



VIRGINIA INITIATIVE FOR
**GROWTH &
OPPORTUNITY**
IN EACH REGION

Program Performance and Evaluation Commitee

January 24, 2024
Virtual Meeting



COgro Labs at Virginia Tech Corporate Research Center
(Source: GO Virginia Region 2 Annual Report)



VIRGINIA DEPARTMENT OF HOUSING
AND COMMUNITY DEVELOPMENT
Partners for Better Communities



Agenda

I. OPENING

- a. Call to order Chair
- b. Roll Call Billy Gammel
- c. Public Comment Chair

II. Discussion Items

- a. Committee Goals and Objectives Chair
- b. Overview of GO Virginia Grant Outcomes/Definitions & Reporting Sara Dunnigan
- c. Joint Legislative Audit and Review Committee Report and Next Steps
 - i. Recommendation 1 (Jobs Filled/Created Metric)
 - ii. Recommendation 2 (Refining Core Grant Outcomes)
 - iii. Recommendation 3 (Outcome Data Verification)
 - iv. Recommendation 4 (Long-Term Impacts Tracking)

III. ADJOURNMENT

Chair



Program Performance and Evaluation Committee

GOALS and OBJECTIVES

Program Evaluation Committee Description (*Bylaws*)

The Program Evaluation Committee shall ensure that projects approved by the GO Virginia Board are meeting Board established criteria and are consistent with the GO Virginia mission by conducting a semiannual review of funded projects; assessing program performance, ensuring contract compliance of projects; and identifying projects that are scalable.

Review JLARC report recommendations consistent with the committee's stated purpose, advance recommendations for response to the Board, and ensure the timely and efficient implementation of any program changes.



Overview of GO Virginia Grant Outcomes/Definitions

ENABLING LEGISLATION

§ 2.2-2486. Powers and duties of the Board.

A. The Board shall have the power and duty to:

9. Seek independent analytical assistance from outside consultants, including post-grant assessments and reviews to evaluate the results and outcomes of grants awarded pursuant to this article;

§ 2.2-2489. Award of grants to regional councils

A. The Board shall establish guidelines, procedures, and objective criteria for the award and distribution of grants from the Fund to regional councils.

C. The Board shall only consider those regional activities endorsed by a regional council in its application for grants from the Fund. For any regional activity included in a regional council's application, the regional council shall identify (i) the amount of grants requested and the number of years for which grants are sought; (ii) the participating business, education, and government entities and their respective roles and contributions; (iii) the private, local, and other sources of nonstate funding that the grant from the Fund will assist in generating, including specific amounts pledged by such sources as of the application date; (iv) how the regional activity addresses the skills gaps identified in the council's economic growth and diversification plan; **and (v) the economic impact or other outcomes that are reasonably expected to result from the proposed regional activity, including timetables and means of measurement.**



Overview of GO Virginia Grant Outcomes/Definitions

ENABLING LEGISLATION

E. In determining a regional council's eligibility to receive grants from the Fund, and the amount of such grants, the Board shall review and score the proposed regional activities. Scores shall be assigned on the basis of predetermined criteria established by the Board in its guidelines and procedures based on the following factors:

1. The expected economic impact or outcome of the activity related to the region's growth and diversification plan (plan relevance)
2. Match and sources
3. Regional collaboration (scale)
4. Alignment with other activities/funding sources
5. The expected economic impact and outcomes of the project relative to the size of the economy (scale)
6. The projected cost savings and other efficiencies generated
7. The character of the regional collaboration (complexity)
8. Interstate, inter-regional, and other beneficial forms of collaboration, if any, that will accompany, result from, or be encouraged by the activity;
9. Efficiency in the administration and oversight of regional activities; and
10. Other factors deemed to be appropriate by the Board.



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Overview of GO Virginia Outcome Definition and Tracking Process

1

- **Core Performance Outcomes Determined and Defined**
 - Program has 34 defined core performance outcomes across 4 investment priorities (last update 2.8.22)

2

- **Application**
 - Applicant identifies and quantifies the activities and outcomes associated with the project using outcome template provided and must describe the mechanism they will use to track outcomes

3

- **Contract**
 - Three party grant agreement with committed outcomes, activities and products (as applicable) as approved by the Regional Council and State Board
 - Assigns progress monitoring and reporting responsibilities to the grantee

4

- **Project Start**
 - Project is created in DHCD grant management system and assigned committed outcomes as described in the grant agreement

5

- **Progress Reporting**
 - Quarterly reporting allows Regional Council to monitor progress towards goals and reports are reviewed/accepted by DHCD staff (QA)
 - Reports inconsistent with contract or those not making progress towards milestones/activities are referred back to council staff for TA

6

- **At Project Close**
 - Project Closeout Procedures allow Regional Councils to review and certify final project results (activities and outcomes).



