critical illnesses such as heart disease and cancer. Obesity often results in lost workdays, lower productivity, and negative health outcomes, including diabetes and depression. A recent study from the Trust for America's Health indicated that if the average body-mass index (a measurement of fatty to lean tissue based on height and weight) were reduced by five percent by 2020, the Commonwealth could avoid more than 345,000 cases of obesity-related diseases, resulting in savings of about $6.3 billion.

The state's 2012 obesity rate of 27.4 percent is lower than the national average (27.6%) and our peer states: Tennessee (31.1%), North Carolina (29.6%), and Maryland (27.6%). Virginia's average adult obesity rate fell from 29.2 percent in 2011 and gave Virginia the 24th lowest rate among the states.

Other indicators in Health and Family:

- **Smoking**: The percentage of adults who smoke in Virginia was 19.0 percent in 2012, above the national rate (18.6%) and that of Maryland (16.2%), but below the rates in North Carolina (20.9%) and Tennessee (24.9%).
- **Child Abuse and Neglect**: Virginia continues to maintain a low rate of child abuse and neglect; its rate of 3.3 substantiated cases per 1,000 children in 2011 was the third lowest in the nation.
- **Cancer and Cardiovascular Disease**: Death rates from these diseases continue to decline.
- **Health Insurance**: The percentage of Virginians (under 65 years of age) without health insurance fell to 15.3 percent in 2011, down slightly from 15.7 percent in 2010. The national rate was 17.9 percent.
- **Life Expectancy**: Over the last 25 years, life expectancy in the United States increased from 70.8 to 76.1 years for men and from 77.8 to 80.8 years for women. In 2010, Virginia ranked 25th nationally for male life span – 76.3 years and slightly above the national average of 76.1 years. Life expectancy for men was higher than peer states North Carolina and Tennessee but lower than Maryland (77.8 years). Female life expectancy was 80.7, ranking 26th nationally and slightly below the national average of 80.8 years. Female life expectancy was higher in Maryland (80.8 years) but lower in Tennessee (78.7) and North Carolina (79.8).
- **Suicide**: Relative to other states, Virginia in 2010 (the last year for which data is available) had the 11th lowest age-adjusted suicide rate, with 11.6 deaths per 100,000 people. Virginia's rate was lower than the national average rate of 12.1. Peer states North Carolina (12.0) and Tennessee (14.6) both had suicide rates higher than Virginia, while Maryland (8.3) had a lower rate.





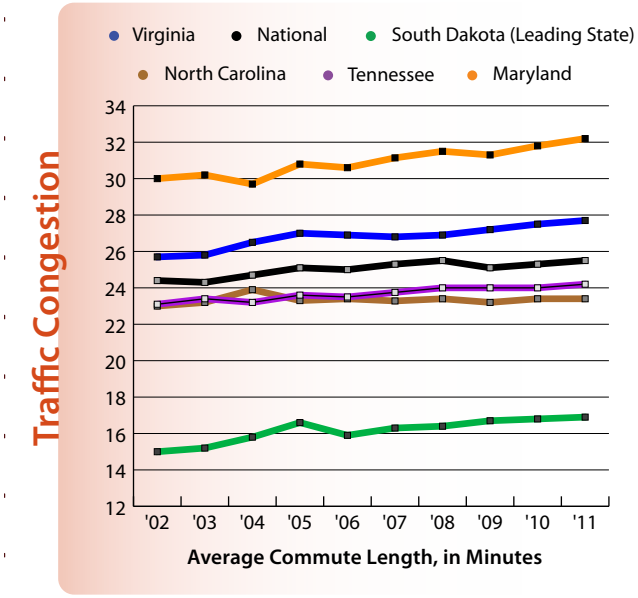
Transportation

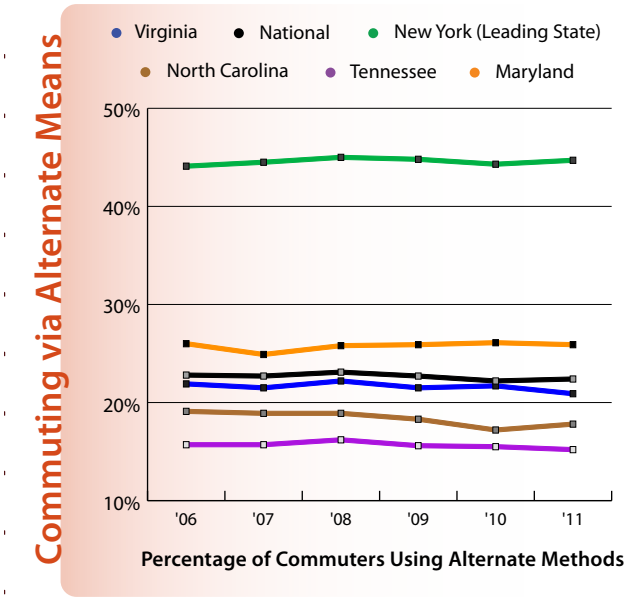
Traffic Congestion: Traffic congestion presents more than a headache for commuters; it has a negative impact on the delivery of goods and services and the general well-being of citizens.

- Virginia's average commute time to work in 2011 was 27.7 minutes, the sixth highest in the nation. While higher than North Carolina (23.4 minutes) and Tennessee (24.2 minutes), this average is lower than Maryland's 32.2 minutes. The national average was 25.5 minutes.
- The Washington, D.C., metropolitan area was yet again the highest in the nation for average hours (67) of delay per traveler. The Hampton Roads area also experiences high levels of congestion, with more than 40 hours of average delay per traveler per year.

Multimodal Transportation: Multimodal transportation refers to the network of airports, seaports, roads, rails, transit systems, and walkways that are integrated to form a seamless system for moving people and freight from point to point. Typically, the more viable options there are for movement – and the better these modes support and interconnect with each other – the less congestion and stress there will be on all systems. Virginia has numerous transportation assets, including a major seaport; three international airports (Dulles, National, and Richmond); 74,378 miles of public roadway; 3,214 miles of railroad for freight transportation; 670 miles of inland waterway; four light rail and commuter rail systems; and many bicycle and pedestrian trails and walkways.

- Between 2006 and 2011, Virginia saw a slight drop in the percentage of workers reporting they commuted to work by means that place a lower burden on roads: car pool, public transit, walking, bicycling, or avoiding travel altogether by working from home. Virginia's 21.9 percent use of these alternate means was lower than the national average of 22.4 percent and ranked the state 22nd best in the nation.
- In 2007 (latest year national-level data is available), the percentage of Virginia-originated freight shipped by single-mode truck transport was 80.3 percent of economic value, while tonnage was 76.4 percent. These figures are better than peer states North Carolina (85.7% and 92.6% respectively), Tennessee (82% and 90.8%), and Maryland (80.7% and 95.1%), but higher than the national average (71.3% and 70.0%).





Infrastructure Condition: Maintaining Virginia's transportation infrastructure remains a challenge. Infrastructure not properly maintained can lead to increased congestion, safety risks, and increased costs later on.

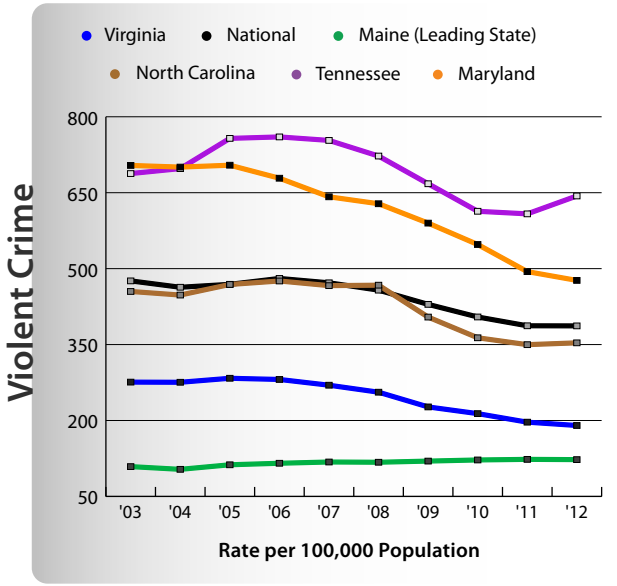
- In 2012, 26.7 percent of Virginia's bridges were functionally obsolete or structurally deficient, giving the state the 31st lowest rate in the nation. This was essentially unchanged from 2011. Functionally obsolete or structurally deficient bridges are not necessarily unsafe.
- The percentage of interstate roads rated in fair or better condition rose to 82.9 percent in 2012, up from 80.3 percent in 2011. Primary road conditions also improved in 2012 to 81.2 percent, up from 77.6 percent the previous year. However, the percentage of secondary roads rated in fair or better condition fell again to 60.7 percent, down from 64.2 percent in 2011 and 75.8 percent in 2007.

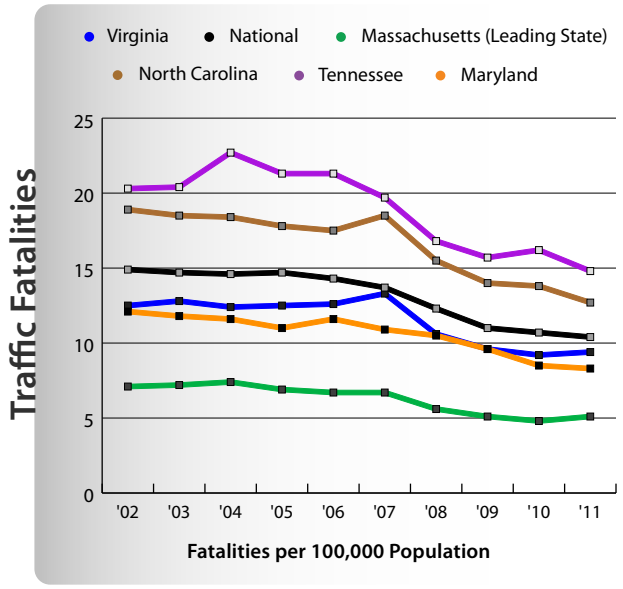
Public Safety

Crime: Crime rates measure the incidence of serious crimes that are reported to law enforcement agencies. A high crime rate suggests an unsafe community and may deter improvements or investment and degrade the residential desirability of an area. Fortunately, crime rates in Virginia have been decreasing since 1999 and remain below the national average.

- Virginia's violent crime rate was 190 per 100,000 people in 2012, the fourth lowest in the nation; Maine ranks first with a rate of 123. In 2012, North Carolina saw a rate of 353, Tennessee was at 644, and Maryland posted a rate of 477.
- Property crime rates are also relatively low in Virginia. Virginia's rate of 2,162 property crimes per 100,000 population was eighth lowest among the states.

Traffic Fatalities: Traffic fatalities are a leading cause of death, especially for young people between the ages of four and 34. The years of life lost as a result of these terrible events make their social costs particularly high, especially since many of these losses could have been prevented. Virginia's 2011 rate of 9.4 fatalities per 100,000 population was lower than the national average of 10.4, and gives Virginia the 20th lowest fatality rate in the nation. This rate was also lower than two peer states, North Carolina (12.7) and Tennessee (14.8), though higher than Maryland (8.3). Massachusetts again had the lowest fatality rate in the country at 5.1 per 100,000 people.





Natural Resources

Virginia's goal is to protect, conserve and wisely develop our natural resources.

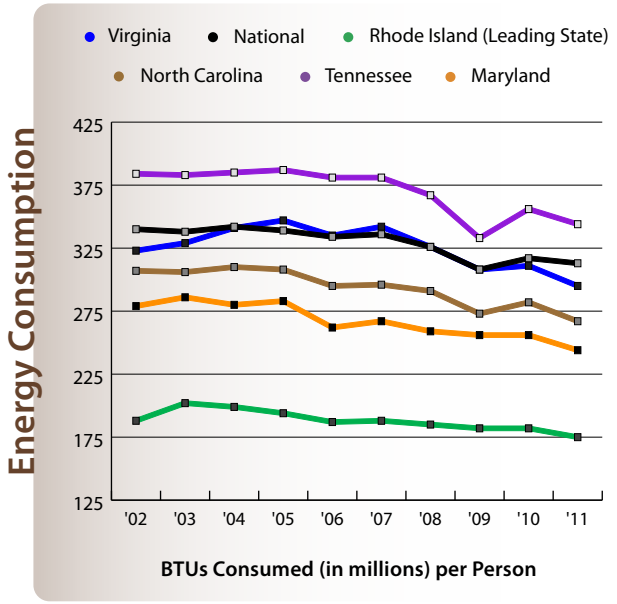
Energy: Virginia depends on reliable, safe, and economical sources of energy to power its growing transportation, residential, commercial, and industrial needs. But continued reliance on energy imports and mounting concerns over carbon-based fossil fuels present new challenges.

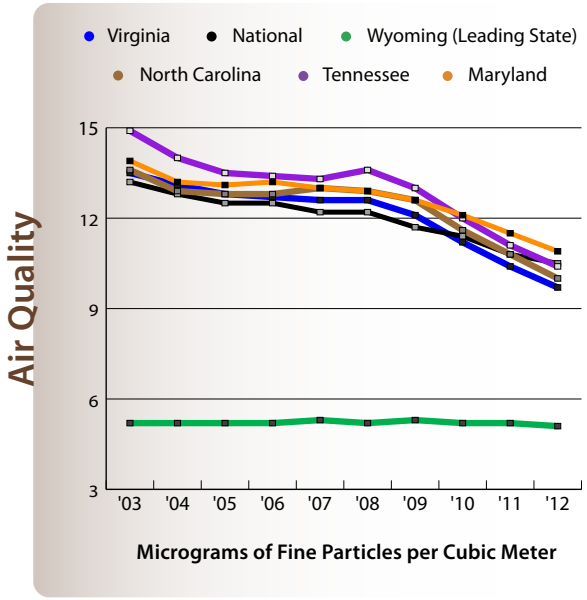
- Virginia consumed over 2,389 trillion BTUs of energy in 2011, a decrease from levels earlier in the decade. Since 2000, indigenous state energy resource production has decreased from 1,354 trillion BTU to 1,088 trillion BTU. However, renewable energy production in Virginia grew to 5.1 percent of all electric generation in 2011, up from 3.7 percent in 2000. Virginia's rate of renewable power generation was lower than its peer states and the national average.
- Virginia generates a relatively low amount of energy-related greenhouse gases per capita from electrical power generation, transportation, heating/cooling, and industrial processes. Greenhouse emissions decreased from 17.2 metric tons per person in 2000 to 13.8 metric tons in 2010. This level was better than the national average of 18.2 metric tons per capita and ranked 15th best in the country.

Air Quality: Virginia's air quality continues to improve; the number of micrograms of fine particles per cubic meter of air dropped to 9.7 in 2012, down from the 2011 rate of 10.4 and more than 28 percent below 2003 levels. In addition, instances of recorded ozone concentrations higher than 75 parts per billion are down by more than 85 percent from the 2001-2003 time period.

Other indicators in Natural Resources:

- **Water Quality**: Virginia has made a substantial commitment to improve water quality by significantly reducing its contribution to the nitrogen, phosphorous, and sediment loads in the Chesapeake Bay by 2025 through strategies outlined in a recently adopted Watershed Implementation Plan. Already, nitrogen pollution from Virginia has fallen from a total of 68.1 million pounds in 2009 to 62.6 million pounds in 2011; discharges of phosphorus have also dropped – from 8.7 million pounds in 2009 to 8.3 million pounds in 2011.
- **Land Preservation**: Since 2001, Virginia has been making a concerted effort to increase the amount of land kept free from development. Between 2007 and 2010, 387,103 acres were placed under protection. As of May 2012, an additional 115,370 acres had been preserved.
- **Historic Resources**: Virginia ranks first in the nation for historic district registrations.





Government and Citizens

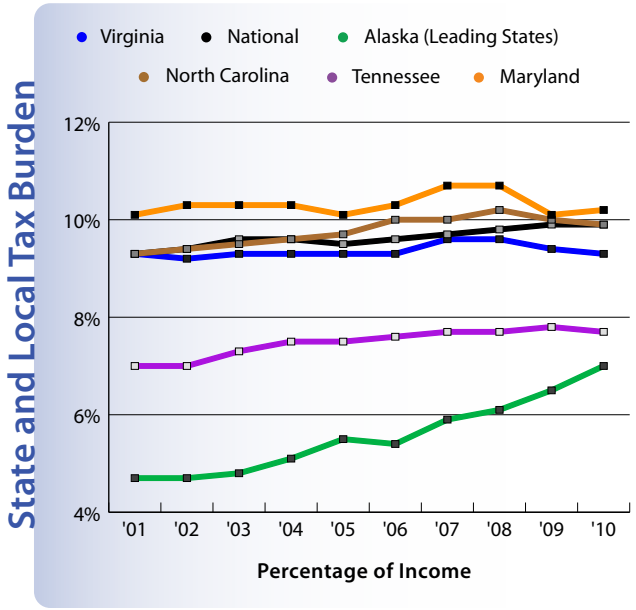
Virginia's goal is to be recognized as the best-managed state in the nation. The challenge for all governments, large or small, is to serve the public trust with honesty, responsiveness, and good stewardship. With a 2012-2014 biennial operating budget of about $86.0 billion and more than 122,000 salaried and wage employees who serve a population of more than 8.1 million people, Virginia's state government is necessarily complex.

Government Operations: Virginia is one of the best-managed states in the nation, as evidenced by its long-standing AAA bond rating and its accolades from numerous leading national organizations. The Government Operations Report Card, discussed later in this section, will enhance our view of government efficiency and effectiveness at the enterprise level.

Bond Rating: A strong state bond rating reduces the cost of borrowing and serves as a good measure of a state's financial and administrative status. Virginia's AAA bond rating, the best rating possible, is a reflection of the confidence placed in the Commonwealth's fiscal health. Virginia is only one of nine so-called "triple-triple-A" states (i.e., receiving a "triple A" rating from the three key rating agencies: S&P, Moody's, and Fitch) and has held an AAA bond rating for 75 years, longer than any other state.

Other indicators in Government and Citizens:

- **Taxation**: Tax burden measures the taxes collected by state and local governments as a percentage of income earned by individuals and businesses in that state. According to the Tax Foundation, in 2010 Virginia's tax burden declined for the second year and was the 20th lowest in the country at 9.3 percent of income, which was below the national average of 9.9 percent. [Eight other states, however, had a tax burden extremely close to Virginia's (ranging from 9.0% to 9.5%), so that small changes in the measure will translate into noticeable changes in rankings.]
- **Consumer Protection**: Virginia saw minor improvements with consumer protection issues in 2012. But the state still has the 7th highest rate of consumer fraud in the country and the 24th highest identity theft rate for 2012. The Commonwealth also had the 22nd highest rate of disciplinary actions taken against physicians in 2011 – 3.1 per 1,000 doctors.



