VIRGINIA ECONOMIC DEVELOPMENT PARTNERSHIP

Operating Plan

For the Fiscal Year Ending June 30, 2017

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Introduction

The Virginia Economic Development Partnership Authority (VEDP) was established by the General Assembly in 1995 in § 2.2-2234 as "...a body corporate and political subdivision..." and was given broad powers "...to encourage, stimulate, and support the development and expansion of the economy of the Commonwealth."
"The Authority shall be governed by a board of directors consisting of the Lieutenant Governor, the Secretary of Agriculture and Forestry, the Secretary of Commerce and Trade, the Secretary of Finance, the Secretary of Technology, and the Chancellor of the Virginia Community College System, or their designees, serving as ex officio, voting members, and 18 members to be appointed as follows: (i) one from each congressional district in the Commonwealth and one citizen at large, appointed by the Governor, subject to confirmation by the General Assembly; (ii) four citizens at large appointed by the Speaker of the House; and (iii) two citizens at large appointed by the Senate Committee on Rules."
"The six citizens appointed by the General Assembly shall reside in regions of the Commonwealth that have a higher unemployment rate than that of the statewide average unemployment rate as reported by the Virginia Employment Commission for the preceding four years from the date of appointment. Ex officio members of the Board shall serve terms coincident with their terms of office."

The Operating Plan

This Operating Plan has been prepared in accordance with the 2016 General Assembly, *Chapter 780* which, in part, states the following:

> Prior to July 1 of each fiscal year, the Virginia Economic Development Partnership shall provide to the Chairmen of the House Appropriations and Senate Finance Committees and the Director of the Department of Planning and Budget a report of its operating plan.

This document provides the reader with information essential for understanding what VEDP will accomplish, how it will achieve its objectives, and the resources committed to those efforts. The document includes a Summary Marketing Plan designed to provide an overview of the efforts of the various divisions to implement VEDP's strategies. Other information includes a Mission Statement; an Organization Chart; a Strategic Summary; Performance Measures; Budget Summary; Division Budgets; and Division Goals, Objectives, and Strategies.

Mission Statement

To enhance the quality of life and raise the standard of living for all Virginians, in collaboration with Virginia communities, through aggressive business recruitment, expansion assistance, and trade development, thereby building the tax base and creating higher income employment opportunities.

Introduction

Board of Directors

APPOINTED OFFICIALS
As of June 30, 2016

Board of Directors

Chris A. Lumsden, Chair
C. Daniel Clemente, Vice Chair

Stephen R. Adkins	David Hudgins
Edie M. Bowles	H. Michael Ligon
Russell B. Clark	Ned W. Massee
Lee Coburn	Vincent J. Mastracco
Elizabeth H. Crowther	Dan M. Pleasant
Mark D. Heath	John G. Rocovich, Jr.
William B. Holtzman	Samuel A. Schreiber
Vacant (Congressional District 4)	Vacant (Congressional District 8)

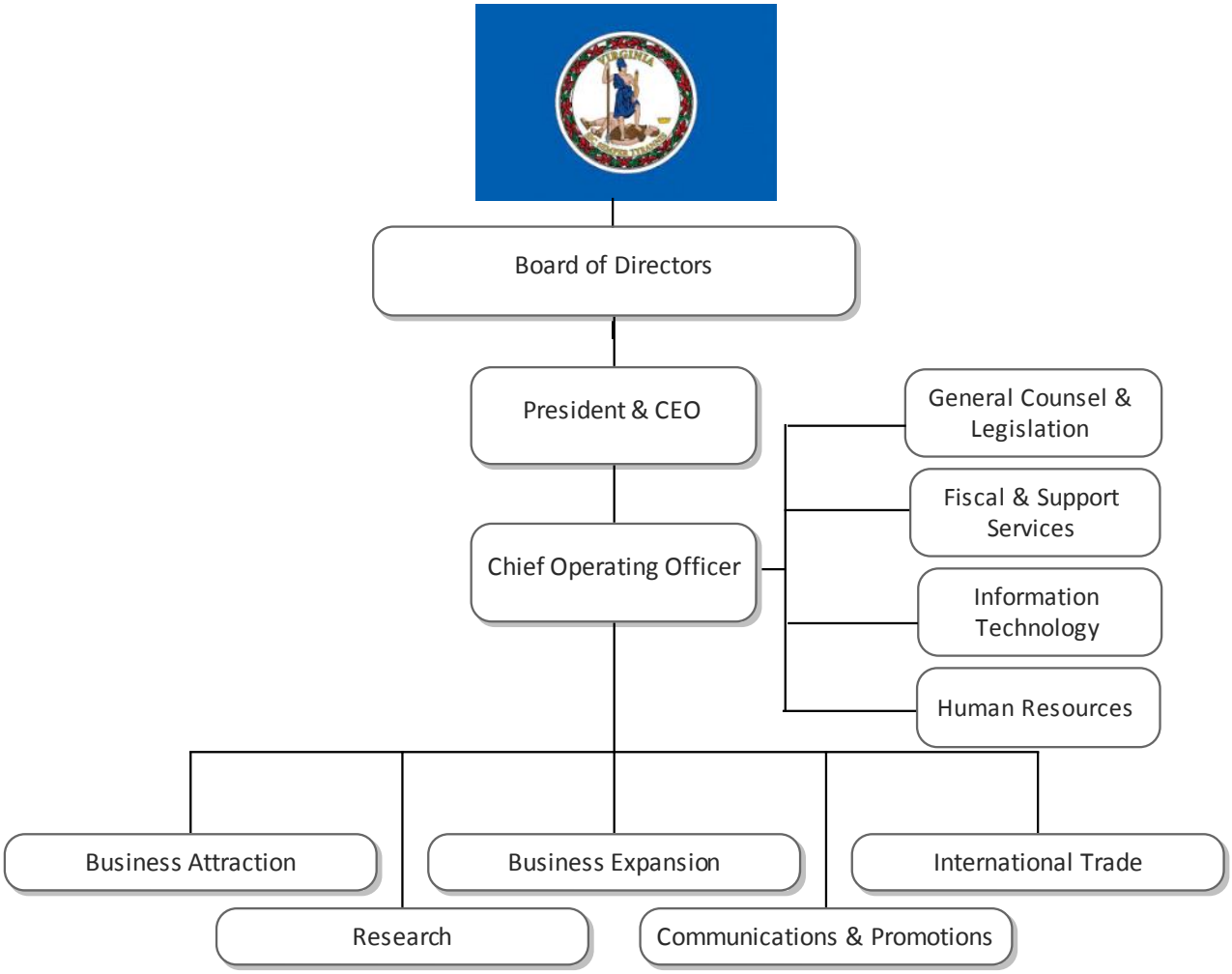
The Honorable Ralph S. Northam, Ex-Officio
The Honorable Richard D. Brown, Ex-Officio
The Honorable Todd P. Haymore, Ex-Officio
The Honorable Karen Jackson, Ex-Officio
The Honorable Maurice A. Jones, Ex-Officio
Dr. Glenn DuBois, Ex-Officio

Interim President and Chief Executive Officer

Daniel C. Gundersen

Introduction

Organizational Structure



Strategic Summary

VEDP – Five Declarations of Intent

VEDP does many things very well. Most importantly, it uses Commonwealth resources wisely to promote Virginia's assets to cultivate domestic and international business leads and converts those leads to completed deals. Current macro-level trends and increased competition mandate that VEDP becomes constantly better at what it does—winning high-value projects leading to investment in Virginia's communities, creating new higher-wage employment, which provides new revenue for both the Commonwealth and its localities.

What follows are five declarations of intent. These are what VEDP resolutely believes, is currently accomplishing, and commits to continue doing in the coming years. Associated with each declaration is a description of the major "hurdles to be cleared" that present challenges to VEDP accomplishing its goals. Some of these hurdles are currently being addressed and others will need more work by the VEDP board of directors, executive team and public officials in the years ahead.

VEDP Declarations of Intent & Hurdles to be Cleared

Goal	Declaration	Hurdle
Outperforming Competitors	The Virginia Economic Development Partnership is committed to aggressively, and successfully, competing against other states and regions throughout the globe for new business expansion and attraction opportunities that align well with Virginia's goals for achieving greater economic prosperity.	After decades of sole reliance on Commonwealth General Fund allocations that supported a highly successful model of traditional economic development, what new funding paradigms will maximize VEDP's ability to adapt to a new much more fast-paced, competitive economic development world?
Working as One	The Virginia Economic Development Partnership is committed to working with all regions and to developing creative, collaborative partnerships with key allied stakeholders to carry out its mission of expanding economic opportunity throughout the Commonwealth.	How can VEDP better coordinate economic development activity and multiple economic growth strategies throughout Virginia by increasing connectivity among stakeholders and bringing diverse assets to bear?
Advancing Business Competitiveness	The Virginia Economic Development Partnership is committed to fully understanding the views of executives of mature and sustained growth companies in all targeted sectors so that our capabilities can be matched against their needs, and so that our toolkit is adjusted and refreshed to compete effectively.	How will VEDP develop or coordinate a fully integrated, comprehensive program for addressing the needs of second-stage and existing businesses that are best positioned to create jobs and greater economic opportunities for Virginians?

Strategic Summary

VEDP Declarations of Intent & Hurdles to be Cleared		
Goal	**Declaration**	**Hurdle**
Meeting Market Demand	The Virginia Economic Development Partnership is committed to championing business-friendly policies and programs, and judiciously administering incentives for some businesses when such help results in a high return on investment for the Commonwealth by producing maximum high-wage job opportunities and revenue for local and state government.	How will the Commonwealth of Virginia stay one step ahead of competing states in developing appropriate policies, financial tools and incentives, as well as new programs to meet the needs of all businesses?
Accessing World Markets	The Virginia Economic Development Partnership is committed to exponentially expanding its trade services and aggressively competing for more foreign direct investment opportunities for all regions of the Commonwealth to produce high-paying jobs and increased local and state revenue.	How will VEDP scale up its trade activities to reach tens of thousands of businesses and capture more direct inward investment to produce more jobs and economic opportunities for all regions of the Commonwealth?

The New Virginia Economy

Governor Terence R. McAuliffe's four year strategic plan includes the following Five Pillars for Virginia's New Economy: 1) enhancing infrastructure, 2) diversifying and growing strategic industry sectors, 3) solidifying and promoting competitive business climate, 4) nurturing a sustainable entrepreneurial environment, and 5) equipping Virginia's workforce with in-demand skill sets to meet current and future business needs.

As the primary point for growing strategic industry sectors and diversifying the Commonwealth's economic base—one of the key pillars of the Governor's strategy—the Virginia Economic Development Partnership (VEDP) strongly supports both the process and product of these efforts. VEDP is also engaged in varying degrees in each of the Governor's other plan priorities, which are integrally linked. Specifically, VEDP has keen interest in ensuring that the Commonwealth's business climate is competitive, has advocated project-ready infrastructure to accommodate business growth, has increased export opportunities for Virginia-made products and services, and has services and programs to encourage job creation and expansion of high-growth business enterprises.

The New Virginia Economy Strategic Plan

"If we are going to compete in the global marketplace, now is the time to work together to balance our budget responsibly, protect and expand our world-class infrastructure and education systems, and increase our efforts to bring innovative companies here to create jobs and help diversify our economy."

- Governor McAuliffe

Strategic Summary

New Virginia Economy Pillars	
VEDP CURRENT AND/OR PROPOSED DELIVERABLES	
Infrastructure	
• Provide reliable data and expertise regarding inventory of sites and buildings statewide • Establish public/private partnership site program, with emphasis on mega-sites	√ VEDP has a robust sites and building data base program that is constantly being updated with new and existing product available to market. √ VEDP was instrumental in developing the Virginia Business Ready Sites Program, which received $2 million for the 16-18 Biennium. This program will provide assistance to help move sites along a continuing path of readiness and provide the technical assistance needed. √ The Brownfields Restoration Fund received an additional $3 million for the 16-18 Biennium to advance the program from site identification to site remediation, adding to Virginia's sites ready for company location.
Competitive Industry Sectors	
• Produce target sectors for marketing • Build-out capacities in targeted geographic markets • Conduct more in-depth sector research in targeted markets • Rely on empirically-driven marketing to reach key prospects • Outreach to key corporate and high-growth businesses • Expand communication and coordination with partners • Establish internal "SWAT" (Sector Work Asset) teams to share information and leverage industry expertise	√ All of these deliverables are actively underway to meet the competitive environment constantly driving the world-wide economy. √ This 2017 Operating Plan describes the many initial steps to "right the ship" to a more effective marketing model while maintaining operational stability.

Strategic Summary

New Virginia Economy Pillars	
VEDP CURRENT AND/OR PROPOSED DELIVERABLES	
Competitive Business Climate	
• Develop new brand for Virginia's business development • Market attributes of Virginia regions • Increase exports to global markets • Build stronger collaborative partnerships • Create synergies and support work of VEDP's regional allies • Benchmark Virginia's regional industry strengths against global competitors • Protect Virginia's competitive taxation system, fair regulatory environment and business-friendly laws and leadership	√ VEDP is currently engaged in developing its new brand. Extensive research has been conducted, including using focus groups and input from businesses, communities and many other stakeholders. √ Once the new brand/visual identity is completed, VEDP will re-establish a brand building advertising program targeting domestic and international decision-makers. √ All of these efforts work in tandem to support Virginia regions and localities in identifying their market strengths. √ VEDP has provided funding for an industry-focused benchmark study in order to assist our regions to compete in the global market. √ VEDP is constantly working with our partners to protect Virginia's competitive tax system and fair regulatory environment.
Sustainable Entrepreneurial Environment	
• Assess ability of existing programs and policies to meet the needs of companies seeking sustained growth • Develop the first statewide sustained high-growth firm strategy in the nation	√ VEDP's Business Expansion Division directs its resources toward Virginia companies, local and regional economic development partners, public colleges and universities and a cadre of other stakeholders dedicated to nurturing the investment and job creation those companies created and will create in the future. √ VEDP funded a first-in-the-nation sustained high-growth firm study in FY2016 and the Governor and General Assembly provided $250,000 to initiate this unique program. The study targeted those companies because of their successful business models that will, collectively, create the most jobs of any business sector.
Workforce	
• Fully integrate workforce (VJIP) into operations • Enhance VJIP as a portal for businesses to access workforce delivery capabilities • Leverage and champion higher education partners in creating credentials that count for business	√ VEDP is modernizing the VJIP program by creating a TalentLink workforce system that delivers the talent pipeline to meet companies' needs. √ The Business Expansion Division is continuing its partnership with the University-Based Economic Development Team to operationalize the priority goals of the 2015 Higher Education Marketing Partnership MOU.

