

**2011 VACo Achievement Award
Application Form**

Application Summary

2011 VACo Application

**Commercial Project Management
Program Website**

**Department of Development Services
Mission Statement**

**Department of Development Services
Vision Statement**

Customer Bill of Rights

“Open for Business” Statement

Recognizing the Best in County Government Programs!



2011 Achievement Awards

ATTN: 2011 Achievement Awards Program
Virginia Association of Counties
1207 East Main Street, Suite 300
Richmond, Va. 23219-3627

Call for Entries



2011 VACo Achievement Awards

Deadline: June 1, 2011

Application Form

All applications must include the following information. Separate applications must be submitted for each eligible program. Deadline: June 1, 2011.

Program Information

Locality Prince William County
Program Title Commercial Project Management
Program Category Community/Economic Development
Population Category 100,000+

Contact Information

Name Wade Hugh
Title Director
Department Department of Development Services
Complete Mailing Address 5 County Complex Court Suite 120
Prince William, VA 22192
Telephone # 703-792-6930 Fax # 703-792-5285
E-mail whugh@pwcgov.org

Signature of county administrator or chief administrative officer

Name _____

Title _____

Signature* _____

*Entries without this signature will not be accepted.



2011 VACo Achievement Awards

Deadline for Entry: June 1, 2011

Description

The VACo Achievement Awards is a competitive awards program open to local government members of the association. The awards program is held annually to recognize local government programs that exemplify innovation, model practices, partnering or collaboration with other local governments, a private enterprise or state and federal government. The competition will be divided into five population categories so that projects compete with other localities of comparable size. Please encourage all county departments to apply!

Eligibility

All local government members of the Virginia Association of Counties, which are in good standing with the association, may participate. There is no limit to the number of applications a county may submit.

All applications must comply with the following standards:

1. The program must have become operational before Jan. 1, 2011, and must be currently operational.
2. Local government officials and/or staff must have played a significant role in developing and implementing the program, with only limited assistance from outside experts and/or consultants.
3. All steps in the application must be completed.
4. Awards will be given to departments or units, not individuals.
5. Programs that have received a previous VACo Achievement Award are ineligible.
6. The program must meet one or more of the criteria outlined below, and must be signed by the county administrator or chief administrative official before submission.

Criteria for Selection

The nominated program must meet one or more of the following criteria:

1. Offer an innovative solution to a problem, situation or delivery of services.
2. Promote intergovernmental cooperation and/or cooperation with local, state and federal entities and/or a private enterprise in addressing a problem or situation.
3. Provide a model that other local governments may learn from or implement in their own localities.
4. Programs may be based on programs from another public or private entity but must represent innovative approaches or customization by the local government.

Populations

The population categories are: (1) under 15,000 (2) 15,001 to 30,000 (3) 30,001 to 50,000 (4) 50,001 to 100,000 (5) 100,001+

Website

To view past Achievement Awards winners and all the entries from the 2010 competition, visit www.vaco.org/AchievementAwards.html.

Categories

Program Categories:

1. Community/Economic Development
2. Customer Service
3. Communications (public relations)
4. Criminal Justice & Public Safety
5. Health/Human Services (youth, elderly and others)
6. Information Technology
7. Parks and Recreation
8. Transportation
9. Organizational Development
10. Environmental
11. Regional Collaboration

Rules

Rules of entry:

1. All entries must be submitted in duplicate. Mail two copies of each entry bound in a notebook or presentation folder. Include the entry form, all appendices and supplemental materials, photographs, DVD, etc. Additionally, submit one copy in electronic format--PDF or WORD file (e-mail electronic entry to garter@vaco.org).
2. Entries must be typed and double-spaced. State the problem, challenge or situation faced by the locality and how the program fulfilled the awards criteria (innovation, partnering or collaboration and a model for other localities). Tell how the program was carried out, including financing and staffing, and the program's results. Be concise and submit no more than eight one-sided typed pages plus photos or supporting materials.
3. Include a short overview of the program (no more than one page double-spaced) that can be used as a quick reference guide for the judges.

Judging

Entries will be judged by a three-member panel selected for their expertise in local government. When there are no selected nominations, no award will be made.

Award Presentation

Award plaques will be presented at VACo's Annual Business Meeting on Nov. 15, 2011, in Bath County. The winning entries will be featured in a booklet that will be distributed during VACo's Annual Conference. Award-winning nominations will be displayed appropriately at the Annual Conference and winners will receive a special ribbon to be worn on their nametags. Winners will also be recognized on the VACo website and in a news release sent to statewide media outlets.