Enterprise and Agency Assessment

INTRODUCTION

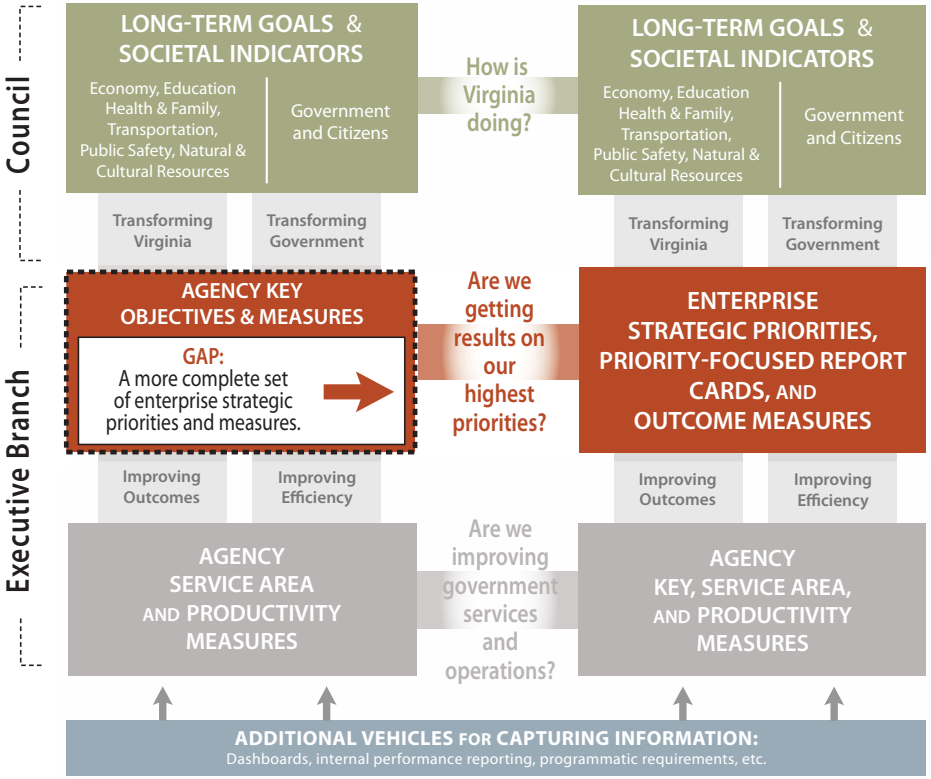
This section of The Virginia Report presents information on important new developments in the ongoing evolution of Virginia Performs and the state's progress toward its most important goals. Virginia Performs is the Commonwealth's performance leadership and accountability system and helps ensure that state government is both efficient and effective in improving outcomes and the quality of life for Virginians.

The architecture of Virginia Performs has evolved over time, starting with the development of the Commonwealth's highest level: long-term goals and societal-level indicators established by the Council on Virginia's Future. Agency-level strategic plans, key objectives, and associated performance metrics were then incorporated into Virginia Performs and were followed by the development of agency productivity metrics and the reporting of agency performance results. (Selected aspects of this agency performance information are presented in tables starting on page 40.)

However, it became clear that the overall system would benefit by capturing higher-level priorities and performance information associated with issues and initiatives broader than those at the agency level. There needed to be stronger linkages between these wider goals and agency objectives. **Figure 13** provides a view of how the architecture of Virginia Performs is evolving with the capture of Enterprise Strategic Priorities and the ongoing development of Priority-focused Report Cards.

FIGURE 13

RECENT EVOLUTION OF VIRGINIA PERFORMS



ENTERPRISE STRATEGIC PRIORITIES

Enterprise-level strategic priorities, established by the Governor and his Cabinet, are intended to help bridge the gap between long-term goals and agency key objectives. These priorities span agency and Secretariat boundaries, provide important input into agency planning processes, and help establish a baseline for assessing progress toward the highest priorities of government. ***Table 7*** (page 32) provides a summary list of current priorities.

TABLE 7: ENTERPRISE STRATEGIC PRIORITIES BY GOAL AREA

Goal Area	Enterprise Strategic Priorities		
ECONOMY: Be a national leader in the preservation and enhancement of our economy.	1 Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia is seen as the top state for business in the nation.	2 Develop Virginia's workforce development system as a collaborative enterprise that strategically prepares individuals for employment in high demand occupations.	3 Develop a clear and consistent housing policy.
EDUCATION: Elevate the levels of educational preparedness and attainment of our citizens.	4 Improve educational success within Virginia's kindergarten through 12th grade school population.	5 Significantly increase college degree attainment in the Commonwealth; award 100,000 additional associate and bachelor's degrees by 2025.	6 Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.
HEALTH & FAMILY: Inspire and support Virginians toward healthy lives and strong and resilient families.	7 Go beyond Federal health reform and recommend other innovative health care solutions to provide people with access to appropriate and affordable health care in an economically responsible manner. Ensure that meaningful reform, including Medicaid reform, is achieved throughout the Commonwealth through approaches that enhance the health care delivery system, while reducing costs and improving quality.	8 Improve child and family outcomes by designing a system of individualized services and community-based support and finding permanent families and family connections for children in foster care or at risk of coming into foster care. 9 Promote the highest possible level of participation by people with intellectual disabilities in all aspects of community life.	10 Transform the Medicaid Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow's Medicaid needs through Health Information Technology, Electronic Health and Personal Health Records, Health Information Exchange, and Master Data Management.
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.	11 Ensure that Virginia is always prepared to address threats to the safety and security of the Commonwealth and its citizens and to respond rapidly and efficiently to emergencies. 12 Address intrastate and interstate public safety issues related to major crimes, gangs, terrorism, drug dealers, and domestic violence.	13 Develop an operationally strong and secure system and culture of re-entry to enable offenders to succeed upon release. Provide incarcerated juveniles with an environment that promotes character, taking responsibility for one's actions, and success upon release.	14 Coordinate with Public Safety agencies to use state-of-the-art crime prevention efforts in critical areas such as underage drinking, drunk driving, drug abuse, teen violence, domestic violence, bullying, and other areas related to substance abuse.

TABLE 7 (CONTINUED)

Goal Area	Enterprise Strategic Priorities	
NATURAL RESOURCES: Protect, conserve and wisely develop our natural, historic and cultural resources.	15 Work with other Atlantic coast states and continue responsible policies to protect and improve the health of the Chesapeake Bay, including making every effort to meet the goals for nutrient reduction outlined in the Chesapeake Bay agreement signed in 2000.	16 Work toward a goal of preserving an additional 400,000 acres of land by 2014.
TRANSPORTATION: Ensure that our transportation system is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life.	17 Ensure that Virginia will have a coordinated system of roads, rails, ports, transit, bicycle, pedestrian, and aviation resources that provides integrated and efficient options that meet citizen, visitor, and business transportation needs. The system will provide connectivity across all transportation options.	18 Improve safety across all modes of transportation.
GOVERNMENT & CITIZENS: Be the best-managed state in the nation.	19 Ensure the long-term financial security of the Commonwealth by providing effective and efficient financial management, planning, and budgeting.	20 Improve operations to ensure delivery of government services in the most efficient and effective manner.

PRIORITY-FOCUSED REPORT CARDS

Excellence in assessment – developing a clear picture of where we are today and what matters most for driving change – is the cornerstone of good planning and decision-making about our future.

The Scorecard at a Glance captures performance on a selected set of quality-of-life measures to answer the question "How is Virginia doing?" The Scorecard provides a starting point for assessment – accessible and focused information on broad issues such as employment growth, educational attainment, and land preservation. This high-level snapshot has been an insightful resource for Virginia's leaders and citizens and is complemented by an extensive array of more detailed, agency-level performance data.

The challenge has been to integrate these levels of information in a way that significantly deepens our understanding of progress on a particular issue, such as workforce quality or economic competitiveness. To address this need and to better promote strategic thinking and broad collaboration, we have begun a long-term initiative to develop priority-focused report cards based on the Virginia Performs model. The first three report cards – Virginia's Workforce System, Innovation and Entrepreneurship, and Government Operations – are briefly reviewed here.

Workforce System Report Card

Assessing workforce quality has been a challenge because it has proven difficult to move beyond measures of educational attainment, such as student achievement, high school graduation rates, and college degree awards. In addition, the Commonwealth's workforce development system is multi-layered and involves several agencies and levels of government, as well as many partners, both public and private. Assessing and improving the overall system are critical issues because workforce quality is foundational for Virginia's economic future. The new Workforce System Report Card for Virginia (***Figure 14***, page 35) was first released in late 2012 and is improving assessment of this extensive system. Specific goals for this project are to:

- Increase collaboration and system-building by education and workforce partners, and provide employers, economic developers, and education and workforce partners with the ability to track the performance of Virginia's workforce system;
- Provide state officials and local stakeholders with data that is meaningful for decision-making and helps identify gaps in service delivery;
- Drive improvements in performance against common outcomes by career and technical education and workforce partners; and,
- Illustrate status and improvements in training outcomes and training capacity for manufacturing.

Other efforts are also underway in the Commonwealth to strengthen data and information related to workforce quality. The Virginia Education Wizard, the Virginia Longitudinal Database System (VLDS), and efforts by the Virginia Early Childhood Foundation to identify and track measures for school readiness are all projects that will enhance the Commonwealth's capabilities in the area of workforce. For example, the Virginia Longitudinal Database System provides a single point of access to education and workforce data in the Commonwealth.

One of the key research questions for bringing together data from multiple agencies under the VLDS is: How do education and workforce programs align to known and projected employer needs? By strengthening informatics, Virginia's state and regional leaders can begin answering questions such as these and develop strategies to address longer-term workforce challenges – including, for instance, ways to better match the supply of specific workforce skills and talents with evolving employer demand throughout the state.

FIGURE 14

Virginia's Workforce System Report Card

STEM-H Pipeline

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

Registered apprenticeships and secondary & postsecondary enrollments in STEM-H programs	↑
Registered apprenticeships and secondary & postsecondary STEM-H credentials earned	↑

Secondary Educational Attainment

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

Advanced Studies diplomas earned	↑
Standard diplomas earned	→
Enrollment in GED or adult high school diploma preparation program	↓
GED or adult high school diplomas earned	↓

Postsecondary Educational Attainment

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

Postsecondary enrollments	↑
Postsecondary credentials earned	↑
Industry certifications or state licensures earned	↑
Apprenticeship credentials earned	↑

Career & College Readiness

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

Workplace Readiness Skills Credentials earned	↑
Career Readiness Certificates earned	↑
Community college certificates or degrees earned by secondary students	↑
Dual-enrollment credits earned	→
Advanced Placement (AP) course enrollment and/or exam completion	↑

Employment & Business Development

GOAL: Reduce unemployment and increase both employment and income.

Labor force participation rate	→
Percentage change in total annual wages	↑
Unemployment rate	↑
Average weeks on unemployment	→
Percentage change in employment	→
Percentage change in establishments	→
Demand-focused workforce solutions at the state and regional level	♺

♺ Under Development

Emerging Workforce in Manufacturing

GOAL: Increase credentials and enrollments in manufacturing-related programs; improve the reach of manufacturing instruction and overall employment.

Dual-enrollment students in manufacturing-related career and technical education courses	↑
Participation by secondary students in project-based competitive events	↑
Completions of career and technical education within a manufacturing program of study	↑
Participation in manufacturing-related community college internship programs	↑
State-registered apprentices in manufacturing	↑
Secondary students earning certifications related to manufacturing	↑
Community college students earning credentials in a manufacturing program of study	↑
Annual new hires in the manufacturing industry	→
Shared assets (labs, equipment, instructors)	-
Shared manufacturing curriculum programs	-

Performance Trend

Improving	↑
Maintaining	→
Worsening	↓
Trend data not yet available	–

INNOVATION AND ENTREPRENEURSHIP REPORT CARD

Entrepreneurship and innovation drive economic competitiveness and figure prominently in economic development strategic planning. The 2013 General Assembly charged the Center for Innovative Technology (CIT) with the creation of an Innovation and Entrepreneurship Measurement System (IEMS) to measure the growth of these economic drivers in the Commonwealth. The IEMS will also provide baseline data and ongoing updates to help assess the Commonwealth's progress in implementing the Commonwealth Research and Technology Strategic Roadmap (http://www.cit.org/initiatives/research-and-technology-strategic-roadmap/).

Building on this initiative, the Council on Virginia's Future is partnering with CIT to develop an Innovation and Entrepreneurship Report Card. The report card, scheduled for release later in 2013, will include information on the workforce talent pipeline, access to capital, research and development, commercialization activities, business dynamics, and innovation outputs such as high-tech job and industry growth. ***Figure 15*** (page 37) presents a draft set of indicators.

GOVERNMENT OPERATIONS REPORT CARD

Virginia's state government is a large and complex enterprise. With revenues of more than $43 billion in fiscal year 2013 – a total roughly equivalent to iconic Fortune 100 companies such as FedEx and Walt Disney – its 122,000+ employees manage operations in more than 100 agencies, universities, and other organizations. In addition, a significant share of the work of government and the delivery of its services is accomplished through local governments and other public and private third-party partners. Given this scope and complexity, it is important to develop a view of government that is both encompassing and supportive of more focused assessment efforts.

The Government Operations Report Card complements and builds on the information contained in the current Government Operations indicator in the Government and Citizens section of the Scorecard at a Glance. This high-level and informative report card provides an overview of the overall efficiency and effectiveness of state government. Performance information covers financial stewardship, customer service, human resource development, and management practices. ***Figure 16*** (page 38) provides a draft of the report card.

FIGURE 15

Virginia Performs

Measuring what matters to Virginians

Innovation & Entrepreneurship Report Card

Talent Pipeline

Goal: To be developed.

- Entrepreneurship Training
- High-tech Employment
- Knowledge Worker Migration
- STEM Degrees
- Virginia FIRST Participation

Research and Development

Goal: To be developed.

- Corporate R&D Intensity
- Federal R&D Spending in Virginia
- Patents Submitted
- Patents Awarded
- SBIR and STTR Awards
- State R&D Intensity

Commercialization

Goal: To be developed.

- University Licensing
- University Startups

Business Dynamics

Goal: To be developed.

- Broadband
- Entrepreneurial Activity
- Establishment Churn
- Fast Growing Firms
- IPOs, Mergers, and Acquisitions
- Startups

Access to Capital

Goal: To be developed.

- Private Investment
- Public Sector Investment
- R&D Tax Credits

Outputs

Goal: To be developed.

- High-tech Exports
- High-tech Job Creation
- High-tech Output
- High-tech Wages
- Hypergrowth
- Market Trends
- Workforce Educational Level

DRAFT

Indicator trends are under development.

FIGURE 16

DRAFT

Virginia Performs

Measuring what matters to Virginians

State Government Operations Report Card

Customer Service

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

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

Accountability

Goal: To protect the health and safety of Virginians while using resources in a fair, accountable, and transparent way.

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

Performance Assessment and Improvement

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

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

Infrastructure Stewardship

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

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

Financial Management

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

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

Human Resource Development

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

Development and Assessment	↑
Employee Health and Workplace Safety	↑
Employee Relations	↑
Leadership Development	♺
Turnover	↑

Performance Trend

Improving ↑

Maintaining →

Worsening ↓

Under Development ♺

ARE WE GETTING RESULTS ON OUR HIGHEST PRIORITIES?

Introduction

This section of The Virginia Report presents a table that aligns state agency key performance measures with societal indicators and shows progress against targets for key objectives. These key measures are arranged by Council goal.

The information provided in the following pages illustrates the alignment of state services with desired outcomes. Assessments of progress were based on data available in early October 2013.

Performance Data

Performance data is presented by long-term goal (economy, education, etc.) and societal indicator (personal income, high school graduation, etc.). Metrics reported here are limited to agency key measures. [Agencies also report performance data for each budget service area that has been defined through the strategic planning and budgeting processes. This more comprehensive performance data set, along with information on productivity measures, is available on Virginia Performs (VaPerforms.virginia.gov) under Agency Planning and Performance.]

In reviewing the tables, please note that some key measures align with more than one societal indicator and are repeated for each indicator. For instance, the Virginia Department of Health's key objective to reduce teen pregnancies directly impacts not only the teen pregnancy societal indicator, but also infant mortality and is therefore repeated for both of these indicators.

In addition, some indicators have few or no agency key metrics associated with them; in some cases, the state's role in influencing the indicator is limited, and in others, the relevant state measures are reported at the budget service area level and are not included here. Refinement will continue to ensure that measures exist for the most important desired outcomes and that their performance data is available to help with policy and budget decisions.

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

Alignment Tables: Societal Indicators and Agency Key Measures

Table 8 (page 40) shows a sample indicator-measures alignment table from Health and Family, with key sections labeled. ***Table 9*** (page 41) presents the outcome-key measures alignment results by goal area on the Scorecard at a Glance. The left-hand side of each table lists the societal indicators for each goal. ***Table 10*** (page 55) explains the agency acronyms used.

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. Readers interested in more details are urged to visit the Agency Planning and Performance section of Virginia Performs (vaperforms.virginia.gov/agencylevel/index.cfm).

TABLE 8: EXAMPLE OF AGENCY KEY MEASURES TO SOCIETAL INDICATORS ALIGNMENT

Colored dots indicate the level of state influence on each measure:
● **significant**
● limited

Agency acronyms are explained in the table at the end of this section.

These are abbreviated versions of the key measure text available on Virginia Performs.

Due to space limitations, timeframes for targets, which are available on Virginia Performs, are not included here.

HEALTH AND FAMILY

SOCIETAL			AGENCY			
Indicator	**Performance Trend**	**State Influence**	**Agency Acronym**	**Key Measure**	**Baseline / Target**	**Progress**
Adoption	↑	●	DSS	Children who exit foster care to permanent living arrangements	67.3% / 80.0%	↑
Foster Care	↑	●	DSS	Children who exit foster care to permanent living arrangements	67.3% / 80.0%	↑
			DSS	Foster care children in family-based placements	70.3% / 80.0%	↑
Teen Pregnancy	↑	●	VDH	Number of eligible individuals enrolled in Plan First	15.2K / 17.8K	↑
			VDH	Teen birthrate per 1,000 females ages 15-17	12.3 / 10.0	↑
Obesity	↓	●				
Infant Mortality	↑	●	DMAS	Pregnant women in managed care receiving timely prenatal care	87.7% / 90.0%	→
			VDH	Number of eligible individuals enrolled in Plan First	15.2K / 17.8K	↑
			VDH	Infant mortality rate (per 1,000 live births)	6.8 / 6.0	↑
			VDH	Percentage of eligible women enrolled in the WIC program	73.0% / 85.0%	↑
Immunization	↑	●	DMAS	Children in managed care who are fully immunized		→
			VDH	Two-year old children who are appropriately immunized		→
			VDH	Healthcare providers enrolled in the Virginia Immunization Syst		↑

A few indicators have no key measures directly associated with them.

Most indicators have multiple agency key measures aligned with them.