Strategic Summary

VEDP – Organizational Enhancements

During the third and fourth quarters of FY2016, VEDP's Executive Team, together with guidance from the VEDP Board of Directors, reassessed the capacity of VEDP to deliver its services and products to its core clientele, Virginia's economic development partner organizations, and the business community. This included a listening tour led by the Board Chair and Vice Chair visiting 110 economic development and public officials representing over 80 counties, towns, and cities from across the Commonwealth and business leaders in each region.

It is expected that changes will be made in FY2017 to better integrate the Business Expansion and Business Attraction services to meet market demand, help companies create jobs and bring about economic prosperity to the Commonwealth.

Guiding Principles for VEDP-Administered Incentives

These factors, among others, will be considered when determining whether to offer discretionary incentives:

√ Align with strategic sectors

√ Impactful

√ Maximize community wealth

√ Align with local/state strategy

√ Diversify the job base in regards to skill sets

√ Solve a specific need (versus a by-right expectation)

√ Use as real competitive advantage

√ Leverage other state resources

√ Advance quality of life

Policy Statement Regarding Engagement with Partners and Stakeholders

Through the Business Expansion division, or other appropriate division as structural changes occur, VEDP will develop and implement a plan for formally soliciting and evaluating the opinions and engagement levels of VEDP's partners, including state, regional and local economic development partners and stakeholders. At least every two years, a professionally-guided survey instrument will be used to solicit input and ideas from the partners and stakeholders. Members of the Board will be engaged, as appropriate, to assist with the solicitation of input and ideas from the partners and stakeholders. The results of that survey, and an action plan to address major concerns identified, will be shared by the CEO with the Chair of the Board.

Policy Statement Regarding Employee Engagement

Through the Human Resources staff, VEDP will develop and implement a plan for formally soliciting and evaluating the opinions and engagement levels of VEDP employees. At least every two years, a professionally-guided survey instrument will be used to solicit input and ideas from the staff. The results of that survey, and an action plan to address major concerns identified, will be shared by the CEO with the Chair of the Board.

Performance Measures

Performance Measures			
	FY2017	**FY2016**	**FY2015**
Investment	$2.8 Billion	$2.7 Billion	$3.0 Billion
Jobs	13,500	13,000	13,000
New Active Projects	290	335	375
Virginia Companies Enrolled in International Trade Programs*	390	390	N/A
Projected International Sales from Virginia Companies Participating in International Trade Programs*	$300 Million	$300 Million	N/A
Projected Trade Supported Jobs from Virginia Companies Participating in International Trade Programs*	2,000	2,000	N/A

*Note to the VEDP Board: International Trade Performance Measures; Virginia Companies Enrolled in International Trade Programs, Projected International Sales from Virginia Companies Participating in International Trade Programs, and Projected Trade Supported Jobs from Virginia Companies Participating in International Trade Programs are still under review.

Summary Marketing Plan

Business Expansion

The Business Expansion Division works with existing Virginia companies, local and regional economic development partners, the public colleges and universities, and stakeholders including state agencies, private, and non-profits to ultimately result in increased capital investment, quality jobs and payrolls from companies with a presence in the Commonwealth. The Business Expansion Division takes a proactive approach using professional consultative sales strategies and services. It helps companies identify growth opportunities, and matches state, regional and local resources to meet needs.

The Business Expansion Division uses a four-prong strategy to increase leads and ensure Virginia companies expand within the Commonwealth. These strategies include: 1) Direct corporate outreach (with an emphasis on Gold Accounts and Sustained Growth Companies in sectors identified in the 2015 Strategy document) 2) Virginia Jobs Investment Program (supporting the Virginia TalentLink system); 3) Economic development Partner Communications; and 4) the Higher Education Marketing Partnership strategy. The two main objectives of these strategies are to ensure a unified Virginia message is strategically, collaboratively and consistently delivered to the appropriate corporate decision-makers and that there is professional and collaborative management of projects coming from companies.

What's Happening in FY2017

- Continue to refine the pro-active Gold Accounts Program that feeds activity in the pipeline, leading to better understanding of the issues affective business growth, and leading to increased decisions for Virginia from existing businesses.
- Incorporate a strategic call and communication program to the headquarters of Gold Accounts and other significant businesses in Virginia to reinforce the value of their facilities in Virginia.
- Develop and begin implementation of a strategy to ensure retention and expansion of Sustained Growth companies.
- Design a strategy for implementation by VEDP team members for an effective after-care program for companies announcing expansions and locations, to ensure smooth entry and growth in Virginia.
- Understand and communicate regional economic priorities and target sectors to inform VEDP operational decisions on attraction, expansion and retention strategies.
- Provide staff and fiscal support to Regional/Local economic development organization's retention, expansion and recruitment efforts.
- Continue to prioritize and implement a broad Stakeholder Relations strategy to better leverage relationships with companies and to expand the reach of the New Virginia Economy message by engaging with localities, higher education partners, non-profits, Chambers, technology councils, industry associations and other appropriate audiences in strategic sectors, including supporting relationships with organizations such as the Virginia BioScience Health Research Corporation.
- Modernize the Virginia Jobs Investment Program and position it as an integral part of the Virginia TalentLink workforce system that delivers the talent pipeline that today's businesses need.
- Implement a meaningful communications strategy that delivers value and knowledge to local economic development professionals and elected officials, in partnership with Virginia Municipal League and Virginia Association of Counties.
- Continue to partner with the University-Based Economic Development Team to operationalize the priority goals of the 2015 Higher Education Marketing Partnership MOU.

Summary Marketing Plan

Business Attraction

The Business Attraction division positions Virginia in both domestic and international markets, focusing on companies and site selection consultants in major geographic markets that represent opportunities for investment and job creation for new business facilities in Virginia. Key geographic markets include major metropolitan areas in the Mid-Atlantic, Northeast, South, Midwest and Far West regions of the United States. The international focus includes proactive marketing efforts in Canada, Japan, China, India, United Kingdom and Germany.

Virginia's unique sector-based value propositions are used as a guiding influence for call trip appointment setting and conference selections. VEDP's internal industry sector expertise is utilized to provide appropriate value propositions to specific client interests in targeted geographic regions.

VEDP-led activities are carried out in partnership with state agencies such as Virginia Port Authority and Virginia Department of Agriculture and Consumer Services, local and regional partners, private-sector service providers and higher education partners. Whenever possible, Business Attraction also cooperates with partners on regionally-led marketing initiatives.

What's Happening in FY2017

- Execute call trips, attend conferences and trade shows, and host events with Virginia partners to maximize lead generation in each geographic focus area.
- Use Virginia's unique sector-based value propositions as a guiding influence for appointment setting and conference selections.
- Consistently follow-up and share relevant sector-based information to solidify and leverage consultant and client relationships that generate new projects and prospect visits to Virginia.
- Arrange phone conversations between the Governor and CEO's of companies actively considering a Virginia location for new business facilities.
- Solicit Virginia universities' faculty and alumni organizations for introductions to domestic and international clients with expansion potential.
- Co-sponsor Virginia university alumni events in targeted geographic territories.
- Participate in Governor's marketing missions as scheduled.
- Co-host dinners and receptions at conferences and trade shows with Virginia partners.
- Jointly plan and execute call trips with shared appointment setting by Virginia partners in metropolitan areas of common interest.
- Co-host professional sports event attendance in Virginia and geographic marketing territories with Virginia partners.
- Co-sponsor an annual Port of Virginia familiarization event for site selection consultants with Virginia Port Authority and Virginia partners.
- Whenever possible, embed Business Attraction managers in call trips and events arranged by regional marketing organizations.
- Use metrics to assess effectiveness of marketing tactics and re-direct resources in response to changing market conditions.

Summary Marketing Plan

International Trade

The International Trade Division of the VEDP is responsible for programs and services that assist in increasing the international trade of Virginia manufactured products and services. To increase international trade from Virginia requires, not only a volume or monetary increase by existing companies, but also an increase in the number of companies shipping products and services. The state has an important role in both areas. The VEDP Division of International Trade program is based on the premise that successful international trade development is accomplished by working with individual companies, one-on-one. To achieve this, the program has three components: 1) increase awareness among the Virginia business community of the importance and benefits of international trade, 2) offer appropriate educational and informational venues regarding the programs, services and assistance available and 3) enable these companies to participate in international trade activities and events that lead to market entry and increased exports. Specific marketing objectives for the Division of International Trade include:

- Identifying and developing new-to-export and new-to-market companies.
- Increasing one-on-one export counseling contacts with the Commonwealth's businesses.
- Facilitating Virginia companies participation in trade shows, catalog shows and trade missions.
- Providing market information to assist in market and industry research projects.
- Partnering with public and private sector organizations to grow Virginia's international trade.
- Publishing and promoting international trade analyses on Virginia.

FY17 programs will include:

Global Network: This program provides in-country market research in 70+ countries around the world. Often, this research leads to participation in a Trade Mission or the VALET Program. Over 300 international market research projects will be delivered to Virginia companies that identify new business opportunities from international markets.

Trade Missions: Approximately a dozen trade missions are conducted annually to promote Virginia products and services in global markets. The International Trade team provides comprehensive matchmaking and logistical assistance. In addition, companies travel independently to take advantage of these customized business trips. International Trade will recruit Virginia companies to participate in 12+ International Trade missions/trade shows across the globe.

Consulting on Export Marketing: Experienced International Trade Managers, located in five offices throughout Virginia, will help Virginia companies benefit from it.

Defense Sector Strategy: Faced with Department of Defense budget reductions, the pursuit of international markets is a proven diversification strategy for defense firms. The Going Global Defense Initiative components include: international market research, export compliance, digital marketing, trade shows, export training, etc. This is a sector-specific strategy designed to find alternative revenue streams for Virginia-based defense companies.

Virginia International Trade Alliance (VITAL): Entering its second year, VITAL is a public-private partnership designed to significantly increase Virginia companies' entry into international markets. This public-private partnership seeks to double the number of companies pursuing international trade via International Trade's programs.

Summary Marketing Plan

International Trade (continued)

Virginia Conference on World Trade (VACWT): Virginia's annual conference on international trade puts VEDP's message in front of 250+ attendees, via a variety of topical issues.

Virginia Leaders in Export Trade (VALET) Program: The VALET program works with 40 Virginia companies through a two-year intensive international sales program. State resources are leveraged with private-sector contributions to accelerate Virginia companies' international sales. The VALET program will enroll 25 new companies to accelerate their international sales.

What's Happening in FY2017

- The Virginia International Trade Alliance (VITAL) will be expanded. This public-private partnership seeks to double the number of companies pursuing international trade via International Trade's programs.
- International Trade will continue the popular "Going Global Defense Initiative." This is a sector-specific strategy designed to find alternative revenue streams for Virginia-based defense companies.
- International Trade will recruit Virginia companies to participate in 12+ International Trade missions/trade shows across the globe.
- The Virginia Leaders in Export Trade (VALET) Program will enroll 25 new companies to accelerate their international sales, who will receive enhanced support for their international marketing activities.
- Over 150 international market research projects will be delivered to Virginia exporting companies that identify new business opportunities from international markets.
- International Trade will launch a trade show assistance grant program, enabling 50 Virginia companies to exhibit at international trade shows.

Research

Research will provide a broad range of critical services in support of VEDP's outreach marketing. Staff will be full participants in the planning, research, and execution of outreach efforts for VEDP's strategic industry sectors. The division will continue strong support for the lead generation function across all marketing territories aimed at maintaining a solid prospect pipeline. Industry sector and firm-level business targets will be presented to the VEDP Call Center and Business Attraction for follow-up. An array of updated data content for the VEDP websites and targeted industry collateral material will be prepared as part of VEDP's Sector Work Asset Teams (SWAT). Materials and data to support international outreach will be refreshed. Staff will continue development of a database of major Virginia employers in all localities in support of the statewide existing business and industry program. Companies identified in VEDP's Gold Accounts and as sustained growth firms will have a particular emphasis.

A mainstay function of delivering custom prospect proposals to VEDP business clients will continue. Staff will continue improvements to the visual appearance and formatting of prospect proposals to succinctly convey needed information to clients. The GIS unit will continue to actively push new technologies and info-graphic capabilities, improving the visual quality of our deliverables. Examine continued enhancements to VirginiaScan, a shared, web-enabled site selection, workforce, mapping, and data management tool. This tool is shared with regional and local economic development partners, many of whom are utilizing VirginiaScan as their primary web based marketing tool for industrial sites and buildings. Providing these capabilities on VirginiaScan directly benefits VEDP's economic development partners, and ultimately business clients seeking location solutions.

Staff will, in concert with other VEDP departments, provide appropriate research support to community and regional partners to include effectively communicating VEDP's strategies and to evaluate the alignment of VEDP's strategies with those at the regional and local level.

