



VIRGINIA TOURISM AUTHORITY  
D/B/A Virginia Tourism Corporation

# OPERATING PLAN

FOR THE YEAR ENDING JUNE 30, 2010

Virginia *is for Lovers* 

**VIRGINIA TOURISM AUTHORITY  
2009-2010 OPERATING PLAN**

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## **I. INTRODUCTION**

The Virginia Tourism Authority is a political subdivision of the Commonwealth of Virginia, authorized to do business as the "Virginia Tourism Corporation" (VTC) and was created on July 1, 1999. The VTC has a Board of Directors comprised of 15 members, including the Secretary of Commerce and Trade, the Secretary of Finance, the Secretary of Natural Resources and twelve members appointed by the Governor and confirmed by the General Assembly. The Governor designates the Chairman of the Board and the Board elects one member as the Vice-Chairman. The Executive Director of the VTC is appointed by the Governor, and reports to the Board of Directors and serves as the Board's ex-officio secretary-treasurer.

The VTC is headquartered in Richmond. In addition, the VTC operates ten state welcome centers located strategically around the state and the Capitol Bell Tower in Richmond to provide information to persons traveling in Virginia.

This operating plan provides basic information for understanding the priorities the VTC plans to accomplish, how it will achieve its objectives and the resources committed to those efforts.



## II. MISSION, VISION AND VALUES

The Virginia Tourism Authority, doing business as the Virginia Tourism Corporation, serves the broader interests of the economy of Virginia by supporting, maintaining and expanding the Commonwealth's domestic and international travel market and motion picture production, thereby generating increased visitor expenditures, tax revenues and employment. The Corporation develops and implements programs beneficial to Virginia travel-related and motion picture production-related businesses and/or consumers that no industry component or organization would be expected to carry out on its own.

**MISSION STATEMENT:** The Virginia Tourism Authority (VTA) is a creative and dynamic organization blazing new paths in marketing for the tourism and film industries in Virginia to bring more visitors and film producers to the Commonwealth; to get them staying longer; and to spend more money.

*More People, Staying Longer, Spending More Money*

**VISION STATEMENT:** To foster a spirit of partnership within Virginia's tourism and motion picture industries to develop and implement innovative and effective programs and initiatives that will grow the industries and increase economic impact and jobs, resulting in a greater tax base for localities and the state.

**VALUES STATEMENT:** The VTC is a high-performing, independent entity composed of dedicated professionals committed to the following ideals:

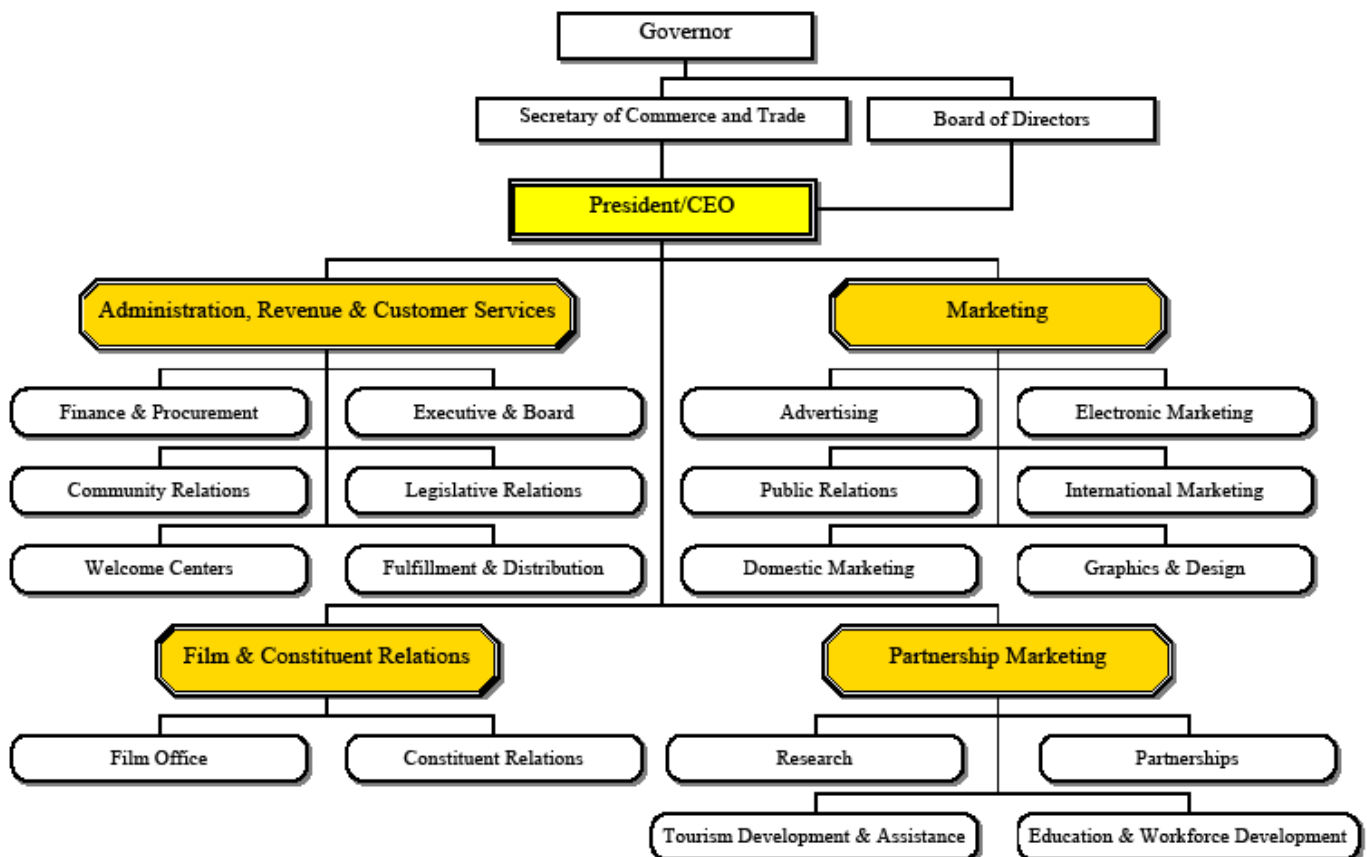
- Accountability
- Exceptional Service
- Innovative Ideas