Arrows indicate progress trend:
↑ = Improving
→ = Maintaining
↓ = Worsening
NR = Recent data not yet available

TABLE 9: AGENCY KEY MEASURES (OCTOBER 2013)

ECONOMY

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Personal Income	↑	●	DOAV	Economic activity generated by Virginia's aviation system (billions)	$28.8 / $29.0	→
			DOAV	Enplanements at air carrier airports with scheduled service	24.6M / 26.2M	→
			VEDP	Business investment through VEDP assistance (billions)	$3.3 / $3.5	→
			VTA	Economic impact from Tourism Authority advertising campaigns	$257M / $291M	→
Poverty Rate	↓	●	VEDP	New jobs created through VEDP assistance	28,500 / 18,800	↓
			VEDP	Business investment through VEDP assistance (billions)	$3.3 / $3.5	→
Unemployment	↑	●	DBA	Companies helped by the Workforce Services Jobs Investment Program	572 / 500	↓
			DBA	Employees receiving training via Workforce Services	11,074 / 12,000	→
			DBA	Jobs created or retained through small business loans	986 / 1,065	↑
			DHCD	Jobs created through Enterprize Zone Incentives	2,461 / 1,200	↑
			DSS	Percentage of TANF participants involved in a work activity	44% / 50%	→
			VEC	Job seekers entering employment in the reporting cycle	60% / 60%	↑
			VEDP	New jobs created through VEDP assistance	28,500 / 18,800	↓
Employment Growth	↑	●	CIT	State ranking for venture capital investments	12 / 10	↓
			DBA	Companies helped by the Workforce Services Jobs Investment Program	572 / 500	↓
			DBA	Employees receiving training via Workforce Services	11,074 / 12,000	→
			DBA	Jobs created or retained through small business loans	986 / 1,065	↑
			DHCD	Jobs created through Enterprize Zone Incentives	2,461 / 1,200	↑
			DOAV	Economic activity generated by Virginia's aviation system (billions)	$28.8 / $29.0	→
			DOAV	Enplanements at air carrier airports with scheduled service	24.6M / 26.2M	→
			VDACS	Companies assisted or participating in a trade event	1,048 / 1,100	↑
			VEDP	Companies participating in international trade events	273 / 250	→

ECONOMY

SOCIETAL

Indicator	Performance Trend	State Influence
Workforce Quality	↑	●
Business Climate	↑	●
Business Startups	↑	●

AGENCY

Agency Acronym	Key Measure	Baseline / Target	Progress
DOE	High school students exiting with a diploma	74% / 89%	↑
DOE	Students completing Algebra 1 by the eighth grade	30% / 55%	↑
DOE	Students earning state licenses and other key industry certifications	10.1K / 50.0K	↑
IALR	Number of STEM participants in IALR programs, courses, and workshops	9.5K / 11.0K	↑
RHEA	Graduates of RHEA programs	721 / 757	↑
SCHEV	State appropriation for higher education financial aid	$65.4M / $68.7M	↑
SVHEC	Students in pre-K to 12 participating in science & technology programs	108 / 535	↑
CIT	State ranking for venture capital investments	12 / 10	↓
DBA	Jobs created or retained through small business loans	986 / 1,065	↑
DBA	Companies assisted by Workforce Services Jobs Investment Program	572 / 500	↓
DBA	Capital investment by businesses receiving SBFA loans	$34.0M / $37.4M	↑
VDACS	Virginia's tuberculosis-, brucellosis-, and pseudorabies-free rate	100% / 100%	→
VEDP	Business investment through VEDP assistance	$3.2B / $2.7B	↑
CIT	State ranking for venture capital investments	12 / 10	↓
DBA	Companies assisted by Workforce Services Jobs Investment Program	572 / 500	↓
VDACS	Virginia's tuberculosis-, brucellosis-, and pseudorabies-free rate	100% / 100%	→
VEDP	Business investment through VEDP assistance (billions)	$3.3 / $3.5	↑
VEDP	New jobs created through VEDP assistance	28.5K / 18.8K	→

EDUCATION *

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
School Readiness	↑	●	SMV	Annual attendance	268K / 300K	↑
			DOE	Children served by Virginia Preschool Initiative programs	11.3K / 19.0K	↑
Third Grade Reading	→	●	DOE	Third graders passing the reading SOL test (2012)	84% / 85%	→
			DOE	Schools rated as fully accredited	92% / 95%	↓
			FCMV	Museum education programs correlating with SOL framework	100% / 100%	→
Fourth Grade Reading and Math	→	●	DOE	Third graders passing the reading SOL test (2012)	84% / 85%	→
			DOE	Schools rated as fully accredited	92% / 95%	↓
			VMFA	Children served through SOL-based curricula	40K / 85K	→
High School Graduation	↑	●	DJJ	SOL passing rates for grades 9 through 12 for DJJ schools	70% / 76%	↓
			DOE	High school students exiting with a diploma	74% / 89%	↑
			DOE	High school students earning the Advanced Studies Diploma	51% / 57%	↑
			DOE	Students completing Algebra 1 by the eighth grade	30% / 55%	↑
			DOE	Third graders passing the reading SOL test (2012)	84% / 85%	→
			DOE	Students enrolled in one or more AP, IB, or dual enrollment courses	18% / 25%	↑
			DOE	Students earning state licenses and other key industry certifications	10.1K / 50.0K	↑
			DOE	Schools rated as fully accredited	92% / 95%	↓
			SVHEC	Students enrolled in Center-based GED or college degree programs	875 / 1,450	↓

* Some institutions of higher education are not included because they are covered by their own performance management system, the State Council of Higher Education for Virginia (SCHEV) Institutional Reporting Standards.

EDUCATION

SOCIETAL			AGENCY			
Indicator	**Performance Trend**	**State Influence**	**Agency Acronym**	**Key Measure**	**Baseline / Target**	**Progress**
High School Dropout	↑	●	DOE	Students completing Algebra I by the eighth grade	30% / 55%	↑
			DOE	Students earning state licenses and other key industry certifications	10.1K / 50.0K	↑
			DOE	Schools rated as fully accredited	92% / 95%	↓
			DOE	High school students exiting with a diploma	74% / 89%	↑
			DOE	High school students earning the Advanced Studies Diploma	51% / 57%	↑
			VDH	Teen birthrate per 1,000 females ages 15 - 17	12.3 / 10.0	↑
			VDH	Pregnancy rate per 1,000 females aged 10 - 19	26 / 26	↑
College Graduation	↑	●	DOE	Students enrolled in one or more AP, IB, or dual enrollment courses	18% / 25%	↑
			DOE	High school students earning the Advanced Studies Diploma	51% / 57%	↑
			SCHEV	State appropriation for higher education financial aid	$65.4M / $68.7M	↑
			SVHEC	Students in pre-K to 12 participating in science & technology programs	108 / 535	↑
			SVHEC	Students enrolled in Center-based GED or college degree programs	875 / 1,450	↓
Educational Attainment	↑	●	EVMS	Pass rates on US Med License Exams (I) compared to national rates	100% / 100%	→
			EVMS	Pass rates on US Med License Exams (II) compared to national rates	101% / 100%	→
			JYF	Students reached through education and outreach programs	100K / 80K	↓
			RHEA	Graduates of RHEA programs	721 / 757	↑
			SCHEV	State appropriation for higher education financial aid	$65.4M / $68.7M	↑
Other: Research & Development			JSA	Ratio of federal and private funds to state funds	16 / 90	↑
			JSA	Percentage of research participants from Virginia universities	17.7% / 18.0%	↑
			VMNH	Number of scientific collaborations	19 / 26	↑

HEALTH AND FAMILY

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Adoption	↑	●	DSS	Children who exit foster care to permanent living arrangements	67.3% / 80.0%	↑
Foster Care	↑	●	DSS	Children who exit foster care to permanent living arrangements	67.3% / 80.0%	↑
			DSS	Foster care children in family-based placements	70.3% / 80.0%	↑
Child Abuse and Neglect	↑	●	DSS	Children who exit foster care to permanent living arrangements	67.3% / 80.0%	↑
			VDH	Infant mortality rate (per 1,000 live births)	6.8 / 6.0	↑
Teen Pregnancy	↑	○	VDH	Number of eligible individuals enrolled in Plan First	15.2K / 17.8K	↑
			VDH	Teen birthrate per 1,000 females ages 15-17	12.3 / 10.0	↑
Obesity	↓	○				
Infant Mortality	↑	●	DMAS	Pregnant women in managed care receiving timely prenatal care	87.7% / 90.0%	→
			VDH	Number of eligible individuals enrolled in Plan First	15.2K / 17.8K	↑
			VDH	Infant mortality rate (per 1,000 live births)	6.8 / 6.0	↑
			VDH	Percentage of eligible women enrolled in the WIC program	73.0% / 85.0%	↑
Suicide	→	○				
Health Insurance	↓	●				
Immunization	↑	●	DMAS	Children in managed care who are fully immunized	71.5% / 81.0%	→
			VDH	Two-year old children who are appropriately immunized	72.8% / 90.0%	→
			VDH	Healthcare providers enrolled in the Virginia Immunization System	2,152 / 3,800	↑
Cancer	↑	○				
Cardiovascular Disease	↑	○				

HEALTH AND FAMILY

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Smoking	→	●				
Life Expectancy	↑	●	VDH	Two-year old children who are appropriately immunized	72.8% / 90.0%	→
			VDH	Infant mortality rate (per 1,000 live births)	6.8 / 6.0	↑
Other: At-Risk Population			DARS	Vocational Rehabilitation Consumer Competitive Employment Rate	93.9% / 96.0%	↑
Disability			DBVI	Blind individuals employed by the Virginia Industries for the Blind	114 / 110	↑
			DBVI	Average hourly wage for program completers that were employed	$12.57 / $15.62	→
			DVS	Disability benefits claims approved by USDVA	70%/ 80%	↑
			DVS	Nursing Care Section occupancy rate	93% / 90%	→
			DVS	Domiciliary Care Section occupancy rate	94% / 85%	↓
			WWRC	Graduates of training programs with an employment outcome	74.0% / 75.0%	↑
Youth			DOE	Children served by Virginia Preschool Initiative programs	11.3K / 19.0K	↑
			DOE	Schools rated as fully accredited	92% / 95%	↓
			DOE	Third graders passing the reading SOL test (2012)	84% / 85%	→
			DJJ	SOL passing rates for grades 9 through 12 for DJJ schools	70% / 76%	↓
			DMAS	Pregnant women in managed care receiving timely prenatal care	87.7% / 90.0%	→
			DSS	Children who exit foster care to permanent living arrangements	67.3% / 80.0%	↑
			DSS	Foster care children in family-based placements	70.3% / 80%	↑
			DSS	Percentage of child support owed that is collected	61.6% / 64.8%	→
			VSDBS	Students demonstrating proficiency in math, reading, science, and history	70.0% / 70.0%	NR
			VDH	Number of eligible individuals enrolled in Plan First	15.2K / 17.8K	↑
			VDH	Teen birthrate per 1,000 females ages 15-17	12.3 / 10.0	↑
Aging			VDA	“No Wrong Door” business processes adopted	13 / 117	→
			DVS	Nursing Care Section occupancy rate	93% / 90%	→
			DVS	Domiciliary Care Section occupancy rate	94% / 85%	↓

PUBLIC SAFETY

SOCIETAL			AGENCY			
Indicator	**Performance Trend**	**State Influence**	**Agency Acronym**	**Key Measure**	**Baseline / Target**	**Progress**
Crime	↑	●	ABC	Underage buyer compliance rate for retail alcohol licensees	91% / 95%	↓
			DFS	DNA case clearance rate	86% / 90%	→
			DFS	Controlled substance case clearance rate	93% / 93%	↓
			DOC	Escapes from confinement	0 / 0	NR
			DOC	Recidivism after the Therapeutic Community Treatment Program	9.4% / 9.4%	NR
			MRC	Inspections done by Marine Police Officers per year	3,985 / 4,403	↑
			VSP	Investigations successfully closed involving sex offender registration	95% / 95%	↓
			VSP	Average response times to emergency calls (minutes)	17.0 / 16.7	↑
Juvenile Intakes	↑	●				
Recidivism	↑	●	DJJ	Juveniles convicted of a new crime within a year of release	38.3% / 30.0%	↑
			DJJ	Juveniles convicted of a new crime within a year of probation	27.3% / 20.1%	↑
			DOC	Probation and parole cases successfully closed	80% / 81%	NR
			DOC	Recidivism after the Therapeutic Community Treatment Program	9.4% / 9.4%	NR
Traffic Fatalities	↑	●	DMV	Traffic fatalities	946 / 650	→
			DMV	Percentage of safety belt usage	80% / 85%	↑
Emergency Preparedness	↑	●	DFP	Board-compliant public fire and life safety training certifications registered	13.3K / 35.0K	↑
			DMA	Percentage of National Guard personnel goal achieved	100% / 102%	↓
			VDH	Agency Preparedness Assessment Score	89% / 96%	↑

NATURAL, CULTURAL AND HISTORIC RESOURCES

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Air Quality	↑	●	DEQ	Days above eight-hour ozone standard	46 / 35	→
			DGS	Gasoline-gallon equivalents saved in fleet operations	21.9K / 75.0K	↑
			DOF	Forestry conservation projects implemented on private land	2,678 / 2,720	→
Water Quality	↑	●	DCR	Acres managed under agricultural priority conservation practices	1.1M / 3.1M	NR
			DCR	Acres of land preserved for conservation purposes	67.3K / 100.0K	↑
			DEQ	Nitrogen nutrients discharged in the Chesapeake Bay watershed (lbs.)	25.0M / 20.0M	↑
			DEQ	Phosphorous nutrients discharged in the Chesapeake watershed (lbs.)	2.0M / 1.0M	↑
			DMME	Permitted sites with no off-site environmental damage or safety hazards	99.7% / 99.8%	→
			DOF	Monitored forest harvest sites without sedimentation issues	95% / 95%	↑
			VDH	Failing onsite sewage systems corrected within 60 days of discovery	14% / 85%	↑
Energy	↑	●	DGS	Gasoline-gallon equivalents saved in fleet operations	21.9K / 75.0K	↑
			DMME	State government energy savings	$7.0M / $30.0M	↑
Solid Waste/Recycling	↑	●				
Land Preservation	↑	●	DCR	Acres managed under agricultural priority conservation practices	1.1M / 3.1M	NR
			DCR	Acres of land preserved for conservation purposes	67.3K / 100.0K	↑
			DGIF	Land conserved as wildlife habitat (acres)	6K / 6K	NR
			VDACS	Acres of farmland preserved by local purchase of development rights	16.0K / 43.8K	↑
Historic Resources	→	●	DHR	Private investment in historic rehabilitation projects	$200M / $200M	→
			DHR	Completed historic rehabilitation projects certified for tax credits	484 / 150	↓

NATURAL, CULTURAL AND HISTORIC RESOURCES

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Historic Resources (cont.)			DHR	Properties added to the historic resources inventory system	4.8K / 3.4K	↑
			LVA	Items/pages in the library's collections acquired and/or preserved through microfilming and digitization	2.3M / 3.5M	↓
			VMFA	Number of new traveling exhibits	10 / 10	↓
			VMNH	Number of scientific collaborations	19 / 26	↑
			VMNH	Number of outreach programs delivered in unserved areas	577 / 606	↓
Other: Cultural			FCMV	Annual attendance	51.3K / 75.0K	→
			GH	Number of visitors	21K / 26K	↑
			LVA	Items/pages in the library's collections acquired and/or preserved through microfilming and digitization	2.3M / 3.5M	↓
			VCA	Attendance at Commission-assisted art events	7.5M / 8.5M	→
			VCA	K-12 students participating in arts events	1.8M / 2.5M	→
			VCA	Amount of private and local government support for the arts	$41.0M / $50.0M	↓
			VCA	Number of events provided by arts organizations	34.4K / 45.0K	↓
			VMFA	Number of new traveling exhibits	10 / 10	↓
Other: Recreational			DCR	Good or excellent responses on State Park Customer Survey	86.1% / 85.0%	↑
			DCR	Annual overnight visits to state parks	191.8K / 211.8K	→
			VCA	Attendance at Commission-assisted art events	7.5M / 8.5M	→

TRANSPORTATION

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Traffic Congestion	↓	●	DRPT	Ridership on transit systems in Virginia	191.9M / 211.8M	→
			VDOT	Avg. annual hrs of delay per traveler in peak hours – Richmond	22 / 22	→
			VDOT	Avg. annual hrs of delay per traveler in peak hours – Virginia Beach	53 / 41	→
			VDOT	Avg. annual hrs of delay per traveler in peak hours – Wash. D.C. Metro	73 / 64	→
			VDOT	On-time and on-budget construction and maintenance projects	75% / 77%	↑
			VDOT	Interstate and primary pavement lane miles in fair or better condition	76.3% / 82.0%	↑
Infrastructure Condition	→	●	DOAV	Available airport development grant allocations used	84% / 92%	↑
			VDOT	Interstate and primary pavement lane miles in fair or better condition	76.3% / 82.0%	↑
			VDOT	On-time and on-budget construction and maintenance projects	75% / 77%	↑
			VDOT	Structures not rated structurally deficient	91.8% / 92.0%	↑
Land Use	→	●				
Multimodal Transportation	→	●	DRPT	Ridership on transit systems in Virginia	191.9M / 211.8M	→
			VDOT	Avg. annual hrs of delay per traveler in peak hours – Richmond	22 / 22	→
			VDOT	Avg. annual hrs of delay per traveler in peak hours – Virginia Beach	53 / 41	→
			VDOT	Avg. annual hrs of delay per traveler in peak hours – Wash. D.C. Metro	73 / 64	→
			VDOT	On-time and on-budget construction and maintenance projects	75% / 77%	↑

GOVERNMENT AND CITIZENS

SOCIETAL

Indicator	Performance Trend	State Influence
Bond Rating	↑	●
Civic Engagement	→	○
Taxation	↑	●
Voter Registration & Turnout	→	○
Consumer Protection	↓	●

AGENCY

Agency Acronym	Key Measure	Baseline / Target	Progress
DPB	Introduced budget recurring revenue to spending ratio	1.0 / 1.0	→
TD	Yield on bond issuances at or better than comparable market proxy	.10% / .10%	↓
TD	Earnings above benchmark for the Primary Liquidity Portfolio	.15% / .15%	↑
SBE	Voter participation in federal elections	58% / 63%	↑
ABC	Profits and taxes transferred to the General Fund	$173M / $323M	↑
TAX	Taxpayer transactions through electronic channels	10.6M / 11.2M	↑
VRC	Pari-mutuel tax revenue	$4.0M / $3.0M	↓
SBE	Voter participation in federal elections	58% / 63%	↑
SBE	Voter registration rate in Virginia	80.6% / 88.5%	↓
DBHDS	Percentage of services receiving a visit from a licensing specialist	69% / 78%	↑
DFP	Board compliant fire and safety training certifications registered	13.3K / 35.0K	↓
DFP	Fire departments participating in the Fire Incident Reporting System	461/ 578	↓
DHCD	Households provided with new or improved affodable housing	3.5K / 6.5K	→
DHCD	Number of homeless households securing permanent housing	4,669 / 4,500	↑
DHP	Average age of pending patient care cases	34 / 15	↓
DMME	Serious injuries at mine sites (per 200,000 work hours)	0.32 / 0.18	↑
DMME	Sites with no off-site environmental damage or safety hazards	99.7% / 99.8%	→
DOF	Percentage of wildfire respones that are within 30 minutes	85% / 89%	→
DOLI	Number of certificates issued for boilers and pressure vessels	31.2K / 34.0K	↑
DOLI	Number of active worksites in key safety and health programs	75 / 75	↑
DOLI	Number of occupational safety and health hazards identified	20K / 20K	↑

