

ENTERPRISE STRATEGIC PRIORITIES
AGENCY STRATEGIC PLANNING VERSION

Enterprise Strategic Priorities

During previous planning and budgeting cycles, agencies linked the goals in their strategic plans to the Commonwealth's long-term goals (e.g., *Elevate the levels of educational preparedness and attainment of our citizens – see Appendix A*). For the next biennium, we will continue to afford agencies the opportunity to make this linkage, and we will also provide a way for agencies to link their objectives to the priorities and strategies that are of particular significance to this Administration. This document provides a list of those enterprise strategic priorities and their associated enterprise strategies.



During the recent strategic planning training sessions, instructions were provided on how to align agency objectives to enterprise strategies.

- It is important to remember that these enterprise strategic priorities are not intended to capture all critical state functions as that is the purpose of the traditional agency-level strategic planning process.
- As you develop your agency's strategic and service area plans, consider whether any of your objectives have a strong link to the enterprise strategies in this document.
- If so, select that strategy from a drop-down menu provided in Virginia Performs.
- If you think an objective has a strong link to an enterprise strategic priority (e.g., Priority 5 – College Degree Attainment), but not to an enterprise strategy associated with that priority, select the "other" strategy from the drop-down menu for that priority.

Adjustments may be made to the overall document based on information contained in agency strategic and service area plans.

Table of Strategic Priorities

Economy.....	2
Education	4
Health and Family	4
Public Safety.....	6
Natural Resources.....	7
Transportation	7
Government and Citizens.....	8
Appendix A: Commonwealth's Long-term Goals	10

PRIORITIES	STRATEGIES
ECONOMY	
1 - BUSINESS CLIMATE and ECONOMIC DEVELOPMENT Enhance and promote Virginia's competitive business climate to increase opportunity for all Virginians and assure that Virginia continues to be the top state for business in the nation.	<u>Economic Development</u> 1.1. Implement a series of achievable, innovative solutions to help create jobs and grow Virginia's economy. 1.2. Advance Virginia's existing businesses and attract new businesses to the Commonwealth. 1.3. Promote economic development efforts in distressed communities across the Commonwealth to bring new jobs and opportunities, and reduce economic disparity among the various regions. 1.4. Improve economic, agricultural, tourism and workforce development efforts through regional collaboration. 1.5. Competitively promote Virginia's inherent attributes domestically and internationally. 1.6. Ensure that regulations are not overly burdensome to business. 1.7. Enhance the "Virginia Business One Stop" website by increasing the information, resources, and assistance available. 1.8. Increase tourism and film and video production in the Commonwealth. <u>Energy Cluster</u> 1.9. Make Virginia the Energy Capital of the East Coast by growing traditional and alternative energy production, jobs and investment, and by increasing the use of conservation and efficiency. 1.10. Educate the public about Virginia's energy production and consumption, its effect on our economy, and how Virginians can use energy more efficiently. 1.11. Maximize the investment in clean energy research and development through the work of the Universities Clean Energy Development and Economic Stimulus Foundation.

