

Agency Strategic Plan

Department of Business Assistance (325)

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Biennium: 2010-12 ▼

Mission and Vision

Mission Statement

The Virginia Department of Business Assistance promotes economic growth by helping Virginia businesses prosper.

Vision Statement

The Virginia Department of Business Assistance (VDBA) strives to be the Commonwealth's principal point of communication with the business community and to be the one stop businesses need to make to access resources to maximize their potential for success. VDBA strives to build business capacity by ensuring a plentiful and well trained workforce to drive productivity, by facilitating capital solutions to fund business development and expansion and by providing information to support business formation and growth.

Agency Values

- Treat customers and each other with respect
- Encourage creative ideas and initiatives
- Act with honesty, integrity mutual trust and fairness
- Work together to continuously improve programs, services, actions and attitudes
- Openly communicate with each other and our clients
- Respond with prompt quality customer service
- Keep a clean, safe, fun and friendly environment

Executive Progress Report

Service Performance and Productivity

- *Summary of current service performance*

The staff of the Virginia Department of Business Assistance (VDBA) supports businesses through the various business life cycles: formation; stabilization; growth; and expansion. The department's successful outreach efforts continue to increase awareness and use of its programs and services.

During FY2009, the Business Information Services (BIS) group interacted with 24,152 entrepreneurs through the Virginia Business Information Center (VBIC) and the Business One Stop efforts. This level of activity compares to 16,957 in FY2008, a 42.4 % increase.

A major accomplishment in FY2009 was the continued development and utilization of the Business One Stop. This system accelerates new business formation in the Commonwealth by providing entrepreneurs a comprehensive list of local, state and federal formation requirements and assistance with form and application completion. Utilization is now averaging approximately 1,000 new accounts per month.

The BIS group also offered training events for start up businesses through its Entrepreneur Express program and for existing businesses that want to grow it offers Business Sales Growth Seminars. In FY2009, BIS organized 66 Entrepreneur Express programs, 12 Business Sales Growth Seminars and supported 70 other business events across the Commonwealth. BIS also held 479 one on one counseling sessions with individual businesses and trained or helped to train 6,828 other businesses. A major focus of all sessions was to help businesses prosper by meeting their individual needs as they related to new business formation and sales growth.

A significant outcome associated with these efforts was the increase in the percent of state contract dollars that were awarded by all state agencies to small, women, and minority (SWaM) owned businesses. In FY2009, SWaM business contracts totaled 42.48 percent, exceeding the Governor's target goal of 40 percent.

As part of the outreach efforts of the Virginia Small Business Financing Authority (VSBFA) in FY2009 finance representatives conducted 134 presentations to businesses, trade associations and localities to inform businesses about VSBFA's economic development financing programs – including government loan guarantees, direct loans, and multi-million dollar financing packages to assist in the Commonwealth's business expansion and recruitment efforts. During FY2009, technical and financing assistance was also extended to more than 1,571 entrepreneurs, existing

businesses, bankers, and local government officials.

As a result of these efforts, the VSBFA administered \$3 million in financing to 108 businesses and local industrial development authorities resulting in \$16 million in additional financing and supporting the creation or retention of 1,230 jobs in the Commonwealth. Every dollar invested by the VSBFA returns \$5.89 in tax revenue to the Commonwealth in the first year.

The Virginia Jobs Investment Program (VJIP) is an economic development incentive for business relocation and expansion projects, supporting state and local economic development marketing efforts. This incentive assists businesses to reduce the upfront human resource development costs of newly created jobs by providing consulting services, organizational development, and funding for training and recruitment. During FY2009, the VJIP staff assisted 458 companies creating or retraining 14,587 jobs. Virginia continues to receive a 100% return on investment for this program from the trained worker, often within 4 months of hire.

VJIP also provides assistance to the Commonwealth's small, women, and minority (SWaM) owned businesses. The Small Business New Jobs program assists existing Virginia companies employing 250 or less, hiring at least five new full-time employees, and making a capital investment of at least \$100,000. During FY2009, the VJIP staff worked with 266 SWaM businesses to assist in the creation of 2,598 jobs.

VJIP also supports Virginia businesses that may not necessarily be adding new jobs, but rather are focusing on upgrading their technology and the skills of their existing workforce in order to be more efficient and productive. Through its Retraining program, VJIP assists businesses that are integrating new technology into their production processes, changing product lines in keeping with marketplace demands, or substantially changing service delivery processes requiring assimilation of new skills and technological capabilities. During FY2009, VJIP staff assisted 113 companies with the retraining of 8,574 employees. VJIP staff also partnered with two local Workforce Investment Boards to leverage funds available to Virginia businesses for incumbent worker training.

VDBA contributes to state-wide business retention efforts by its sponsorship of Business Appreciation Week, an annual May event recognizing the contributions of all Virginia businesses to the state's economic quality of life. In 2009, the theme "Caring in Our Communities" was selected to highlight the civic and charitable supports businesses offer to their community. VDBA hosted a Governor's Kick-Off Breakfast in partnership with Dominion Virginia Power and helped over 50 communities plan local events to honor businesses in their . The publicity generated by Business Appreciation Week and individual events offer economic developers throughout the state an opportunity to connect with their major employers and make those employers aware of the value placed upon their continued successful operations.

- *Summary of current productivity*

The Virginia Department of Business Assistance (VDBA) is proud that productivity has continued to increase over the past five years despite the loss of resources and the expansion of services. While VDBA has increased service offerings to all businesses, there has been a targeted effort to work with small businesses. New products and services have been developed to support these businesses as they move through the business life cycle: formation; stabilization; growth; and expansion.

Improved productivity has been accomplished through the use of new technologies, service delivery systems and partnerships. A CD Rom based business planning tool has now been placed on the department's website saving duplication costs and increasing accessibility. With the introduction of the Business One Stop, many clients are now able to get many formation questions answered online without having to contact staff. While staff still provides the live customer service function for Business One Stop, the introduction of this online service has allowed the same two staff members to go from helping 16,957 entrepreneurs to 24,152, thereby significantly improving efficiency.

Formal and informal partnerships with other agencies have allowed VDBA to leverage its shrinking resources while increasing its ability to serve the business community. Business Information Services works with the Small Business Development Centers, Score, Virginia Tourism, Corporation Virginia Tech Cooperative Extension Service, Virginia Business Incubators, Virginia Economic Bridge, VECTEC, the Virginia Community College System, the Virginia Tobacco Commission, United States Small Business Administration, Peoples Inc. and many local Chambers of Commerce to deliver the Entrepreneur Express program. In addition to many of the allies mentioned above, the Business Sales Growth program also works with procurement officers from many state and federal agencies and the Procurement Technical Assistance Center. Additionally, the development of Business One Stop is a collaborative effort between Virginia Department of Business Assistance, Virginia Enterprise Applications Program, Virginia Interactive, Department of Taxation, Virginia Employment Commission, Department of Professional and Department of Professional and Occupational Regulation, State Corporation Commission and various local governments.

The VSBFA has formal partnerships with: the Department of Social Services to administer the Child Care Financing Program; the Department of Environmental Quality to administer the Environmental Compliance Assistance Fund; the Tobacco Indemnification and Community Revitalization Commission to administer the Southside Tobacco Region

Capital Access Program; the Department of Minority Business Enterprise to administer the P.A.C.E. Program and most recently with the Small Business Administration to market and administer a joint loan guarantee program.

The Virginia Jobs Investment Program partners with: the Virginia Employment Commission to supply job candidates to businesses; Workforce Investment Boards to leverage incumbent worker training funds; and the Virginia Community College System, four-year colleges and universities, local high schools and career and technical schools, and Manufacturing Technology Centers to provide technical and soft skills training and a pipeline of job candidates to businesses.

Initiatives, Rankings and Customer Trends

- *Summary of Major Initiatives and Related Progress*

The Virginia Department of Business Assistance (VDBA) is leading the development of the Commonwealth's first Business One Stop. Authorized by the General Assembly during the 2007 session, the initiative is designed to support Virginia's favorable business climate by making it easier to create a business in the Commonwealth. The internet-based, intuitive system will seamlessly connect the 26 state agencies that currently provide business assistance, business processes, and permitting and licensing requirements for businesses. Local and federal services and programs will also be included as the initiative develops.

As a part of the Business One Stop, the Virginia Business Information Center will be expanded to provide "live" customer service for businesses. This business center will offer guidance, answer questions, and connect businesses with state, local and federal resources to improve their probability for success.

- *Summary of Virginia's Ranking*

In 2009, CNBC named Virginia its "Top State for Business", the seventh time that Virginia has been recognized as the most business-friendly state in recent years. Additionally CNBC noted that Virginia has the 7th best economy nationally, up from 17th in 2008. Virginia has been ranked "No. 1 Pro-Business State" by Pollina Corporate Real Estate Inc.; the second "Best State for Business" by Directorship magazine; and the second "Best State to Start a Business" by U.S. News and World Report.

In recent years, Virginia also has been recognized as the most business-friendly state in America (Forbes.com 2006-2008), the top-performing state government in America (Governing Magazine 2008) and the state where "a child is most likely to have a successful life" (Education Week 2007).