GOVERNMENT AND CITIZENS

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
Consumer Protection (cont.)			DPOR	Proportion of complaints handled via alternatives to the official process	45% / 50%	→
			DPOR	Percentage of regulants with no disciplinary violations	99.6% / 99.6%	→
			MRC	Inspections done by Marine Police Officers per year	3,985 / 4,403	↑
			VDACS	Virginia's tuberculosis-, brucellosis-, and pseudorabies-free rate	100% / 100%	→
			VDACS	Voluntary compliance with code for food establishments inspected	100% / 90%	→
			VDH	Percentage of failing onsite sewage systems corrected within 60 days	14% / 85%	↑
			VDH	Percentage of risk factors corrected at the time of restaurant inspection	55% / 90%	↑
			VRC	Racing licenses issued and renewed	5.1K / 3.7K	↓
Internet Access	↑	●	DHR	Properties added to historic resources inventory system	4.8K / 3.4K	↑
			TAX	Taxpayer transactions through electronic channels	10.6M / 11.2M	↑
State Government Operations	↑	●				
Finance			ABC	Profits and taxes transferred to the General Fund	$173M / $323M	↑
			DGS	Number of local government eVA users	2,689 / 2,800	↑
			DMME	State government energy savings via the Performance Contracting Program	$7.0M / $30.0M	↑
			DOA	Payrolls reviewed and processed by final certification date	100% / 100%	→
			DOA	Certificate of Excellence in Financial Reporting (1 = received)	1 / 1	→
			DPB	Introduced budget recurring revenue to spending ratio	1.0 / 1.0	→
			TD	Yield on bond issuances at or better than comparable market proxy	0.10% / 0.10%	↓
			TD	Earnings above benchmark for the Primary Liquidity Portfolio	0.15% / 0.15%	↑
			TD	Checks delivered in a timely and accurate manner	99% / 99.7%	→
			VITA	Percentage of major IT projects completed on time and on budget	95% / 95%	↑
			VRC	Pari-mutuel tax revenue	$4.0M / $3.0M	↓
			VRS	Total investment return	- / 3.2%	↑
			VTA	Estimated state and local tax revenue generated	$19.2M / $21.7M	→

GOVERNMENT AND CITIZENS

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
State Government Operations (cont.)						
Internal Customer Service			DCJS	Satisfactory ratings for training programs for practitioners	95% / 95%	→
			DGS	Square feet of office space per person	198 / 198	↑
			DHRM	Customer service rating	95.5% / 90%	→
			DOA	Payrolls reviewed and processed by final certification date	100% / 100%	→
			DOA	Percentage of the time that key financial systems are available	95% / 95%	→
			DPB	Leadership satisfaction rating (out of 5)	4.3 / 4.5	↑
			VITA	Percentage of service level objectives met	100% / 100%	↓
			VITA	Percentage of major IT projects completed on time and on budget	95% / 95%	↑
			VRS	Days to complete retirement estimates completed	15 / 30	↓
External Customer Service			BOA	Customer satisfaction with Board activities	88% / 90%	↑
			DCJS	Quarterly grant reviews conducted on time	97% / 100%	↓
			DGS	Number of local government eVA users	2,689 / 2,800	↑
			DCR	Overnight visits to state parkes	191.8K / 211.8K	→
			DCR	Good or excellent responses on State Park Customer Survey	86% / 85%	↑
			DHP	Licensure applications completed within 30 days	96.8% / 97%	→
			DHP	Customer satisfaction ratings from individuals applying for licensure	96.8% / 97%	→
			DMV	Average wait time at Customer Service Centers (minutes)	23 / 20	↓
			DPOR	Proportion of complaints handled via alternatives to the official process	45% / 50%	→
			DPOR	Licenses issued within 15 days to qualified applicants	88% / 95%	→
			FCMV	Visitors rating programs good or excellent	95% / 100%	→
			JYF	Students reached through education and outreach programs	100K / 80K	↓
			JYF	Rating on visitor survey	95% / 95%	→
			MVDB	E-mail correspondence responded to within three business days	98% / 99%	→
			MVDB	Salesperson applications processed within five working days	60% / 70%	↑
			MVDB	Inspections of opening car dealerships within 30 days	88% / 90%	↓

GOVERNMENT AND CITIZENS

SOCIETAL			AGENCY			
Indicator	Performance Trend	State Influence	Agency Acronym	Key Measure	Baseline / Target	Progress
External Customer Service (cont.)			RHEA	Member and facility user satisfaction ratings (out of 5)	4.5 / 4.5	→
			SBE	Number of localities having an approved Voting Systems Security Plan	0 / 134	↑
			SWVHEC	Organizations using the center's facilities	250 / 240	↓
			TAX	Refunds for electronically filed returns within 12 days	98% / 98%	→
			TAX	Taxpayer transactions through electronic channels	10.6M / 11.2M	↑
			TAX	Calls answered before caller disconnects	87% / 87%	↑
			VDDHH	Percentage of requests for interpreters filled	94% / 98%	→
			VEC	Timely publication of locality unemployment data	100% / 100%	→
			VEC	Percentage of first UI benefit payments made within 14 days	87% / 87%	→
			VEDP	Companies participating in international trade events	273 / 250	→
			VPB	Average days between the date of hearing and decision	25 / 25	→
			VSP	Average response time to emergency calls (minutes)	17.0 / 16.7	↑
			VSP	Citizens rating their experience very good or excellent	83% / 83%	↑
			VTA	Number of consumer inquiries	5.6M / 9.8M	↑

TABLE 10: AGENCY NAMES AND ACRONYMS

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

ARE AGENCIES MEETING PRODUCTIVITY TARGETS?

Introduction

Table 11 (page 57) presents agency productivity measures first developed in 2008. Agencies began to record productivity data in the first quarter of calendar year 2009. The data here is from Virginia Performs as of October 2013.

Productivity Measures

Productivity measures are designed to be tied to a key process – one that produces the agency's most important service or product and has a significant impact on customers, budgets, or performance outcomes. Where possible, the measures are stated in terms of cost per unit. Examples include the cost to renew a vehicle registration and the cost to process an individual income tax return. In reviewing the tables, please note that an "NR" is recorded where data for a recent reporting period is not available.

Brief descriptions of the column headings follow. Units vary from measure to measure and are specified for each measure.

Productivity Measure: Each measure's description is a condensed version of the text that is available through the state agency reporting section on the Virginia Performs website.

Base: A current or recent starting point from which to measure the productivity change.

Target: A measurable performance goal established by the agency.

Last Reported: Performance data was the last available as of October 2013. Numbers accompanied by an asterisk (*) represent quarterly data. Annual averages of quarterly data might not accurately reflect seasonal variations in the data. Readers interested in more detail on an agency's performance are urged to visit the Agency Planning and Performance section of Virginia Performs (http://vaperforms.virginia.gov/agencylevel/index.cfm) for more detailed performance information.

Progress: An up arrow indicates that productivity is improving; a down arrow indicates that productivity is declining. An arrow to the right indicates that relatively little positive or negative change has occurred.

Each section of the table is arranged by agency within each secretariat. The secretariats are organized under an appropriate high-level goal established by the Council. However, as noted in the table on agency key measures, agency missions often impact several different high-level goals.

TABLE 11: AGENCY PRODUCTIVITY MEASURES (OCTOBER 2013)

ECONOMY					
Agriculture and Forestry Secretariat					
Agency	**Productivity Measure**	**Base**	**Target**	**Last Reported**	**Progress**
Department of Forestry	Cost per acre for forest harvest water quality inspections	$4.60	$4.37	$4.36*	↑
Department of Agriculture and Consumer Services	Cost per food inspection activity	$167.83	$167.83	$111.12	↑
Commerce and Trade Secretariat					
Board of Accountancy	Cost per new CPA license processed	$42.76	$46.68	$44.37	↓
Department of Business Assistance	Cost per economic development project for the Jobs Investment Program	$1,734	$1,734	$2,362	→
Department of Housing and Community Development	Cost per direct job created	$3,145	$2,200	$2,351	↑
Department of Labor and Industry	Cost of services per registered apprenticeship participant	$70.73	$70.73	$80.07	↓
Department of Mines, Minerals and Energy	Environmental protection cost per mineral extraction site	$673.79	$645.00	$660.61	↑
Department of Mines, Minerals and Energy	Worker safety program cost per mineral extraction worker	$662.00	$750.00	$752.34	↑
Department of Professional and Occupational Regulation	Cost per licensee	$13.40	$16.61	$14.91*	→
Virginia Economic Development Partnership	Cost per job announced	$798.00	$798.00	$773.00	↓
Virginia Employment Commission	Cost per call handled at the Customer Contact Center	$2.59	$2.46	$2.82*	↓
Virginia Racing Commission	Cost per permit issued or renewed	$63.58	$61.00	$57.41	↑
Virginia Tourism Authority	Cost per unique user of Virginia tourism websites	$28.34	$22.44	$22.44	→
Virginia Port Authority	Percentage of projects completed within the fiscal year	93.3%	95%	75%	↓

EDUCATION					
Education Secretariat					
Agency	**Productivity Measure**	**Base**	**Target**	**Last Reported**	**Progress**
Department of Education	Staff costs per fully accredited Virginia public school	$1,150	NR	$1,021	↓
Eastern Virginia Medical School	Patient care revenue per clinical faculty member	$381K	$393K	$407K	↑
Frontier Culture Museum of Virginia	Marketing cost per visitor	$2.54	$1.75	$2.28	↑
Jefferson Science Associates	Ratio of federal and private funds to state funds (2010 data)	16	90	149	→
Jamestown-Yorktown Foundation	Outreach education students served per full-time equivalent instructor.	6,989	8,400	8,886	↑
Library of Virginia	Educational programming cost per K-12 student served	$9.00	$5.00	$9.23	↑
Science Museum of Virginia	Artifacts properly cataloged	228	1,059	NR	
State Council of Higher Education for Virginia	Percentage of vendor invoices paid before the required due date	100%	100%	100%	→
Virginia Museum of Fine Arts	Annual purchase transactions in the gift shop	40,000	60,000	61,197	↑

HEALTH AND FAMILY					
Health and Human Resources Secretariat					
Agency	**Productivity Measure**	**Base**	**Target**	**Last Reported**	**Progress**
Comprehensive Services for At-risk Youth and Families	Administrative cost per CSA-funded youth	$36.00	$36.00	$30.42*	↓
Department for the Blind and Vision Impaired	Number of customers placed in employment per counselor	8.8	12.0	10.0	↑
Department for the Deaf and Hard of Hearing	Cost per interpreter request coordinated by the agency	$59.73	$54.30	$50.99*	→
Department of Behavioral Health and Developmental Services (DBHDS)	Reimbursement collected per dollar expended for collection	$130.23	$130.23	$153.09*	↑
DBHDS: Mental Health Treatment Centers	Daily cost of state hospital administration and support services per patient bed-day	$194.52	$194.52	$184.06*	↑
DBHDS: Intellectual Disabilities Training Centers	Daily cost of state training center administration and support services per patient bed-day	$173.27	$200.00	$192.27*	↓
DBHDS: Virginia Center for Behavioral Rehabilitation	Daily cost of center administration and support services per resident-day	$104.21	$100.00	$95.40*	→
Department of Health	Percentage of Medicaid billable services collected	75%	85%	95%*	↑
Department of Health Professions	Cost to issue a new RN license	$114.00	$114.00	$116.00	↑
Department for Aging and Rehabilitative Services	Cost per successful employment placement	$3,040	$3,040	$4,304*	→
Department for Aging and Rehabilitative Services	Percentage of frail older Virginians receiving in-home services who remain in the community one year later	57.5%	67.0%	64.7%*	↑
Department of Medical Assistance Services	Cost to process a Medicaid claim	$0.61	$0.39	$0.71*	→
Department of Social Services	Child support collected per dollar expended	$6.37	$7.10	$6.55*	↓
Virginia Board for People with Disabilities	Non-state dollars leveraged per Virginian with developmental disabilities served	$1,215	$1,250	$1,355	↓

NATURAL, CULTURAL, AND HISTORIC RESOURCES

Natural Resources Secretariat

Agency	Productivity Measure	Base	Target	Last Reported	Progress
Department of Conservation & Recreation	Administrative cost per state park reservation made	$8.72	$6.00	$2.32	↑
Department of Environmental Quality	Facility inspections per inspector	59.5	78.6	63.0	↑
Department of Environmental Quality	Cost per air monitoring site	$15,300	$10,000	$14,200	↑
Department of Game & Inland Fisheries	Percentage of boat registration processed within 15 days of receipt	97%	97%	100%	↑
Department of Historic Resources	Percentage of agency responses compying with federal timeline requirements*	97%	97%	99%	↑
Department of Historic Resources	Cost per rehabilitation tax credit application certified	$416.00	$500.00	$445.00	↓
Marine Resource Commission	Cost per inspection done by a Marine Police Officer	$26.30	$23.02	$17.82	→
Virginia Museum of Natural History	Cost per visitor of temporary exhibits	$3.09	$3.09	$0.63	→

PUBLIC SAFETY					
Public Safety Secretariat					
Agency	**Productivity Measure**	**Base**	**Target**	**Last Reported**	**Progress**
Department of Alcoholic Beverage Control	Days to process a retail license application	64	60	81	→
Department of Corrections	Per capita cost to incarcerate an inmate annually	$24,420	$25,548	$27,113**	→
Department of Criminal Justice Services	Cost of awarding $100 of grant funds	$1.28	$1.25	$0.81	→
Department of Emergency Management	Increase in students trained by quarter	NR	5%	NR	
Department of Fire Programs	Attendance certificates issued using the on-line training database	6,900	20,000	19,790	↑
Department of Forensic Science	Cost per DNA analysis case	$1,354	$1,354	$1,251	→
Department of Juvenile Justice	Cost per juvenile released from juvenile correction who receives “294 services”	$2,340	$2,223	$2,358	→
Department of State Police	Average cost to handle a speed violation	$17.92	$18.82	$18.00*	↓
Department of Veteran Services	Cost per claim filed	$185.00	$193.00	$133.00	→
Virginia Parole Board	Cost per Virginia Parole Board decision	$134.89	$134.89	$145.00	→

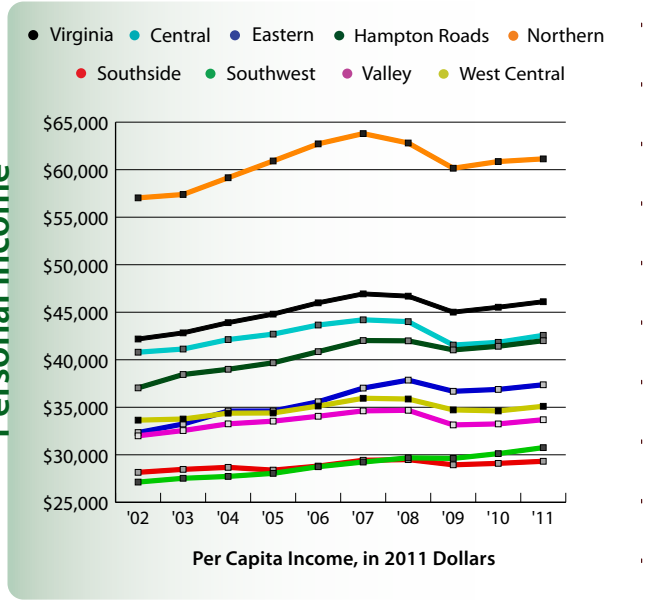
** NOTE: The last reported figure for the Department of Corrections includes approximately $710.00 per inmate in additional costs incurred by the Department with the integration of the Department of Correctional Education.

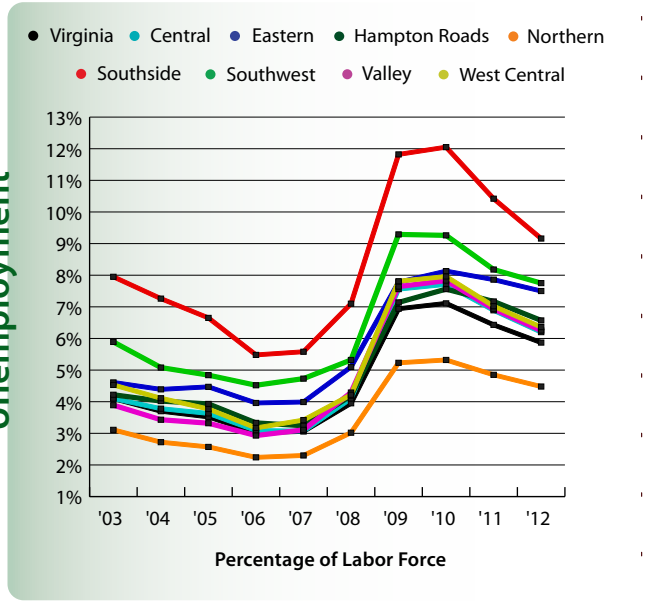
TRANSPORTATION					
Transportation Secretariat					
Agency	**Productivity Measure**	**Base**	**Target**	**Last Reported**	**Progress**
Department of Aviation	Average days to process capital improvement program reimbursement requests	31	30	19	→
Department of Motor Vehicles	Cost to renew a vehicle registration	$4.87	$4.00	$4.15	↑
Department of Transportation	Construction and engineering expenes as a share of total construction expenses	13.0%	15.0%	11.8%	↑
Department of Rail and Public Transportation	Administrative expenses as a percentage of total expenditures	1.9%	3.0%	NR	
Motor Vehicle Dealer Board	Customer data form templates recognized electronically	20	35	37	→
Virginia Port Authority	Percentage of projects completed within the fiscal year	93.3%	95%	75%	↓

GOVERNMENT AND CITIZENS					
Administration Secretariat					
Agency	**Productivity Measure**	**Base**	**Target**	**Last Reported**	**Progress**
Compensation Board	Cost per locality payment for constitutional officers and regional jails	$32.00	$32.00	NR	
Department of General Services	Percentage of laboratory tests completed on time	98%	95%	97%	→
Department of Human Resource Management	Employer health claim cost per employee	$8,274	NR	$10,043	→
Department of Minority Business Enterprise	Cost per certification application processed*	$1,030	$600.00	$159.00*	→
State Board of Elections	Cost per General Registrar for voting documents	$12,203	$10,000	$12,203	→
Finance Secretariat					
Department of Accounts	Direct cost per transaction of core system administration services (CARS & CIPPS)*	NR	$0.55	$0.38*	↑
Department of Taxation	Average cost per current-year individual income tax return (2011 data)	$0.69	$0.37	$0.43	↑
Department of Treasury	Millions of checks printed (the goal is to decrease printing, increase the number of electronic payments)	3.1	2.6	2.1	↑
Technology Secretariat					
Virginina Information Technologies Authority	None Reported				
Innovation & Entrepreneurship Investment Authority (CIT)	Ratio of private to public funds used in the Growth Acceleration Program	10	10	13.5	↑

a regional perspective

A Regional Perspective





Key Outcome / Indicator Highlights

This section of The Virginia Report is based on and complements data presented on the Virginia Performs website. The information here focuses on regional outcomes; the eight regions that the Council uses for analytical purposes are presented on page 71.