PRIORITIES	STRATEGIES
	<p><u>Military and Defense Cluster</u></p> <p>1.12. Strengthen the Commonwealth’s relationship with the Department of Defense and other federal government leaders and make it easy for them to establish and conduct operations in Virginia.</p> <p>1.13. Be recognized as the most military-friendly and veteran-friendly state in the nation by active duty and retired military personnel, veterans, and their families.</p> <p>1.14. Retain the important military and government-related assets in the Commonwealth and seek ways to secure their future by stronger partnerships with the private sector and our educational system.</p> <p><u>Innovation and Technology Cluster</u></p> <p>1.15. Support further development and commercialization of emerging and innovative technologies through engagement with Virginia’s research universities.</p> <p>1.16. Successfully distribute broadband by leveraging federal funding.</p> <p>1.17. Use technology to support and enhance economic development and job creation.</p> <p>1.18. Leverage and strengthen modeling and simulation capabilities.</p> <p><u>Agriculture Cluster</u></p> <p>1.19. Encourage the purchase and use of Virginia’s agricultural and forestry products and specialty foods, particularly through the <i>Virginia’s Finest</i> and <i>Virginia Grown</i> programs.</p> <p>1.20. Expand Virginia’s presence for agricultural and forestry products in developed and emerging markets such as China, Europe, India, and Central America.</p> <p>1.21. Remove barriers to trade for Virginia’s agricultural and forestry products.</p> <p>1.22. Recruit agribusiness and businesses that can serve ancillary purposes to Virginia’s agricultural and forestry sectors.</p> <hr/> <p>1.23. Other</p>
<p>2 – WORKFORCE</p> <p>Align Virginia’s workforce development system to address the talent pipeline that businesses need to successfully compete in the global marketplace.</p>	<p>2.1. Place an increased emphasis on credential attainment.</p> <p>2.2. Coordinate the state’s workforce resources for better alignment of programs and services.</p> <p>2.3. Ensure that occupational demand forecasts are integrated into the state’s workforce efforts.</p> <p>2.4. Other</p>
<p>3 - HOUSING</p> <p>Develop a clear and consistent housing policy.</p>	<p>3.1. Prevent and reduce homelessness.</p> <p>3.2. Respond to emerging foreclosure and housing market recovery issues.</p> <p>3.3. Facilitate the expansion of affordable housing options.</p> <p>3.4. Promote sustainable communities.</p> <p>3.5. Streamline housing-related regulations.</p> <p>3.6. Other</p>

PRIORITIES	STRATEGIES
EDUCATION	
4 - K-12 EDUCATIONAL IMPROVEMENT Improve educational success within Virginia's kindergarten through 12 th grade school population.	4.1. Continue to advance the K-12 educational system in the Commonwealth. 4.2. Increase the level of state support and guidance in the development of charter schools in Virginia to ensure that local school boards receive quality charter school proposals. 4.3. Facilitate the establishment of college laboratory schools. 4.4. Create a new framework for virtual schools and online instruction designed to expand options for students while ensuring quality and alignment with the Commonwealth's academic standards. 4.5. Ensure that students are adequately prepared for college and careers. 4.6. Other
5 - COLLEGE DEGREE ATTAINMENT Significantly increase college degree attainment in the Commonwealth; award 100,000 additional associate and bachelor's degrees by 2020.	5.1. Develop the roadmap and funding model to support policies established in the <i>Higher Education Opportunity Act</i> in order to enable the Governor and the General Assembly to base the 2012-2014 biennial budget on the new funding model and policies, thereby aligning ongoing higher education investment with the reform and innovation objectives of the <i>Higher Education Opportunity Act</i> . 5.2. Establish a public-private partnership for science, technology, engineering, and mathematics (STEM) education that develops and implements strategies toward increasing access to STEM education and future career opportunities. 5.3. Increase student interest in STEM fields and expand STEM-related teaching capabilities and numbers. 5.4. Enhance the six-year planning and review process to assist state-level and institutional-level determinations regarding higher education policies. 5.5. Use reform-based investment to promote excellence and efficiency in Virginia's higher education system. 5.6. Other
6 - EDUCATIONAL PIPELINE Strengthen coordination among education systems to optimize successful student transitions, thereby improving overall achievement.	6.1. Implement a multi-agency longitudinal data system to evaluate student outcomes from preschool through college. 6.2. Facilitate successful transitions between secondary and post-secondary education and careers. 6.3. Support the evolution of the Career Pathways system. 6.4. Other
HEALTH and FAMILY	
7 - VIRGINIA HEALTH REFORM INITIATIVE 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	7.1. Absent repeal of the Patient Protection and Affordable Care Act (PPACA), create and operate a health benefit exchange to preserve and enhance competition to provide small employers with an opportunity to be financially successful while providing health insurance to their workers; provide a marketplace that works well for those without insurance today; provide a marketplace that facilitates the transformation of the delivery system to produce more value per dollar spent. 7.2. Implement Medicaid expansion. 7.3. Create and operate a health information exchange – a clearing house for relevant clinical information from the electronic health record to be shared in real time among patients, their clinicians, and hospitals on an as-needed and confidential basis. 7.4. Pursue Medicaid-funded care coordination models for additional geographic areas, clients, and services. 7.5. Develop an innovation center. 7.6. Enhance the capabilities of the health workforce. 7.7. Other