- *Summary of Customer Trends and Coverage*

The demand for services provided by Virginia Department of Business Assistance (VDBA) has increased with the expansion of its customer base. Because traditional manufacturing is declining in Virginia, VDBA is increasing its efforts to create jobs and capital investment in the Commonwealth by supporting the formation, stabilization, growth and expansion of businesses and in particular small businesses. Additionally, as the population of Virginia becomes more diverse, so does the business community and the challenges this creates. VDBA is developing strategies to insure that its programs and services assist with these challenges and that all of its programs and services are accessible to all Virginians.

The lengthy economic recession and credit crisis have caused an increase in entrepreneurship and an increased need for access to capital for new and existing businesses alike. As the economy flattens and then makes its way toward recovery, VDBA will see an increased need for the services it provides in these areas.

Finally, as Virginian's age VDBA may face some challenges. While VDBA provides services to all citizens regardless of their age, the impact the aging population will have on the labor market may increase demand for our products and services; especially our workforce development programs. Current efforts are targeted to existing manufacturing firms facing the retirement of their skilled trades people, and focused on sustaining their ability to grow. These efforts may need to be expanded and incorporated in other program goals.

Future Direction, Expectations, and Priorities

- *Summary of Future Direction and Expectations*

The Virginia Department of Business Assistance (VDBA) will continue to support economic development in Virginia by working with new and existing businesses to provide workforce incentives, debt financing products & technical support, and business information to businesses as they move through the business life cycle. The department will continue to improve and expand its programs and services, particularly those that support small business, as resources become available.

VDBA will strive to contain costs by using technology to improve service delivery to our diverse and expanding customer base. Phase II of the Business One Stop is expected to launch in November of 2009. It will allow the integration of an instant FEIN assignment module, SWaM certification and eVA registration. A data warehouse will also

be built during this phase to allow the integration of additional forms and applications used by other state agencies. As resources become available, Business One Stop will continue the convergence of state business processes, allow for the sharing of data among state agencies and provide cost savings to those agencies that embrace the Business One Stop system.

- *Summary of Potential Impediments to Achievement*

The Virginia Department of Business Assistance (VDBA) has absorbed general fund budget cuts of ten percent since FY2008 and 46 percent since FY2002. In addition, in FY2007 the Virginia Small Business Financing Authority (housed within VDBA) absorbed a 26 percent cut to its non-general program funds. These cuts have caused personnel reductions and reduced the financial resources available to support our loan programs, job training programs and our research efforts. If VDBA is to provide the level of assistance required by its business clients during this economic recession and unprecedented credit crisis, it is important that our programs be fully staffed and funded.

Service Area List

Service Number	Title
325 534 03	Virginia Jobs Investment Program
325 534 18	Business Formation Services
325 534 22	Administrative Services
325 534 23	Financial Services for Economic Development
325 534 24	Existing Business Services

Agency Background Information

Statutory Authority

The Virginia Department of Business Assistance (VDBA) was created on July 1, 1996 when the activities of the then Virginia Department of Economic Development were divided between the VDBA and the Virginia Economic Development Partnership (VEDP). § 2.2-900-904 of the Sections 2.2-900 through 904 of the Code of Virginia directs VDBA to serve as the liaison between "business and state government in order to promote the development of Virginia's economy." The VDBA is to:

1. Provide for training or retraining of individuals for specific employment opportunities at new or expanding business facilities in the Commonwealth;
2. Develop and implement programs to assist small businesses in the Commonwealth in order to promote their growth and the creation and retention of jobs for Virginians;
3. Establish an industry program that is the principal point of communication between basic employers in the Commonwealth and the state government that will address issues of significance to business;
4. Make available to existing businesses, in conjunction and cooperation with localities, chambers of commerce, and other public and private groups, basic information and pertinent factors of interest and concern to such businesses;
5. Develop statistical reports on job creation and the general economic conditions in the Commonwealth; and
6. Create a comprehensive permitting program to serve as a single access point to aid entrepreneurs and existing businesses in filling out the various permit applications associated with establishing and expanding a business in Virginia.

Sections 2.2-2279 through 2308, known as the Virginia Small Business Financing Act, recognizes the need to assist small businesses in obtaining financing which in turn will promote and develop the long-term economic development of the Commonwealth through the improvement of its tax base and the promotion of employment. The Act establishes the governmental body, the Virginia Small Business Financing Authority, and the structure, powers, duties, and authority of this public body corporate and political subdivision of the Commonwealth.

Section 2.2-2309 establishes the creation, administration, and management of the Virginia Export Fund. All funding for this program was removed in 2000.

Section 2.2-2310 establishes the creation, administration, and management of the Virginia Small Business Growth Fund, also known as the Virginia Capital Access Program.

Section 2.2-2311 establishes the creation, administration, and management of the Capital Access Fund for Disadvantaged Businesses.

Section 10.1-1197.1 establishes the creation, administration, and management of the Small Business Environmental Compliance Assistance Fund.

Sections 15.2-5001 through 5005 establishes the private activity bond issuance and allocation authority of the Virginia Small Business Financing Authority.

The Virginia Administrative Process Act (Sections 9-6.14:1 et seq.) establishes specific requirements that the Department must follow in reviewing and making regulations. Although not considered as mandates, agency public participation guidelines adopted as required by the APA affect the process for making regulations.

The Virginia Register Act (Sections 9-6.15 et seq.) establishes requirements relating to the public availability of information about state agency regulations. State agencies must file information concerning regulations with the Registrar of Regulations for publication in the Virginia Register of Regulations and the Virginia Administrative Code.

The Virginia Freedom of Information Act (Sections 2.1-340 et seq.) establishes requirements concerning the disclosure of records held by the Department that are requested by the public. This Act also establishes requirements concerning the conduct of board meetings. Based on the requirements of this Act, the Department has adopted certain policies relating to the conduct of board meetings and the disclosure of records that affect the agency's handling of requests from the public for access to records.

The FOIA (Section 2.1-343) also establishes requirements concerning public notification of meetings. State agencies, boards, etc., are required to provide notice of public meetings. Normally this notice is provided by publication of the meeting information in the Virginia Register of Regulations. Currently there are twenty boards associated with the Department that hold at least one meeting a year for which such notice must be provided.

The Virginia Personnel Act and related federal and state regulations and policies affecting personnel matters establish requirements that the Department must fulfill in the management of human resources.

Equal Employment Opportunity (EEO) is mandated by federal and state laws regardless of race, color, national origin, religion, sex, age, or physical ability.

Customers

Customer Group	Customers served annually	Potential customers annually
Agency Staff	35	35
Banks	28	135
Business Community	21,141	221,127
Entrepreneurs	28,620	100,000
Local and Regional Economic Development Agencies	400	400
Local Industrial/Economic Development Bond Issuing Authorities	9	134
State Agencies	56	136

Anticipated Changes To Agency Customer Base

[Nothing entered]

Partners

Partner	Description
Center for Innovative Technology	Commercialization of technology
Center for Rural Development	Financing resources for clients and entrepreneur training
Chamber of Commerce	Existing Business Support and membership on the Small Business Committee
Community College System	Training
Department of Agriculture & Consumer Affairs	Financing resources for clients and entrepreneur training
Department of Environmental Quality	Small Business Compliance Assistance Fund
Department of General Services	eVA registration
Department of Housing and Community Development	Loans

Department of Labor and Industry	Consultation and apprenticeship
Department of Mines, Minerals and Energy	Small operator assistance program
Department of Minority Business Enterprise	P.A.C.E. Program & Small, women and minority business certification Pace Lending Program
Department of Professional Occupational and Regulation	Licensing
Department of Social Services	Child Care Financing Program
Department of Taxation	Worker retraining tax credit and general business taxation
Local Workforce Investment Boards	Training and retraining
Local, Regional and State Economic Developers	Business assistance and recruitment & Financing resources for clients
Procurement Technical Assistance Centers	Federal procurement assistance
Small Business Administration	Refer clients for Small business loans and provide business training
Small Business Development Centers	Refer clients for Business classes and counseling
State Corporation Commission	Registration
Tobacco Indemnification & Revitalization Commission	Southside Tobacco Capital Access Program
U. S. Economic Development Administration	Federal Economic Development Loan Fund Program
Universities	Training
Virginia Department of Transportation	Road and Rail Access Program
Virginia Economic Development Partnership	Financing resource for clients and business recruitment and retention incentive
Virginia Employment Commission	Training and retraining

Products and Services

- *Description of the Agency's Products and/or Services:*

Business One Stop - A new initiative of the Commonwealth, this interactive electronic portal will help entrepreneurs determine formation requirements and assist with the filing and permitting process. Currently, there are 26 different state agencies, with over 400 forms, and over 100 business regulatory and assistance programs that could touch a business during its formation process. This new system seamlessly connects the various programs and requirements, making it a more business-friendly process.

Entrepreneur Express (EE) - These half-day events identify entrepreneurs, connect them with resources and motivate them to take the next step to expand their business. The Entrepreneur Advisory Team has been established to maximize collaboration between local, state and federal service providers.

Virginia Business Information Center (VBIC) - The VBIC is a gateway for assistance with business formation. The service can be accessed by phone, email and live chat and provides tailored solutions to the entrepreneur. This group also acts as the live customer support staff for the Business One Stop.

Existing Business Retention and Expansion Forum - This forum of local existing business program managers discusses issues affecting existing business throughout the state, makes recommendations for new state programs and supports the proliferation of best practices. There are 26 members of the forum, and they meet 3-4 times a year.