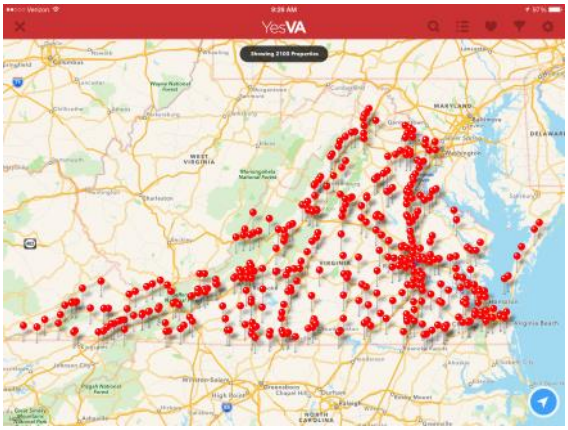
Summary Marketing Plan

Research (continued)

Tracking of major competitor state incentives and economic development budgets and initiatives will continue. The Economic Development Guidebook for Local Elected Officials will be maintained and distributed to community partners. Staff will continue to participate in local government officials' conferences to help communicate VEDP's role in economic development. Fiscal performance information showing the positive return on investment for Virginia incentive programs will be released and packaged to support VEDP's public relations and legislative strategy.

What's Happening in FY2017

- Continue research supporting the sustained high growth company initiative.
- Provide actionable business intelligence gathering in support of Business Attraction and Business Expansion functions.
- Participate in the Sector Work Asset Teams (SWAT) to build and share strategic sector knowledge.
- Launch the Virginia Business Ready Sites Program. This will involve a formal site evaluation and certification program, assessing the readiness of sites for a business prospect. A new grant program for site assessment and development will be administered in accordance with established guidelines.
- Solicit new applications for grant funding under the Virginia Brownfields Assistance Fund (VBAF) Program as a result of receiving new appropriated funds for site remediation.



- Explore options for new sources of dedicated funding to support VEDP operations.
- Introduce a new, interactive Virginia Incentives website to present information from the annual report on the effectiveness of Virginia's economic development incentives programs in a more visually appealing, transparent manner.

Communications & Promotions

C&P will reestablish a brand building advertising program with carry-forward funding, targeting domestic and international corporate decision-makers.

Public relations, direct marketing, electronic marketing, social media, trade show marketing and event promotions remain primary activities of C&P.

The team will continue its successful lead generation program through its call center operations. The lead generation program will support the Business Attraction team through an ongoing call campaign targeting corporate prospects identified through in-house and purchased data.

C&P staff will work with VEDP divisions to maintain, update and promote VEDP's electronic marketing presence at YesVirginia.org and the YesVA Mobile Application, produce requisite marketing brochures and targeted industry sector collateral materials, as well as develop and execute strategic marketing initiatives to support VEDP's geographic markets.

C&P will implement an internal communication strategy to improve information sharing across all divisions and increase awareness about VEDP's strategies, programs, goals and outcomes. Ally communication will be enhanced with the publication of Commerce Quarterly.

The team will manage VEDP's targeted industry sector trade show presence, marketing events, and the Governor's foreign and domestic marketing missions.

Summary Marketing Plan

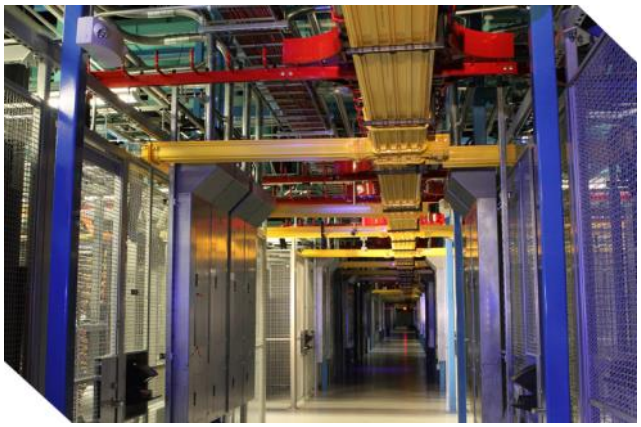
Communications & Promotions (continued)

What's Happening in FY2017

- Implement a new brand/visual identity package to support VEDP marketing and communications.
- Comprehensive website revision to incorporate the new brand identity.
- Oversee and manage Governor-led marketing missions.
- Enhance its successful lead generation program with a pilot program focused on more aggressive vetting.
- Reestablish and execute a brand building advertising campaign targeting c-suite decision makers in select domestic markets.
- Produce a new slate of general and targeted industry sector collateral materials to incorporate the new brand identity.
- Market to selected vertical targeted industry sectors using direct marketing techniques to reach key decision makers.
- Oversee VEDP trade show exhibition and special event marketing program.
- Market to selected vertical targeted industry sectors using direct marketing techniques to reach key decision makers.
- Oversee VEDP trade show exhibition and special event marketing program.
- Implement aggressive social media marketing program.
- Produce electronic marketing campaigns using e-mail, YesVirginia.org and the YesVA mobile application.
- Enhance partner communication through production of Commerce Quarterly newsletter.
- Implement internal communications strategy to better inform staff.

Information Technology

The Information Technology (IT) Division operates the Partnership's information systems, including the video conferencing rooms and other collaboration locations. In FY2017 the Information Technology staff will continue to push the Cloud based strategy by implementing an Archival system for storing file and document information into the Cloud environment. This will facilitate FOIA requests, retention policies, and overall organization of electronic document. Additionally, Information Technology will □ integrate the VJIP program and their associated projects with Business Attraction, Business Expansion and Research on the Salesforce.com platform so all departments are unified on a common platform.



- Formalize and model key business processes to promote data integrity, process improvement and awareness by leading the Data Integrity Group (DIG).
- Continue the push of Cloud based technology into the organization and reach a goal of 60% of IT resources provided by and protected in cloud based providers.
- Update VEDP's collocated Disaster Recovery site located at the Virginia Lottery with the James Center One headquarters. Review security standards and test the disaster recovery site at the new site.

Budget Summary

General Fund Appropriations Summary

		Amount
FY2016 General Fund Appropriations-Original Operating Plan		**$ 18,716,050**
COV Systems Use Adjustment		(1,697)
FY2016 General Fund Appropriations-Final Operating Plan		**$ 18,714,353**
16-18 General Fund Biennium Base Budget		
Add Back COV Systems Use Adjustment		1,697
FY2016 Additional Salary and Benefits Funding		74,723
Eliminate the National Security Entrepreneurs Funding		(350,000)
16-18 General Fund Biennium Base Budget		**$ 18,440,773**
FY2017 Appropriations Changes-Operations		
Business Expansion Funding for VJIP and Sustained Growth	716,000	
Business Attraction Funding for Domestic and International Marketing	550,000	
International Trade Funding for VITAL	1,000,000	
International Trade Funding for Going Global Defense Initiative	1,500,000	
International Trade Funding for STEP, VALET and Trade Events	1,150,000	
Research Funding for Project Research Specialist and Research Data	130,000	
Communications and Promotions Funding for Call Center/Direct Mail	114,700	
Salary and Benefits Estimate	200,000	
Accounting System Adjustment	71	
Total FY2017 Appropriations Changes-Operations		**5,360,771**
FY2017 Appropriations Changes-Pass Through Payments		
Virginia Business Ready Sites Program	750,000	
Brownfields Restoration Program	1,500,000	
CCAM Rent and Operations	1,000,000	
Total FY2017 Appropriations Changes-Pass Through Payments		**3,250,000**
Total FY2017 General Fund Appropriation		**$ 27,051,544**

Budget Summary

Revenue Sources

	FY17 Dollars	FY16 Dollars	$ Change	% Change
Revenue				
COV Appropriations	$ 27,051,544	$ 18,714,353	$ 8,337,191	45%
Carry Forward Funds	2,244,842	3,748,837	(1,503,995)	-40%
Participation and Mission Fees	305,350	610,500	(305,150)	-50%
Federal Grant Funds	-	2,448,500	(2,448,500)	-100%
Other Revenue	117,000	159,000	(42,000)	-26%
Total Revenue	**$ 29,718,736**	**$ 25,681,190**	**$ 4,037,546**	**16%**

Notes on Revenue Sources

Commonwealth of Virginia Appropriations

The Commonwealth of Virginia Appropriations increase of $8,337,191 was primarily due to:

Additional Funding for Operations	$ 5,360,771
Additional Funding for Pass Through Payments	$ 3,250,000
Elimination of the FY2016 National Security Entrepreneurs Funding	$ (350,000)

(Please see the detail described in the 16-17 General Fund Appropriations Summary)

Carry Forward Funds

FY2016 Carry Forward Funds of $3,748,837 consisted primarily of:

FY2015 Virginia International Trade Alliance (VITAL) Funding	$1,000,000
James Center Move (paid with out year lease savings)	$1,600,000
CEO Payout	$ 390,506
Communications and Promotions Branding	$ 163,000
Sustained Growth Companies Study	$ 164,000
Performance Compensation (Silver Award)	$ 99,084

Budget Summary

Notes on Revenue Sources (continued)

FY2017 Carry Forward Funds of $2,244,842 consists of:

FY2016 Virginia International Trade Alliance (VITAL) Supplemental Funding	$ 950,000
FY2016 VITAL Funds	$ 484,842
FY2016 Branding Funding	$ 350,000
FY2017 Performance Compensation	$ 250,000
FY2016 Marketing Supplemental Funding Balance	$ 100,000
One-Time Information Technology Equipment	$ 60,000
Sales Training	$ 50,000

Federal Grant Funds

FY2016 Federal Grants:

Office of Economic Adjustment (OEA) Defense Industry Grant	$1,870,000
State Trade and Export Promotion Program (STEP) Grant	$ 578,500

Budget Summary

Expenditure Summary

	FY17 Dollars	FY17 Staff	FY16 Dollars	FY16 Staff	$ Change	% Change	Staff Change
Division Budgets							
Business Expansion	$ 3,378,637	24	$ 2,721,324	19	657,313	24%	5
Business Attraction	3,692,475	15	3,239,891	14	452,584	14%	1
International Trade	8,008,003	18	4,139,534	18	3,868,469	93%	-
Research	2,448,512	20	2,467,026	19	(18,514)	-1%	1
Communications and Promotions	3,764,429	8	2,472,725	8	1,291,704	52%	-
Information Technology	1,516,735	11	1,537,698	11	(20,963)	-1%	-
Administration	2,909,945	15	3,438,986	15	(529,041)	-15%	-
Total Division Budgets	**$ 25,718,736**	**111**	**$ 20,017,184**	**104**	**5,701,552**	**28%**	**7**
Pass Throughs, Grants and Projects	4,000,000	-	5,664,006	-	(1,664,006)	-29%	-
Total VEDP Budget	**$ 29,718,736**	**111**	**$ 25,681,190**	**104**	**4,037,546**	**16%**	**7**

Notes on Expenditures Summary

VEDP

VEDP's Budget was impacted significantly for FY2017 with an $8.3 million net increase in General Funds, including a $200,000 estimate in additional funding for State funded salary increases and increases in health care and retirement benefits funding. Additional budget changes include: a $2.4 million net decrease in Federal Grants; a $1.5 million decrease in Carry Forward Funds; and a $350,000 decrease in Participation Fees and Other Revenue. All Division budgets decreased this fiscal year due to rent savings from the James Center move.

Business Expansion

Business Expansion's budget increased a net amount of $657,313 due primarily to a $466,000 increase in the Virginia Jobs Investment Program and a $250,000 increase for the Sustained Growth Initiative.

Business Attraction

Business Attraction's budget increased a net amount of $452,584 due primarily to a $550,000 increase for one domestic BA manager and two international representatives, one in Canada and one in Korea.

Budget Summary

Notes on Expenditures Summary (continued)

International Trade

International Trade's budget increased a net amount of $3,868,469 due primarily to: $2 million to replace federal funds for the Going Global Defense Initiative (GGDI) and the State Trade and Export Promotion (STEP) grant; $1.4 million increase for the Virginia International Trade Alliance (VITAL) program due to funds carried forward from FY2016; and $650,000 for the Virginia Leaders in Export Trade (VALET) and Trade Show programs.

Research

Research's budget decreased by a net amount of $18,514 due to a funding increase of $130,000 for a Project Research Analyst and additional data purchases offset by decrease in lease costs due to the James Center move.

Communications and Promotions

Communications and Promotion's budget increased by a net amount of $1,291,74 due primarily to carry forward funds of $850,000 to develop a Branding and Advertising campaign that was eliminated in FY2016; $350,000 to complete the rebranding initiative and creative production materials; and $250,000 for a global competitiveness study.

Administration

Administration's budget decreased by a net amount of $529,041 due primarily to a reduction in rent due to the James Center move of $434,014 (VEDP pays the VTC rent through this division); a reduction of $164,000 for the High Growth Companies Study; a reduction of $91,000 for parking costs saved by the James Center lease; and a reduction of $130,000 for one-time CEO/COO salary savings. These amounts were offset by an increase in budgeted Performance Compensation of $250,000 and Sales Training of $50,000.

Pass Throughs, Federal Grants, and Projects

Pass Throughs, Grants, and Projects decreased by a net amount of $1,664,006 due primarily to: a $2.9 million increase in Pass Through Payments; a decrease in federal grants of $2,448,500; a $1,600,000 decrease in James Center move costs (all costs will be paid by rent savings over the next four years); a $390,506 reduction as a result of the FY2016 CEO payout; a reduction of $75,000 for the Virginia Conference on World Trade to International Trade operations; and a reduction of $50,000 for the US Chamber of Commerce Foundation Grant.

Business Expansion

Budgeted Expenditures	
Compensation	$ 2,838,895
Marketing and Promotion	35,000
Missions, Shows, and Events	40,499
Travel	129,400
Services	252,949
Supplies and Materials	12,950
Grants and Pass Through Payments	-
Fixed Asset Purchases and Rents	46,394
Other Expenditures	22,550
Total Budget	**$ 3,378,637**

Business Expansion

The Business Expansion Division works with existing Virginia companies, local and regional economic development partners, the public colleges and universities, and stakeholders including state agencies, private, and non-profits to ultimately result in increased capital investment, quality jobs and payrolls from companies with a presence in the Commonwealth. The Business Expansion Division takes a proactive approach using professional consultative sales strategies and services. It helps companies identify growth opportunities, and matches state, regional and local resources to meet needs.