JLARC Recommendations for Review



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Recommendation/Policy Consideration Number	JLARC Report Recommendation	Reasoning For Recommendation
1	The Department of Housing and Community Development should change its "number of jobs created/filled" outcome measure for the GO Virginia program by (i) splitting the criteria into separate "jobs created" and "jobs filled" measures, (ii) removing the "estimated" and "expected" qualifiers so that only actual jobs created or filled are counted, and (iii) clarifying that any job created or filled must be clearly attributable to the project's activities, which must be explained in project reports.	JLARC staff found that the jobs created outcomes reported are misleading and inaccurate. Several projects reported jobs that are not attributable to their project activity. In addition, projects should only count actual jobs created or filled, but in practice, several projects reported estimates of jobs that might have been created or filled
2	The Department of Housing and Community Development should revise the Core Grant Outcomes list for GO Virginia projects to ensure that outcomes measures are narrow enough to avoid mixing different program activities, are clearly defined, and are appropriate and specific to the project type.	The program's outcome measure for jobs combines two distinct activities with different economic benefits - number of jobs created and number of jobs filled.
3	The GO Virginia Board should amend the GO Virginia bylaws to assign responsibility for the review of outcome calculation methods and outcome data verification to staff at the Department of Housing and Community Development.	Neither DHCD nor regional council support staff systematically verify if projects are reporting valid outcomes. Project leads are responsible for determining how to calculate their outcome numbers, but they receive little guidance on how to do so from DHCD or regional staff.
4	The GO Virginia Board should develop and implement a policy to assess the long-term impact of individual projects and the GO Virginia program as a whole, including which information should be collected to facilitate this long-term assessment. The board's actions should proceed under the guidance of its new project [program] evaluation committee and with the assistance and input of Department of Housing and Community Development staff and regional council support staff.	There is limited collection and evaluation of outcomes beyond the two-year grant period, even though GO Virginia has been characterized as a long-term program. The Code vests the GO Virginia board with the power and duty to assess the program's longer-term impact, and many GO Virginia projects remain active after the grant period and produce valuable outcomes.



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Staff Recommended Action	Proposed Implementation Timeline
<p>Separate Jobs Created/Jobs Filled. For Jobs Filled, adopt the following: Total Number of Job Placements: Measure of the total number of new jobs stemming from successful exits from a program. This definition is aligned and consistent with the definition used by the Virginia Department of Workforce Development and Advancement. This change can be made administratively or as part of a broader review of grant outcomes. (see Recommendation #2)</p> <p>Item (ii) should be determined by the committee after a review of revised Core Performance Outcomes/Definitions by Investment Priority. June 2024</p>	Mar-24



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Staff Recommended Action	Proposed Implementation Timeline
Staff is reviewing all core performance metrics and active project reporting. Staff recommends the committee review a revised set of core performance metrics/definitions and advance revised list for approval at the June Board Meeting.	Jun-24



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Staff Recommended Action	Proposed Implementation Timeline
Staff requests that the committee review existing process and procedures and make recommendations for improvement, if warranted.	Jun-24



JLARC Recommendations for Review



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4	<p>The GO Virginia Board should develop and implement a policy to assess the long-term impact of individual projects and the GO Virginia program as a whole, including which information should be collected to facilitate this long-term assessment. The board's actions should proceed under the guidance of its new project [program] evaluation committee and with the assistance and input of Department of Housing and Community Development staff and regional council support staff.</p>	<p>There is limited collection and evaluation of outcomes beyond the two-year grant period, even though GO Virginia has been characterized as a long-term program. The Code vests the GO Virginia board with the power and duty to assess the program's longer-term impact, and many GO Virginia projects remain active after the grant period and produce valuable outcomes.</p>

Staff Recommended Action	Proposed Implementation Timeline
<p>Staff recommends an annual survey of subgrantees and a 3rd party evaluation of closed projects on a determined cycle. Resources will be needed to conduct this evaluation. Committee should consider alignment with other program reporting requirements which include annual reports and program outcomes reports (defined in state budget).</p>	<p>Sep-24</p>

Discussion and Next Steps



Investment Priorities

- Talent Development
- Entrepreneurship and Innovation
- Cluster Scale Up
- Sites/Infrastructure