PRIORITIES	STRATEGIES
Commonwealth through approaches that positively impact the health care delivery system, while reducing costs and improving quality.	
8 - CHILDREN'S SERVICES Improve child and family outcomes by designing a system of individualized services and community-based supports and finding permanent families and family connections for children in foster care or at risk of coming into foster care.	8.1. Create goals for children's services and develop a data set for a dashboard to monitor progress toward achievement of the goals. 8.2. Develop a continuum of care and determine where children are placed on the continuum. 8.3. Implement a standard approach for the training and development of local Directors of Social Services and Comprehensive Services Act Coordinators. 8.4. Implement performance-based contracting and uniform invoicing to improve partnerships with private service providers so that the appropriate service is consistently delivered at the right cost. 8.5. Develop and strengthen an accessible array of community-based services and supports across the Commonwealth to reduce the need for more intensive levels of service or to shorten the length of stay when placement is required. 8.6. Re-examine the structure of the State Executive Council of the Comprehensive Services Act. 8.7. Reverse the trend of obesity and improve nutrition to protect the health and well-being of Virginia's children and their families. 8.8. Develop a system-wide approach to strengthening families with a focus on reducing non-marital births, connecting and reconnecting fathers with their children, and encouraging the formation and maintenance of safe, stable, intact, two-parent families. 8.9. Other
9 - COMMUNITY-FOCUSED SYSTEM OF CARE FOR PEOPLE WITH INTELLECTUAL DISABILITIES Promote the highest possible level of participation by people with intellectual disabilities in all aspects of community life.	9.1. Assist individuals who currently reside in training centers to transition to appropriate community settings. 9.2. Create a uniform set of policies and procedures to facilitate discharge planning from state facilities. 9.3. Promote access to dental, health, and behavioral supports and other specialized services and supports in communities where individuals with developmental disabilities live. 9.4. Strengthen the responsiveness of the system for individuals in crisis. 9.5. Other
10 - ENTERPRISE APPLICATION RE-ENGINEERING Medicaid Information Technology Architecture (MITA) Project - Transform the Medicaid Management Information Systems (MMIS) into an enterprise-wide backbone architecture capable of supporting tomorrow's Medicaid need through Health Information Technology (HIT), Electronic Health Records, Personal Health Records, Health Information Exchange, and Master Data Management.	10.1. Implement the Customer Facing and Worker Social Services Portal. 10.2. Implement the Enterprise Data Management system. 10.3. Establish foundational enterprise components and environments, including a business rules engine and a workflow engine (enterprise service bus). 10.4. Establish foundational business services (technical infrastructure). 10.5. Complete MITA Care Management Business Area projects to develop needed interfaces. 10.6. Complete MITA Member Management Business Area projects to develop needed interfaces. 10.7. Other