The Business Expansion Division uses a four-prong strategy to increase leads and ensure Virginia companies expand within the Commonwealth. These strategies include: 1) Direct corporate outreach (with an emphasis on Gold Accounts and Sustained Growth Companies in sectors identified in the 2015 Strategy document) 2) Virginia Jobs Investment Program (supporting the Virginia TalentLink system); 3) Economic development Partner Communications; and 4) the Higher Education Marketing Partnership strategy. The two main objectives of these strategies are to ensure a unified Virginia message is strategically, collaboratively and consistently delivered to the appropriate corporate decision-makers and that there is professional and collaborative management of projects coming from companies.

On a daily basis, business Expansion Managers are responsible for both corporate outreach and partner communications, and each manager has two portfolios: Gold Accounts (30-35 companies of significance, generally in a strategic sector); and Virginia Regions (through the regional development organizations and local economic development professionals). Managers proactively communicate with both portfolios, through outreach that includes direct meetings and calls, trade organization partnerships, strategic sector industry conferences (within Virginia or outside Virginia in support of existing businesses and regionally-led marketing), familiarization tours, and venue-driven special events. The short-term goal of these activities is to create a pipeline of projects that ultimately results in decisions for Virginia. The long-term goal is consistent outreach that ensures continued investment and job creation by companies with a presence in Virginia.

Beginning in FY2017, the Business Expansion Division will be developing an outreach strategy focused on a segment of existing businesses that has historically been underserved. These Sustained Growth Companies were studied by VEDP and DHCD in 2015 and validated to be consistent job-creators, receiving relatively little proactive assistance from the public sector. The Business Expansion Division received new funding from the Administration and General Assembly to launch this strategy.

BX's Virginia Jobs Investment Managers not only implement the VJIP incentive grant program but serve as lead generators for VEDP by identifying company expansions. In FY2017, due to increased funding from the Administration and General Assembly, VJIP will also begin its transition into a robust workforce system delivery portal for economic development clients, creating the "TalentLink system" that maximizes talent delivery services and support to economic development clients. The team will also play an important role in delivering after-care services to companies that expand or locate in the Commonwealth.

Through its Partner Communication Strategy, the Business Expansion Division seeks to ensure comprehensive knowledge of Virginia's localities and regions that helps VEDP more effectively position its regions for business growth. Proactive and systematic communication channels are established with Regional Development Organizations, local economic development professionals, and local elected officials to understand regional economic development goals, and to share knowledge and best practices that can enhance and advance regional success.

For the last four years, leadership of the BX division actively partnered to lead the design and initial implementation of an operational plan that supports the Higher Education Marketing Partnership, memorialized in a Memorandum of Understanding that was refreshed in 2015 and extended through 2018. In FY2017, BX leadership will continue to work with the University-Based Economic Development team, the Commonwealth Graduate Engineering Program, the Virginia BioSciences Health Research Corporation, the Commonwealth Center for Advanced Logistics Systems, the Career Pathways Team, and the State Council for Higher Education in Virginia to advance strategies that link the research, talent, and regional capabilities of Virginia's public institutions with the needs of business.

Business Expansion (continued)

In FY2017, as VEDP assesses its approach to strategic sectors, the Business Expansion Division team members' knowledge and connectivity with Virginia companies and sector trade associations, talent development pipelines and resources, higher education research capabilities, and regional sector priorities will be a solid platform from which VEDP's approach can be developed.

GOAL #1:

Lead and ensure implementation of a coordinated Virginia Business Retention & Expansion Strategy

OBJECTIVE: Increase the pipeline of qualified prospects and understand the issues impacting business growth.

STRATEGIES:

1. Validate and research key Virginia companies (Gold Accounts or Sustained Growth) with an emphasis on companies in strategic sectors and local/regional priorities.
2. Identify specific strategies, tactics, venues and activities in sectors in which BX involvement will result in new business relationships and opportunities for expansions of Virginia companies.
3. Identify the desired outcome for increasing attention to sustained growth companies, develop strategies and benchmarks to achieve the outcome, implement tactics and measure results.
4. Implement an outreach plan for Gold Accounts and Sustained High Growth companies that engages and leverages state, regional and local stakeholders.
5. Establish next steps and follow-up from meetings, including introductions to other partners that may bring value to the company.
6. Generate referrals to the International Trade division and the Business Attraction division.
7. Conduct an assessment of the need for formal BRE training for local and regional partners, through a series of educational forums.
8. Implement and measure outcomes.

GOAL #2:

Professionally manage client relationships and transactions to result in decisions for Virginia.

OBJECTIVE: Make the best use of all resources available, including VEDP staff, state agencies, local resources, public and private resources, technology, and state and federal programs to support business expansion in Virginia.

STRATEGIES:

1. Build a proactive stakeholder engagement strategy to build relationships with partners who have capabilities that are useful in client transactions, including federal resources, trade associations, financing partners, non-profit organizations, higher education, and local/ regional economic development partners.
2. Ensure BX unit leadership and division members are professionally trained and focused to address specific issues for business transactions with an emphasis on consultative sales and executive communications.
3. Propose appropriate state incentive programs to prospects when needed and at a minimum level sufficient to close the deal.
4. Conduct and share results of analyses of successes and losses to identify key issues which can improve positioning of Virginia in the global marketplace.

GOAL #3:

Implement and lead a sustained Virginia Partners' & Stakeholders' Communication strategy that shares expertise of staff with local and regional partners, resulting in improved positioning of the regional/local assets.

Business Expansion (continued)

OBJECTIVE: Improve the competitive position of Virginia's localities and regions in the market through knowledge transfer.

STRATEGIES:

1. Provide leadership to Virginia's economic development professionals by sharing in-house expertise and knowledge and location requirements, and best practices, through one-on-one visits and by other means, to build collaborative relationships across local boundaries.
2. Understand and share within VEDP, the vision and goals of the regional development organizations for their economies.
3. Identify, build relationships with, and leverage state resources, particularly in higher education assets, in each region to assist positioning the regions into appropriate target markets and toward strategic sectors.
4. Leverage the Business Expansion division as a "go-to" point of contact for Virginia's Regional Marketing Organizations and local economic development organizations.
5. Create a web-based communication strategy that delivers content of value to local and regional economic developers, thus enhancing their competitive position, particularly as it relates to strategic sectors.
6. Utilize the platforms of The Virginia Municipal League and The Virginia Association of Counties to reach local elected officials to share knowledge about economic development trends.
7. Provide consistent and timely feedback to local and regional partners regarding their competitive standing on specific projects, offering explanations for any change in their competitive standing.
8. Solicit constructive feedback from local and regional partners on ways to improve Business Expansion's process and marketing, prospect handling and related activities.

GOAL #4:

Lead and ensure implementation of the Higher Education Partnership Strategy.

OBJECTIVE: Leverage the business and academic networks of higher education partners, through the 2015 Higher Education Marketing Partnership MOU, to expand the visibility of Virginia's business climate message, and providing more robust solutions for business clients.

STRATEGIES:

1. Maintain strong connectivity with higher education formal and informal networks, for the purpose of leveraging these stakeholder capabilities as part of the Virginia business case. Entities include the University-Based Economic Development Team, the Commonwealth Graduate Engineering Program, the Commonwealth Center for Advanced Logistics, the Commonwealth Center for Advanced Manufacturing, the State Council on Higher Education in Virginia, the Career Pathways Network, the Virginia BioScience Health Research Corporation, the Center for Advanced Engineering & Research, the Virginia Nuclear Consortium, etc.
2. Utilize underleveraged business networks at the universities to be accelerators for lead generation.
3. Identify opportunities for public higher education collaboration with new and expanding businesses in Virginia, particularly with Gold Accounts, Sustained Growth companies, and companies in strategic sectors.
4. Through a variety of forums, including receptions, campus events, alumni events and higher education electronic communications, disseminate Virginia's pro-business message.
5. Create an annual forum for VEDP, selected regional ED organizations, and members of the university faculty team to meet, explore each other's goals and strengths, and build a bridge of communication that encourages sharing of resources for economic development outcomes.

Business Expansion (continued)

6. Support the development of a Virginia higher education brand and message, which focuses on solving problems of the business community, with an emphasis on Gold Accounts, Sustained Growth companies, and companies in strategic sectors.

GOAL #5:

Successfully refresh and modernize the Virginia Jobs Investment Program as an integral part of the Virginia TalentLink system that delivers the talent pipeline needs of existing and new businesses.

OBJECTIVE: Refine the VJIP program to result in a more effective Virginia talent message, and more efficient delivery of services to businesses existing in, or new to, the Commonwealth, including support for development of a strong after-care program.

STRATEGIES:

1. In collaboration with Virginia's workforce policy leadership, identify modifications to the VJIP program that will enhance its effectiveness, and propose appropriate changes for implementation.
2. Identify strategic capabilities and partner organizations that support delivery of talent and workforce to economic development clients, by building, participating, and influencing effectiveness of regional workforce delivery networks.
3. Utilize technology to deliver customer solutions for talent and workforce, which enhances the companies' efficiency in identifying and employing Virginia's citizens for immediate needs as well as long-term pipeline.
4. Leverage capabilities of VJIP team to support organizational improvements within VEDP.

GOAL #6:

Provide superior customer service with measurable results.

Lead Generators

Virginia Jobs Investment Managers (VJIP)

In FY2017, due to increased funding from the Administration and General Assembly, VJIP will also begin its transition into a robust workforce system delivery portal for economic development clients, creating the "TalentLink system" that maximizes talent delivery services and support to economic development clients.

OBJECTIVE: Improve the capabilities of all Business Expansion staff by providing opportunities for skills and knowledge development through professional development, mentoring opportunities, self-study, leadership development, and service to the profession.

STRATEGIES:

1. Provide staff training opportunities on essential economic development and business practices, sales and marketing practices, executive communication, negotiations, presentations, technical software, etc., needed to work effectively with prospects and partners.
2. Encourage Business Expansion staff to volunteer service to the profession through committee membership of the Virginia Economic Developers Association, the Southern Economic Development Council, and other professional associations.
3. Ensure that all interactions with Virginia partners, prospects, and elected officials, are positive and constructive.
4. Empower and support staff to utilize tools and take ownership of areas of expertise in support of VEDP's goals.
5. Continue systematic tracking methods to benchmark and evaluate specific target marketing efforts.

Business Attraction

Budgeted Expenditures	
Compensation	$ 1,789,367
Marketing and Promotion	930,000
Missions, Shows, and Events	70,200
Travel	462,838
Services	150,970
Supplies and Materials	8,400
Grants and Pass Through Payments	-
Fixed Asset Purchases and Rents	261,400
Other Expenditures	19,300
Total Budget	**$ 3,692,475**

Business Attraction

The mission of the Business Attraction Division is to aggressively market Virginia to domestic and international companies in order to secure investment and job creation for new business facilities in Virginia.

Both domestic and international outreach is conducted with a geographic marketing focus. Primary domestic targets include major metropolitan areas in the Mid-Atlantic, Northeast, South, Midwest, West and Pacific regions of the United States. The international focus includes proactive marketing efforts in Canada, Korea, Japan, China, India, UK and Germany by Virginia-based staff as well as representatives based in overseas offices.

Virginia's unique sector-based value propositions are used as a guiding influence for call trip appointment setting and conference selections. VEDP's internal industry sector expertise is utilized to provide appropriate value propositions to specific client interests in targeted geographic regions.

The Business Attraction Division will concentrate its time and resources on generating new projects for Virginia. Managers will identify new opportunities, qualify leads and work each project to completion, involving all appropriate internal and external resources to achieve successful outcomes for Virginia and its localities.

GOAL:

Market Virginia to domestic and international companies in order to secure investment and job creation for new business facilities in Virginia.

OBJECTIVE #1: Consistently execute a geographically-focused outreach effort to build relationships and establish domestic and international market presence.

STRATEGIES:

1. Execute call trips; attend conferences and trade shows; and host events with Virginia partners to maximize lead generation in each geographic focus area.
2. Use Virginia's unique sector-based value propositions as a guiding influence for appointment setting and conference selections.
3. Consistently follow-up and share relevant sector-based information to solidify and leverage consultant and client relationships that generate new projects and prospect visits to Virginia.
4. Arrange phone conversations between the Governor and CEOs of companies actively considering a Virginia location for new business facilities.
5. Solicit Virginia universities' faculty and alumni organizations for introductions to domestic and International clients with expansion potential.
6. Co-sponsor Virginia university alumni events in targeted geographic territories.
7. Conduct Governor's marketing missions as scheduled.

OBJECTIVE #2: Leverage Virginia partners' resources for team-based marketing events that maximize messaging capability.

STRATEGIES:

1. Co-host dinners and receptions at conferences and trade shows.
2. Jointly plan and execute call trips with shared appointment setting in metropolitan areas of common interest.
3. Co-host professional sports event attendance in Virginia and geographic marketing territories.
4. Co-sponsor an annual Port of Virginia familiarization event for site selection consultants.
5. Whenever possible, embed Business Attraction managers in call trips and events arranged by Virginia's regional marketing organizations.

OBJECTIVE #3: Use metrics to assess effectiveness of marketing tactics and re-direct resources in response to changing market conditions.

Business Attraction (continued)

STRATEGIES:

1. Track specific results from marketing activities using timely database input of new leads, client touches (new and existing), new projects and related prospect visits.
2. Utilize ROI justification for preferred events and related costs.
3. Discontinue unproductive marketing efforts and quickly capitalize on unforeseen marketing opportunities.

Business Attraction

Domestic Outreach

Primary domestic targets include major metropolitan areas in the Mid-Atlantic, Northeast, South, Midwest, West and Pacific regions of the United States.