Deadline

All entries must be postmarked no later than June 1, 2011, and mailed to VACo Achievement Awards, 1207 East Main St., Suite 300, Richmond, Va., 23219-3627. Entries will not be returned.

Questions?

Contact Gage Harter, VACo's Communications Director, at (804) 343-2502 or garter@vaco.org. Additional application forms are also available at www.vaco.org.

Problem Statement:

There is an old parable about boiling a frog. The parable states that if you place a frog in boiling water, the frog will immediately jump out of the boiling water. On the other hand, if you place a frog in cold water and slowly heat the water to a boiling temperature, the frog will stay in the water and ultimately succumb to the heat.

Prince William County experienced the boiling frog syndrome as it related to the County's land and building development processes. For several years, the County struggled with ensuring compliance with State and County regulations, while at the same time meeting the development customers' expectations (consistency, predictability and timeliness). Conditions continued to worsen and the customer and political pressure to fix the problem increased to a level of urgency (boiling water).

Solution:

Approximately 3 years ago, Prince William County created the Department of Development Services. The goal of the new department is to streamline the commercial development process and promote a partnership culture between our development customers and County staff. The creation of the department was the first step in a long list of improvement initiatives geared towards making it easier and faster to open a business in Prince William County.

Partnership Culture

Prince William County is committed to establishing a partnership with their development customers. The partnership approach provides a mechanism to keep County staff and customers focused on the end goal – a completed project that meets all applicable County and State requirements. The partnership approach improves communication between the County and their customers, which leads to a better understanding of both regulatory requirements and the early identification of obstacles to project success. The partnership culture also fosters an environment of creative options thinking as a means of overcoming the obstacles and resolving issues within the regulatory framework.

To demonstrate the County's commitment to forging a partnership culture, the County worked with its customers to establish a Customer Bill of Rights. The Bill of Rights formalizes the County's commitment to addressing the customers' desired outcomes of the development process. The Customer Bill of Rights focuses on the most important customer outcomes which include consistency, predictability and timeliness.

Streamlined Processes

Project Management

In the past, customers were responsible for navigating the myriad of silos within the development process and obtaining the various plan approvals, permits, and inspections

necessary for their project. This method of doing business resulted in miscommunications, duplication of efforts, lost project time and customer frustration. Under the newly created Commercial Project Management business model, the County ensures that services are comprehensive and seamless from the customer's perspective.

Project Management Concept

When a commercial developer approaches the County with a development plan, the customer is immediately assigned a Project Manager (PM). The PM works with the customer to identify the immediate project objectives and identifies the approvals, permits, and inspections associated with the project objective. The PM then assembles a Multi-Disciplinary Team, which is comprised of representatives from each of the technical expertise areas involved in the project. The team then works collaboratively with the customer and their designated representatives. The Project Management concept is based on the goal of accomplishing the project as defined by the customer rather than simply completing a technical review or issuing an individual permit.

Performance Results

Plan Review

The Project Management concept has been very successful in Prince William County. By partnering with our development customers and closely working with the other development

review agencies, Prince William County significantly reduced County plan review times for commercial projects.

New Commercial Structures

	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
Number of approved building plans	125	102	65
Average days to approval			
County Time	129	67	65
Applicant Time	<u>70</u>	<u>74</u>	<u>28</u>
Total Time	199	141	93

**Although the workload declined from FY08 to FY10, staffing levels in Development Agency Programs declined from 229 full time staff to 125 full time staff.

Site Plans

	<u>FY08</u>	<u>FY09</u>	<u>FY10</u>
Number of approved plans	83	46	40
Average Days to approval			
County time	66	41	47.2
Applicant time	<u>420</u>	<u>290</u>	<u>401.8</u>
Total Time	486	331	449

**County time to review site plans has remained well below the 66 days recorded in FY08.

Applicant time increased due to a number of “park” plans being removed from the “park” status and moved forward to plan approval. This is a result of the economic conditions improving and developers being able to secure financing for the project.

The County understands the importance of saving time for their customers and takes great pride in the fact that through these efforts; the County shaved off nearly 3 months in our plan review and approval process.

Customer Satisfaction

The County began tracking customer satisfaction levels with the development process and customer service delivery. Below are the results for Fiscal Year 2009 and 2010. Although we don't have solid statistical number to bench mark against, the satisfaction levels listed below clearly demonstrate the level of customer satisfaction generated as a result of the County's efforts to improve the commercial development process.