Business Sales Growth Seminars – These seminars help businesses grow their sales. The half day training programs instructs businesses on how to sell to local, state and federal government as well as various private markets. State, local and federal procurement officers attend these sessions to facilitate networking between businesses and the purchasing decision maker.

One-on-One Counseling – Business Counselors provide one-on-one counseling to help young companies develop successful marketing strategies to increase sales.

Direct Loans - The Virginia Small Business Financing Authority (VSBFA) provides direct loan financing to businesses and local industrial and economic development authorities through its “gap” financing and certain market-specific loan programs. Loan programs include the federally-funded Economic Development Loan Fund and the Defense Conversion Loan Fund. State-funded programs include the Virginia Direct Loan Program, in which the VSBFA partners with private debt and equity financing to provide fixed asset loans; the Child Care Financing Program, in partnership with Department of Social Services to provide “soft cost” financing to family home providers and child day care centers; and the Environmental Compliance Assistance Fund, in partnership with Department of Environmental Quality, to provide fixed asset financing to small businesses for purposes of improving the environment.

Indirect Loans – The VSBFA provides deficiency guarantees to banks for specific small business loans through the Loan Guaranty Program and provides loan portfolio insurance to banks to mitigate the risk on a portfolio of small business loans made by banks through the Virginia Capital Access Program, the Tobacco Commission’s Southside Tobacco Region Capital Access Program and the Department of Minority Business Enterprise’s P.A.C.E. Program.

Conduit Financing - The VSBFA is the statewide issuer of industrial development bonds to qualifying small manufacturers and 501(c)3 non-profit entities through the Industrial Development Bond Program (IDB) and also serves as the Commonwealth’s administrator of the statewide private activity bond allocation for industrial bond issuances.

Technical Assistance/Resources - The VSBFA provides limited financial counseling via phone and email to businesses and business owners who express a need for financing, but do not know the necessary steps, procedures, and tools to obtain such financing through public and/or private sectors. The VSBFA also publishes the only comprehensive, on-line searchable index of all local, state, and federal government loan programs available in Virginia.

New Jobs Program - This program targets expansions of existing Virginia companies or new facility locations which involve competition with other states or countries. Businesses must create a minimum of 25 net new jobs and make a capital investment of at least \$1 million.

Small Business New Jobs Program – This program supports existing Virginia companies which have 250 employees or less companywide. Businesses must create a minimum of 5 jobs and make a capital investment of at least \$100,000.

Retraining Program – This program provides services and funding to companies to assist in training their existing workforce. Companies participating in the program are typically those undergoing an integration of new technology into its production processes, changing product lines in keeping with marketplace demands, or substantially changing its service delivery process requiring new skills and technological capabilities. These upgrades and changes frequently lead to increased productivity and business growth. Companies must have a minimum of 10 full-time employees to retrain, and a new capital investment of at least \$500,000 is required.

Local Incumbent Worker Training Program – The Virginia Jobs Investment Program will partner with regional Workforce Investment Board directors to continue joint incumbent worker training programs for existing businesses.

- *Factors Impacting Agency Products and/or Services:*

[Nothing entered]

- *Anticipated Changes in Products or Services:*

[Nothing entered]

Finance

- *Financial Overview:*

Sixty-eight percent (68%) of VDBA's general funds (shown below) are used for program grants associated with the Virginia Jobs Investment Program. The remaining 32 percent (32%) of general funds go toward Business Formation and Existing Business Services' programs as well as support for the Virginia Small Business Financing Authority and the agency's administration.

The non-general funds are not annual appropriations, but are one-time federal funds and funds from partner state agencies for specific financing programs. This non-general fund figure represents an approval to spend up to the amount shown below and does not mean that the agency receives this amount in new funds each year.

- *Financial Breakdown:*

FY 2011		FY 2012	
General Fund	Nongeneral Fund	General Fund	Nongeneral Fund

Base Budget	\$10,471,230	\$975,412	\$10,471,230	\$975,412
Change To Base	\$0	\$0	\$0	\$0
Agency Total	\$10,471,230	\$975,412	\$10,471,230	\$975,412

This financial summary is computed from information entered in the service area plans.

Human Resources

● *Overview*

As of July 1, 2009, the Virginia Department of Business Assistance (VDBA) had 45 FTE's with 32 filled and 13 vacant positions. In addition to the FTE's, VDBA also employed 2.6 wage employees.

The VDBA is organized into four divisions: Administrative Services, Business Information Services, Financial Services for Economic Development (VSBFA), and the Virginia Jobs Investment Program. Business Information Services includes two service areas: Business Formation Services and Existing Business Services. The agency is headquartered in Richmond and has a regional office in Abingdon. Regional coverage is provided in Northern Virginia and the Valley by one employee in each region that works out of their home offices.

● *Human Resource Levels*

Effective Date	6/30/2009	
Total Authorized Position level	45	
Vacant Positions	-13	
Current Employment Level	32.0	
Non-Classified (Filled)	0	} breakout of Current Employment Level
Full-Time Classified (Filled)	32	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	2.6	
Contract Employees	0	
Total Human Resource Level	34.6	= Current Employment Level + Wage and Contract Employees

● *Factors Impacting HR*

The loss of staff due to budget cuts and recent retirements has left the Virginia Department of Business Assistance under staffed with very little backup. The ability to attract, recruit, and retain qualified employees has been impacted by continued discussion to merge the agency and by the fact that salaries are not market competitive when compared to other economic development organizations in the private sector, federal government and local government. The lack of funding for the performance management system and for incentives such as recruitment bonuses, retention bonuses and performance bonuses also has an impact on morale.

● *Anticipated HR Changes*

The average age of the VDBA workforce is 51, with average years of service at 11.1. Five of our 32 full time employees are eligible for retirement during the 2010-2012 biennium.

Information Technology

● *Current Operational IT Investments:*

The Virginia Department of Business Assistance (VDBA) is currently in the process of "transforming" its information technology environment over to the Virginia Information Technologies Agency/Northrop Grumman (VITA/NG) Partnership. As of 6/30/2009, VDBA has completed all transformation activities with the exception of server consolidation, which will take place during FY2010.

VDBA maintains two project tracking applications for its Financial Services (VSBFA) and Virginia Jobs Investment Program divisions. These systems continue to be effective and productive management tools. There are no plans at this time to upgrade either one.

VDBA's Business Information Services division has engaged VITA's Virginia Enterprise Application Program (VEAP) to

manage, develop, deliver and maintain the Business One Stop solution -- a web-based portal providing one place for companies to apply for necessary permits to do business in Virginia. The portal currently has a registration module, a wizard like process (decision tree) to gather data about their new or existing business, and a results page with information and pre filled forms. The hosting and management of the solution is provided by VEAP. The overall purpose and benefit of the system is to simplify the process for the citizens of the Commonwealth of Virginia for business registration and setup. A secondary benefit is to share data across other agencies involved in business set up -- initially Taxation, DGS and DMBE, by providing an alternate avenue for citizen input. Business One Stop Phase I was completed in mid-2008, and provided a proof-of-concept model for determining the feasibility and practicality of a portal approach to business registration for new businesses within the Commonwealth. Phase I was funded by a Productivity Investment Fund (PIF) grant. The project supported a Governor's initiative to make business formation easier and faster.

VDBA also develops content for its agency website, administered and hosted through Virginia Interactive.

- *Factors Impacting the Current IT:*

In FY2008, VDBA eliminated its Director of Information Technology position due to budget cuts. Two non-IT classified agency staff members have taken on the role of facilitating the transformation process, day-to-day IT issues, and information security planning and implementation. The administrative effort needed to comply with IT plans and policies, meet internal customer service demands, and coordinate the transformation process often takes over 8 hours per week, in spite of VITA's augmentation of agency help desk, desktop, and network services. This impacts the productivity of the agency service area that employs these individuals.

- *Proposed IT Solutions:*

After an evaluation period, VDBA determined that the portal concept for Business One Stop and its possibilities met or exceeded their expectations, but that the technology solution used would be too costly and lacked the flexibility and scalability needed for future expansion of new functionality and for adding additional agency and locality users. Hence, there was the need to explore other technology solutions and migrate Phase I functionality to a more robust and comprehensive technology platform. The Business One Stop Phase II will migrate the functionality of Business One Stop Phase I to a more robust and scalable technology platform. It will also add functionality, including fee collection, services to existing businesses, and data integration to other agencies involved in business registration activities.

Business One Stop II is also approved and sponsored by PIF. The project is expected to cost about \$200,000, and its anticipated completion date is 7/20/2010. No additional investments in information technology are currently anticipated for the FY2011-12 biennium.