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

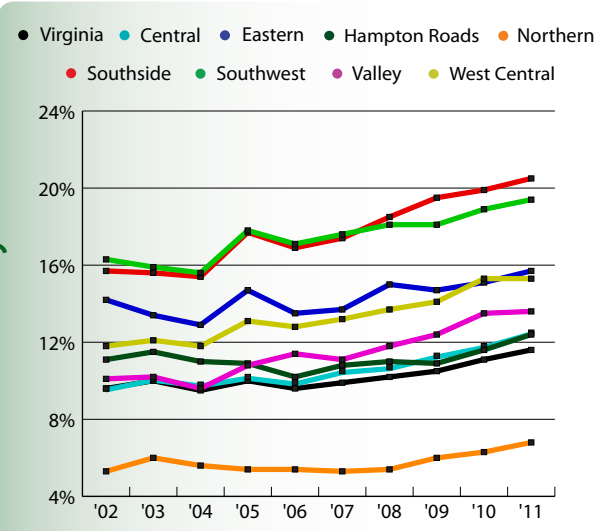
REGIONAL ECONOMIES

In several respects, Virginia's diversity is nowhere more apparent than in the economic arena.

Personal Income: The gap between inflation-adjusted per capita personal income (PCPI) levels in Northern Virginia and the rest of the state is large. The Northern region had the highest income in 2011, which at $61,136 was about 33 percent higher than the state average and about 44 percent higher than the Central region, which at $42,571 is second highest. The Southside and Southwest regions had the lowest PCPI at $29,318 and $30,754, respectively. The impact of the Northern region on averages is apparent: No other region reached the statewide average. Every region except the Southwest (5.2%) and Eastern (0.9%) saw declines in inflation-adjusted per capita income between 2007 and 2011. The Northern (-4.2%) and Central (-3.7%) saw the largest inflation-adjusted declines.

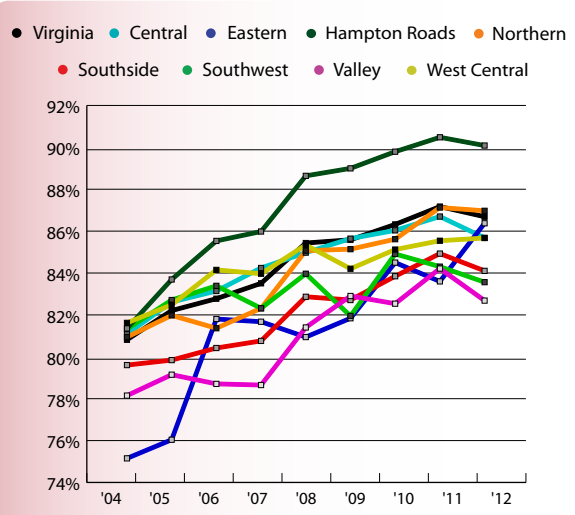
Unemployment: Unemployment rates declined across Virginia in 2012, falling at the state level from a ten-year high of 7.1 percent in 2010 to 5.9 percent in 2012. The unemployment rate varied in 2012 from a high of 9.2 percent in the Southside region to a low of 4.5 percent in the Northern region. The Southwest region was second highest with 7.8 percent unemployment, down from 8.2 percent in 2011. Unemployment in the other regions ranged from a low of 6.2 percent in the Central region to 7.5 percent in the Eastern region.

Poverty



Percentage of Population Below Poverty Level

School Readiness



Students Who Met or Exceeded PALS-K Benchmark

Virginia, like most states, continues to struggle to generate robust job growth. Regional employment growth data for 2011 indicates that employment grew most in the Northern (1.7%) and Central (1.3%) regions, while remaining essentially flat in the Southside and Hampton Roads regions. The Eastern region saw a 0.6% decline in employment between 2010 and 2011.

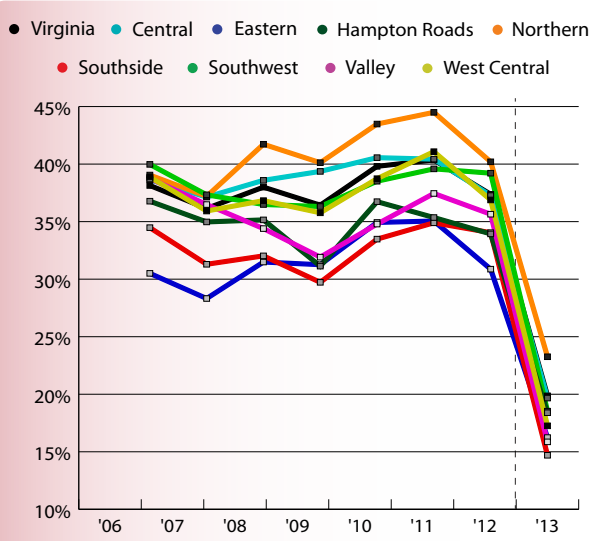
Poverty: In 2011, the Southside region had the highest percentage (20.5%) of individuals living below the poverty level of any region in the state, followed by the Southwest (19.4%) and Eastern (15.7%) regions. At the other end of the scale, the Northern region (6.8%) had the lowest percentage of individuals living below the poverty level, followed by the Hampton Roads (12.4%) and Central (12.5%) regions. Only the West Central region (15.3%) saw a positive, though very slight, reduction in poverty rates.

EDUCATIONAL ATTAINMENT

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

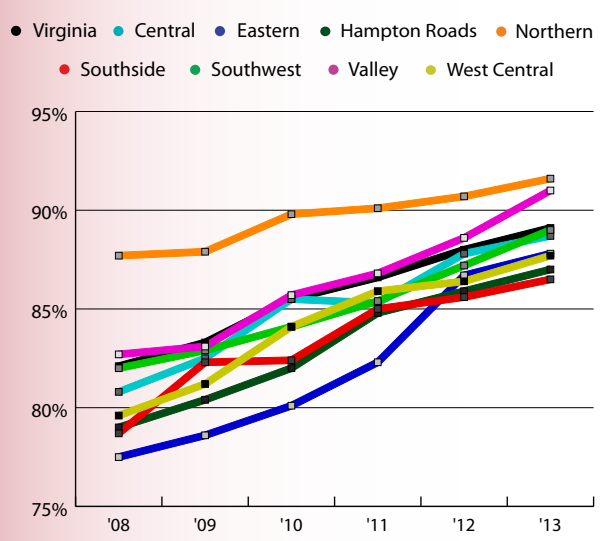
Because the initial screening with PALS-K is conducted in the fall of each school year, the results reflect how well-prepared children come to school in terms of literacy fundamentals. In Fall 2012, 87.1 percent of Virginia kindergartners assessed using PALS-K met or exceeded the benchmark, while 12.9 percent were identified as needing additional instruction. This was a slight increase from 12.4 percent in 2011. The Hampton Roads region again led the state with 90.8 percent at or above the benchmark, followed by the Northern region at 87.4 percent. The Valley region's rate of 82.7 percent was the lowest. Only the West Central and Eastern regions saw gains in 2012.

Third Grade Reading SOL



Students Who Passed Test at Advanced Level (35 of 40 Correct)

High School Graduation



Percentage of Student Cohort Graduating on Time

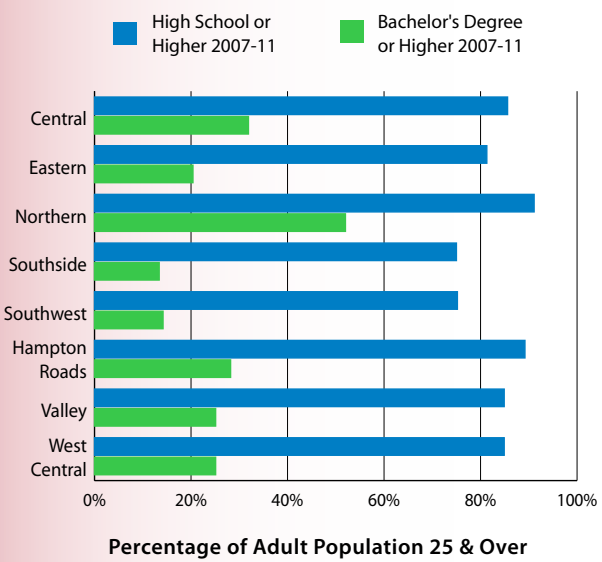
Third Grade Reading: Researchers have found that success in reading at the third-grade level is a good indicator of future educational progress. Virginia students take the Standards of Learning (SOL) assessments for the first time in the third grade. The overall pass rate for the third grade reading assessment for the 2012-13 school year was, at 72.3 percent, almost 14 percentage points below the 2011-12 pass rate of 86.1 percent. As noted earlier, Virginia instituted more rigorous testing for the 2012-13 school year to help ensure that Virginia's students are fully college- and career-ready. For 2012-13, the Southside region had the lowest pass rate at 64.3 percent. The Northern and Southwest regions experienced the highest pass rates, at 76.7 and 73.2 percent, respectively.

While the overall pass rate fell significantly in all regions, the average advanced pass rate – meaning students who got at least 35 of 40 items correct – declined even more across the state, with the statewide average falling from 38.2 percent to 19.0 percent, a drop of about 50 percent. The Northern region had the best advanced performance at 22.7 percent, followed by the Central region at 18.7 percent. The Southside region had the lowest advanced pass rate at 13.3 percent.

High School Graduation: The high school graduation rate is a good indicator of the health of Virginia's school system and of the future success of its young citizens. On-time high school graduation rates improved for each of Virginia's regions in the 2012-13 school year; the statewide average increased from 88.0 percent to 89.1 percent. The Northern (91.6%) and Valley (91.0%) regions had rates that exceeded the statewide average. The Southwest (89.0%), Central (88.7%), Eastern (87.8%), West Central (87.7%), Hampton Roads (87.0%), and Southside (86.5%) regions had graduation rates that were below the statewide average.

High School Dropout: The high school dropout rate is another measure of the success of our elementary and secondary educational systems. Moreover, because high school dropouts are at higher risk of unemployment and other social ills, dropout rates are a leading indicator of potential future problems. The statewide cohort dropout rate for the 2012-13 school year, at 5.9 percent, was below the 6.5 percent rate of 2011-12. The Valley (4.5%), Northern (5.1%), and Hampton Roads (5.7%) regions had dropout rates below the statewide average. Those showing dropout rates above the statewide average were the West Central (6.3%), Southwest (6.4%), Central (6.7%), Southside (7.5%), and Eastern (7.6%) regions. The Central region was the only region to experience an increase in its dropout rate between 2011-12 and 2012-13.

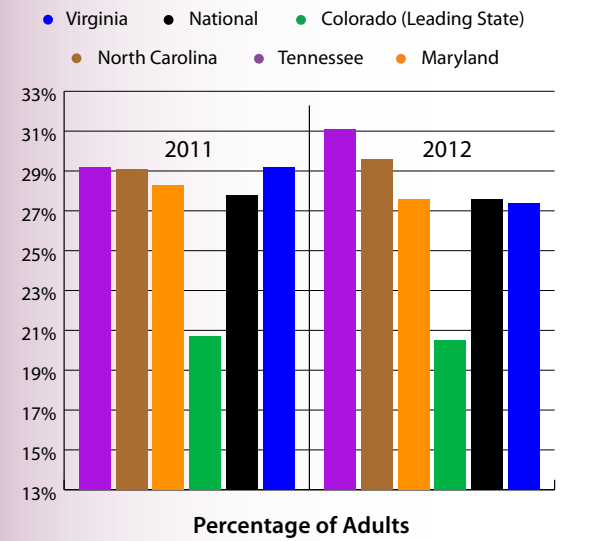
Educational Attainment



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 2007-2011 period, ranging from 52.0 percent in the Northern region to 13.4 percent and 14.2 percent in the Southside and Southwest regions, respectively. The second and third best regions – Central at 31.9 percent and Hampton Roads at 28.2 percent – were below the statewide average, again indicating the impact of the Northern region on statewide averages. The percentage of adults (25 and over) without a high school diploma or its equivalent also varied by region, ranging from about one quarter of the adult population in the Southside and Southwest regions, to a low of 8.9 percent in the Northern region. (Data is from the American Community Survey from the U.S. Census Bureau. A five-year survey period – in this case from 2007 to 2011 – provides more accurate information for smaller localities.)

Adult Obesity

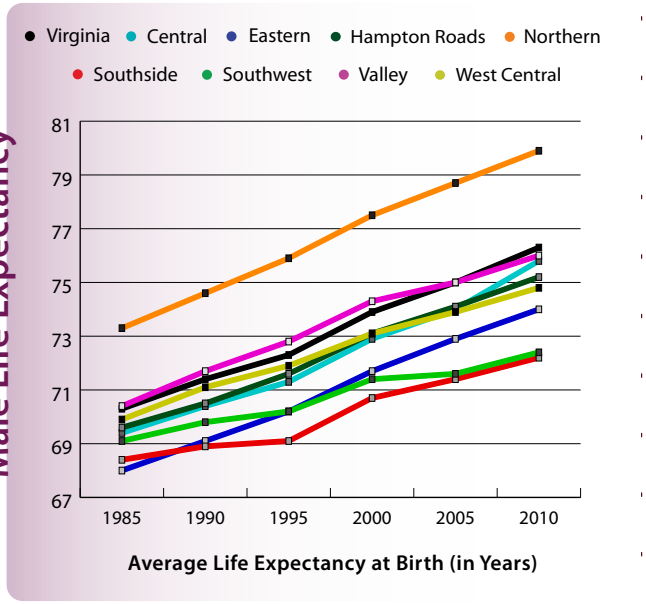


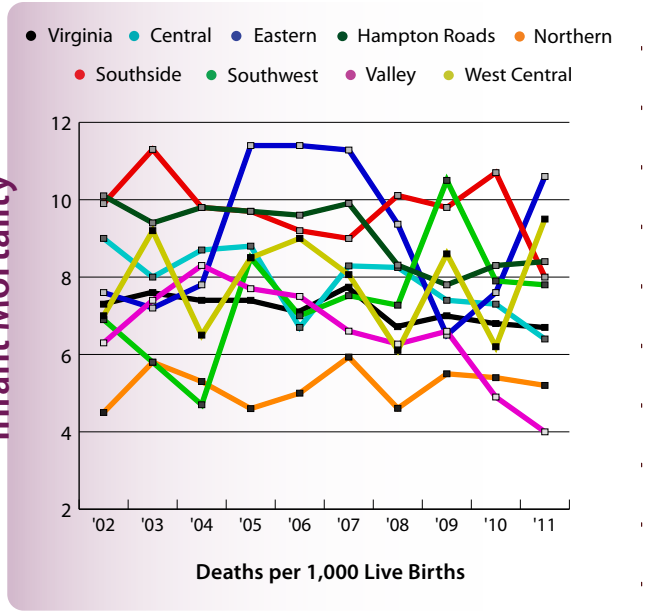
HEALTH AND FAMILY

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

Obesity: Often linked to a number of chronic diseases, obesity rates vary significantly by region. The Southside region had the highest obesity rate at 35.9 percent in 2012, down from 38.0 percent in 2011. It was followed closely by the Eastern (35.2%) and Southwest (34.6%) regions. The Northern region had the lowest rate of obesity at 20.4 percent, with the Central region second at 27.5 percent.

LIfe Expectancy: In 2010, Virginia ranked 25th nationally for male life span – 76.3 years and slightly above the national average of 76.1 years. Female life expectancy was 80.7 years, ranking 26th nationally and slightly below the national average of 80.8. In 2010, the highest male and female life expectancies were found in the Northern region (79.9 years and 83.2 years), followed by the Valley region (76.0 years and 80.5 years). The lowest life expectancy for males occurred in the Southside region (72.2 years), while the lowest female life expectancy occurred in the Southwest region (78.0 years).





Infant Mortality: Infant mortality is defined by the number of infant deaths (before age one) per 1,000 live births and is an indication of the quality and accessibility of prenatal care for pregnant women and the overall health and welfare of the state. Recently, 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 figures for 2011 show the state's average infant mortality rate had dropped slightly to 6.7. The Valley region had the lowest rate of infant deaths at 4.0, while the Eastern region had the highest rate at 10.6 deaths.

OTHER INDICATORS

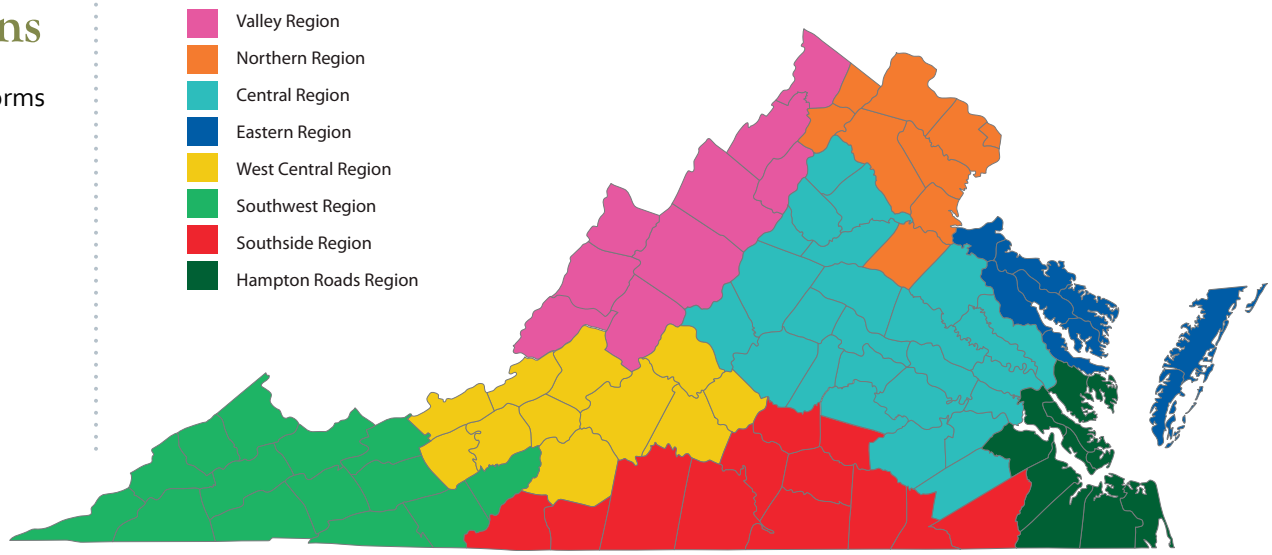
Other regional indicators include:

- **Crime**: Virginia's highest violent crime and property crime rates in 2012 were in the Hampton Roads region, which saw rates of 302 and 3,035 per 100,000 people, respectively. These results are down significantly from the 2003 rates of 429 and 3,548. The lowest property crime rates are found in the Eastern region, while the Northern region has the lowest violent crime rates.
- **Juvenile Intakes**: The rate at which youths are brought to a Court Service Unit has been declining for many regions across the state. Virginia's average juvenile intake rate has decreased from 77.9 per 1,000 youth in 2003 to 59.1 in 2012. The lowest rate in 2012 was in the Northern region (42.5), followed by the Eastern region, with 53.7 intakes per 1,000 youth ages 10 to 17. The highest rate was in the West Central region, with 77.8 intakes per 1,000 youth.
- **Traffic Fatalities**: The rate of crash-related traffic fatalities reversed a three-year decline and rose slightly to a state average of 9.4 deaths per 100,000 population in 2011. Fatality rates ranged from 20.4 in the Eastern region to a low of 4.9 in the Northern region.
- **Internet Access**: According to the national broadband map created by the National Telecommunications and Information Administration (NTIA), nearly 100 percent of the Northern region and 99.1 percent of the Hampton Roads region have reliable access to broadband (with the Valley, the only regions above the state average). The two regions in Virginia where broadband access is lowest are in the heavily rural regions of Southside and Southwest (84.9 percent and 86.2 percent, respectively).