Talent Development

- To build new capacity and create a larger pool of qualified workers to meet unmet employer demand and address the need for new/emerging skills within area talent pools
- Focus on occupations integral to the industry sectors identified in the region's Growth & Diversification Plan





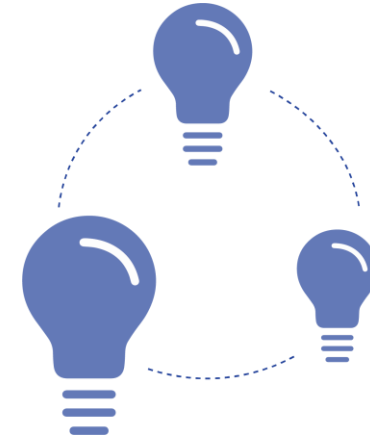
Talent Development – Core Performance Indicators

Number of students trained
Number of upskilled employees
Number of existing jobs retained
Number of jobs created/filled
Number of businesses served
Number of new internships created
Number of new apprenticeships created
Number of new programs/credentials implemented
Number of credentials awarded
Number of students enrolled in dual enrollment programs



Entrepreneurship and Innovation

- Project activities that develop or advance the necessary elements of a thriving start up ecosystem that supports the launch of new businesses and provides critical support for high growth potential early-stage businesses in targeted traded industry clusters
- Focus on support activities integral to the industry sectors identified in the region's Growth & Diversification Plan





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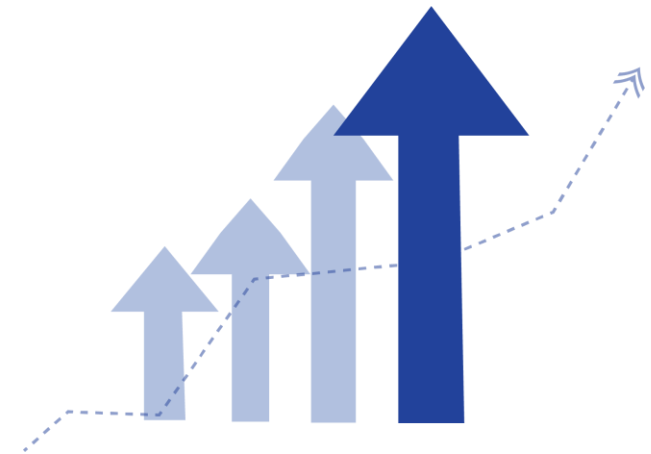
Entrepreneurship and Innovation – Core Performance Indicators

Number of jobs created/filled
Number of existing businesses expanded
Number of new businesses created
Number of businesses served
Number of entrepreneurs engaged
Number of new mentors engaged
Total capital raised
Venture capital investment in served businesses
Research and development (R&D) funding deployed
Number of new products completed/released to production
Number of patents filed
Number of patents awarded
Revenues increased from export-sales



Cluster Scale Up

- Focus on high-potential development of a nascent or emerging industry cluster and/or new market opportunities for firms within an existing industry cluster.
- Cluster scale up projects ask the question “what’s next?”
- They build off a foundation of capabilities and assets that support existing clusters or unique intellectual property or workforce know-how.
- Focus on activities integral to growth and expansion of the industry sectors identified in the region’s Growth & Diversification Plan





Cluster Scale Up – Core Performance Indicators

Number of jobs created
Number of new internships created
Number of existing jobs retained
Number of businesses attracted
Number of businesses retained
Number of existing businesses expanded
Number of businesses served
Number of new products completed/released to production
Revenues increased
Total Capital Raised



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Sites/Infrastructure

- Strengthen the regional portfolio of business ready sites available to accommodate the expansion or attraction of businesses in the regions' targeted industry sectors
- Activities must advance regionally significant sites using the Virginia Business Ready Sites Program tier descriptions for site readiness for sites of at least 25 contiguous acres.
- Demonstrated regional collaborations through cost/revenue sharing, joint workforce development efforts and/or other partnerships or agreements, such as Regional Industrial Facility Authorities (RIFAs).





Sites Infrastructure – Core Performance Indicators

Number of acres advanced to higher tier per Virginia Business Ready Sites Program (VBRSP)
Number of increased locality engagement in establishing a RIFA/revenue sharing agreement
Number of businesses attracted
Number of linear feet of sewer infrastructure
Number of linear feet of water infrastructure
Number of linear feet of gas infrastructure
Number of acres impacted/developed
Number of miles of middle mile broadband completed