- *Current IT Services:*

Estimated Ongoing Operations and Maintenance Costs for Existing IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Projected Service Fees	\$121,898	\$15,247	\$123,727	\$15,476
Changes (+/-) to VITA Infrastructure	\$0	\$0	\$0	\$0
Estimated VITA Infrastructure	\$121,898	\$15,247	\$123,727	\$15,476
Specialized Infrastructure	\$0	\$0	\$0	\$0
Agency IT Staff	\$0	\$0	\$0	\$0
Non-agency IT Staff	\$19,200	\$0	\$19,200	\$0
Other Application Costs	\$0	\$0	\$0	\$0
Agency IT Current Services	\$141,098	\$15,247	\$142,927	\$15,476

Comments:

[Nothing entered]

- *Proposed IT Investments*

Estimated Costs for Projects and New IT Investments

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Major IT Projects	\$0	\$6,000	\$0	\$0
Non-major IT Projects	\$0	\$0	\$0	\$0
Agency-level IT Projects	\$0	\$0	\$0	\$0
Major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Non-major Stand Alone IT Procurements	\$0	\$0	\$0	\$0
Total Proposed IT Investments	\$0	\$6,000	\$0	\$0

• *Projected Total IT Budget*

	Cost - Year 1		Cost - Year 2	
	General Fund	Non-general Fund	General Fund	Non-general Fund
Current IT Services	\$141,098	\$15,247	\$142,927	\$15,476
Proposed IT Investments	\$0	\$6,000	\$0	\$0
Total	\$141,098	\$21,247	\$142,927	\$15,476

[Appendix A](#) - Agency's information technology investment detail maintained in VITA's ProSight system.

Capital

- *Current State of Capital Investments:*
[Nothing entered]
- *Factors Impacting Capital Investments:*
[Nothing entered]
- *Capital Investments Alignment:*
[Nothing entered]

Agency Goals

Goal 1

The Virginia Department of Business Assistance will enhance the positive business climate in Virginia by providing information and solving problems for businesses as they move through the business life cycle: formation, stabilization, and growth.

Goal Summary and Alignment

The Virginia Department of Business Assistance (VDBA) contributes to the economy of Virginia by integrating entrepreneurship into the Commonwealth's economic development efforts and by retaining and assisting the expansion of existing businesses thereby contributing to the stability and growth of the economy. By supporting the formation, stabilization and growth of entrepreneurs, the department is not only supporting the creation of new jobs and capital investment, but also aiding in the diversification of the economy of the Commonwealth. The programs of VDBA proactively link businesses with the state's 65 business assistance programs and 35 regulatory programs.

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.

Goal 2

The Virginia Department of Business Assistance will provide marketing incentives for new and expanding Virginia businesses to create job opportunities by offering consulting services, recruiting, training, retraining, and funding assistance.

Goal Summary and Alignment

The Virginia Department of Business Assistance's Virginia Jobs Investment Program (VJIP) is an economic development incentive that supports economic development efforts throughout Virginia. The program reduces the human resource development costs of new and expanding companies that are creating new jobs throughout the Commonwealth. VJIP is an integral component of the State's economic development efforts and aligns directly with the department's mission of promoting economic growth in Virginia by helping businesses prosper.

Goal Alignment to Statewide Goals

- Elevate the levels of educational preparedness and attainment of our citizens.
- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.

Goal 3

The Virginia Department of Business Assistance will develop creative applications of public and private financing for the benefit of new and expanding businesses to assist in the creation and retention of jobs.

Goal Summary and Alignment

The Virginia Department of Business Assistance (VDBA) through the Virginia Small Business Financing Authority (VSBFA) implements the Virginia Small Business Financing Act which assists Virginia's new and existing businesses, as well as businesses expanding into Virginia, by increasing access to capital through the creative application of public and private financing. The goal is to maximize employment opportunities and investment throughout the Commonwealth. This goal directly aligns with VDBA's mission to promote economic growth by helping Virginia businesses prosper and to one of the Governor's key performance measures which is to "increase financing for small businesses."

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.
- Be recognized as the best-managed state in the nation.

Goal 4

The Virginia Department of Business Assistance will strengthen the culture of preparedness across state agencies, their employees and customers.

Goal Summary and Alignment

This goal ensures compliance with federal and state regulations, policies and procedures for Commonwealth preparedness, as well as guidelines promulgated by the Assistance to the Governor for Commonwealth Preparedness, in collaboration with the Governor's Cabinet, the Commonwealth Preparedness Working Group, the Department of Planning and Budget and the Council on Virginia's Future. The goal supports achievement of the Commonwealth's statewide goal of protecting the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal Alignment to Statewide Goals

- Protect the public's safety and security, ensuring a fair and effective system of justice and providing a prepared response to emergencies and disasters of all kinds.

Goal 5

The Virginia Department of Business Assistance will provide effective management of the agency personnel and state resources.

Goal Summary and Alignment

This goal provides for the effective use of the resources allocated to VDBA. Through effective financial management, human resources management, government procurement, information technology and performance management, VDBA intends to increase productivity and the performance of its staff while improving customer satisfaction and product delivery.

Goal Alignment to Statewide Goals

- Be a national leader in the preservation and enhancement of our economy.

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

Service Area Strategic Plan

Department of Business Assistance (325)

3/11/2014 10:49 am

Biennium: 2010-12 ▼

Service Area 1 of 5

Virginia Jobs Investment Program (325 534 03)

Description

This service area involves the management of the Virginia Jobs Investment Program (formerly known as Workforce Services) at the Virginia Department of Business Assistance. The Virginia Jobs Investment Program (VJIP) is an integral part of the Commonwealth's economic development effort, as one of the most frequently utilized incentives for encouraging the expansion of existing companies and the attraction of new businesses to Virginia. In addition to serving as a single point of contact for coordinating state and local resources to help with recruiting and training needs, VJIP also provides value-added services and funding to help reduce the up-front human resource development costs for these firms, further spurring new job creation and capital investment.

Background Information

Mission Alignment and Authority

- Describe how this service supports the agency mission

This service area directly supports the agency mission of promoting economic growth by helping Virginia businesses prosper. In FY2009, the program assisted 458 businesses to create or retain 14,587 jobs, and involved over \$6 billion in new capital investment to the Commonwealth.

- Describe the Statutory Authority of this Service

The Virginia Jobs Investment Program (VJIP), now under the direction of VDBA, began in 1965 under the Virginia Community College System. VJIP (originally titled the Industrial Training Program, and then the Workforce Services program) was assigned to the Department of Economic Development in 1985. In 1996, VJIP became a part of the newly created Department of Business Assistance. §2.2-902.1 calls for the Department "to train and retrain individuals for specific employment opportunities at new, expanding, or existing business facilities in the Commonwealth." §2.2-904 calls for the agency to "develop a program to provide consulting services and funding to assist companies and businesses with retraining their existing workforces to increase productivity."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
State Agencies	Economic Development and Workforce Training Agencies	50	136
Local and Regional Economic Development Agencies	Local and Regional Economic Development Offices	400	400
Business Community	VJIP - Businesses creating new jobs and retaining existing jobs	500	221,127

Anticipated Changes To Agency Customer Base

With the economy slowly rebounding from the recession which occurred during FY09, VJIP is seeing an uptick in business expansion activity around the Commonwealth. With consistent rankings by CNBC and Forbes as the "Best State for Business," Virginia continues to be at the top of the list for consideration by firms looking to relocate or expand. Virginia also continues to experience a shortage of skilled trade workers, engineers and technicians. This shortage will be magnified over the next 5 to 10 years as thousands of baby boomers retire. Companies such as DuPont, Goodyear, and Areva continue to express concern about being able to fill these job vacancies and are looking to the Commonwealth for support.

Partners

Partner	Description
Community College System	Training
Department of Labor and Industry	Apprenticeship Program
Department of Taxation	Worker Retraining Tax Credit Program
Local Workforce Investment	Memoranda of Understanding have been executed with several WIBs

Base Budget	\$7,961,287	\$0	\$7,961,287	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$7,961,287	\$0	\$7,961,287	\$0
Base Budget	\$7,961,287	\$0	\$7,961,287	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$7,961,287	\$0	\$7,961,287	\$0
Base Budget	\$7,961,287	\$0	\$7,961,287	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$7,961,287	\$0	\$7,961,287	\$0
Base Budget	\$7,961,287	\$0	\$7,961,287	\$0
Change To Base	\$0	\$0	\$0	\$0

Service Area Total	\$7,961,287	\$0	\$7,961,287	\$0
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Human Resources

- *Human Resources Overview*

As of July 30, 2009, Virginia Jobs Investment Program (VJIP) has 16 FTE classified positions and two hourly positions. All are supported with general funding.

- *Human Resource Levels*

Effective Date	6/30/2009
Total Authorized Position level	16
Vacant Positions	3
Current Employment Level	13.0
Non-Classified (Filled)	
Full-Time Classified (Filled)	13
Part-Time Classified (Filled)	
Faculty (Filled)	
Wage	2

breakout of Current Employment Level

Contract Employees	
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Total Human Resource Level	15.0	= Current Employment Level + Wage and Contract Employees
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- **Factors Impacting HR**

[Nothing entered]

- **Anticipated HR Changes**

The VJIP Director is currently eligible for retirement. The institutional memory about the program retained by this employee will be a loss to the organization and the program.

In addition, there are also two other employees that are or will be eligible for retirement within the next two to three years. These employees also have a long history of working with this program.

Service Area Objectives

- We will assist businesses in the Commonwealth to create and retain jobs through the economic development incentive offered through the Virginia Jobs Investment Program.

Objective Description

This service area objective encourages business growth, job creation, and capital investment in the Commonwealth by providing value-added services and funding to employers through the Virginia Jobs Investment Program, an integral part of Virginia's economic development effort.