Additional performance information for each of Virginia's eight regions follows (after the page delineating the Council's Eight Regions).

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

TABLE 12: REGIONS AT A GLANCE

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

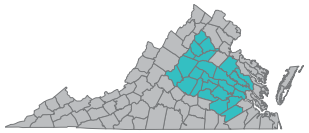
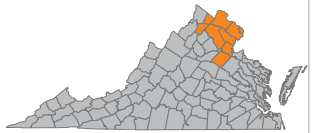
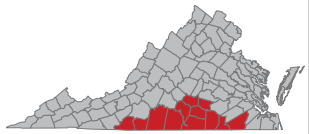
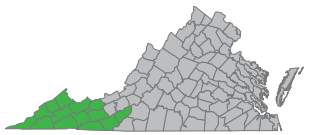
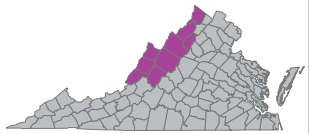
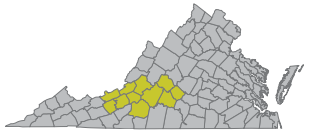
REGION		KEY CHARACTERISTICS
Central Region		**Population:** 2012: 1,608.0 State Share: 19.6% % Growth: 1.9%	• Added almost 12,000 jobs in 2012, second most after the Northern region (18,300 jobs) • Unemployment fell to 6.2%, down from 6.9% in 2011 • The only region in which the high school dropout rate increased for the 2012-13 school year • 2nd largest decline (-3.7%) in real per capita personal income (PCPI) between 2007 and 2011
Eastern Region		**Population:** 2012: 142.8 State Share: 1.7% % Growth: 0.4%	• Rural economy with lower educational attainment and higher poverty rates • Employment fell by 2.1% between 2011 and 2012 • Significantly improved the high school graduation rate, increasing it to 87.8%, up from 82.3% in 2011 • Highest high school dropout rate, but it fell to 7.6% in 2012-13 from 9.3% in 2010-11
Hampton Roads Region		**Population:** 2012: 1,697.4 State Share: 20.5% % Growth: 1.4%	• Maritime and the military play leading roles in the regional economy • Returned to modest job growth (0.9%) between 2011 and 2012 • The average weekly wage in the region grew by 2.8% after falling in 2011 • At 5.7%, the region's 2012-13 dropout rate was third best and below the state average
Northern Region		**Population:** 2012: 2,752.5 State Share: 33.6% % Growth: 4.9%	• Economic "engine" for Virginia but largest drop in real PCPI (-4.2%) between 2007 and 2011 • Heavy technology and government presence • Highest educational attainment levels, along with highest performance in third grade reading and high school graduation
Southside Region		**Population:** 2012: 375.6 State Share: 4.6% % Growth: -1.4%	• Significant economic dislocation due to loss of manufacturing jobs; unemployment above 9% • Population levels continue to decline • The regional poverty rate topped 20% in 2011 • Lagging performance on a range of economy, educational attainment, and health indicators
Southwest Region		**Population:** 2012: 413.4 State Share: 5.1% % Growth: -0.9%	• Historic reliance on manufacturing and mining; employment fell by 1,870 jobs, or 1.3%, in 2012 • Highest percentage gain in real PCPI (5.2%) between 2007 and 2011 • Second highest third grade reading SOL test pass rate (73.2%) • About 25% of adults 25 and older are without a high school diploma
Valley Region		**Population:** 2012: 485.7 State Share: 5.9% % Growth: 1.3%	• Historic reliance on agriculture and poultry mitigated by growth in manufacturing and technology • Experienced more modest job growth in 2012 (1,300) versus 2011 (3,650) • Experienced a significant decline in its dropout rate to a state-best 4.5% • Third grade reading SOL pass rate fell by 17.7 percentage points, second most after Southside
West Central Region		**Population:** 2012: 729.0 State Share: 8.9% % Growth: 0.7%	• Employment grew by 1.2% or more than 3,500 jobs in 2012; unemployment fell to 6.4% • Second largest decline (1.1 percentage points) in high school dropout rate • Third grade reading SOL advanced pass rate fell by more than half in 2012-13, to 16.1% • Higher education a strength along the Blacksburg-Roanoke-Lynchburg corridor

TABLE 13: HOW ARE OUR REGIONS DOING?

Trend Key: ● Improving ● Maintaining ● Worsening

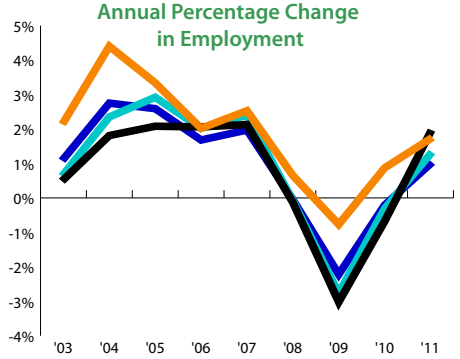
ECONOMY	Central	Eastern	Hampton Roads	Northern	Southside	Southwest	Valley	West Central
Business Startups	●	●	●	●	●	●	●	●
Employment Growth	●	●	●	●	●	●	●	●
Personal Income	●	●	●	●	●	●	●	●
Poverty	●	●	●	●	●	●	●	●
Unemployment	●	●	●	●	●	●	●	●
EDUCATION	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
School Readiness	●	●	●	●	●	●	●	●
High School Graduation	●	●	●	●	●	●	●	●
High School Dropout	●	●	●	●	●	●	●	●
College Graduation (4-Year)	●	●	●	●	●	●	●	●
HEALTH & FAMILY	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
Cancer	●	●	●	●	●	●	●	●
Cardiovascular Deaths	●	●	●	●	●	●	●	●
Foster Care	●	●	●	●	●	●	●	●
Infant Mortality	●	●	●	●	●	●	●	●
Teen Pregnancy	●	●	●	●	●	●	●	●
Suicide	●	●	●	●	●	●	●	●
PUBLIC SAFETY	**Central**	**Eastern**	**Hampton Roads**	**Northern**	**Southside**	**Southwest**	**Valley**	**West Central**
Property Crime	●	●	●	●	●	●	●	●
Violent Crime	●	●	●	●	●	●	●	●
Juvenile Intakes	●	●	●	●	●	●	●	●
Traffic Fatalities	●	●	●	●	●	●	●	●

NOTE: Estimates of future indicator trends were developed by the Weldon Cooper Center for Public Service at the University of Virginia.

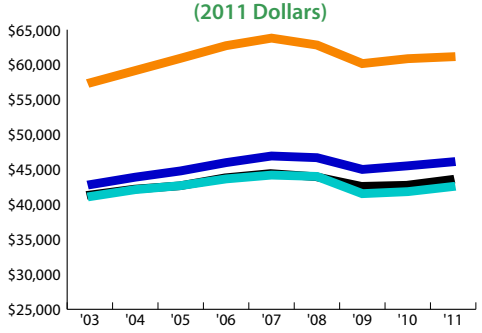
Central Region

Economy

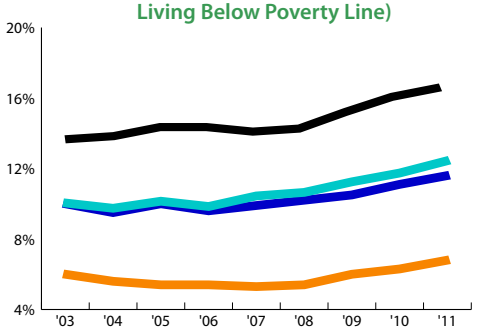
Annual Percentage Change in Employment



Per Capita Personal Income (2011 Dollars)

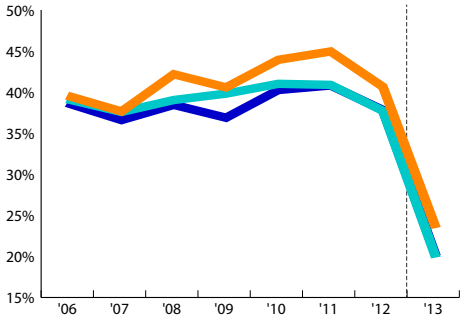


Poverty Rate (Percentage of Population Living Below Poverty Line)

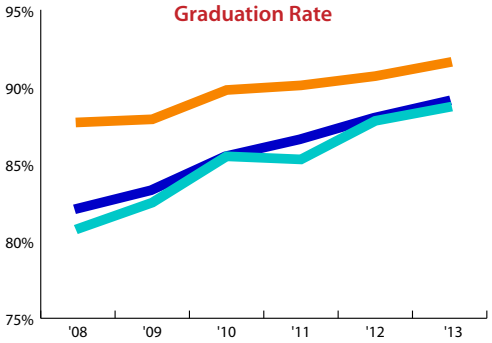


Education

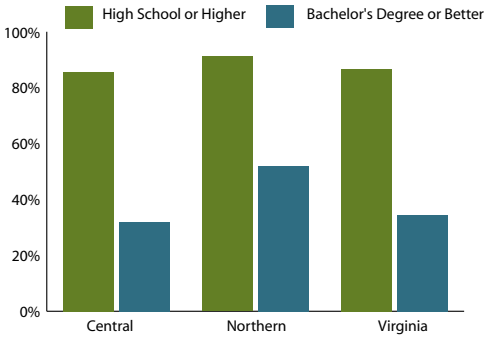
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

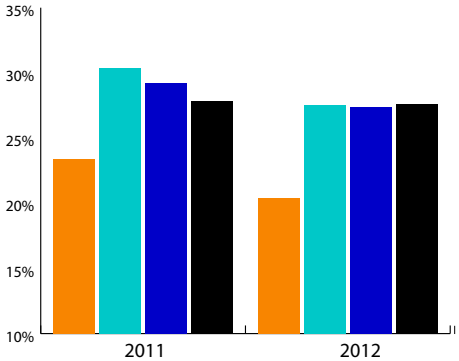


Educational Attainment: 2007-2011

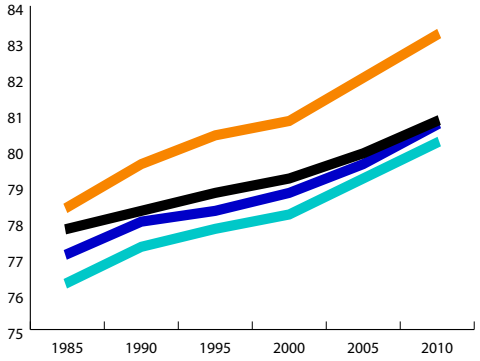


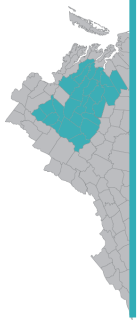
Health and Family

Adult Obesity



Female Life Expectancy (in Years)





Regions Key

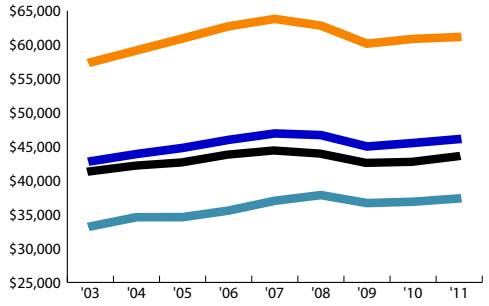
- Central
- Virginia
- Northern (Leading Region)
- National

Eastern Region

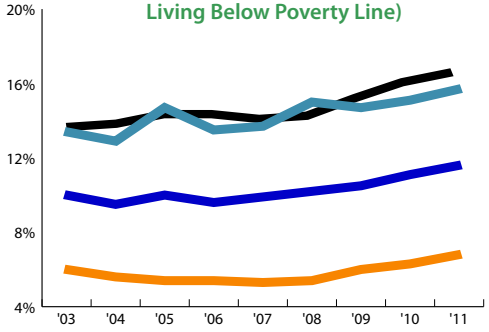
Economy

Annual Percentage Change in Employment

Per Capita Personal Income (2011 Dollars)

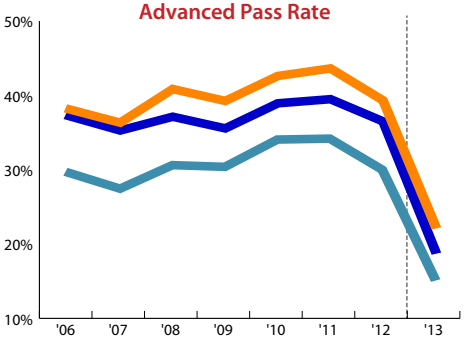


Poverty Rate (Percentage of Population Living Below Poverty Line)

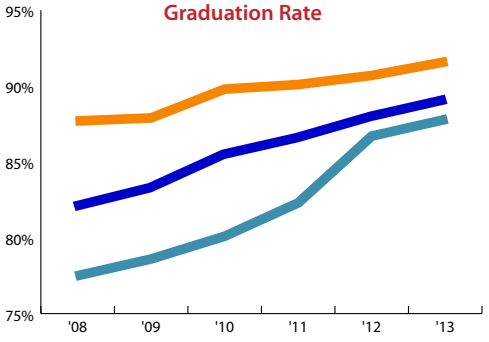


Education

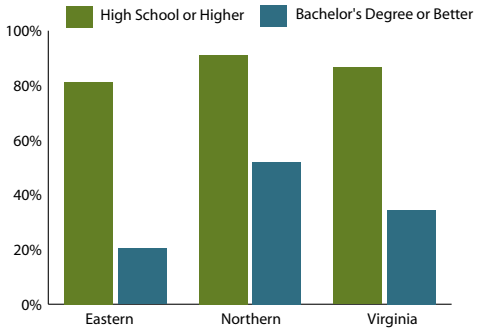
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

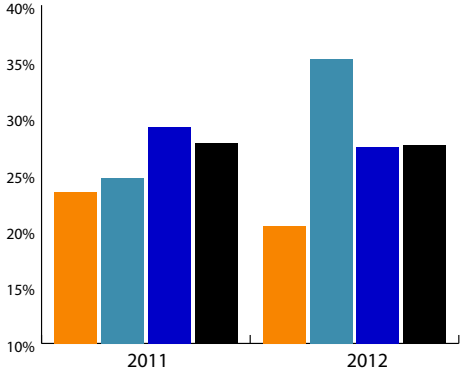


Educational Attainment: 2007-2011

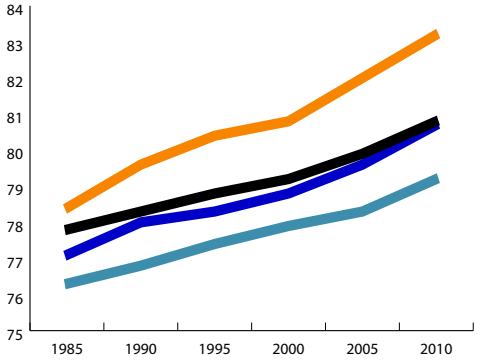


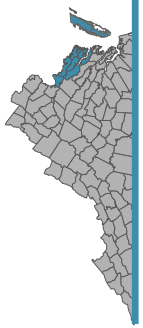
Health and Family

Adult Obesity



Female Life Expectancy (in Years)

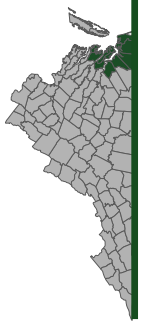




Regions Key

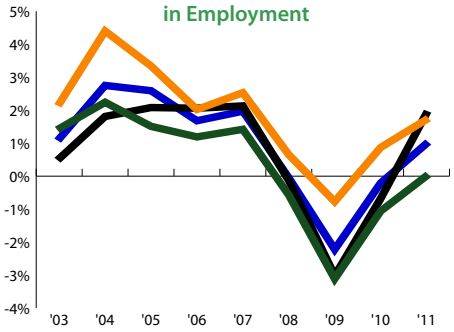
- Eastern
- Virginia
- Northern (Leading Region)
- National

Hampton Roads Region

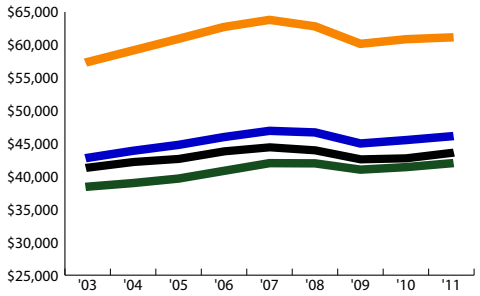


Economy

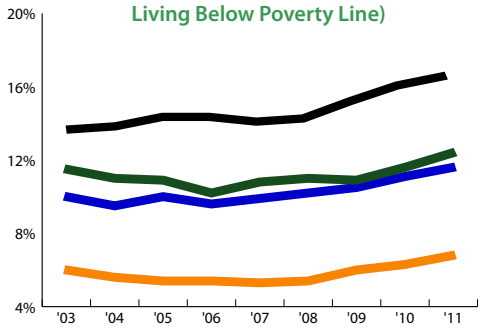
Annual Percentage Change in Employment



Per Capita Personal Income (2011 Dollars)

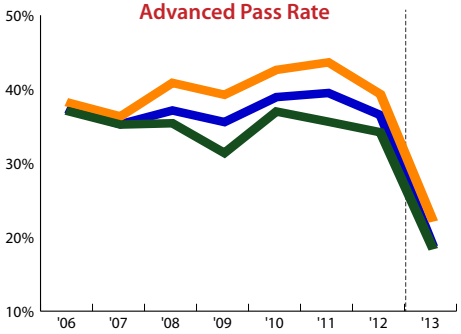


Poverty Rate (Percentage of Population Living Below Poverty Line)