	Processing		Customer Service	
	<u>FY09</u>	<u>FY10</u>	<u>FY09</u>	<u>FY10</u>
Very satisfied	85%	89%	90%	94%
Somewhat satisfied	10%	7%	7%	4%
Somewhat dissatisfied	1%	1%	2%	.5%
Very dissatisfied	<u>4%</u>	<u>3%</u>	<u>1%</u>	<u>1.5%</u>

Continuing Improvement Efforts

The County continues to invest a significant amount of time and effort in working with the development community to identify ways to continue improving the County's development processes. The County has a number of groups and committees established with the purpose of providing valuable input on ways to improve the process.

Commercial Development Committee

The Commercial Development Committee meets on a quarterly basis to develop recommendations to improve the commercial development process. The focus of this group ranges from Rezoning and Special Use Permits through the bond release process. The committee is currently focused on several objectives for the calendar year 2011:

1. Improving the As-Built review process.
2. Work with industry to review the County's development fee schedule structure.

PRINCE WILLIAM

county of Virginia

Woodbridge, VA
Wed, 11:53 AM

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Government

[Development Services](#)

[Project Early Assistance](#)

Commercial Project Management Program

Building Development Division

[Development Services](#)
[Documents](#)

[FAQs](#)

[Land Development Division](#)
[Project Early Assistance](#)

What is Project Management?

Prince William County's Development Review, Construction Inspection, and Code Enforcement agencies have united efforts to redesign their business processes to align with the County's Vision and Values. To accomplish this primary goal, the Prince William County development community and county development agencies have created a mutually supportive environment where the customer and staff work creatively together through teamwork to provide a process that is better coordinated, more timely and is more predictable for the customer.

Program Implementation

Prince William County has implemented a project management program while it seeks to update the integrated development processing system. The program aims to improve the customer's experience and the project's success. Implementation of the project program began on July 1, 2008. The initial phasing of this program included:

- July 1, 2008 — Site Plans (Non-residential)
- July 15, 2008 — Joint Occupancy Evaluations (JOE)
- Aug. 15, 2008 — Tenant Layouts (TLO)
- Sept. 15, 2008 — Building Alterations, Additions and Remodels

Other non-commercial project types including residential developments are being evaluated for inclusion in future implementation phases.

Project-Oriented Culture

Our new development processing system will center on an innovative Project-Oriented Culture, with three key elements in support:

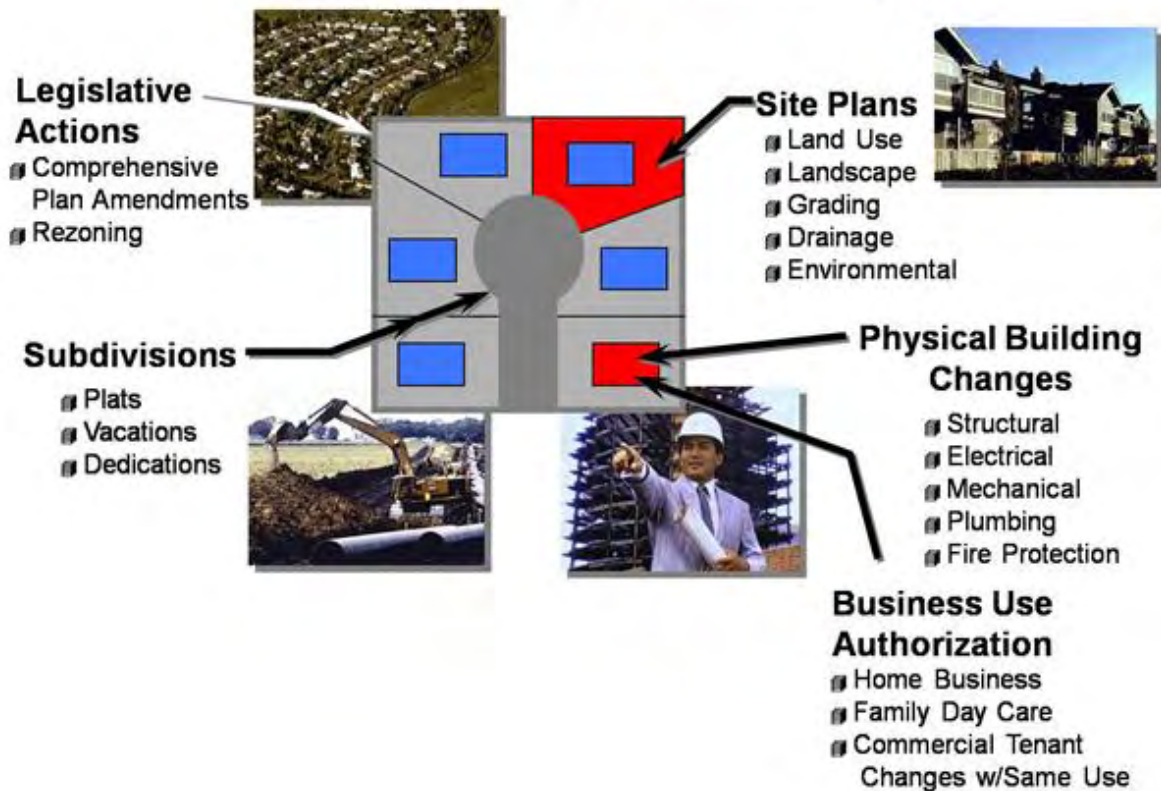
1. Project Approach
2. Partnership Approach to Customer Service
3. Project Management