Alignment to Agency Goals

- Agency Goal: The Virginia Department of Business Assistance will provide marketing incentives for new and expanding Virginia businesses to create job opportunities by offering consulting services, recruiting, training, retraining, and funding assistance.
- Agency Goal: The Virginia Department of Business Assistance will enhance the positive business climate in Virginia by providing information and solving problems for businesses as they move through the business life cycle: formation, stabilization, and growth.

Objective Strategies

- Support local, regional and state marketing teams by giving presentations to economic development prospects; participating in RFP's, and including incentive information in State marketing proposals.
- Increase awareness, update partners and allies (to include economic developers, community colleges, Workforce Investment Boards, et. al.) on program offerings and criteria.
- Revise and enhance marketing materials, including interactive marketing DVD.
- Visit local and regional partners to understand targeted industries; labor markets; recruitment and training resources to coordinate project start-ups and meet client needs.

Link to State Strategy

- nothing linked

Objective Measures

- Number of companies assisted by the Virginia Jobs Investment Program

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Baseline is based on number of projects assisted in 2009.

Measure Target Value: Date:

Measure Target Description: Target is based on number of projects assisted annually.

Long-range Measure Target Value: Date:

Long-range Measure Target Description: Target is based on number of projects assisted annually.

Data Source and Calculation: The Virginia Jobs Investment Program maintains an extensive project management information system to collect and analyze program activity.

- o Number of jobs created and retrained through the Virginia Jobs Investment Program.

Measure Class: Agency Key Measure Type: Output Measure Frequency: Annual Preferred Trend:

Maintain

Measure Baseline Value: 14587 Date: 6/30/2009

Measure Baseline Description: Baseline is number of jobs created or retrained in FY09.

Measure Target Value: 14600 Date: 6/30/2010

Measure Target Description: Target is number of jobs created or retrained annually.

Long-range Measure Target Value: 14600 Date: 6/30/2012

Long-range Measure Target Description: Target is number of jobs created or retrained annually.

Data Source and Calculation: The Virginia Jobs Investment Program maintains a project management information system to collect and analyze program activity.

- o Cost to administer an economic development project seeking assistance from the Virginia Jobs Investment Program.

Measure Class: Productivity Measure Frequency: Annual Preferred Trend: Down

Measure Baseline Value: 1904 Date: 6/30/2009

Measure Baseline Description: Administrative Costs/Number of Projects Worked over Fiscal Year

Measure Target Value: 1866 Date: 6/30/2012

Measure Target Description: Administrative Costs/Number of Projects Worked over Fiscal Year

Data Source and Calculation: The numerator of the ratio will be the administrative costs of operating the Virginia Jobs Investment Program. The denominator will be the number of economic development projects served by the program. A project is defined as a company with which the program is engaged in any or all of the following project management phases: 1) Marketing - proposals, presentations; 2) Planning - program development, coordination of resources; 3) Delivery of services; 4) Administration - documentation, budgeting, reimbursements.

- Achieve a return on investment within the first 12 months of a job being created through the Virginia Jobs Investment Program.

Objective Description

This service area objective ensures that program resources are used in an efficient and effective manner. The goal of the program is to recover the State's investment within one year through income and sales tax paid by each new job created.

Alignment to Agency Goals

- o Agency Goal: The Virginia Department of Business Assistance will provide marketing incentives for new and expanding Virginia businesses to create job opportunities by offering consulting services, recruiting, training, retraining, and funding assistance.

Objective Strategies

- o Educate staff and partners on connection between income and sales taxes paid and State's investment in new

jobs created by VJIP projects.

- Limit project funding to annual ROI based on wages paid by new jobs.
- Maintain records to track project funding; jobs created; wages paid; etc.
- Negotiate with prospects and site consultants and give only "what it takes" to land project and limit State's exposure as much as possible.

Link to State Strategy

- nothing linked

Objective Measures

- Percentage of Virginia Jobs Investment Program projects that achieve a return on investment within the first 12 months of jobs being created at 100%.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Measure Baseline Value: Date:

Measure Baseline Description: Percent to achieve ROI within 12 months.

Measure Target Value: Date:

Measure Target Description: Percent to achieve ROI within 12 months.

Data Source and Calculation: Return on investment incentive table is provided by the Virginia Department of Taxation annually and is used to calculate income tax and sales tax revenues based on wages. Virginia Jobs Investment Program uses this table to gauge the scope of incentive which should be offered to economic development prospects. VJIP has a policy of achieving return on investment within the first 12 months of the new job being created.

- Maintain a high level of overall customer satisfaction with the Virginia Jobs Investment Program.

Objective Description

This service area objective ensures accountability to our customer base. VJIP conducts an annual electronic client satisfaction survey regarding the professionalism, accessibility, responsiveness, flexibility and helpfulness of the program's project managers. The survey also asks for feedback on the overall program's ease of use and responsiveness to their needs.

Alignment to Agency Goals

- Agency Goal: The Virginia Department of Business Assistance will provide marketing incentives for new and expanding Virginia businesses to create job opportunities by offering consulting services, recruiting, training, retraining, and funding assistance.
- Agency Goal: The Virginia Department of Business Assistance will enhance the positive business climate in Virginia by providing information and solving problems for businesses as they move through the business life cycle: formation, stabilization, and growth.

Objective Strategies

- Design user-friendly survey allowing clients to quickly complete information in an effort to increase response rates.
- Have project managers personally follow up with clients who have not responded to survey regarding status.
- Collect survey information and compare with previous results.
- Identify comments and feedback from clients for continuous improvement items.
- VJIP's director is a member and past-President of the National Association of Industry-Specific Training Directors, which has representation from almost all 50 states. Through this association and its annual meetings, information is collected and best practices benchmarked not only on all of Virginia's competitor state programs but also on other states using innovative ways to provide services and funding to companies.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of Virginia Jobs Investment Program customers rating the overall program as "Excellent" or "Good."

Measure Class: Other Measure Type: Outcome Measure Frequency: Annual Preferred Trend: Up

Measure Baseline Value: 99 Date: 9/30/2008

Measure Baseline Description: Percent of ratings.

Measure Target Value: 95 Date: 6/30/2012

Measure Target Description: Percent of ratings.

Data Source and Calculation: The Virginia Jobs Investment Program conducts an annual electronic client satisfaction survey regarding project managers' professionalism, accessibility, responsiveness, flexibility, and helpfulness. The survey also asks for feedback on the overall program's ease of use and responsiveness to their needs.

Service Area Strategic Plan

Department of Business Assistance (325)

3/11/2014 10:49 am

Biennium: 2010-12 ▼

Service Area 2 of 5

Business Formation Services (325 534 18)

Description

Business Formation Services contributes to the economy of Virginia by integrating entrepreneurship into the Commonwealth's economic development efforts. The service area encourages new business formation by providing technical assistance to entrepreneurs on state licensing, permitting, registration and regulatory requirements and by providing developmental opportunities for entrepreneurs.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
The programs offered by Business Formation Services directly align with Virginia Department of Business Assistance's mission to promote economic growth by helping Virginia businesses prosper. These programs accelerate business formation by making it easier for young companies to understand and access the more than 110 regulatory and business assistance programs administered by 26 different state agencies in the Commonwealth.
- *Describe the Statutory Authority of this Service*
Chapter 22, Sections 2.2-900 through 904.1 of the Code of Virginia directs the Virginia Department of Business Assistance to serve as the liaison between "business and state government in order to promote the development of Virginia's economy."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Entrepreneurs	Potential entrepreneurs	28,620	100,000

Anticipated Changes To Agency Customer Base

Entrepreneurial activity in the Commonwealth continues to increase and to become more important to the overall economy of the state as evidenced by the net increases in the number of business establishments on the rolls of the Virginia Employment Commission with less than 250 employees and the increase in the number of active state business tax identification numbers recorded at the Department of Taxation. While economic globalization has pressured some traditional manufacturers in the state to move off shore, service industries have continued to develop and expand. As demand for support increases, the services and programs provided by the Virginia Department of Business Assistance will also need to expand.

Partners

Partner	Description
Center for Rural Development	Entrepreneur Express
Chamber of Commerce	Entrepreneur Express, Business Sales Growth and One-on-Ones
Community College System	Business Sales Growth
Department of Agriculture and Consumer Affairs	Entrepreneur Express
Incubators	Entrepreneur Express
Local, Regional and State Economic Developers	Business Sales Growth and Entrepreneur Express
Small Business Administration	Business Sales Growth
Small Business Development Centers	Entrepreneur Express
Tobacco Indemnification & Revitalization Commission	Business Sales Growth

Universities Business Sales Growth
 Virginia Tourism Corporation Entrepreneur Express

Products and Services

- *Factors Impacting the Products and/or Services:*

[Nothing entered]

- *Anticipated Changes to the Products and/or Services*

[Nothing entered]

- *Listing of Products and/or Services*

- Business One Stop - A new initiative of the Commonwealth, this interactive electronic portal will help entrepreneurs determine formation requirements and assist with the completion of the filing and permitting process. Currently, there are 26 different state agencies, with over 400 forms, and over 100 business regulatory and assistance programs that could touch a business during its formation process.
- Entrepreneur Express (EE) - These half day events identify entrepreneurs, link them with resources and motivate them to take the next step to grow their business. The Entrepreneur Advisory Team has been established to maximize collaboration between local, state and federal service providers.
- Virginia Business Information Center - The Virginia Business Information Center (VBIC) is a gateway for assistance with business formation. The service can be accessed by phone, email and live chat and provides tailored solutions to the entrepreneur.