### III. ORGANIZATIONAL STRUCTURE

The VTC has four programmatic areas to manage the activities of the agency. The responsibilities for management of these areas are vested with four Vice-Presidents.

- 1) Administration, Customer Services & Revenue
- 2) Marketing
- 3) Film & Constituent Relations
- 4) Education & Development





#### IV. STRATEGIC PLAN AND PERFORMANCE MEASURES

The VTC has developed a strategic plan that identifies the means by which it will achieve the stated mission and goals of the Authority. The strategic plan also identifies the objectives and strategies that will be used to achieve the stated goals. The *Strategic Plan* may be seen on the VTC's Web site ([www.vatc.org](http://www.vatc.org)) or on the Commonwealth's "Virginia Performs" website (<http://vaperforms.virginia.gov>). Below are the stated goals presented within the plan:

- (1) Strengthen awareness of the Virginia Brand.
- (2) Develop and execute collaborative statewide marketing programs.
- (3) Educate elected officials and key opinion leaders on the economic importance of tourism and encourage investment in the industry.
- (4) Advance the use of technology in tourism marketing.
- (5) Expand hospitality workforce training.
- (6) Improve infrastructure that supports tourism.
- (7) Support existing tourism products of all sizes and the development of new tourism product.
- (8) Promote Virginia's existing and expanding meeting and convention facilities.
- (9) Increase the economic impact of the film and video industry throughout the Commonwealth.
- (10) Provide leadership, management and direction for the VTC.

The VTC has also established quantifiable performance measures to assess the effectiveness of its programs in achieving the stated agency goals and objectives. The measures can also be found in the *Strategic Plan*.



V. FY2010 OPERATING FINANCIAL PLAN SUMMARY

**Operating Financial Plan Summary  
For The Year Ending June 30, 2010**

	<b>Funds</b>	<b>Employment</b>
<b>Funds Source</b>		
COV General Funds	\$16,108,516	49
VDOT Transfers	1,200,000	22
Interest on Deposits	50,000	
Brochure and Ad Panel Fees	400,000	
Other Revenues	109,681	
Fund Balance Carryover	657,896	
<b>Total Funds Source</b>	<b>\$18,526,093</b>	<b>71</b>
<b>Program Expenditures</b>		
Administration, Customer Services & Revenue	\$ 1,487,930	6
Customer Services	3,606,056	30
Marketing	9,302,604	20
Partnership Marketing	2,996,110	9
Virginia Film Office	983,393	6
Pass-Through Payments	150,000	
<b>Total Expenditures</b>	<b>\$18,526,093</b>	<b>71</b>

**Note:** The VTC employs 37 part-time individuals not reflected in the above employment levels. The VTC also uses the services of interns averaging 16 per year contributing approximately 2,200 hours of service.