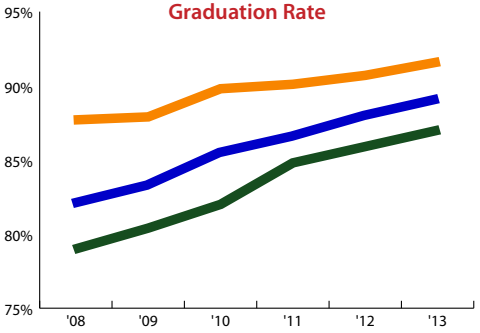


Education

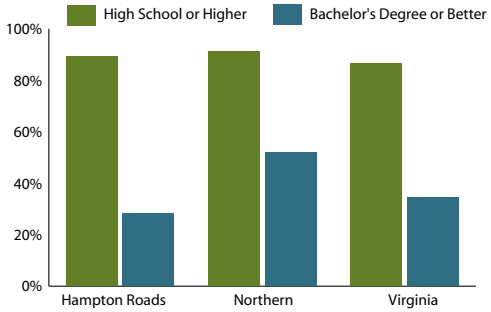
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

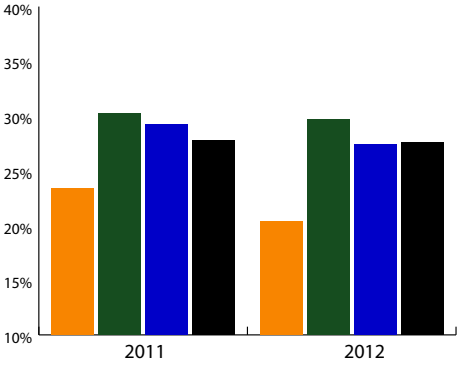


Educational Attainment: 2007-2011

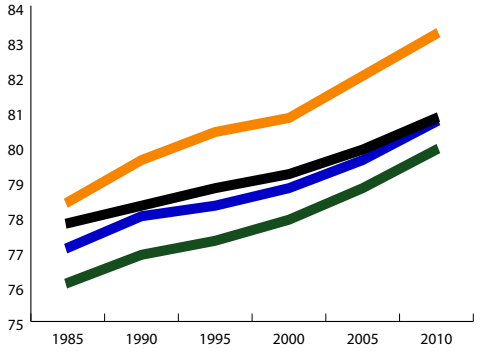


Health and Family

Adult Obesity



Female Life Expectancy (in Years)



Regions Key

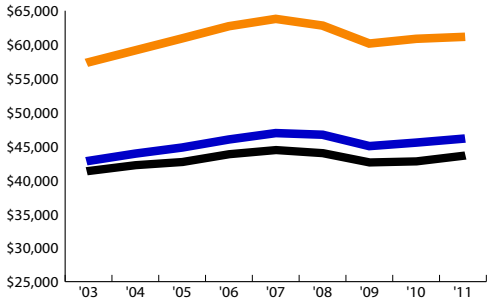
- Hampton Roads
- Virginia
- Northern (Leading Region)
- National

Northern Region

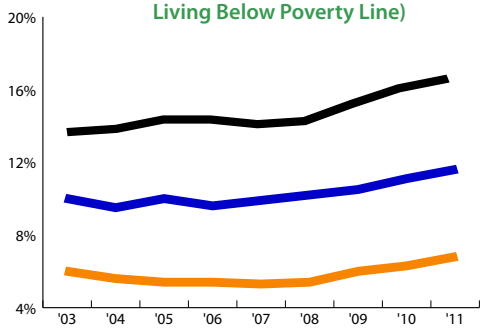
Economy

Annual Percentage Change in Employment

Per Capita Personal Income (2011 Dollars)

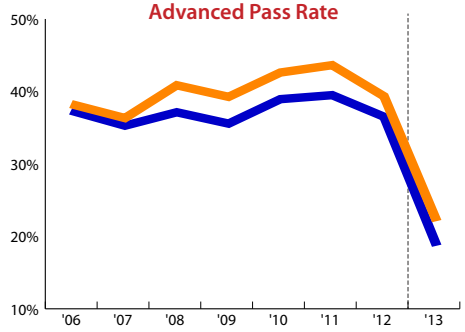


Poverty Rate (Percentage of Population Living Below Poverty Line)

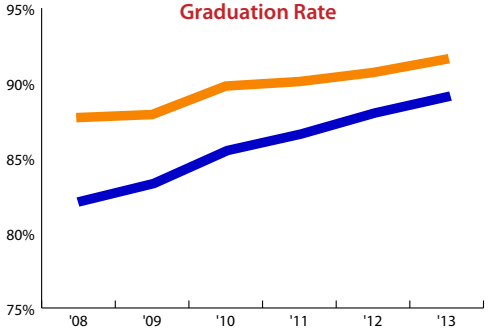


Education

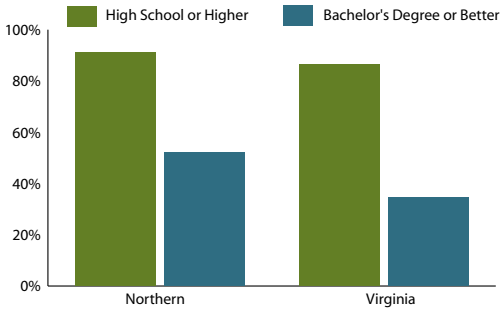
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

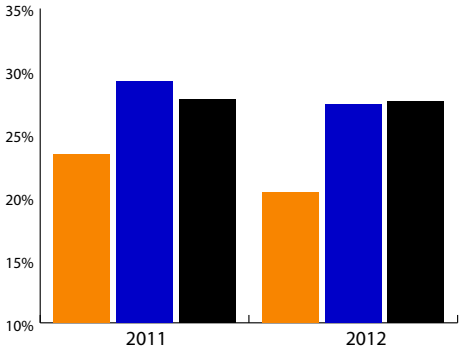


Educational Attainment: 2007-2011

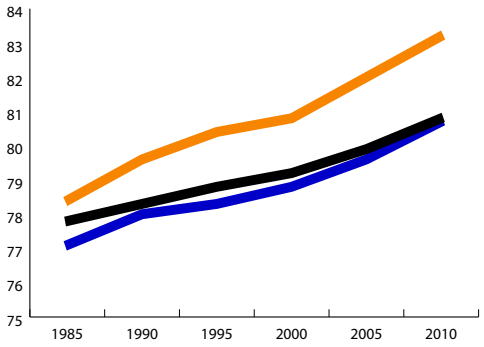


Health and Family

Adult Obesity

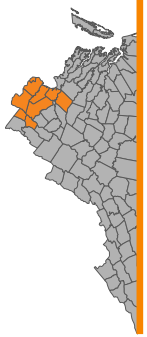


Female Life Expectancy (in Years)



Regions Key

- Northern (Leading Region)
- Virginia
- National

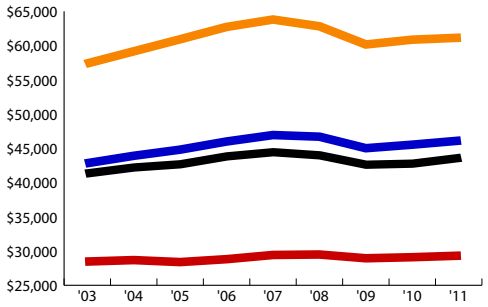


Southside Region

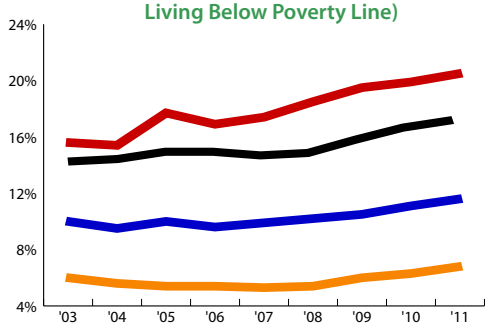
Economy

Annual Percentage Change in Employment

Per Capita Personal Income (2011 Dollars)

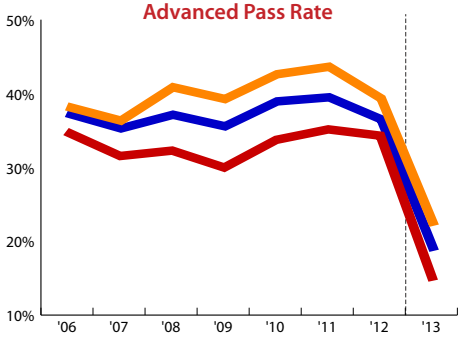


Poverty Rate (Percentage of Population Living Below Poverty Line)

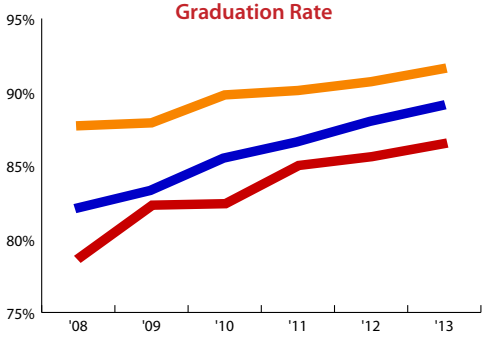


Education

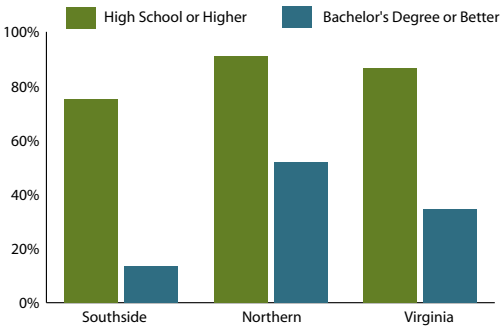
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

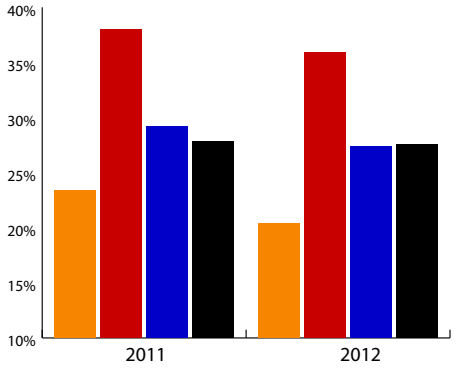


Educational Attainment: 2007-2011

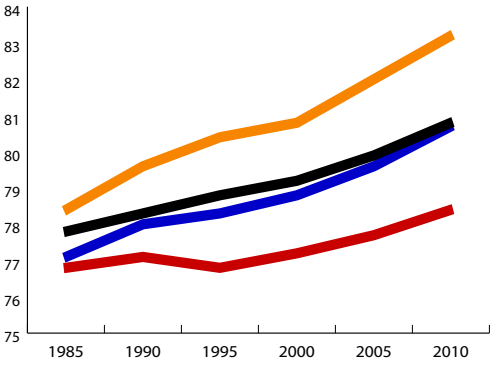


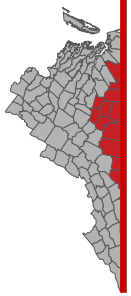
Health and Family

Adult Obesity



Female Life Expectancy (in Years)

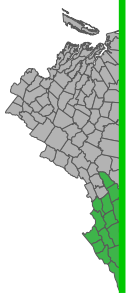




Regions Key

- Southside
- Virginia
- Northern (Leading Region)
- National

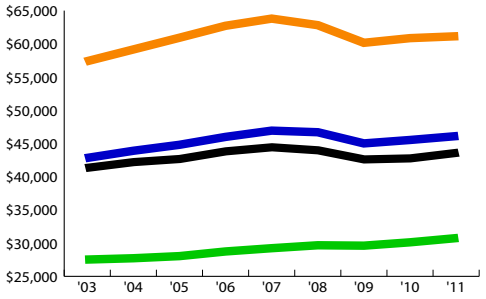
Southwest Region



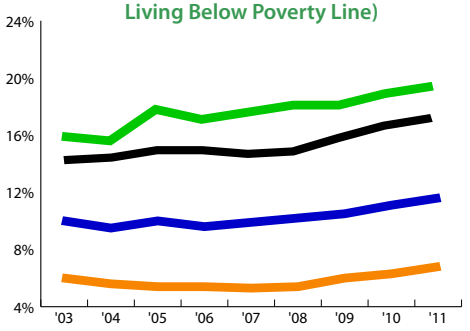
Economy

Annual Percentage Change in Employment

Per Capita Personal Income (2011 Dollars)

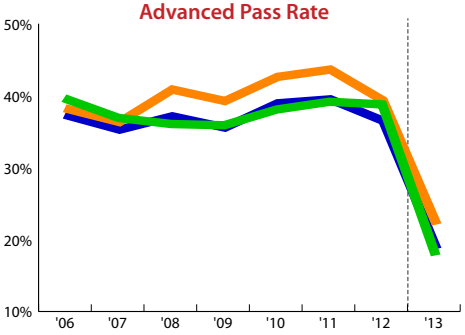


Poverty Rate (Percentage of Population Living Below Poverty Line)

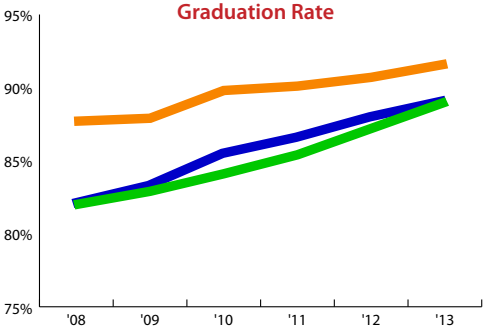


Education

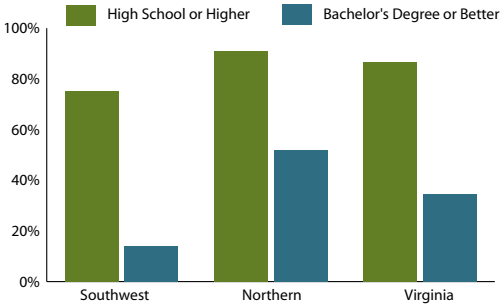
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

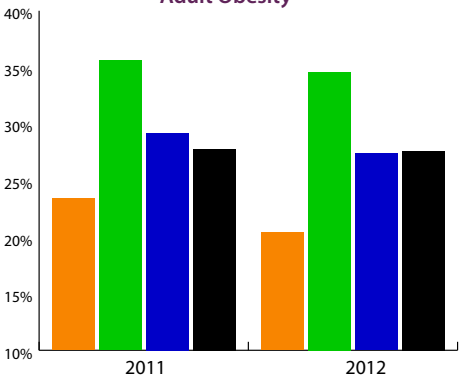


Educational Attainment: 2007-2011

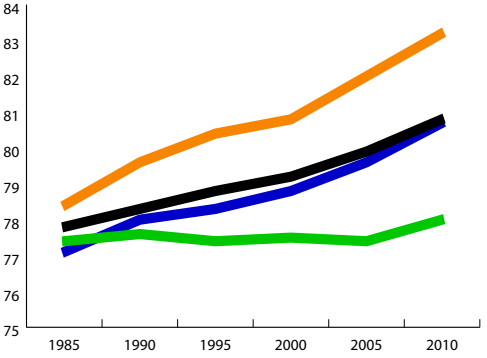


Health and Family

Adult Obesity



Female Life Expectancy (in Years)



Regions Key

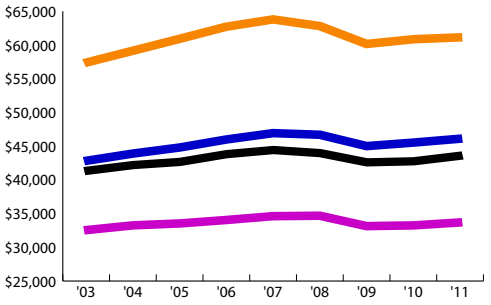
- Southwest
- Virginia
- Northern (Leading Region)
- National

Valley Region

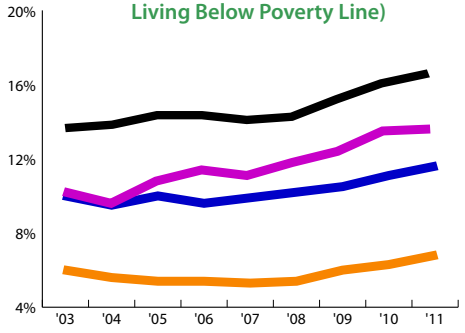
Economy

Annual Percentage Change in Employment

Per Capita Personal Income (2011 Dollars)

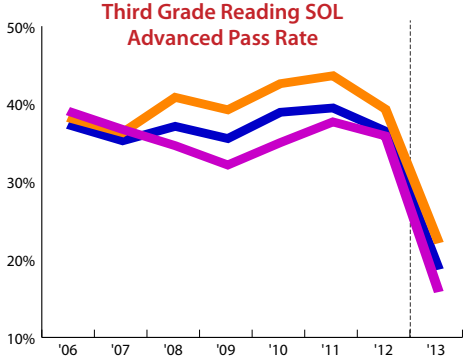


Poverty Rate (Percentage of Population Living Below Poverty Line)

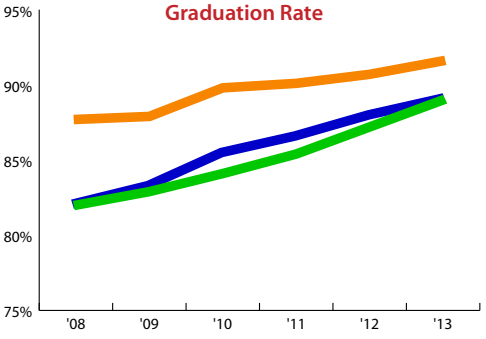


Education

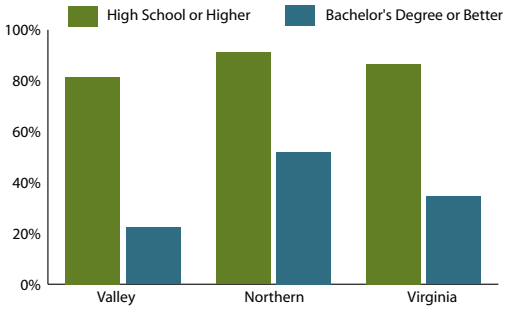
Third Grade Reading SOL Advanced Pass Rate



On-Time High School Graduation Rate

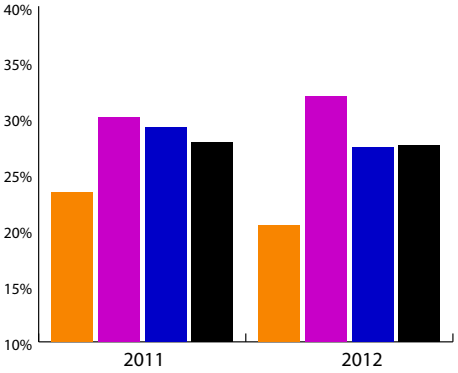


Educational Attainment: 2007-2011

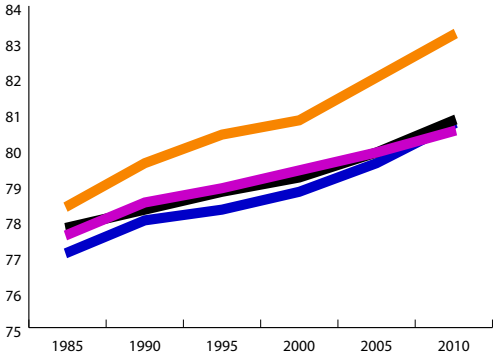


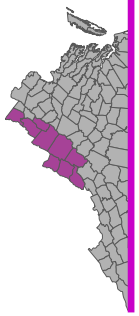
Health and Family

Adult Obesity



Female Life Expectancy (in Years)