PRIORITIES	STRATEGIES
PUBLIC SAFETY	
11 – HOMELAND SECURITY and EMERGENCY PREPAREDNESS 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.	11.1. Complete a National Infrastructure Protection Plan (NIPP) for Virginia to identify, prioritize, assess and protect Virginia's critical infrastructure and key resources. 11.2. Develop a culture of awareness and preparedness throughout Virginia's state agencies. 11.3. Other
12 – VIOLENT CRIMES Address intrastate and interstate public safety issues related to major crimes, gangs, terrorism, drug dealers and domestic violence.	<u>Gangs</u> 12.1. Develop a plan to address gangs at state and regional levels to include community awareness, education, prevention, intervention, suppression, and re-entry. 12.2. Establish an Anti-Gang Executive Committee to advise on gang issues, policy and strategy. 12.3. Work with agencies to develop agency-specific strategies to address gangs. 12.4. Collaborate with the Office of the Attorney General to promote the GRIP concept (Gang Reduction and Intervention Program), the Office of Juvenile Justice and Delinquency Prevention (OJJDP) model known as Gang Reduction Program, to localities. <u>Domestic Violence and Victims' Services</u> 12.5. Work with agencies within and outside the Office of the Secretary of Public Safety to review services, identify gaps, and develop a plan to address issues. 12.6. Meet with stakeholders to solidify partnerships. 12.7. Establish a Domestic Violence Advisory Board to combat domestic violence and ensure a collaborative effort among state and local agencies and stakeholders. <u>Interstate Public Safety Issues</u> 12.8. Engage in effective outreach to surrounding states and the District of Columbia to address interstate public safety issues such as gangs, terrorism, probation violations, human trafficking, drug distribution, and Internet crimes. 12.9. Other
13 – ADULT and JUVENILE OFFENDER RE-ENTRY 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.	13.1. Assess the Department of Juvenile Justice's efforts to address re-entry and conduct a review of juvenile facilities and programs. 13.2. Develop a four-year plan to address all aspects of prisoner and juvenile offender re-entry. 13.3. Develop and implement a structured plan to reintegrate all of the young people being released back into their communities. 13.4. Develop programs and work groups to focus on re-entry for veterans, juveniles, and women. 13.5. Within the Department of Corrections, standardize evidence-based practices to promote offender progress and successful re-entry. 13.6. Work with agencies across Secretariats to identify barriers and challenges to re-entry. 13.7. Work with local and community stakeholders to coordinate re-entry efforts. 13.8. Other

PRIORITIES	STRATEGIES
<p>14 – SUBSTANCE ABUSE PREVENTION</p> <p>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.</p>	<p>14.1. Coordinate with all relevant public safety agencies to ensure that Virginia is engaged in state-of-the-art crime prevention efforts related to substance abuse.</p> <p>14.2. Enhance operational efficiency and effectiveness.</p> <p>14.3. Other</p>
NATURAL RESOURCES	
<p>15 – CHESAPEAKE BAY RESTORATION</p> <p>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.</p>	<p>15.1. Reduce nitrogen levels in the Chesapeake Bay.</p> <p>15.2. Implement the most effective practices to reduce nonpoint pollution affecting the Chesapeake Bay.</p> <p>15.3. Develop Phase II of Virginia’s Watershed Implementation Plan.</p> <p>15.4. Increase the amount of agricultural acreage under agricultural management plans to 60 percent.</p> <p>15.5. Encourage and facilitate the use of best management practices employed by farmers and agribusiness.</p> <p>15.6. Other</p>
<p>16 – LAND CONSERVATION</p> <p>Work toward a goal of preserving an additional 400,000 acres of land by 2014.</p>	<p>16.1. Continue to use easements and tax credits for land conservation.</p> <p>16.2. Encourage and secure purchase of development rights of working farmlands for land conservation.</p> <p>16.3. Preserve land by ensuring easements held by large easement holders allow for a full array of agricultural and forestry activities to take place.</p> <p>16.4. Other</p>
TRANSPORTATION	
<p>17 – SEAMLESS, MULTIMODAL TRANSPORTATION SYSTEM</p> <p>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.</p>	<p>17.1. Enhance the intermodal transportation system.</p> <p>17.2. Develop unified and collaborative transportation planning and implementation processes.</p> <p>17.3. Emphasize sustainable and stable financial support.</p> <p>17.4. Be an innovative pacesetter in technology, environmental protection, and system management.</p> <p>17.5. Maintain a strong customer focus to address travel and business needs through a multimodal system that will be affordable, dependable, and easy to use. Ensure connectivity between various transportation modes will provide efficient and desirable travel and shipping options.</p> <p>17.6. Facilitate construction and capital maintenance of the Commonwealth’s transportation infrastructure and transit systems (e.g., provide direct, low-interest loans).</p> <p>17.7. Ensure that the transportation system promotes and supports economic opportunity.</p> <p>17.8. Other</p>
<p>18 – TRANSPORTATION SYSTEM</p>	<p>18.1. Reduce the number of fatalities, injuries, and crashes.</p>