## VI. ADMINISTRATION, REVENUE & CUSTOMER SERVICES

### Administration & Revenue

This section provides oversight through the Board of Directors and the President/CEO. This area provides administrative support functions such as Board relations, governmental relations, financial reporting, budget development, accounting, procurement and human resources. This section also provides oversight for revenue generating activities in support of the limited resources of the VTC.

### Administration & Revenue Operating Financial Plan

	Funds	Employment
<b>Funds Source</b>		
COV General Funds	\$ 1,427,721	6
Interest on Deposits	50,000	
Fund Balance Carryover	10,209	
<b>Total Funds Source</b>	<b>\$ 1,487,930</b>	<b>6</b>
<b>Expenditures</b>		
Salaries, Benefits and Taxes	\$ 595,582	6
Advertising and Promotion	391,508	
Missions, Shows and Events	9,370	
Travel	34,520	
Services	161,096	
Supplies and Materials	26,326	
Fixed Asset Payments	95,223	
Other Expenditures	174,305	
<b>Total Expenditures</b>	<b>\$ 1,487,930</b>	<b>6</b>





### Customer Services

This unit of Administration establishes overall strategies for sound customer and visitor relations and information distribution systems. It manages programs aimed at providing superior customer service, evaluating and improving customer fulfillment programs and cultivating community outreach. This section works cooperatively with VDOT in the operations of the state's Welcome Centers to promote and encourage the traveler to visit Virginia.

#### CUSTOMER SERVICES Operating Financial Plan

	Funds	Employment
<b>Funds Source</b>		
COV General Funds	\$1,983,061	8
VDOT Transfer	1,200,000	22
Brochure and Ad Panel Fees	400,000	
Interest on Deposits	0	
Other Revenue	22,995	
<b>Total Funds Source</b>	<b>\$3,606,056</b>	<b>30</b>
<b>Expenditures</b>		
Salaries, Benefits and Taxes	1,648,865	30
Wages and Taxes	462,881	
Advertising and Promotion	1,400	
Missions, Shows, and Events	11,750	
Travel	51,699	
Services	1,240,797	
Supplies and Materials	127,361	
Fixed Asset Payments	50,182	
Other Expenditures	11,121	
<b>Total Expenditures</b>	<b>\$3,606,056</b>	<b>30</b>

**Note:** This section employs 35 part-time travel counselors at the twelve state Welcome Centers and the Capitol Bell Tower.



## VII. MARKETING

The marketing program plans and implements advertising, public relations, Internet marketing and domestic and international marketing activities. It accomplishes this through five primary service areas having targeted purposes and objectives to promote Virginia as a travel destination.

*Domestic and International Marketing:* VTA's direct sales efforts, including trade shows, sales missions and site inspection tours, are designed to increase visitation and economic impact from domestic and selected international markets. Key buyer segments targeted through the sales effort include tour operators, travel agents and meeting planners.

*Advertising:* The advertising program develops and promotes the Virginia brand through the use of media including print, broadcast and outdoor and web-based venues. The media plan targets frequent travelers within markets that provide the highest potential number of visitors to Virginia.

*Public Relations:* Public relations efforts stimulate Virginia's economy by creating promotional communications tools and editorial coverage designed to motivate travelers to visit, stay longer and see more of Virginia's travel appeals. Public relations also provide the VTC with visibility in niche publications to promote special and unique product to Virginia.

*Graphics:* The graphics program provides graphic development and production services for VTC and the Virginia Economic Development Partnership. The VTC's library of photography, film, videography and electronic graphic files is managed by the Graphics section.

*Electronic Marketing:* The Electronic Marketing program manages VTC's two primary websites, targeting consumers and Virginia's travel industry. It manages VTC's internet communication technologies and develops web-based business initiatives and partnerships. Electronic Marketing regularly educates the industry on the use of internet technology and the benefits of full participation within VTC's consumer website.



**MARKETING**  
**Operating Financial Plan**

	<b>Funds</b>	<b>Employment</b>
<b>Funds Source</b>		
COV General Funds	\$ 8,909,721	20
Other Revenues	71,686	
Fund Balance Carryover	321,197	
<b>Total Funds Source</b>	<b>\$ 9,302,604</b>	<b>20</b>
<b>Expenditures</b>		
Salaries, Benefits and Taxes	\$ 1,597,895	20
Wages and Taxes	35,516	
Advertising and Promotion *	6,240,164	
Missions, Shows & Events	413,534	
Travel	95,386	
Services	790,115	
Supplies and Materials	59,704	
Fixed Asset Payments	6,700	
Other Expenditures	63,590	
<b>Total Expenditures</b>	<b>\$ 9,302,604</b>	<b>20</b>

\* Includes special appropriations for the "See Virginia First" program associated with the Virginia Association of Broadcasters (\$213,750) and Outdoor Advertisers Association (\$95,000).