Finance

- *Financial Overview*

Business Formation Services receives its funding from the general fund.

- *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund						
Base Budget	\$624,965	\$0	\$624,965	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$624,965	\$0	\$624,965	\$0						
Base Budget	\$624,965	\$0	\$624,965	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$624,965	\$0	\$624,965	\$0						
Base Budget	\$624,965	\$0	\$624,965	\$0						
Change To Base	\$0	\$0	\$0	\$0						
Service Area Total	\$624,965	\$0	\$624,965	\$0						
Base Budget	\$624,965	\$0	\$624,965	\$0						

Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$624,965	\$0	\$624,965	\$0

Human Resources

• *Human Resources Overview*

Business Formation Services currently has two Business Counsilors that staff the Virginia Business Information Center and provide support to the Business One Stop. There is one part time wage employee who provides clerical support.

The Director of Business Information Services divides his time between this service area and Existing Business Services.

• *Human Resource Levels*

Effective Date	6/30/2009	
Total Authorized Position level	5.5	
Vacant Positions	3	
Current Employment Level	2.5	
Non-Classified (Filled)		breakout of Current Employment Level
Full-Time Classified (Filled)	2.5	
Part-Time Classified (Filled)		
Faculty (Filled)		
Wage	0.3	
Contract Employees		
Total Human Resource Level	2.8	= Current Employment Level + Wage and Contract Employees

• *Factors Impacting HR*

It is expected that demand for the programs and services delivered in this service area will grow as entrepreneurial activity in the Commonwealth continues to increase and information about these programs becomes more widespread.

• *Anticipated HR Changes*

The Virginia Business Information Center (VBIC) staff is at capacity and in order to handle additional businesses using the services, particularly as new phases of the Business One Stop are introduced, resources will be needed to hire one additional VBIC counselor in FY2011 and two additional counselors in FY2012.

Service Area Objectives

- Support and encourage the creation of new businesses in the Commonwealth.

Objective Description

This service area objective encourages new business formation by providing technical assistance to entrepreneurs on state licensing, permitting, registration and regulatory requirements and by providing developmental opportunities for entrepreneurs.

Alignment to Agency Goals

- Agency Goal: The Virginia Department of Business Assistance will enhance the positive business climate in Virginia by providing information and solving problems for businesses as they move through the business life cycle: formation, stabilization, and growth.

Objective Strategies

- Promote contact with the Virginia Business Information Center and Business One Stop as the gateway to all state businesses services.

- Work with VITA/VEAP to maintain and expand the One-Stop Small Business Permitting Program.

Link to State Strategy

- nothing linked

Objective Measures

- Number of startup firms in the Commonwealth.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Numbers are reported quarterly but there is a 12 month lag in publishing.

Measure Baseline Value: Date:

Measure Baseline Description: Number of startup firms in the Commonwealth.

Measure Target Value: Date:

Measure Target Description: Number of startup firms in the Commonwealth.

Long-range Measure Target Value: Date:

Long-range Measure Target Description: Number of startup firms in the Commonwealth.

Data Source and Calculation: Virginia Employment Commission, LMI Tools, Start Up Firms tab

Service Area Strategic Plan

Department of Business Assistance (325)

3/11/2014 10:49 am

Biennium: 2010-12 ▼

Service Area 3 of 5

Administrative Services (325 534 22)

Description

Administrative Services within the Virginia Department of Business Assistance (VDBA) provides administrative support to the agency's staff by providing financial management, human resource management, government procurement, information technology, performance management, legislative services and communications.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*

This service area directly aligns with the Virginia Department of Business Assistance (VDBA) mission to promote economic growth by helping Virginia businesses prosper by providing assistance, guidance and support to all service areas within the agency.

- *Describe the Statutory Authority of this Service*

Chapter 22, Sections 2.2-900 through 904.1 provides for the establishment of the Virginia Department of Business Assistance and its divisions, and establishes the authority of the department director.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Agency Staff	Agency staff	35	35

Anticipated Changes To Agency Customer Base

[Nothing entered]

Partners

Partner	Description
Auditor of Public Accounts	Overseeing state agency for all internal control and compliance.
The Department of Accounts	Overseeing state agency for all accounting transactions, policies and procedures.
The Department of Human Resource Management	Overseeing state agency for all human resource transactions, policies and procedures and Service Bureau provides most HR agency services.
The Department of Planning and Budget	Overseeing state agency for all budget transactions and the Strategic Planning process.
Virginia Information Technology Agency	Overseeing state agency for all electronic data exchange and telephone service.

Products and Services

- *Factors Impacting the Products and/or Services:*

[Nothing entered]

- *Anticipated Changes to the Products and/or Services*

[Nothing entered]

- *Listing of Products and/or Services*

- Accounting: All deposits, travel reimbursement vouchers, vendor invoices, project reimbursements, procurement, maintaining the equipment inventory and surplus property records, overseeing the Small Purchase Charge Card and Travel Charge Card programs, monthly reconciliations and policy development and interpretation are handled in the Administration Service Area.
- Payroll: All payroll related transactions are processed through Administrative Services. The documents are submitted to the Department of Accounts Payroll Service Bureau to be entered in to the Commonwealth Integrated

Payroll/Personnel System (CIPPS). All entries are verified and the payroll is certified for processing.

- Human Resources: HR functions are handled by DHRM's Service Bureau. This will include benefits, workers compensation, compensation and classification, pay transactions, leave accounting, recruitment, employee relations, policy development and interpretation, coordination with payroll and reporting.
- Budget: All budgetary transactions and distribution are processed in Administrative Services.
- Financial Reporting: All monthly, quarterly and annual reports as required are compiled and submitted by the Administrative Services.
- General Support: This consists of overseeing the mailroom function, package pick ups and deliveries, staffing the receptionist desk, answering and directing phone calls from outside callers and/or visitors.
- Business Appreciation Week: An annual statewide event coordinated by VDBA, Business Appreciation Week is a state-wide effort to acknowledge the contributions Virginia businesses make to the Commonwealth's economy and quality of life.

Finance

● *Financial Overview*

The budget for Administrative Services includes all administrative related expenditures for the agency and \$134,173 that is passed through to the Virginia-Israel Board. These include all required insurance payments and administrative salaries and benefit costs. This service area is funded entirely by general funds.

● *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012	FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund				
Base Budget	\$1,403,740	\$0	\$1,403,740	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$1,403,740	\$0	\$1,403,740	\$0				
Base Budget	\$1,403,740	\$0	\$1,403,740	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$1,403,740	\$0	\$1,403,740	\$0				
Base Budget	\$1,403,740	\$0	\$1,403,740	\$0				
Change To Base	\$0	\$0	\$0	\$0				
Service Area Total	\$1,403,740	\$0	\$1,403,740	\$0				

Human Resources

● *Human Resources Overview*

The Administrative Services staff has been reduced and now consists of an Agency Director, an Executive Administrative Assistant, an accountant, an accountant/receptionist, a Director of Legislative and Community Affairs with Human Resource responsibilities and a Director of Communications with building responsibilities. Oversight of the accounting & budget responsibilities is provided by the service area of Financial Services for Economic Development (VSBFA).

● *Human Resource Levels*

Effective Date	6/30/2009
Total Authorized Position level	12

Vacant Positions	6	
Current Employment Level	6.0	
Non-Classified (Filled)	0	<i>breakout of Current Employment Level</i>
Full-Time Classified (Filled)	6	
Part-Time Classified (Filled)	0	
Faculty (Filled)	0	
Wage	0	
Contract Employees	0	
Total Human Resource Level	6.0	= <i>Current Employment Level + Wage and Contract Employees</i>

- **Factors Impacting HR**
Budget cuts have resulted in a fifty percent staff reduction in administrative services. At the same time workload has increased due to new requirements for homeland security, emergency preparedness, environmental stewardship, ARMICS, etc.
- **Anticipated HR Changes**
[Nothing entered]

Service Area Objectives

- Ensure that resources are used efficiently and programs are managed effectively, and in a manner consistent with applicable state and federal requirements.

Objective Description

Administrative Services will strive to achieve the goals established in the Administrative Scorecard.

Alignment to Agency Goals

- Agency Goal: The Virginia Department of Business Assistance will strengthen the culture of preparedness across state agencies, their employees and customers.
- Agency Goal: The Virginia Department of Business Assistance will provide effective management of the agency personnel and state resources.

Objective Strategies

- Monitor legislation and take necessary actions to insure Virginia retains its pro-business rankings.
- Develop and implement the corrective action plan to respond to the APA Audit Report as needed.
- Implement a work plan to monitor and test internal controls on fiscal processes to meet Agency Risk Management and Internal Control Standards (ARMICS) requirements.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of administrative measures marked as "meets expectations (green indicator) for the agency.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Agencies are required to publish results for their administrative measures on Virginia Performs after the end of each fiscal year.

Measure Baseline Value: Date:

Measure Baseline Description: Percent that meets expectations

Measure Target Value: Date:

Measure Target Description: Percent that meets expectations

Long-range Measure Target Value: 100 Date: 6/30/2012

Long-range Measure Target Description: Percent that meets expectations

Data Source and Calculation: There are currently 13 administrative measures organized into five categories. Each measure has a different data source. These are located on the administrative measures data source information table. The table is located in Virginia Performs/Agency Planning and Performance / Administrative Measures. Calculation: The appropriate colored indicator (green, yellow, red) for each measure was selected, depending on the results. The agency administration measure is the percent of the administrative measures that have a green indicator (meets expectations). Items with a gray indicator (data is unavailable) are excluded from the calculation.