International Trade

Budgeted Expenditures	
Compensation	$ 2,082,880
Marketing and Promotion	4,049,172
Missions, Shows, and Events	936,500
Travel	407,543
Services	330,490
Supplies and Materials	17,300
Grants and Pass Through Payments	-
Fixed Asset Purchases and Rents	93,350
Other Expenditures	90,768
Total Budget	**$ 8,008,003**

International Trade

Virginia business prospers through global trade. The Division of International Trade facilitates international sales for companies across Virginia through a variety of programs and services. From a global network of international consultants strategically located in 70+ countries to a network of five statewide offices, International Trade offers international sales tools to companies large and small. The International Trade program is based on the premise that successful international sales are obtained by working pro-actively with individual companies, one-on-one. The program has three components: 1) increase awareness among the Virginia business community about the benefits of international trade, 2) provide all necessary tools for selling into international markets, from market research to assistance with completing documentation and 3) enable these companies to participate in trade events that lead to market entry and increased international sales. A website (ExportVirginia.org) lists programs, services, and upcoming events and provides a plethora of market research reports. Programs include:

Global Network: This program provides in-country market research in 70+ countries around the world at little or no cost to Virginia companies. Often, this research leads to participation in a Trade Mission, the VALET Program, the Going Global Defense Initiative or VITAL.

Trade Missions: Approximately a dozen trade missions are conducted annually to promote Virginia products and services in global markets. The International Trade team provides comprehensive matchmaking and logistical assistance with trade missions around the world. In addition, companies travel independently to take advantage of these customized business trips.

Consulting on Export Marketing: Experienced International Trade Managers, located in five offices throughout Virginia, help Virginia companies obtain international sales. Consultation spans selection of best channels for market entry to completing export documentation.

Defense Sector Strategy: Faced with Department of Defense budget reductions, the pursuit of international markets is a proven diversification strategy for defense firms. The Going Global Defense Initiative includes: international market research, export compliance, digital marketing, trade shows, export training, etc.

Virginia International Trade Alliance (VITAL): Entering its second year, VITAL is a public-private partnership designed to significantly increase Virginia companies' entry into international trade markets. Partners include statewide trade associations, chambers and state-affiliated universities.

Virginia Conference on World Trade (VACWT): Virginia's annual conference on international trade puts VEDP's message in front of 250+ attendees, via a variety of topical issues.

Virginia Leaders in Export Trade (VALET) Program: The VALET program works with 50 Virginia companies through a two-year intensive international sales program. State resources are leveraged with private-sector contributions to accelerate Virginia companies' international sales.

International Trade

Virginia Leaders in Export Trade (VALET) Programs

The VALET program works with 50 Virginia companies through a two-year intensive international sales program. State resources are leveraged with private-sector contributions to accelerate Virginia companies' international sales.

International Trade (continued)

GOAL:

Increase the volume of international trade for Virginia and the number of Virginia companies exporting.

STRATEGIES:

1. Provide one-on-one export counseling to the Commonwealth's businesses.
2. Expand the Virginia International Trade Alliance (VITAL), a public-private partnership, to double the number of Virginia companies engaged in International Trade programs. Implement the VITAL electronic portal.
3. Continue "Going Global Defense Initiative".
4. Recruit 70+ Virginia companies to participate in 12+ scheduled international trade missions and shows.
5. Deliver 150+ market entry projects via our Global Network that assists Virginia companies with access to in-country market research in 70+ international markets.
6. Recruit 25 companies annually into the VALET Program (a two-year program in duration), thereby servicing 50 companies on an ongoing basis.
7. Present the Virginia Conference on World Trade.
8. Conduct quarterly webinars focusing on international trade matters.
9. Publish Beyond Virginia, an electronic newsletter to be delivered once every quarter.
10. Publish, promote, and distribute international trade data and analyses on Virginia exports via the website www.ExportVirginia.org.

Research

Budgeted Expenditures	
Compensation	$ 2,019,553
Marketing and Promotion	300
Missions, Shows, and Events	-
Travel	29,850
Services	238,083
Supplies and Materials	15,676
Grants and Pass Through Payments	-
Fixed Asset Purchases and Rents	110,500
Other Expenditures	34,550
Total Budget	**$ 2,448,512**

Research

The Research Division supports the efforts of VEDP's Business Attraction and Business Expansion Divisions by preparing information for national and international business prospects to evaluate and justify a project location decision for Virginia. Key activities include maintenance of a comprehensive web-based site and building inventory, community and regional economic and demographic profile database; delivery of custom prospect proposals; and other project assistance activities designed to encourage a company expansion and capital investment in Virginia. Research houses the GIS capabilities for VEDP built on a foundation of integrated spatial data developed in-house or obtained from local, state, federal and commercial sources. The division provides content data used to produce VEDP's various collateral and online marketing materials, annual economic development reference publications and legislatively-requested reports.

The Research Division tracks global and domestic capital flows and determines major industry targets that align well with Virginia's regions and assets to help focus VEDP's outreach marketing efforts. Specific target companies with expansion potential are also identified and validated for follow-up by our market-facing divisions. VEDP economists are responsible for conducting fiscal impact analyses related to potential state incentives considered for use in business development activities, assembling general comparable business information on other states, and tracking announced capital investment and employment activity within Virginia. Research economists have developed a Return on Incented Capital (ROIC) model to illustrate the Commonwealth's realized fiscal return on VEDP's projects in which discretionary incentives are used. Realized revenue returns are based on actual company hiring and capital investment performance, with results from the model updated bi-annually. The Research Division recommends to the Management Team VEDP's performance measures for the ensuing fiscal year.

Further, the division aspires to provide thought leadership for VEDP that assesses Virginia's competitive standing in the market, and recommends strategic and directional approaches for enhancing Virginia's economic performance. In so doing, the division monitors key competitor states' use of incentives programs and other important program initiatives, makes suggestions for enhancing Virginia's incentives offerings, examines Virginia's overall tax and other business cost competitiveness, explores other ways to make the Commonwealth more competitive for business investment, and handles other special research initiatives as needed.

Research Division

Supports Business Attraction and Business Expansion

Key activities include maintenance of a comprehensive web-based site and building inventory, community and regional economic and demographic profile database; delivery of custom prospect proposals; and other project assistance activities designed to encourage a company expansion and capital investment in Virginia.

GOAL #1:

Provide general research and guidance to VEDP's Management Team in support of the VEDP mission.

OBJECTIVE #1: Prepare materials to support effective goal and direction setting by VEDP Management Team and the VEDP Board of Directors.

STRATEGIES:

1. Provide the Management Team with information to establish VEDP performance measures on a fiscal year basis.
2. Provide recommendations for target markets in anticipated growth sectors to optimize VEDP performance outcomes.
3. Provide estimates of state revenue derived from VEDP - assisted project locations within Virginia using the Operations ROI Model.

Research (continued)

4. Provide information on project announcements, state and local fiscal impact, use of incentives, salary levels for incented projects, and other materials needed for quarterly VEDP Board of Directors meetings.

OBJECTIVE #2: Prepare materials and information that support effective performance monitoring and decision making by VEDP.

STRATEGIES:

1. Support VEDP efforts to develop a clear, focused message on the value of economic development and VEDP to relevant stakeholders such as the General Assembly, local government officials, other economic development allies, and the public.
2. Produce semi-annual reports of the ROIC Analysis showing the fiscal impact of project incentives.
3. Participate in VEDP efforts to prepare VEDP annual reports, the use of state incentives, and other studies and reports as required by the General Assembly.
4. Conduct special studies, white papers, and other research as directed or necessary to fulfill VEDP's mission and which highlight key areas requiring state policy action to improve Virginia's competitive position and effectiveness of existing programs.
5. Participate in VEDP analysis to explore options for new sources of dedicated funding to help support VEDP operations.

GOAL #2:

Support efforts to increase capital investment and job creation through business attraction and expansion.

OBJECTIVE #1: Identify high-value growth industry sectors and companies that are an appropriate match for Virginia and its regions.

STRATEGIES:

1. Monitor general business and industry trends; produce an annual target industry report in the 4th quarter of the fiscal year to support focused VEDP outreach in the ensuing fiscal year.
2. Prepare background industry profiles for use by staff to support business outreach efforts.
3. Generate listings of corporate prospects which appear to be positioned for capital expansion projects and are worthy of outreach by VEDP; this will be a combination of an annual report, and ongoing individual company recommendations throughout the year.
4. Generate lists of companies in support of the Lead Generation Program across all marketing territories.
5. Develop and refresh regional economic studies, such as using industry and occupational cluster analysis, to gauge regional capacity, labor, and other attributes to align VEDP's marketing efforts with competitive advantages of specific regions.
6. Support the sustained growth company initiative with the Business Expansion Division to identify existing companies within Virginia which have exhibited several years of sustained growth; work on research to understand better the characteristics of these growth companies, and participate in efforts to discern appropriate policies and services to better help these, and other companies thrive.

OBJECTIVE #2: Prepare content to support VEDP's efforts to secure domestic and international companies to locate or expand operations within Virginia with an emphasis on VEDP's target sectors.

STRATEGIES:

1. Provide research data to produce incisive marketing materials in cooperation with the Communications and Promotions Division, such data to be used in web content, development of new general collateral and sector-specific materials which convey a strong value case for business investment in Virginia. Also produce reference materials on the Commonwealth's available business incentives, local taxation, and procedures for establishing a business in Virginia.

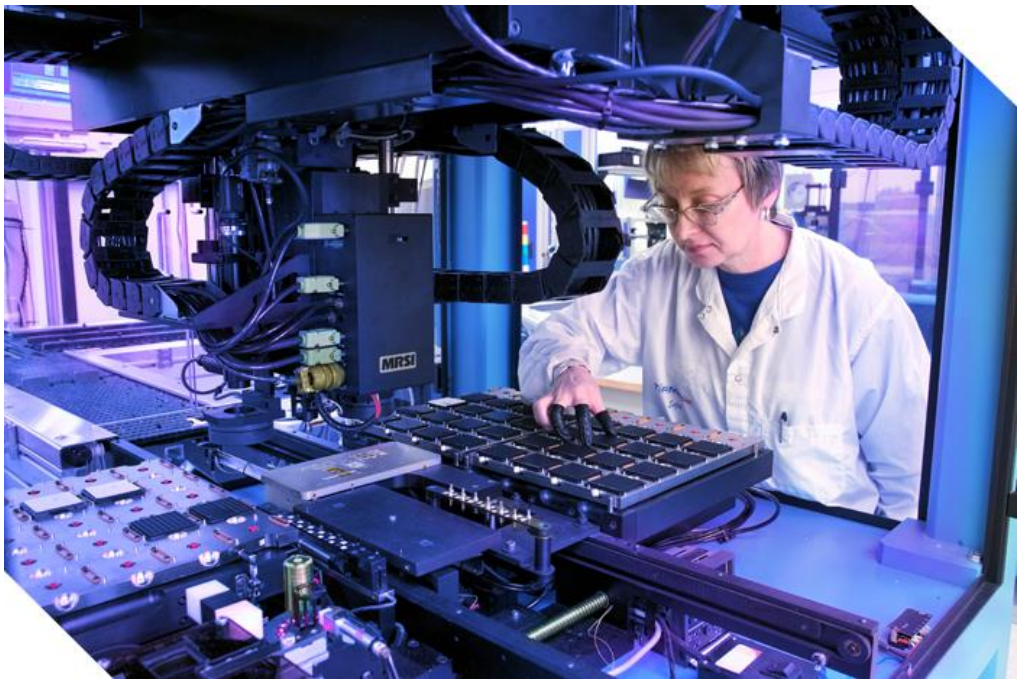
Research (continued)

2. Participate actively in internal Sector Work Asset Teams (SWAT) to share sector specific information, develop a business case, and appropriate marketing materials. Ensure consistency of message in all VEDP communications channels as appropriate.
3. Prepare customized site and building location proposals, comprehensive prospect proposals, and responses to Requests for Information for use by Business Attraction and Business Expansion staff in client discussions.
4. Continuously evaluate the visual appearance and formatting of prospect proposals using pictures, info-graphics, mapping, charts, and summaries to concisely convey critical business and decision-making information to clients on the value of a Virginia location.
5. Prepare a quarterly overview of economic and business trends in the U.S., Virginia, and major overseas markets for distribution to VEDP staff.
6. Maintain and distribute comparative business cost factors in Virginia with other states (Compare Virginia website feature); also maintain and display comparative cost data at the sub-state regional level.
7. Maintain current materials and data to support the international investment function. This includes selected country summaries, the international "Fast Facts" series, regular analysis of FDI capital flows, and other data as required.
8. Serve as advisors to Business Attraction and Business Expansion regarding site and building recommendations for prospects, community and regional prospect recommendations, incentive packaging, and other project assistance materials and activities.
9. Continually evaluate existing research products, processes, formats, and methods of delivery and implement improvements as needed to remain accurate, relevant, and responsive to clients' needs.

OBJECTIVE #3: Develop and maintain VEDP databases and research resources to ensure timely and complete responses to new and expanding companies.

STRATEGIES:

1. Maintain a statewide web-enabled searchable database of available sites and buildings (VirginiaScan) for recommendation to business prospects with online updating capability by community partners.



Research (continued)

2. Ensure that in-house training is provided to appropriate VEDP staff for VirginiaScan and general GIS resources and procedures for efficiently using internally and informing partners in use of these tools.
3. Monitor community usage of VirginiaScan and take steps to improve data quality and completeness in areas where shortcomings are identified; maintain rigid protocols for locality review of their data, removing properties from the system which are not locality-verified.

4. Maintain a community profile database for regions, MSAs, cities, and counties allowing online updates by allies through the Allies Information Exchange website. Track partner updates to community profiles. Continually review format and content of these products to ensure they are user-friendly and market relevant.
5. Maintain business databases on international companies operating in Virginia, headquarters operations based in Virginia, and corporate research and development operations in Virginia; involve regional and community partners to help ensure completeness of these databases.
6. Develop database on Virginia businesses from various private and public sources, which, at a minimum, includes the major employers in every locality in Virginia, which can be used to support existing businesses and industry programming by Business Expansion and the ally community. Post relevant information in Salesforce for shared use.
7. Maintain contact information for community and other appropriate economic development partners and post electronically in a database accessible to VEDP staff and through the Allies Information Exchange website.
8. Maintain an ongoing online database of announced and planned capital investment and employment by Virginia companies, publish an annual report of such activity on a calendar year basis; also produce needed internal reports on a fiscal year, and Governor's Administration basis. Provide weekly updates on project activity to the Administration.
9. Maintain an ongoing online database of announced facility closures and employment layoffs by Virginia companies.
10. Participate in a VEDP-wide data committee to coordinate efforts to improve the accessibility and quality of data generated and maintained within VEDP. Work with management to develop an overarching data strategy for VEDP to enable improved data analytics and data driven decision making to optimize resource allocation, improve efficiency, and overall outcomes.
11. Maintain current labor force data used in marketing Virginia, including quarterly estimates of underemployment by region; participate as appropriate on state initiatives to improve content and accessibility of workforce data and training capabilities.