Note: This section employs a part-time person who supports multiple departments. This section also employs the services of interns contributing approximately 500 hours annually.



## VIII. VIRGINIA FILM OFFICE

The Virginia Film Office is committed to attracting film and video production to Virginia and supporting the indigenous production industry, with an ultimate goal of bringing economic and employment benefits to the Commonwealth. Film, video and multi-media production is a growth industry worldwide and in Virginia, and the economic benefits to the state have grown significantly. The Virginia Film Office pursues its goals through the creation and implementation of aggressive marketing and development programs.

### VIRGINIA FILM OFFICE Operating Financial Plan

	Funds	Employment
<b>Funds Source</b>		
COV General Funds	\$ 955,713	6
Other Revenues	15,000	
Fund Balance Carryover	12,680	
<b>Total Funds Source</b>	<b>\$ 983,393</b>	<b>6</b>
<b>Expenditures</b>		
Salaries, Benefits and Taxes	\$ 528,307	6
Advertising and Promotion	92,500	
Missions, Shows & Events	25,600	
Travel	21,600	
Services	85,300	
Supplies and Materials	5,050	
Marketing Assistance and Pass Through Payments	215,000	
Fixed Assets Payments	650	
Other Expenditures	9,386	
<b>Total Expenditures</b>	<b>\$983,393</b>	<b>6</b>

**Note:** This section uses the services of interns contributing approximately 1,700 hours of service annually.



## IX. PARTNERSHIP MARKETING

The Partnership Marketing division works closely with communities throughout Virginia to listen, support and get work accomplished through marketing, education and product development. It accomplishes this through four primary programmatic areas.

*Tourism Development:* This program provides communities and tourism entrepreneurs with tourism planning expertise and assistance. It assists those areas with strategic planning, product planning and identifying capital and operational funding resources to achieve the planning goals and grow the Commonwealth's tourism product.

*Education & Workforce Development:* This program seeks to identify tourism workforce training and educational opportunities through the Virginia education system and provides customer service training for the tourism industry sector.

*Research:* The research program provides a wide range of tourism-related data analysis and data gathering, including domestic and international visitor profiles, domestic and international market share, the economic impact of tourism on the state and localities, and the VTC's advertising and marketing campaigns. The program provides detailed and timely information for those in the Commonwealth who are interested in the area of tourism development and for the VTC to assess internally the return on investment of its programs.

*Grants Program:* The VTC is a resource for the industry to seek and secure grants to supplement marketing and product development programs. It works closely with Virginia's counties, cities, municipalities and attractions to identify grant opportunities and ways of extending limited resources to market the Commonwealth's tourism product.



**PARTNERSHIP MARKETING  
Operating Financial Plan**

	<b>Funds</b>	<b>Employment</b>
<b>Funds Source</b>		
COV General Funds	\$ 2,682,300	9
Fund Balance Carryover	313,810	
<b>Total Funds Source</b>	<b>\$ 2,996,110</b>	<b>9</b>
<b>Expenditures</b>		
Salaries, Benefits and Taxes	\$ 813,336	9
Wages and Taxes	15,120	
Advertising and Promotion	388,395	
Missions, Shows & Events	30,000	
Travel	95,500	
Services	462,781	
Supplies and Materials	255,978	
Marketing Assistance and Pass-Through Payments (Marketing Grants Program)	925,000	
Fixed Assets Payments	0	
Other Expenditures	10,000	
<b>Total Expenditures</b>	<b>\$2,996,110</b>	<b>9</b>

Note: This section employs a part-time person who supports multiple departments.



**X. PASS-THROUGH PAYMENTS**

Below is a list of legislated pass-through funding included within the appropriations of the Virginia Tourism Authority.

	<b>Funds</b>
<b>Funds Source</b>	
COV General Funds	<b>\$ 150,000</b>
<b>Expenditures</b>	
Daniel Boone Visitor Center	\$ 100,000
Coalfield Tourism Authority	50,000
<b>Total Expenditures</b>	<b>\$150,000</b>