Service Area Strategic Plan

Department of Business Assistance (325)

3/11/2014 10:49 am

Biennium: 2010-12 ▼

Service Area 4 of 5

Financial Services for Economic Development (325 534 23)

Description

The Virginia Department of Business Assistance service area, Financial Services for Economic Development, implements the Virginia Small Business Financing Act, assisting Virginia’s new and existing businesses, as well as businesses expanding into Virginia, by increasing access to capital through the creative application of public and private financing. The goal is to maximize employment opportunities and investment throughout the Commonwealth. Programs and services are available statewide, with focused effort on regions of highest distress.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*

This service area directly aligns with the Virginia Department of Business Assistance’s by providing financing for the benefit of new and expanding businesses to assist in the creation and retention of jobs.

- *Describe the Statutory Authority of this Service*

Sections 2.2-2279 through 2308, known as the Virginia Small Business Financing Act, recognizes the need to assist small businesses in obtaining financing which in turn will promote and develop the long-term economic development of the Commonwealth through the improvement of its tax base and the promotion of employment. The Act establishes the governmental body, the Virginia Small Business Financing Authority, and the structure, powers, duties, and authority of this public body corporate and political subdivision of the Commonwealth.

Section 2.2-2309 establishes the creation, administration, and management of the Virginia Export Fund. All funding for this program was removed in 2000.

Section 2.2-2310 establishes the creation, administration, and management of the Virginia Small Business Growth Fund, also known as the Virginia Capital Access Program.

Section 2.2-2311 establishes the creation, administration, and management of the Capital Access Fund for Disadvantaged Businesses.

Section 10.1-1197.1 establishes the creation, administration, and management of the Small Business Environmental Compliance Assistance Fund.

Sections 15.2-5001 through 5005 establishes the private activity bond issuance and allocation authority of the Virginia Small Business Financing Authority.

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Banks	Banks	28	135
Local Industrial/Economic Development Bond Issuing Authorities	Local Industrial/Economic Development Authorities	9	134
Business Community	Small Businesses financed	619	169,053
Business Community	Small Businesses served	2,022	169,053
State Agencies	State Agencies	6	22

Anticipated Changes To Agency Customer Base

As a result of the credit crisis and lengthy recession, credit has been very difficult for businesses to access. At the same time access to capital is cited as the number one need in many business surveys and customer focus groups. Demand for government support for small businesses has increased. Equity and working capital financing products are of even greater need than in the past.

In order to improve efficiency within state government, the Virginia Small Business Financing Authority (VSBFA) has partnered with a number of state agencies to create and administer financing programs for them. The VSBFA continues to be a resource for the Virginia Economic Development Partnership and is frequently brought in to discuss financing needs with their prospective clients.

Partners

Partner	Description
Center for Rural Development	Financing resource for clients
Department of Agriculture & Consumer Affairs	Financing resource for clients
Department of Environmental Quality	Small Business Compliance Assistance Fund
Department of Minority Business Enterprise	P.A.C.E. Program
Department of Social Services	Child Day Care Financing Program
Local, Regional and State Economic Developers	Financing resource for clients
Small Business Administration	Refer clients for small business loans
Small Business Development Centers	Refer clients for technical assistance
Tobacco Indemnification & Revitalization Commission	Southside Tobacco Capital Access Program
U. S. Economic Development Administration	Federal Economic Development Loan Fund Program
Virginia Economic Development Partnership	Financing resource for clients

Products and Services

- *Factors Impacting the Products and/or Services:*
 - Funding available at the state level
 - Legislative changes to programs
 - Changes in the economy
 - Changes in credit culture of banks
- *Anticipated Changes to the Products and/or Services*
 - Demand for services is expected to increase as bank credit remains tight and equity resources diminish.
- *Listing of Products and/or Services*
 - Direct Loans - The Virginia Small Business Financing Authority (VSBFA) provides direct loan financing to businesses and local industrial and economic development authorities through its “gap” financing and certain market specific loan programs. Loan programs include the federally-funded Economic Development Loan Fund and the Defense Conversion Loan Fund. State funded programs include the Virginia Direct Loan Program, in which the VSBFA partners with private debt and equity financing to provide fixed asset loans; the Child Care Financing Program, in partnership with Department of Social Services to provide “soft cost” financing to family home providers and child day care centers; and the Environmental Compliance Assistance Fund, in partnership with Department of Environmental Quality, to provide fixed asset financing to small businesses for purposes of improving the environment.
 - Indirect Loans – The VSBFA provides deficiency guarantees to banks for specific small business loans through the Loan Guaranty Program and provides loan portfolio insurance to banks to mitigate the risk on a portfolio of small business loans made by banks through the Virginia Capital Access Program, the Tobacco Commission’s Southside Tobacco Region Capital Access Program and the Department of Minority Business Enterprise’s P.A.C.E. Program.
 - Conduit Financing - The VSBFA is the statewide issuer of industrial development bonds to qualifying small manufacturers and 501 c 3 non-profit entities through the Industrial Development Bond Program (IDB) and also serves as the Commonwealth’s administrator of the statewide private activity bond allocation for industrial bond issuances.
 - Technical Assistance/Resources - The VSBFA provides limited telephonic and electronic financial counseling to

businesses and business owners who express a need for financing but do not know the necessary steps, procedures, and tools to obtain such financing through public and/or private sectors. The VSBFA also publishes the only comprehensive, on-line searchable index of all local, state, and federal government loan programs available in Virginia.

Finance

● *Financial Overview*

The primary source of revenue for the service area has been derived from fees and interest earned through the financing programs (\$967,628) in FY2009. Allowable expenses, however, are capped and the Virginia Small Business Financing Authority (VSBFA) has self-funded its programs. In FY2009 the VSBFA was limited to using only \$455,520 of this revenue for operating expenses.

Increased demand over prior years, coupled with a lack of capitalization over the past ten years, has nearly exhausted the available state program funding. The on-going role of administering a portfolio of 633 active loans and over 1,500 requests for assistance remains however and requires both human and financial resources.

In order to meet demand the existing loan funds need to be recapitalized at a minimum of \$3,000,000 over the biennium.

Financial Services for Economic Development receives only a small amount of general funds each year for its day to day operations - \$160,904.

● *Financial Breakdown*

	FY 2011		FY 2012		FY 2011	FY 2012
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund		
Base Budget	\$160,904	\$975,412	\$160,904	\$975,412		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$160,904	\$975,412	\$160,904	\$975,412		
Base Budget	\$160,904	\$975,412	\$160,904	\$975,412		
Change To Base	\$0	\$0	\$0	\$0		
Service Area Total	\$160,904	\$975,412	\$160,904	\$975,412		

Human Resources

● *Human Resources Overview*

The Virginia Small Business Financing Authority (VSBFA) has 6 FTE. Only one of these positions is considered “nonrestricted” due to its 100% general funding. All remaining positions are “restricted” due to their non-general fund funding source.

● *Human Resource Levels*

Effective Date	6/30/2009
Total Authorized Position level	6
Vacant Positions	0
Current Employment Level	6.0
Non-Classified (Filled)	0
Full-Time Classified (Filled)	6
Part-Time Classified (Filled)	0
Faculty (Filled)	0

breakout of Current Employment Level

Wage	0
Contract Employees	0
Total Human Resource Level	6.0

= Current Employment Level + Wage and Contract Employees

- **Factors Impacting HR**

The VSBFA is currently tapping each loan program for the maximum available for administrative costs just to cover the payroll and benefit costs associated with paying the five non-general funded positions. As these loan balances continue to diminish, the interest will be less and the funds will no longer be available to pay for the staff.

- **Anticipated HR Changes**

[Nothing entered]

Service Area Objectives

- We will increase financing to small businesses for fixed asset and working capital needs to support their growth when the private lending sector cannot fully assist.

Objective Description

Increasing opportunities for businesses to obtain the capital required to grow in order to increase employment and investment in the Commonwealth is at the heart of the mandate provided in Section 2.2-2279, the Virginia Small Business Financing Act. Through its direct loan, indirect loan, and conduit financing programs, the VSBFA fulfills this mission. This objective is also consistent with Virginia Department of Business Assistance’s mission of promoting economic growth by helping Virginia businesses prosper.

Alignment to Agency Goals

- Agency Goal: The Virginia Department of Business Assistance will develop creative applications of public and private financing for the benefit of new and expanding businesses to assist in the creation and retention of jobs.

Objective Strategies

- The Virginia Small Business Financing Authority will develop a marketing plan to include target goals for number of presentations and calls on businesses, economic developers, banks, IDA/EDA’s, non-profits, Small Business Development Centers, Chambers of Commerce, attorney’s, accountants, and organizations that represent the entities listed above.
- The Virginia Small Business Financing Authority will maintain a goal of a one-week response time on all complete loan applications that are able to be approved within the staff’s designated authority.

Link to State Strategy

- nothing linked

Objective Measures

- Public and private capital investment by businesses receiving loans from the Virginia Small Business Financing Authority.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Measure was established in FY2000.