Regions Key

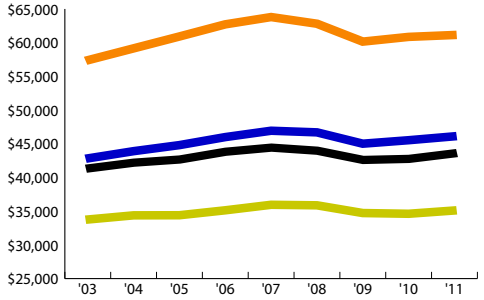
- Valley
- Virginia
- Northern (Leading Region)
- National

West Central Region

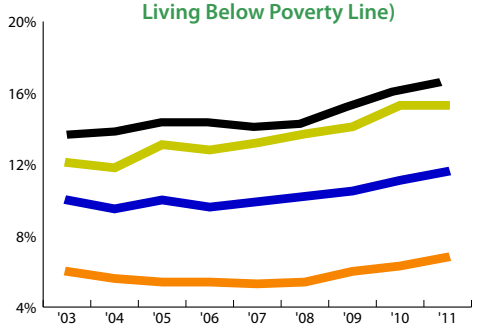
Economy

Annual Percentage Change in Employment

Per Capita Personal Income (2011 Dollars)



Poverty Rate (Percentage of Population Living Below Poverty Line)



Education

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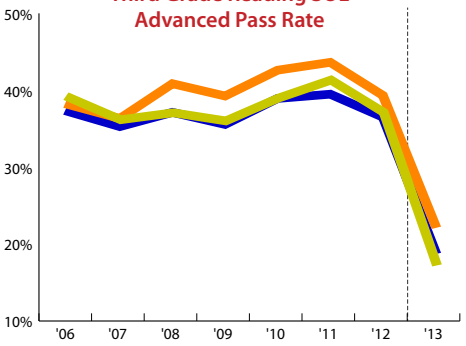

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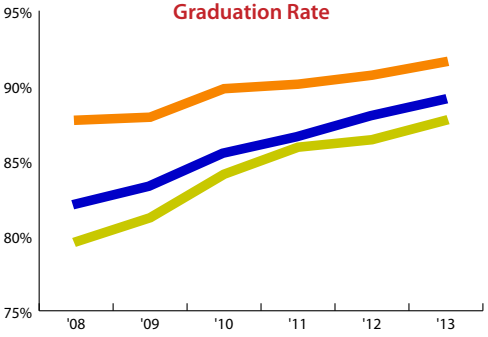

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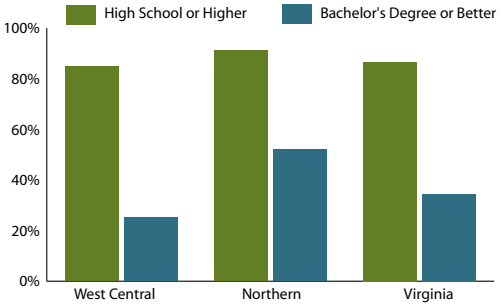
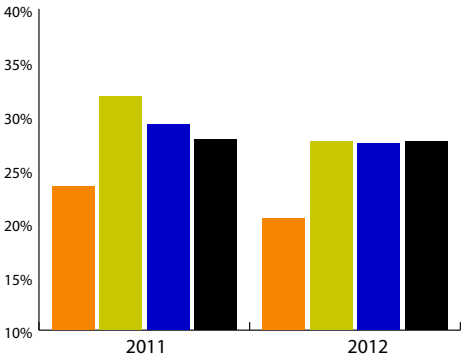
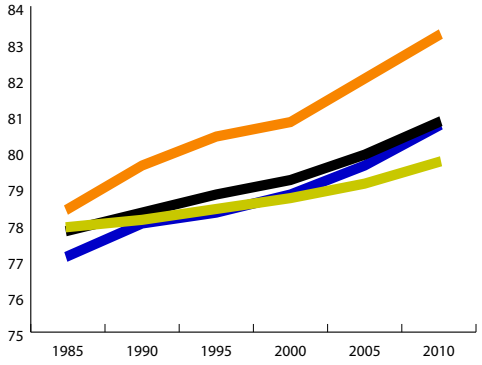


Health and Family

Adult Obesity

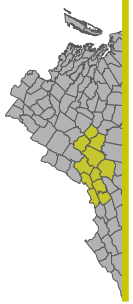


Female Life Expectancy (in Years)



Regions Key

- West Central
- Virginia
- Northern (Leading Region)
- National



council areas of emphasis

Council Areas of Emphasis

Introduction

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

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

The Council works to create these improvements by:

- Providing a long-term focus on high-priority issues;
- Creating an environment for improved policy and budget decision-making;
- Increasing government performance, accountability and transparency; and
- Engaging citizens in dialogue about Virginia's future.

More information about the Council on Virginia's Future is available at future.virginia.gov.

Figure 17 (page 85) offers a high-level overview of a framework that helps guide the work of the Council. Virginia Performs provides a foundation for our work. The bottom section identifies some of the key tools, products, and partnerships that are central to our efforts. The three questions in the top section reflect core elements of the Council's mission and its ongoing focus on the foundations of Virginia's future: a vibrant economy, a well-educated and engaged citizenry, and excellence in government.

Recent Developments

PERFORMANCE

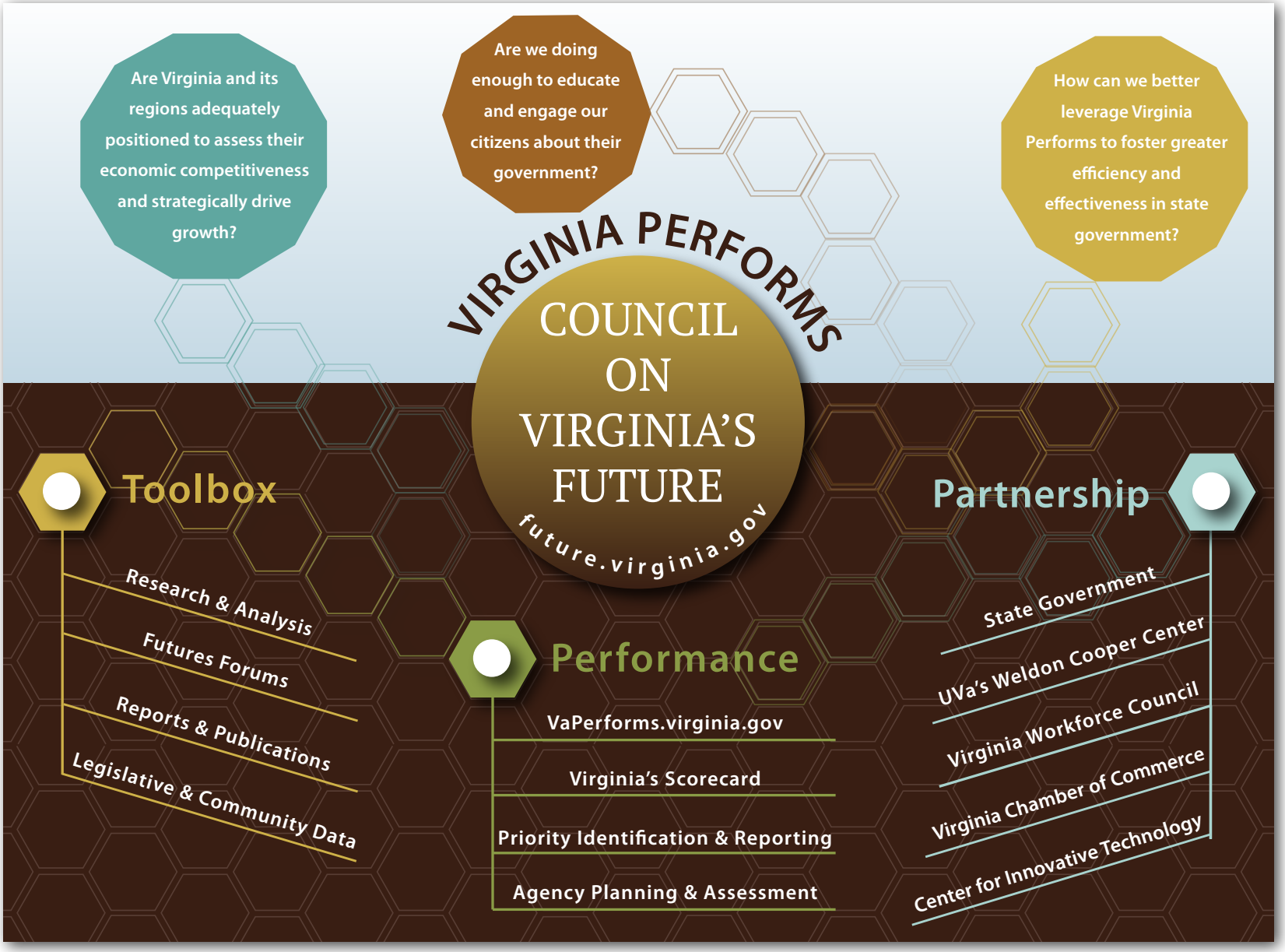
Virginia Performs, a signature initiative of the Council, is the Commonwealth's performance leadership and accountability system (VaPerforms.virginia.gov). Virginia Performs has won national recognition and served as a model for other states and nations; it has also been cited as an important factor in Virginia maintaining its status as a "Best Managed State."

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

Virginia's Scorecard

Regular updates and enhancements are made to ensure that Virginia Performs stays fresh and relevant. As noted earlier, a new high-level indicator, Multimodal Transportation, was added to reflect the increasing strategic importance of multimodal transportation planning and investments to Virginia's competitiveness and quality of life.

FIGURE 17: A FRAMEWORK FOR PROGRESS



Improvements were also made to the Energy, Adoption, and Life Expectancy indicators. Energy now includes information about energy production from alternative sources; the Adoption indicator was enhanced to more clearly show Virginia's progress in increasing the number of adoptions; and the Life Expectancy indicator now tracks both national and regional longevity by gender and over time.

Trend changes were made recently for five indicators on the societal-level Scorecard at a Glance: Business Startups, Employment Growth, High School Dropout, Immunization, and Taxation. All went from a "maintaining" performance trend to an "improving" one.

A new Virginia's Regions section was added recently to the website to offer users additional ways to view regional performance. Regional scorecards summarize current performance on more than 30 indicators, and a Regional Trends at a Glance page allows comparison of current performance across regions.

Enterprise and Agency Assessment

Virginia Performs continues to evolve with ongoing improvements to planning and performance budgeting systems and processes, along with the expansion of high-level planning and reporting capabilities:

- Virginia Performs now includes a set of Enterprise Strategic Priorities. These goals, priorities, and initiatives, which often transcend agency and other organizational boundaries, provide important input into agency planning processes and serve as a baseline for assessing progress on key issues. A new technical platform for tracking these highest priorities of government is nearing completion.
- Executive Progress Reports (EPRs) – concise overviews of agency strategic issues – have been completed by most agencies. The EPRs will be used to support the transition to a new administration in 2014.

Priority-focused Report Cards

Good information is the cornerstone of good planning and decision-making. We have begun a long-term process to accelerate progress on key outcomes by developing focused, issue-specific report cards based on the Virginia Performs model.

Workforce System Report Card: The Commonwealth's workforce development system is multi-layered and engages different levels of government, as well as many partners, both public and private. The new Workforce System Report Card for Virginia, the first of these issue-oriented report cards, will improve assessment of this extensive system.

Innovation and Entrepreneurship Report Card: Entrepreneurship and innovation drive economic competitiveness and figure prominently in economic development strategic planning. We are working with the Center for Innovative Technology (CIT) to enhance our understanding of our progress on these two related and fundamental cornerstones of our future economic vitality.

Government Operations Report Card: We continue to work closely with our state partners to improve the Government Operations indicator on Virginia Performs. A new Government Operations Report Card provides a high-level and informative overview of the overall efficiency and effectiveness of state government. Performance information includes indicators of financial stewardship, customer service, human resource development, and management practices.

PARTNERSHIPS

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

The Virginia Chamber of Commerce: Blueprint Virginia is a statewide initiative of the Virginia Chamber of Commerce to develop a business-driven strategic plan for improving Virginia's competitive position in the global economy. The Council is partnering with the Chamber on this initiative by helping frame the data and performance landscape across Virginia and its regions.

The Council will focus in the second year of the initiative on identification of regional best practices and the development and testing of a flexible regional template for use in assessment and strategic planning.

Virginia Workforce Council: The Council continues to work with the Governor's Office, the Virginia Workforce Council, and other state and regional partners to refine the Workforce System Report Card and its regional views. We are working on enhancements to better capture supply and demand gaps in workforce skills and to improve the overall effectiveness of the report card itself.

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

TABLE 14: KEY PARTNERSHIPS AND ACTIVITIES

Ongoing Enhancements & Partners		
Societal	**Enterprise**	**Agency**

• Societal-level data updates and new indicators (Key Partner: Weldon Cooper Center)
• Blueprint Virginia (Key Partner: Virginia Chamber of Commerce)
• Issue-specific report cards:
  • Workforce System Report Card (Key Partners: Virginia Workforce Council and others)
  • Innovation and Entrepreneurship Report Card (Key Partner: Center for Innovative Technology)
  • Government Operations Report Card (Key Partner: State Agencies)
	• Enterprise Strategic Priorities:
	  • Priority development (Key Partners: Cabinet Officials and State Leaders)
	  • Dashboard (Key Partners: Secretary of Technology's Office and Virginia Information Technologies Agency)
		• Agency-level planning processes
		• Executive Progress Reports (Key Partner: Department of Planning and Budget)

Information & Engagement		
• Publications (The Virginia Report, Issue Insights, Regional and Community Snapshots, Virginia Performs newsletter, etc.). • Presentations and outreach activities		

TOOLBOX

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

- Research and analysis activities have focused on the drivers of economic competitiveness; creating a data framework for regional assessment and planning; strengthening the foundations for improved high-level, issue-focused assessment capabilities; and improving agency performance.
- Presentations and contacts with key public- and private-sector audiences about the Council on Virginia's Future, performance leadership and accountability, and Virginia Performs are ongoing. In addition, Virginia Performs continues to serve as a model for other states and nations.
- The Council's website (future.virginia.gov) has been completely redesigned with improved organization, navigation, and overall ease of use.
- The latest issue of the Council's e-newsletter was published in July and covered recent changes to the Scorecard at a Glance, the creation of a new "Virginia's Regions" section on Virginia Performs, as well as highlights on some of the progress the state is making in increasing the rate of adoptions for children in foster care and the availability of online government services.
- Customized snapshots of county and city data from Virginia Performs were developed for legislators during the 2013 legislative session.

Areas of Emphasis

One of the Council's important roles is to maintain a long-term focus on issues vital to Virginia's future, particularly those related to the foundations of Virginia's sustained prosperity: a vibrant economy, a well-educated citizenry and skilled workforce, and excellence in state governance. The Council's focus is framed around three key questions to help accelerate progress on Virginia's key priorities:

Are Virginia and its regions adequately positioned to assess their economic competitiveness and strategically drive growth?

The Virginia economy is a composite of its multiple, diverse regional economies. State-level policies, programs, investments, and regulations are critical, but translating the state, national, and international environment into the most appropriate and effective regional strategy remains a challenge. The goal over the next year is to develop and begin testing a flexible assessment and planning template, based on best practices, that could be deployed across Virginia to ensure that each region is well-positioned to craft its own economic future.

How can we better leverage Virginia Performs to foster greater efficiency and effectiveness in state government?

The development of Virginia Performs, the Commonwealth's performance leadership and accountability system, has been an ongoing Council priority. The 2012 deployment of the strategic planning module – part of the state's new enterprise Performance Budgeting system – represented a major milestone in advancing its technical infrastructure. Now, the focus is on fine-tuning the system and strengthening its impact on agency performance.

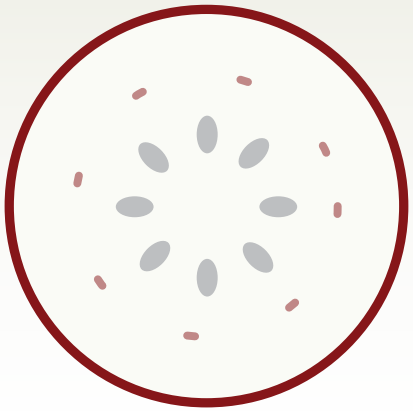
Are we doing enough to educate and engage our citizens about their government?

Virginia's leaders have made a long-term commitment to increasing transparency and accountability in government. Virginia Performs, for instance, is one of a number of systems, including the Auditor of Public Account's Commonwealth Data Point, that provide a window into state performance and spending data. We will continue to examine ways to provide better, more accessible and understandable information about how state government operates and uses taxpayer resources.

Sites of Interest:

FUTURE.VIRGINIA.GOV

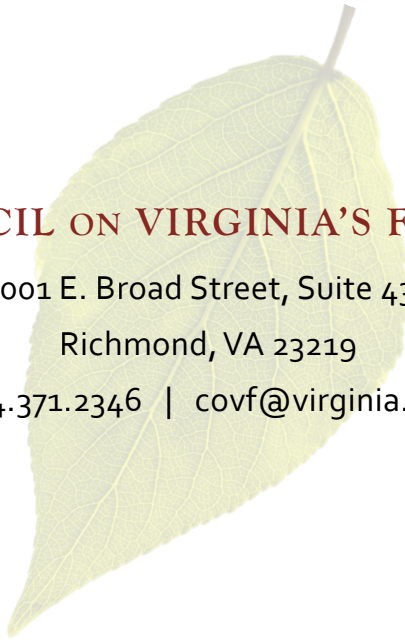
VAPERFORMS.VIRGINIA.GOV



A NOTE ABOUT OUR FRONT COVER:

Virginia is the nation's sixth largest producer of apples. Orchards can be found in the rich countryside of Albemarle and Rappahannock counties, in the mountainous region of the northern Shenandoah Valley, in the Roanoke Valley, and in the southwestern counties of Patrick and Carroll. Virginia apples are exported to markets in over two dozen states and 20 countries. Much of the state's crop is also sold for processing and made into products such as apple juice, apple butter, applesauce, and the ever-popular apple cider. Recently, Governor McDonnell and others have aggressively marketed Virginia's agricultural bounty both domestically and across the globe. As a result, the state's agricultural exports have reached record highs and now top $2.6 billion a year.

COVER PHOTO COURTESY OF THE VIRGINIA TOURISM CORPORATION



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