OBJECTIVE #4: Develop, maintain and deliver the relevant spatial data, tools, analysis and visualizations needed to communicate VEDP's message.

STRATEGIES:

1. Deliver mapping needs of VEDP in accordance with project requirements and in support of the mission.
2. Design and develop GIS related web applications using appropriate software combinations to effectively convey spatial data to our audience.
3. Utilize VEDP's GIS technologies to support and improve internal processes and integration with outside partners.

Research (continued)

4. Review and maintain VEDP's priority spatial data layers with an emphasis on integration with existing Research databases.
5. Identify and acquire other data, imagery products and presentation tools that enhance VEDP's capability to optimally message to clients.
6. Work with state, local, regional and federal agencies to share and exchange information and ideas that can advance the VEDP mission.
7. Establish and maintain policies relating to geospatial data collection, storage and distribution.

OBJECTIVE #5: Develop and maintain economic data and related models to support decisions on use of business incentives, conduct due diligence for projects seeking incentives, and support the tracking and compliance monitoring of incentives.

STRATEGIES:

1. Acquire and maintain appropriate data necessary to run fiscal impact (ROI) models used in project analysis, project tracking, and benchmarking of historical project activity.
2. Review and update VEDP's ROI models as necessary to ensure the best achievable modeling for making effective decisions on project incentives.
3. Conduct project ROI analyses as needed to support decision making on use of incentives for VEDP's business projects, for consideration of new programs, and for special projects.
4. Maintain and refine a Return on Incented Capital (ROIC) model to gauge the effectiveness and investment performance of Virginia's discretionary incentives over time; distribute the results, and integrate the findings into an overall message to be used in VEDP promotional materials and legislative awareness strategy.
5. Review and update as appropriate VEDP's operations fiscal impact model (Operations ROI Model).
6. Track the usage and magnitude of major business incentive programs by key competitor states; integrate findings into studies to recommend relevant policy changes Virginia should consider.
7. Integrate best practices for incentives tracking, analysis, and accountability from the Business Incentives Initiative sponsored by the Pew Charitable Trusts and the Council for Regional Economic Competitiveness.
8. Lead the internal process for incentives due diligence to including preparing materials for the Project Review and Credit Committee, project Risk Assessments, and follow-up actions of the Committee.
9. Provide ongoing company and community outreach and progress monitoring, data collection and reporting functions for VEDP's incentive compliance process.
10. Produce a comprehensive annual report on the effectiveness of Virginia's economic development incentive programs involving input from multiple state agencies as required by the General Assembly; introduce a new, interactive Virginia Incentives website to present information from the annual report.

OBJECTIVE #6: Support VEDP efforts to increase meaningful involvement of Virginia's universities with regional and state economic development allies, VEDP's outreach marketing, and generation of corporate project leads, resulting in new employment and capital investment opportunities by companies within Virginia.

STRATEGIES:

1. Develop and maintain close working relationships with Virginia universities (public and private) at various levels of interaction to facilitate effective communication concerning economic development and mutual value. This will build on work underway to operationalize the Memoranda of Understanding between VEDP and Virginia universities.

Research (continued)

2. Participate in appropriate joint university collaborations, including the statewide University-Based Economic Development Group (UBED), the State Council of Higher Education (SCHEV), Center for Innovative Technology (CIT) and other similar forums to enhance economic development; explore ways these groups can work collaboratively on relevant projects and policy initiatives to create momentum for economic development.
3. Work with UBED to improve presence and positioning of Virginia's university assets on VEDP's website.
4. Participate in regular VEDP visits and briefings with Virginia universities to better acquaint VEDP staff with university assets, capabilities, and expertise; dialogue should fully explore ways to generate and produce job and investment producing projects for Virginia.
5. Seek points of collaboration with and among the Virginia university community, regional economic development organizations, and the business community across Virginia, including the Commonwealth Center for Advanced Manufacturing (CCAM) and the Commonwealth Center for Advanced Logistics Systems (CCALS).

GOAL #3:

Increase support for local and regional economic development efforts.

OBJECTIVE #1: Assist communities in promoting marketable real estate product.

STRATEGIES:

1. Track prospect inquiries for stated site and building preferences/criteria through Salesforce analysis and convey back to community partners. Report recommendations made by VEDP to communities to improve understanding and awareness of actual exposure to prospects.
2. Continue to garner new site and building product knowledge enabling staff to provide ongoing consultative and technical assistance to both communities and VEDP Project Managers.
3. Counsel community and regional partners and other state entities, as requested, on issues related to new site and building development.
4. Identify potential sites, buildings, and regions that best meet the various targeted industry criteria for use in developing and preparing proactive marketing materials.
5. Introduce the Virginia Business Ready Sites Program in FY17. This will entail a formal site evaluation and certification program within Virginia. Selected partner engineering firms will assess submitted properties against adopted criteria and site standards. Ensure that certifications on Virginia properties are captured in VirginiaScan. Administer new funding for site assessment and improvement grants in accordance with established program guidelines.
6. Revise the regulations for the Virginia Brownfields Assistance Fund (VBAF) to account for new funding authorization for site remediation purposes. Conduct a competitive selection process for new funding in collaboration with DEQ and Virginia Resources Authority. Continue program monitoring and grant management for recipients and develop a report on the results of the initial allocation of funds.
7. Expand the marketing reach of VirginiaScan in collaboration with other allied service providers and entities like DEQ, DHCD, the Virginia Port Authority, public utilities, and economic development associations. Evaluate new opportunities to share VirginiaScan property information with agencies and appropriate commercial marketing firms to increase exposure of Virginia's Sites and Buildings.

OBJECTIVE #2: Strengthen local/regional economic development organizations through ongoing community outreach efforts in coordination with other VEDP teams and related economic development partners like utilities, the Virginia Port Authority and other service providers.

Research (continued)

STRATEGIES:

1. Support community and regional allies through staff involvement and research as appropriate in concert with other VEDP staff; such activities may include sharing relevant data, reviewing economic and business trends and outlook, presenting in regional forums for local and regional practitioners, and helping evaluate the alignment of VEDP's activities and strategies with regional and local economic development strategies.
2. Conduct ongoing community property and demographic profile visits in all regions of Virginia; continue to train and counsel local/regional partners on the features of VirginiaScan and iVS with special attention to online database updating procedures and inclusion of photos/digital images to enhance community presentation on the website.
3. Continue efforts to provide technical assistance on data availability and GIS functions to state, local, and regional agencies in collaboration with other elements of the Research division. Continue to provide "standard" and occasional "custom" graphics products to state, local, and regional agencies as appropriate.
4. Regularly review content material on the Allies Information Exchange website and make improvements as necessary.
5. Assist communities in training and proper use of the Local Return on Investment Model to help them better gauge use of local incentives for economic development projects; take feedback received and incorporate model improvements as appropriate.
6. Conduct periodic VEDP orientation programs for new local and regional economic development staff, appointed local officials, and other appropriate stakeholders to improve communications and strengthen partner relationships.
7. Provide individual advice and technical assistance to the economic development staff, local elected officials and IDAs/EDAs throughout Virginia as requested.
8. Participate as speakers in economic development related educational offerings, such as VEDA conferences, professional development courses, and the Virginia Institute for Industrial Development Authorities. Encourage staff to take a leadership role in VEDA and its various committees.
9. Strengthen awareness and knowledge by local elected officials of the basic components of the economic development process at local and regional levels through interaction at meetings of the Virginia Municipal League (VML), the Virginia Association of Counties (VACo), and the Local Government Officials Conference (LGOC) and as requested.
10. Maintain, update and distribute the Economic Development Guidebook for Local Elected Officials as a resource tool for use by VEDP and communities in strengthening support for economic development by local elected officials.
11. Investigate state, federal, or foundation funding sources that may assist VEDP or its allies in carrying out their respective economic development objectives.
12. Participate as appropriate in competitive review panels for various state programs like DHCD's Enterprise Zone Program , CIT's Commonwealth Research Commercialization Program and others.

Communications and Promotions

Budgeted Expenditures		
Compensation	$	899,244
Marketing and Promotion		1,692,500
Missions, Shows, and Events		898,326
Travel		182,200
Services		60,157
Supplies and Materials		-
Grants and Pass Through Payments		-
Fixed Asset Purchases and Rents		18,000
Other Expenditures		14,002
Total Budget	**$**	**3,764,429**

Communications and Promotions

VEDP's Communications and Promotions (C&P) Division is a key element in planning and executing the Partnership's overall marketing initiatives. With carry-forward funding, C&P will reestablish a brand building advertising program, targeting domestic and international corporate decision-makers.

C&P will continue its successful lead generation initiative through its call center operations to support VEDP's geographic-based and targeted industry (sector) marketing outreach. The lead generation outreach program will support the Business Attraction team through an ongoing call campaign targeting corporate prospects identified through in-house and purchased data.

C&P will manage VEDP's Governor-led marketing mission program. This year's program will include domestic and foreign trips, including the Israel/Farnborough Air Show, Asia and the Europe/Paris Air Show.

C&P will develop a public relations plan to ensure placement of favorable articles in major business and targeted industry trade publications, as well as coordinate all economic development press announcements.

The division produces requisite marketing brochures, general & targeted sector collateral materials, develops and executes strategic marketing campaigns that support the Partnerships strategic marketing initiatives, as well as manages special marketing events and industry trade show participation.

The division will oversee VEDP's electronic marketing presence at YesVirginia.org and the YesVA mobile application. Division staff will execute a comprehensive web-based marketing program to increase prospect traffic on YesVirginia.org and ensure priority rankings in major Internet search engines.

C&P will manage a social media marketing strategy. The program will target individuals seeking information specifically related to economic development topics, thereby increasing dialogue with prospects and delivering value-driven communications.

C&P will develop and implement an internal communication strategy to improve information sharing across all divisions thereby increasing awareness about VEDP's objectives and strategies.

Communications and Promotions will organize and coordinate two statewide, industry-based media tours targeted toward trade media.

Communications and Promotions

VEDP's Governor-Led Marketing Mission Program

This year's program will include domestic and foreign trips, including the Israel/ Farnborough Air Show, Asia and the Europe/Paris Air Show.

GOAL #1:

Increase awareness of Virginia as a desired business location among corporate decision makers and site selection consultants.

OBJECTIVE #1: Develop and implement an integrated advertising program to reach corporate real estate professionals, site selection consultants and corporate decision-makers select domestic markets.

STRATEGIES:

1. Consult with professional advertising agency to develop creative materials that reinforce Virginia's competitive position in the marketplace.
2. In collaboration with advertising agency develop media plan to reach target audiences. Media is expected to include digital placements only.

Communications and Promotions (continued)

3. Maximize the effectiveness of advertising targeted to corporate decision-makers with aggressive media buying techniques and strategies.
4. Complete a brand research project to develop a strategic brand identity, brand positioning and messaging strategy for VEDP.

OBJECTIVE #2: Develop comprehensive web-based marketing program to increase prospect traffic on YesVirginia.org and ensure priority rankings in major Internet search engines.

STRATEGIES:

1. In collaboration with Research and IT divisions, maintain state-of-the-art website to attract business location and trade prospects and provide information on the desirability of a Virginia business location.
2. Develop and execute web-based marketing program to include search engine and online banner advertising, as well as email marketing.
3. Perform Search Engine Optimization practices on YesVirginia.org, ensuring maximum results on major search engines.
4. Conduct Search Engine marketing, pay-per-click keyword search advertising, to drive targeted traffic to YesVirginia.org.
5. Monitor and respond to web-generated inquiries. Identify potential leads and forward to Business Attraction, Business Expansion or Trade, or to State agencies, as appropriate.

OBJECTIVE #3: Manage a social media marketing program to establish VEDP as a leader and trusted knowledge base for economic development content and services.

STRATEGIES:

1. Identify social media outlets and best practices. Develop a marketing program to target individuals seeking information specifically related to economic development topics, thereby increasing dialogue with prospects and delivering value-driven communications.
2. Manage VEDP's blog and produce content targeting prospects seeking information on Virginia's desired business location, Virginia's economic development services and VEDP.
3. Develop and maintain VEDP profiles on key social networks such as LinkedIn, Twitter and Facebook.

OBJECTIVE #4: Develop a public relations program to target corporate decision makers through "free" media placements in mainstream business publications, economic development trade magazines, and vertical industry publications, as well as television, radio and internet news outlets.

STRATEGIES:

1. Produce news releases for statewide, national, and international distribution on project announcements and trade developments in coordination with the Governor's Office.
2. Produce issue-oriented VEDP news releases that target specific trade publications.
3. Produce electronic version of Commerce Quarterly four times per year to communicate with the local and regional allies, statewide media, and General Assembly members.
4. Produce Results, an annual publication to communicate Virginia's economic development achievements to local and regional allies, statewide media, and General Assembly members.
5. Plan special events for Governor and Secretary of Commerce and Trade for major announcements in coordination with localities and companies.
6. Support International Trade with specific public relations programs and targeted news releases.
7. Conduct a proactive media program with trade media and vertical targeted industry sector publications, and promote biannual media tours of the Commonwealth for members of the working press.

Communications and Promotions (continued)

OBJECTIVE #5: Execute a mobile application strategy to reach corporate real estate professionals, site selection consultants and corporate decision-makers.