PRIORITIES	STRATEGIES
SAFETY IMPROVEMENT Improve safety across all modes of transportation by reducing transportation-related injuries, fatalities, and crashes.	18.2. Improve incident response times. 18.3. Other
GOVERNMENT and CITIZENS	
19 – INTERNAL CONTROLS and FINANCIAL STEWARDSHIP Ensure the long-term financial security of the Commonwealth by providing effective and efficient financial management, planning, and budgeting.	19.1. Maintain Virginia’s AAA bond rating. 19.2. Ensure an effective system of internal controls and audits. 19.3. Maintain a fair, equitable, and competitive tax structure. 19.4. Develop an enterprise-wide financial system (Cardinal). 19.5. Continue to advance the strategic planning and budgeting process and associated tools. 19.6. Continue to successfully manage the Commonwealth’s long-term investments, assets, and liabilities. 19.7. Develop approaches that anticipate and address the impact of federal budget changes on Virginia. 19.8. Manage a process that accurately accounts for all property and economically disposes of surplus assets in a timely and transparent manner. 19.9. Other
20 – GOVERNMENT OPERATIONS Improve operations to ensure delivery of government services in the most efficient and effective manner.	<u>Leadership and Accountability</u> 20.1. Work with agencies to ensure a culture of strong leadership and outcome-based performance. 20.2. Encourage cross-agency, outcome-based collaboration and accountability. <u>Human Resource Management</u> 20.3. Recruit, develop and maintain a competent and stable workforce that maximizes human capital and provides opportunities for growth and learning. 20.4. Expand the use of alternative health plans. 20.5. Promote gainsharing and financial rewards to enhance productivity and efficiency. <u>Operational Productivity and Efficiency</u> 20.6. Enhance the productivity and efficiency of state government operations. 20.7. Increase usage of e-commerce. 20.8. Expand the use of alternative retirement plans. 20.9. Increase the use of shared services. 20.10. Support a comprehensive program that increases supplier diversity across the Commonwealth. 20.11. Simplify certification processes. 20.12. Streamline business processes for vendors. <u>Customer Focus</u> 20.13. Ensure a focus on customer service across all state agencies. 20.14. Enhance the voter registration process. 20.15. Continue the long-term process of creating a reliable and efficient citizen-centric environment for doing business with and getting information from the Commonwealth.

PRIORITIES	STRATEGIES
	<p><u>Information Technology</u></p> <p>20.16. Create and maintain a stable and reinforced computer IT infrastructure in a mutually successful partnership.</p> <p>20.17. Develop an approach for enterprise-level management of information technology.</p> <hr/> <p>20.18. Other</p>

Appendix A - Commonwealth's Long-term Goals

ECONOMY	Be a national leader in the preservation and enhancement of our economy.
EDUCATION	Elevate the levels of educational preparedness and attainment of our citizens.
HEALTH and FAMILY	Inspire and support Virginians toward healthy lives and strong and resilient families.
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.
NATURAL RESOURCES	Protect, conserve and wisely develop our natural, historic and cultural resources.
TRANSPORTATION	Ensure that our transportation system is safe, enables easy movement of people and goods, enhances the economy, and improves our quality of life.
GOVERNMENT and CITIZENS	Be the best-managed state in the nation.