Project Approach

Our new approach ensures that services are comprehensive and seamless from the customer's perspective. Once the customer's "immediate project objectives" are understood, the county ensures communications, processes, and actions are coordinated through the entire development process. We accomplish this by:

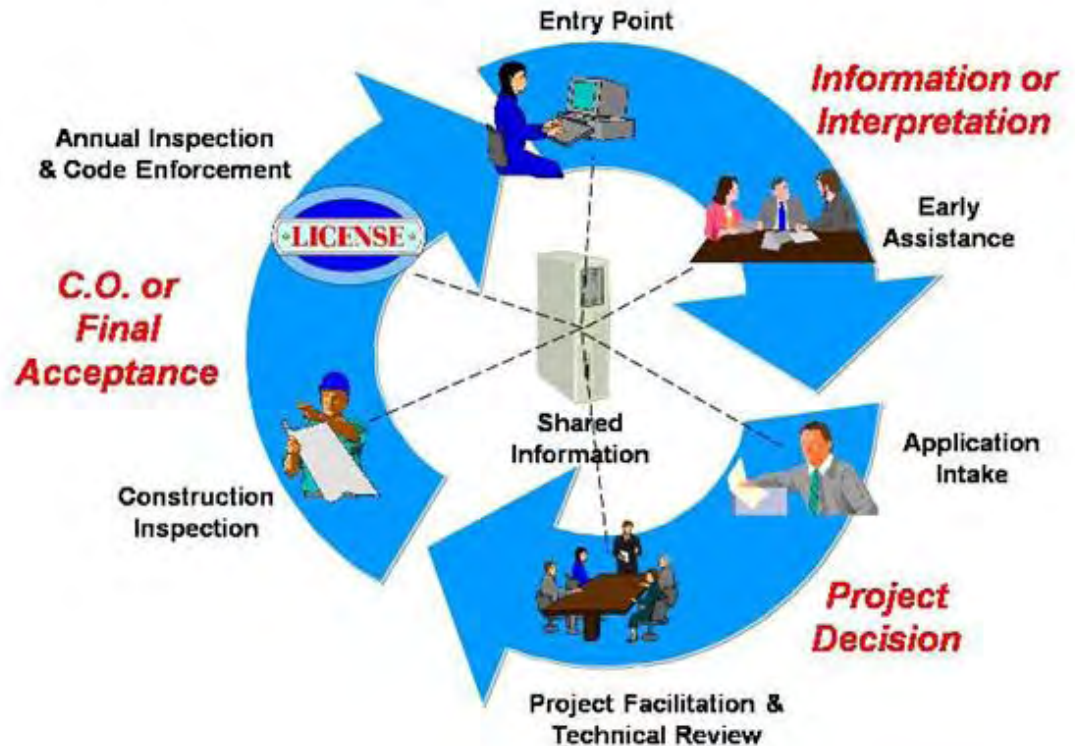
- A. Identifying the approvals and permits that make-up the "immediate project objective" as shown in Figure 1.

Figure 1: Defining a Customer's Project



B. The County facilitates the processing steps, from early assistance to certification of occupancy or final acceptance. The customer will interact with the County in one or more business processes as shown in Figure 2.

Figure 2: Development System Core Processes



Partnership Approach to Customer Service

Prince William County staff is committed to a cooperative relationship, a partnership, between the customer and staff working together to identify options on project issues and bringing resolution to problems quickly. This partnership will result in a process

which will have greater predictability resulting in a more timely and efficient process. Three ideas and practices will be established to support this partnership.