STRATEGIES:

1. Consult with professional interactive agency to maintain an innovative mobile application that promotes Virginia's site and buildings, as well as provides detailed information on Virginia's prime business location and communities.
2. Promote mobile application in Apple's App Store and Google's Play Store to drive traffic and downloads.
3. Use direct marketing techniques to promote application usage.

GOAL #2:

Produce ongoing prospect flow with proactive marketing outreach.

OBJECTIVE #1: Implement prospect appointments setting program for VEDP's business attraction managers with corporate decision makers and provide an avenue for ongoing contact with VEDP's existing prospect database.

STRATEGIES:

1. Implement an ongoing lead generation program through VEDP's call center operations to support the geographic-based and targeted industry sector marketing outreach, maximizing outreach without incurring business travel costs.
2. Assist Business Attraction and Research divisions with the development of targeted prospect lists utilizing in-house and purchased data.
3. Provide telemarketing support for targeted industry trade shows in an effort to improve lead generation results.
4. Develop direct marketing strategies to assist outreach for VEDP geographic and business sector initiatives.
5. Provide telemarketing support for special events and projects to increase attendance and improve lead generation results.
6. Utilize Call Center for systematic data updating of SalesForce.com prospect records and drill for any project activity.

OBJECTIVE #2: Produce prospect-generating industry show presence.

STRATEGIES:

1. Maintain exhibits that are consistent with Virginia's brand and other marketing communications.
2. Exhibit at qualified targeted industry sector trade shows, conferences and conventions.
3. Coordinate sponsorships of select targeted industry conferences.
4. Where feasible, conduct pre-event and post-event marketing to increase traffic and generate leads.

OBJECTIVE #3: Utilize event marketing to attract prospects and build relationships conducive to a project decision for Virginia.

STRATEGIES:

1. As requested by client facing teams, develop premier marketing events using prominent attractions and unique venues to draw key business location decision makers to Virginia. C&P will partner with economic development allies where appropriate.

OBJECTIVE #4: Develop outreach marketing program designed to reinforce Virginia's brand with existing prospect database and for project identification.

STRATEGIES:

1. Identify suspects and company contacts in VEDP's prospect database.

Communications and Promotions (continued)

2. Develop telemarketing campaign designed to update and maintain contact with prospect database, thereby increasing follow-up effectiveness and project identification.

OBJECTIVE #5: Utilize email-based marketing techniques to further build Virginia's brand awareness.

STRATEGIES:

1. Maintain and build database for html marketing campaigns.
2. Produce YesVirginia Insider a minimum of four times per year to communicate Virginia's pro-business message with target audience.
3. Develop and implement html marketing campaigns to support VEDP's strategic marketing initiatives.

OBJECTIVE #6: Target vertical business sectors to reach corporate decision makers.

STRATEGIES:

1. Identify vertical industries with strong growth potential in coordination with Research, Business Attraction and Business Expansion divisions.
2. Market to selected vertical targeted industries using direct marketing techniques to reach key decision makers.
3. Develop targeted marketing materials.
4. Provide targeted industry information on website.

GOAL #3:

Work in close concert with the Governor's Office and the Office of the Secretary of Commerce and Trade to promote continued economic development success.

OBJECTIVE #1: Employ the power of the Governor's Office for building relationships with prospects.

STRATEGIES:

1. Coordinate the Governor's presence at prospect events with the Secretary of Commerce and Trade's office.
2. Oversee Governor-led marketing mission program and all logistics, accommodations, and travel for the Governor's foreign and domestic marketing missions.
3. Provide mission advance for the Governor's foreign and domestic marketing missions.
4. Plan special events for Governor and Secretary of Commerce and Trade for major economic development announcements in coordination with localities and companies.
5. Produce news releases for statewide, national, and international distribution on project announcements and trade developments in coordination with the Governor's Office.

Communications and Promotions (continued)

GOAL #4:

Increase awareness among Virginia media of the role that the Virginia Economic Development Partnership plays in creating jobs and capital investment in Virginia.

OBJECTIVE #1: Develop a public relations program targeting Virginia newspapers, business publications, and local television, radio and internet news outlets.

STRATEGIES:

1. Pursue regular, pro-active contact with Virginia media outlets to keep them abreast of VEDP activities and updates, and provide a better understanding of what VEDP does.
2. Raise awareness of VEDP and its role at Governor and Administration-led economic development events.
3. Actively pitch and coordinate media interviews with VEDP senior management for projects in which VEDP developed the lead or played a key role.
4. Develop and distribute press releases promoting major marketing event collaborations with VEDP's economic development allies.
5. Coordinate VEDP orientation program for Virginia media – Invite specific media contacts to quarterly orientations to provide a better understanding of what we do and to build rapport.
6. Utilize social media networks to promote marquis events and announcements. Coordinate staff social media training to increase VEDP's online presence at announcement events, tradeshows, Governor's missions, etc.

GOAL #5:

Increase staff awareness about VEDP's strategies, programs, goals and outcomes.

OBJECTIVE #1: Develop and implement an internal communication strategy to improve information sharing across all divisions and increase awareness about the Partnership's strategies and the role each team plays to support the strategies.

STRATEGIES:

1. Establish formal communication channel for staff to receive systematic announcements.
2. Provide ongoing communication to raise awareness of VEDP's key programs and new/future initiatives.
3. Engage division leaders and designated staff from each division to highlight strategies, objectives and outcomes.
4. When new VEDP direction is established and outlined, coordinate staff communications training to promote consistent messaging that starts within organization and goes to outside partners and clients.
5. Provide venue for staff to request additional information and understanding of VEDP strategies, programs and initiatives.

GOAL #6:

Increase the volume of exports of manufactured goods and services and the number of Virginia companies exporting.

STRATEGIES:

1. Present the Virginia Conference on World Trade.
2. Conduct quarterly webinars focusing on export trade matters.
3. Publish Beyond Virginia, an electronic newsletter to be delivered once every quarter.
4. Publish a Beyond Virginia Calendar, which is designed to showcase the diverse range of Virginia products that are found throughout the world and to serve as a marketing tool for the International Trade Division.
5. Publish, promote, and distribute international trade data and analyses on Virginia exports via website www.ExportVirginia.org.

Information Technology

Budgeted Expenditures	
Compensation	$ 1,181,607
Marketing and Promotion	-
Missions, Shows, and Events	-
Travel	5,200
Services	191,200
Supplies and Materials	10,000
Grants and Pass Through Payments	-
Fixed Asset Purchases and Rents	123,328
Other Expenditures	5,400
Total Budget	**$ 1,516,735**

Note: It should be noted that Information Technology supports the Virginia Tourism Corporation as well as the Virginia Economic Development Partnership. Using the number of salaried personnel in VTC, the equivalent value of this service is $567,283.

Information Technology

The Information Technology (IT) Department provides strategic planning and support for the Virginia Economic Development Partnership and the Virginia Tourism Corporation. IT is comprised of two teams that are responsible for the development, operation, and training on all network resources and development of software applications on the organization's enterprise- wide contact management system called Salesforce.com and other marketing and economic development applications. Network Services manages a system comprised of 250 computers and 100 mobile devices communicating with 25+ servers that provide quick access to corporate information. Integrated into the network are 5 remote locations and field offices spread across Virginia and 12 tourism welcome centers. Key components of this system include a centralized network storage system, virtualized server farm, modern IP phone system, and various conference and presentation rooms.

Software applications that are deemed critical to the economic and marketing process are developed in-house by the Application Development team. Examples of applications supported by them include three public facing websites (YesVirginia.org, VirginiaAllies.org, and VirginiaScan) and SalesForce.com. In addition, the team provides technical and marketing support to regional and local economic development organizations through, and maintenance of VirginiaScan and iVS, which are both web-enabled industrial site marketing and data management tools.

These technology resources are protected by an off-premise failover and disaster recovery site located at the Virginia Lottery. Information is continuously synchronized to this site and provides a complete copy off all critical data, servers and applications. In the event of a disaster, the organization will continue to operate in an effective manner from this site to meet the needs of prospects and allies.

GOAL #1:

Foster the creation of jobs, capital investment, international trade and tourism by positioning the technology infrastructure to support the strategies of each department .

OBJECTIVE #1: Enhance communications channels to increase productivity through the exchange of electronic data, documents, voice, images, and ideas.

STRATEGIES:

1. Review the telecommunication and internet providers and their associated contracts that provide service to VEDP/VTC's regional offices and welcome centers. Implement improvements that provide better value or quality of service as offerings enhance and technology improves.
2. Implement a new video conferencing platform and integrated conference rooms for VEDP, VTC staff at the James Center One headquarters.
3. Review mobile providers and associated contracts to determine the best course of action for the organization. Adhere to an 18-month refresh cycle for new devices.
4. Review the new digital phone system and extend its services into other areas that can use its services.

OBJECTIVE #2: Promote productivity among VEDP/ VTC employees, by providing technology resources and software applications that maximize staff effectiveness.

STRATEGIES:

1. Adhere to a minimum of a four-year refresh cycle for desktop and laptop hardware and eighteen months for mobile devices.
2. Manage the portfolio of software applications and IT services used by the organization and ensure their alignment is positioned with the mission of the Partnership.
3. Review the network diagram and plan strategies for upgrades. Recommend a strategy to get to greater than 60% of services hosted in the cloud.
4. Plan and upgrade the base operating system software to the most recent, fully compatible version; ensure all servers operate on at least Windows 2012 and desktop and laptop computers operate on Windows 10.

Information Technology (continued)

5. Configure an Azure based online document management system that is integrated with our James Center One computer room.
6. Set up an email archival system capable of instant retrieval, system-wide email searches, and de-duplication for efficient use of storage.
7. Implement the Records Retention policy for the aforementioned systems including email, electronic documents, database records, and physical backup media.
8. Adhere to the Commonwealth's Enterprise Infrastructure Policies, Procedures, Standards and Guidelines during any upgrade process.

OBJECTIVE #3: Educate and train VEDP/VTC staff in the use of associated hardware and software.

STRATEGIES:

1. Update the Information Technology Handbook to assist with new employee orientation and information technology training.
2. Continue to provide a comprehensive employee security awareness and privacy program on the various best practices of information services.
3. Demonstrate proper use of the Presentation and Video Conferencing rooms at the James Center.
4. Provide timely staff training on the best practices and reporting capabilities of Salesforce.com marketing platform.

GOAL #2:

Facilitate marketing and lead generation through the development of software applications, effective data management, and informative dashboards and analytical tools.

OBJECTIVE #1: Provide software and web applications to support Business Attraction and Business Expansion, International Trade, Research and Tourism opportunities.

STRATEGIES:

1. Implement the projects requested from each division during the annual compilation of the portfolio of applications.
2. Integrate the external VJIP software program into the existing Salesforce.com Cloud environment to unify the two programs at an application level.
3. Modernize the software delivery process by implementing new standards to facilitate the release of applications and promote greater development capacity.
4. Upgrade the YesVirginia.org mobile application to reflect changes in design and requests for new data and content.
5. Implement Salesforce.com program and custom dashboards changes to facilitate marketing, site recommendations and fulfillment processes.
6. Design efficient reporting and progress analysis in Salesforce.com to support continuous lead generation, pipeline reporting and marketing-related activities.

OBJECTIVE #2: Provide data and analytical tools to support the mission needs of the marketing, trade, and research divisions.

STRATEGIES:

1. Continue to hold Salesforce.com continuous improvement committees to oversee the procurement and use of data within VEDP and integration with SalesForce.com.
2. Design efficient reporting and progress analysis in Salesforce.com to support executive and departmental reporting and other marketing related activities.
3. Participate in the DIG (Data Integrity Group) to model key processes and associated data for better data quality, process enhancement and awareness.

Information Technology (continued)

GOAL #3:

Protect the mission of VEDP by ensuring its information and resources are adequately protected from jeopardy.

OBJECTIVE #1: Protect the technology assets and corporate information within the VEDP/VTC network.

STRATEGIES:

1. Maintain organization-wide virus protection and security software and adhere to a security plan for data protection.
2. Implement Two-factor authentication for additional security and application "white listing" to prevent malicious application from running.
3. Revamp the enterprise backup strategy to incorporate efficiencies and enhancements of the recovery site, storage area network and backup server and media. Migrate away from costly tape storage to online disk format.
4. Review existing contracts for off-site media storage for potential consolidation.
5. Monitor security logs that track computer usage to prevent unauthorized access to VEDP/VTC resources. Setup measures that protect these resources.
6. Procure and install a new table library system for automated backup of the servers and data.

OBJECTIVE #2: Ensure the continuity of operations by enhancing the organization's disaster recovery site located at the Virginia Lottery.

STRATEGIES:

1. Migrate existing SANs and integrate the recovery site to provide both Storage Area Network and virtualization technology failover capability.
2. Complete and test the reliability and security of the VEDP/VTC network by testing the failover and redundancy incorporated with the Virginia Lottery Disaster Recovery site.
3. Craft a new MOU with the Virginia Lottery to address the change in location of their new data center.

OBJECTIVE #3: Implement proper technology security measures, policies and procedures that adhere to Commonwealth of Virginia Information Technology Standards.

STRATEGIES:

1. Update all VEDP/VTC risk assessment, disaster recovery, and contingency planning to include terrorism consequence management plans.
2. Receive a "clean" management letter from the Auditor of Public Accounts, no deficiencies noted, with respect to IT Security and Governance.
3. Comply where relevant with all VITA policies, procedures, and standards for assessing security risks, determining appropriate security measures, and performing security audits of government databases and data communications.
4. Actively participate in any VITA-mandated IT security audits and the VITA Continuity of Operations Plan (COOP).
5. Develop a strategic operation plan for offsite continuation of operations (COOP) at a disaster recovery site based upon identified strategies as specified in VEDP's Contingency Plan.
6. Validate the direction and investments made by Information Technology by consulting with an IT management company to ensure approach and delivery are reasonable and modern.