Measure Baseline Value: Date:

Measure Baseline Description: Private financing as a result of VSBFA Loans in FY2009.

Measure Target Value: Date:

Measure Target Description: Private financing as a result of VSBFA Loans.

Long-range Measure Target Value: Date:

Long-range Measure Target Description: Private financing as a result of VSBFA Loans.

Data Source and Calculation: Data is collected from financing program applications supplied by customers and banking partners and verified at the time of loan closing.

- o Number of loans committed by the Virginia Small Business Financing Authority to assist small businesses and localities.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Measure established in FY1999.

Measure Baseline Value: Date:

Measure Baseline Description: Number of loans approved in FY2009.

Measure Target Value: Date:

Measure Target Description: Number of loans approved.

Long-range Measure Target Value: Date:

Long-range Measure Target Description: Number of loans approved.

Data Source and Calculation: Data is collected from financing program applications supplied by customers and banking partners and verified at the time of loan closing.

- o Number of jobs created and retained by businesses receiving loans from the Virginia Small Business Financing Authority.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Measure established in FY2000.

Measure Baseline Value: Date:

Measure Baseline Description: Number of jobs created and retained in FY2009.

Measure Target Value: Date:

Measure Target Description: Number of jobs created and retained.

Long-range Measure Target Value: Date:

Long-range Measure Target Description: Number of jobs created and retained.

Data Source and Calculation: Data is collected from loan accounting and activity reports submitted by project managers and loan accounting personnel as loans are approved.

Service Area Strategic Plan

Department of Business Assistance (325)

3/11/2014 10:49 am

Biennium: 2010-12 ▼

Service Area 5 of 5

Existing Business Services (325 534 24)

Description

Existing Business Services is designed to retain and to assist in the expansion of existing businesses in Virginia, thereby, contributing to the stability and growth of the economy. Specifically, programs are designed to help businesses grow their sales by establishing new client markets, especially in state and local procurement.

Background Information

Mission Alignment and Authority

- *Describe how this service supports the agency mission*
Existing Business Services directly aligns with the Virginia Department of Business Assistance's (VDBA) mission to promote economic growth by helping Virginia businesses prosper. By maintaining an open line of communication with the existing business community, solving both individual and systemic problems, and providing information and education that will help businesses grow their sales, VDBA is contributing to the success of these businesses.
- *Describe the Statutory Authority of this Service*
Chapter 22, Sections 2.2-900 through 904.1 of the Code of Virginia directs the Virginia Department of Business Assistance to serve as the liaison between "business and state government in order to promote the development of Virginia's economy."

Customers

Agency Customer Group	Customer	Customers served annually	Potential annual customers
Business Community	Small businesses	5,134	221,127

Anticipated Changes To Agency Customer Base

Driven by automation and technology, global competition, improved transportation and a changing workforce, the mix of Virginia businesses is also changing. Businesses are moving away from traditional manufacturing and becoming more service oriented. According the Virginia Employment Commission, the number of manufacturers in Virginia has dropped from 6,561 in 1996 to 6,069 in 2006 while the number of jobs in the professional and business services sector has grown from 28,799 in 1996 to 43,678 in 2006. While we will continue to work with traditional manufacturers increased emphasis will be placed on small business since 98 percent of all companies fall within the state's small business definition and they create 75 percent of the net new jobs.

Partners

Partner	Description
Chamber of Commerce	Existing Business Advocacy and Business Sales Growth Seminars
Community College System	Business Sales Growth Seminars
Department of General Services	eVA registration
Department of Minority Business Enterprise	Small, women and minority business certification
Local, Regional and State Economic Developers	Business assistance and recruitment and Business Sales Growth Seminars
Procurement Technical Assistance Centers	Federal procurement assistance
Small Business Development Centers	Business classes and counseling
Universities	Business Sales Growth Seminars
Virginia Department of Transportation	Road and Rail Access Program

Products and Services

- *Factors Impacting the Products and/or Services:*

[Nothing entered]

- *Anticipated Changes to the Products and/or Services*

[Nothing entered]

- *Listing of Products and/or Services*

- One-on-One Counseling – Business Counselors provide one-on-one counseling to help young companies develop successful marketing strategies.
- Business Advocacy – Business Services Managers are assigned to individual businesses to help solve specific problems. At times, this individual attention is needed to move a business forward. Additionally, if it is discovered that more than one business is having the same problem we work with the necessary parties to mediate and solve the problem.
- Business Sales Growth Seminars – These seminars help businesses grow their sales. The half day training programs instructs businesses on how to sell to local, state and federal government as well as various private markets. State, local and federal procurement officers attend these sessions to facilitate networking between businesses and the purchasing decision maker.
- Business Appreciation Week – VDBA serves as a catalyst to celebrate the collective efforts of Virginia’s business community by creating an annual promotional campaign for localities. Events include VDBA’s Governor’s Kick-off breakfast and 80 locally sponsored business appreciation events.

Finance

- *Financial Overview*

Existing Business Services is funded entirely with general funds.

- *Financial Breakdown*

	FY 2011		FY 2012	
	General Fund	Nongeneral Fund	General Fund	Nongeneral Fund
Base Budget	\$320,334	\$0	\$320,334	\$0
Change To Base	\$0	\$0	\$0	\$0
Service Area Total	\$320,334	\$0	\$320,334	\$0

Human Resources

- *Human Resources Overview*

Existing Business Services currently has four Business Services Managers that work throughout the state training and assisting individuals and businesses. There is one part time wage employee who assists with the logistics and preparation of the materials for the training sessions.

The Director of Business Information Services divides his time between this service area and Business Formation Services.

- *Human Resource Levels*

Effective Date	6/30/2009
Total Authorized Position level	5.5
Vacant Positions	1
Current Employment Level	4.5
Non-Classified (Filled)	
Full-Time Classified (Filled)	4.5
Part-Time Classified (Filled)	
Faculty (Filled)	

breakout of Current Employment Level

Wage	0.3
Contract Employees	
Total Human Resource Level	4.8

= Current Employment Level + Wage and Contract Employees

● **Factors Impacting HR**

We expect demand for the programs and services delivered in this service area to continue to increase as existing businesses work to grow their sales as they move through the business cycle and as information about our programs becomes more widespread. Rural communities in particular, are interested in these programs as they rely more and more on existing businesses to create jobs and increase wealth.

● **Anticipated HR Changes**

The staff delivering the programs in the Existing Business Service Area is at capacity and technology is being fully utilized to stretch staff productivity. In FY2010, the staff will begin using Executive Pulse an electronic database maintained by the Virginia Economic Development Partnership to enter and compile business contact information. To keep up with the demands for service one additional Business Services Manager will be needed in FY2011.

Service Area Objectives

- We will help Virginia businesses grow their revenues.

Objective Description

This service area objective will help businesses grow their revenues by helping them tap into new markets specifically those of government contracting and procurement. Given the complex process for selling to the government and the limited resources of many businesses, we make information, training and technical assistance available to simplify the process for businesses as well as networking with procurement officers.

Alignment to Agency Goals

- Agency Goal: The Virginia Department of Business Assistance will enhance the positive business climate in Virginia by providing information and solving problems for businesses as they move through the business life cycle: formation, stabilization, and growth.

Objective Strategies

- Business Services Managers will be assigned as needed on a case by case basis to resolve problem that businesses encounter as they try establish and grow their businesses in the Commonwealth.
- We will provide networking opportunities for businesses that will allow them to get in front of buyers, particularly those purchasing services and products on behalf of the Commonwealth. We will encourage businesses to establish enduring relationship that will help them grow their businesses.
- We will continue to market our website to businesses by including information on its value in all of our outreach efforts.
- We will increase our use of webinars and on-line training modules to offer our products and services.

Link to State Strategy

- nothing linked

Objective Measures

- Percent of state contract dollars awarded by all state agencies to small, women and minority (SWaM) businesses.

Measure Class: Measure Type: Measure Frequency: Preferred Trend:

Frequency Comment: Measure was established in FY2005.

Measure Baseline Value: Date:

Measure Baseline Description: Percent of contract dollars received by SWaM businesses.

Measure Target Value: Date:

Measure Target Description: Percent of contract dollars received by SWaM businesses.

Long-range Measure Target Value: 45.00 Date: 6/30/2012

Long-range Measure Target Description: Percent of contract dollars received by SWaM businesses.

Data Source and Calculation: Data compiled by Department of Minority Business Enterprise from CARS and MasterCard System on a quarterly basis.

- o Number of one on one counseling sessions conducted by Business Information Services.

Measure Class: Other Measure Type: Output Measure Frequency: Quarterly Preferred Trend: Maintain

Frequency Comment: Reports are collected monthly and compiled quarterly.

Measure Baseline Value: 432 Date: 6/30/2009

Measure Baseline Description: Number of one on one counseling sessions.

Measure Target Value: 500 Date: 6/30/2010

Measure Target Description: Number of one on one counseling sessions.

Long-range Measure Target Value: 600 Date: 6/30/2012

Long-range Measure Target Description: Number of one on one counseling sessions.

Data Source and Calculation: Staff currently conducts one on one sessions and uses a paper survey form to record results. In FY2010, the results of the sessions will be entered into Executive Pulse an electronic database maintained by the Virginia Economic Development Partnerships. This switch will allow greater analysis and documentation of trends in the business community.