Executive Office/Administration

Budgeted Expenditures	
Compensation	$ 1,980,469
Marketing and Promotion	300
Missions, Shows, and Events	14,600
Travel	65,900
Services	211,864
Supplies and Materials	38,300
Grants and Pass Through Payments	-
Fixed Asset Purchases and Rents	185,712
Other Expenditures	112,800
Total Budget	**$ 2,609,945**

Note: It should be noted that Human Resources and Fiscal Services support the Virginia Tourism Corporation as well as the Virginia Economic Development Partnership. Using the number of salaried personnel in VTC, the equivalent value of this service is $373,576.

Note: It should be noted that the Virginia Economic Development pays the rent for the Virginia Tourism Corporation (VTC). Using the number of VTC personnel in the Richmond Office, the equivalent value of this service is $101,400. It should be noted that there is nine months of abated rent for the first James Center Lease year.

Executive Office/Administration

The Administration Division consists of the Executive Office, Human Resources, and Fiscal and Support Services. Its primary function is to provide leadership and an organizational framework within which the marketing and marketing support functions work to fulfill the Virginia Economic Development Partnership (VEDP) mission. The Human Resources and Fiscal and Support Services administrative functions also provide the Virginia Tourism Corporation (VTC) with administrative support in accordance with a Memorandum of Agreement.

- The **Executive Office** provides leadership and organizational vision by ensuring consistent adherence to VEDP's strategy and mission, establishes VEDP performance measures, monitors their results, and supports a commitment to ethical values. It also communicates to community, political, and business leaders the importance of economic development and the activities in which VEDP has engaged on their behalf. The Executive Office includes the President and Chief Executive Officer (CEO), Chief Operating Officer (COO), General Counsel, and the Manager of Legislation and Policy. Currently, there is one person serving as both the Interim CEO and the COO. The General Counsel provides guidance on policy and legislative matters, legal issues, and business incentives. VEDP's legislative program is managed by the Manager of Legislation and Policy under the direction of the General Counsel. The Manager of Legislation and Policy is also responsible for producing or coordinating VEDP's Annual Report, the Secretary of Commerce and Trade's Incentives Report, and other reports required of VEDP by the General Assembly. The General Counsel is assisted by a part-time Assistant General Counsel.
- The **Human Resources (HR) Office** recruits quality, high-caliber employees to enhance VEDP's workforce to ensure that the VEDP mission is carried out and the goals and objectives are met. HR maintains up-to-date HR policies and procedures; provides guidance on benefit packages available to VEDP/VTC employees; manages an automated human resources system providing reports with which to analyze employment trends; ensures appropriate market-driven, internally-equitable compensation levels for VEDP employees; encourages diversity in the workplace; and prepares numerous compliance reports for the State and federal governments.
- The **Fiscal and Support Services Office** provides strategic planning support, budget development; operating plan development and monitoring; fiscal policies and procedures; maintenance and evaluation of a system of internal controls; financial operations to ensure that all VEDP obligations are met both to outside vendors and to VEDP employees; accurate and timely financial reports to management for decision making; procurement services; facilities and fleet management; and other administrative functions to support VEDP's mission. The Controller also directs the preparation of VEDP's State required strategic plan.

GENERAL COUNSEL

GOAL #1:

Develop and direct VEDP's legal issues and economic development policies to position Virginia as an advantageous and continuously improving business location.

OBJECTIVE: Ensure that VEDP is legally protected and complies with all relevant laws and regulations to successfully carry out the Partnership's marketing mission.

STRATEGIES:

1. Meet regularly with division directors and staff to review legal and policy issues and projects.
2. Anticipate emerging legal issues and challenges and develop appropriate responses.
3. Respond in a timely fashion to significant legal and policy issues presented by VEDP staff.
4. Brief and prepare VEDP Board members on legal and policy issues, render informal advice, and review agendas, minutes, resolutions, and other documents before and after meetings.

Administration (continued)

5. Participate when appropriate in projects with VEDP staff, prospects, allies, and local or regional economic developers.
6. Review contracts, leases, agreements, policies and procedures, and human resources and fiscal practices for compliance and protection, and coordinate with the Attorney General's office as necessary.

GOAL #2:

Coordinate Virginia's business incentives to ensure a sensible, consistent, competitive approach that brings a healthy return on investment to Virginia and its communities.

OBJECTIVE #1: Advise VEDP staff and local/regional economic developers and government officials, as well as the private sector, on the development and use of incentives in accordance with applicable law and policy, ensuring effective protection of public investments.

STRATEGIES:

1. Draft and/or review and revise performance agreements or memoranda of understanding.
2. Revise guidelines and form performance agreements periodically to reflect changes in law or practice.
3. Study and analyze incentives offered by Virginia and other states and localities within or without Virginia.
4. Participate in negotiations with prospects, local developers, and counsel as appropriate.
5. Direct the proactive development of new incentive programs, processes and policies to target specific industries (e.g., aerospace), assets (e.g., sites with infrastructure or workforce training), or regions (e.g., rural, distressed).
6. Proactively monitor locality and company compliance with incentive agreement terms and ensure the recapture of funds where performance has not been met.
7. Engage in public speaking and publish articles (and other forms of education) regarding Virginia's policies on the use of incentives.

OBJECTIVE #2: Work with companies and state agencies (e.g., Department of Housing and Community Development (DHCD), Department of Small Business and Supplier Diversity (DSBSD), Virginia Department of Transportation (VDOT), Department of Environmental Quality, Virginia Port Authority, Virginia Department of Agriculture and Consumer Services, and Virginia Resources Authority) that utilize or administer incentive programs to ensure complete communication and coordination and, thereby, the effective use of these programs.

STRATEGIES:

1. Serve as a point of contact among state agencies and localities and/or companies to discuss, negotiate, and coordinate use of discretionary incentive programs.
2. If invited to do so, participate in the development and operation of incentive programs administered in state agencies.

OBJECTIVE #3: Coordinate VEDP's incentive programs.

STRATEGIES:

1. Direct and administer the Virginia Investment Partnership Act Grants (VIP, MEE and VEDIG) programs. Assist with the administration of the Commonwealth's Opportunity Fund (COF), including carrying out negotiations with prospects where appropriate; drafting, reviewing, and approving performance agreements; and recommending periodic changes to the VIP, MEE, VEDIG, and COF legislation or guidelines.
2. Form, organize, and maintain nonprofit, non-stock Virginia corporations as needed to facilitate various incentive strategies. Serve as liaison to these groups.

Administration (continued)

LEGISLATION

GOAL:

Provide VEDP with the ability to respond to legislation submitted by the Governor or legislature and propose legislation related to economic development matters. Prepare studies to create economic development policies as required by legislative mandate.

OBJECTIVE: Develop legislation, written economic development policies and studies, as requested by the CEO or mandated by the General Assembly and/or the Governor, within the prescribed deadlines or as may be appropriate or proactively helpful, to strategically position Virginia or a region.

STRATEGIES:

1. Draft, review, and/or revise legislation and guidelines affecting VEDP or Virginia's state, local, or regional economic development efforts.
2. Author and coordinate or contribute to the production of studies mandated by the General Assembly or the Governor on economic development and related issues, or other studies as needed. Participate on study commissions as requested or as appropriate. Prepare and distribute annual Incentives Report on behalf of the Secretary of Commerce and Trade.
3. Develop policy, testify before the General Assembly, speak before various groups, write articles, and provide information on economic development issues.
4. Develop positive relationships with General Assembly members and staff, both personally and for the CEO, creating opportunities for education and exchange of information and ideas.
5. Develop positive relationships with partner organizations and other external relations representatives to collaborate, when appropriate, to advance economic development goals.
6. Propose legislation that will better position Virginia to attract certain industries.
7. As requested, participate in the development of every new Governor's economic development strategic plan and provide periodic updates, as appropriate.
8. Develop a program to establish relations with federal elected and appointed officials, and examine programs and marketing possibilities within the federal government.
9. Brief and advise the VEDP Board, staff, and partners on legislative issues to generate support and cooperation.

HUMAN RESOURCES

GOAL #1:

Ensure that VEDP is staffed with the highest caliber employees to successfully support its mission and meet its goals and objectives.

OBJECTIVE #1: Enhance recruitment methodology.

STRATEGIES:

1. Identify and target qualified applicant pools.
2. Maximize utilization of identified external as well as internal on-line recruitment resources to increase exposure and minimize advertising costs.
3. Explore non-traditional workforce resources.

OBJECTIVE #2: Ensure staffing position descriptions and employees' performance expectations support the VEDP operating plan.

STRATEGIES:

1. Meet with division leadership annually to review work plans and determine optimum staffing patterns.
2. Ensure employee expectations support the divisions' performance measures.

Administration (continued)

OBJECTIVE #3: Ensure VEDP's benefits package provides a competitive edge in recruitment and retention of employees.

STRATEGIES:

1. Conduct a comprehensive orientation program providing an overview of benefit programs.
2. Conduct seminars, augmenting internal instructors with external subject matter experts, as appropriate.
3. Maintain current benefits information on the Human Resources intranet site.
4. Maximize utilization of interactive web forms to provide employees with direct access to pertinent records and data.

OBJECTIVE #4: Administer a fully-integrated Human Resources information system.

STRATEGIES:

1. Evaluate system effectiveness to facilitate data manipulation and reporting capabilities.
2. Implement upgrades, as appropriate, to maximize system capabilities and output.

OBJECTIVE #5: Ensure all staff are properly trained to perform their jobs successfully.

STRATEGIES:

1. Meet with division leadership annually to assess training needs of employees.
2. Coordinate cost-effective training utilizing in-house resources when available.

FISCAL AND SUPPORT SERVICES

GOAL #1: Provide VEDP with annual budget development management.

OBJECTIVE: Coordinate annual appropriations development strategies within required deadlines.

STRATEGIES:

1. Coordinate annual budget development process.
2. Assist VEDP management in identifying financial priorities for developing VEDP's request for additional funds.
3. Monitor annual budget actions through the administrative and legislative processes.
4. Prepare appropriate budget schedules and presentations in accordance with administration and legislative requests.

GOAL #2:

Provide VEDP with a comprehensive financial management process for decision making.

OBJECTIVE #1: Provide team leadership and staff with instructions and historical financial data to assist in producing an annual operating plan prior to the beginning of each fiscal year.

STRATEGIES:

1. Publish VEDP operating plan development instructions no later than mid-April each year.
2. Analyze historical spending patterns of the current and prior fiscal years.
3. Provide training and assistance to division leadership and staff.
4. Review draft operating plan with Board of Directors' Finance and Audit Committee prior to submitting to Board for approval.

Administration (continued)

OBJECTIVE #2: Provide senior management with monthly financial management reports by the 10th working day of each month.

STRATEGIES:

1. Monitor a monthly financial reporting cycle that ensures the VEDP transaction recording process is closed, reconciled, and reported timely.
2. Perform periodic transaction reviews to ensure transactions are recorded properly before the month-end close.
3. Prepare Executive Financial Summary, Graphs, and Cash Report for the CEO's review.

GOAL #3:

Provide VEDP with a comprehensive system of internal controls.

OBJECTIVE#1: Receive "clean" management and internal control letters from the annual Auditor of Public Accounts audit.

STRATEGIES:

1. Maintain Financial Policies and Procedures Manual to ensure VEDP assets are secured and transactions are accurate and occur within specified guidelines.
2. Implement and maintain a comprehensive system of internal controls.
3. Conduct VEDP staff training.

OBJECTIVE#2: Perform annual Fiscal Policies and Procedures Manual updates.

STRATEGIES:

1. Review policies and procedures and audit reports to modify existing policies and procedures annually.
2. Distribute selected procedures to fiscal and program staff for review and evaluation as needed.

GOAL #4:

Provide VEDP with appropriate treasury functions to ensure adequate operating cash and reconciled cash balances.

OBJECTIVE: Invest available cash balances within reasonable risk factors appropriate to public funds' cash management practices.

STRATEGIES:

1. Monitor Local Government Investment Pool (LGIP).
2. Review weekly transaction activity to ensure adequate operating cash.

GOAL #5:

Provide VEDP with procurement, facilities and fleet management, and other administrative services in support of VEDP's mission.

OBJECTIVE #1: Maintain policies and procedures and monitor internal controls with respect to the procurement of all VEDP goods and services.

STRATEGIES:

1. Review policies and procedures annually to ensure they provide an adequate purchasing structure.
2. Participate in State-sponsored procurement initiatives, such as eVA and Small Women and Minority (SWAM) owned businesses when advantageous to VEDP procurement objectives.

Administration (continued)

OBJECTIVE#2: Provide facility and fleet services to ensure a safe working environment and to fulfill VEDP transportation needs.

STRATEGIES:

1. Coordinate the cleaning services with the landlord to ensure VEDP employees have a clean working environment.
2. Coordinate building security with the landlord to ensure VEDP employees have a safe working environment.
3. Ensure transportation assets are maintained and are adequate to fulfill demands of a marketing organization.

OBJECTIVE #3: Prepare and maintain a Continuity of Operations Plan (COOP) to ensure VEDP's continued ability to fulfill its mission after an incident.

STRATEGIES:

1. Direct the preparation and maintenance of the VEDP COOP to ensure mission critical functions continue in the event of an incident.
2. Coordinate the recovery of mission critical functions in the event of an incident.

OBJECTIVE #4: Evaluate insurable risk factors to provide VEDP with liability and asset protection through a commercial insurance policy.

STRATEGIES:

1. Review VEDP's commercial insurance policy to ensure typical business operations are covered at a reasonable price.
2. Ensure VEDP's international presence is considered in all insurable risk evaluations.

Pass Through's And Projects

Budgeted Expenditures	
Compensation	$ -
Marketing and Promotion	-
Missions, Shows, and Events	-
Travel	-
Services	-
Supplies and Materials	-
Grants and Pass Through Payments *	4,000,000
Fixed Asset Purchases and Rents	-
Other Expenditures	-
Total Budget	**$ 4,000,000**

* $2.25 million for the Brownfields Restoration Fund, $1 million for Commonwealth Center for Advanced Manufacturing (CCAM), and $750,000 for the Ready Sites Program

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