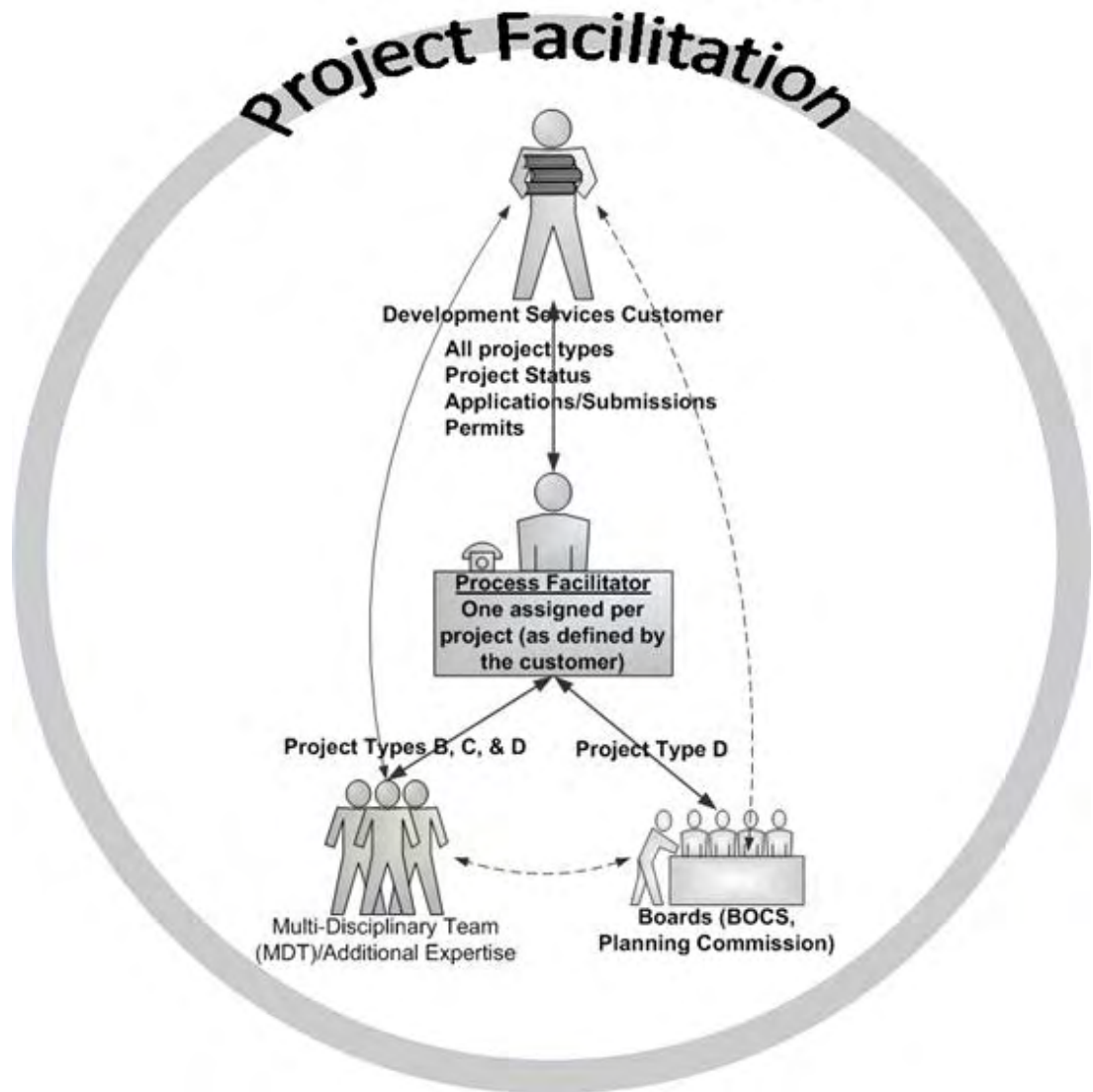
1. Staff uses supportive communications.
2. Structured and adequate time is allotted to discuss and resolve issues.
3. Staff and customer are tasked to be creative in finding ways to resolve issues within the regulatory framework.

Object of Project Management

Project management is the County's methodology to assist the customer with processing their "immediate project objective" through the development system in an efficient and timely manner. This method promotes coordinated County responses to a project rather than allowing fragmented permits or responses from individual disciplines or departments. In order for Project Facilitation to work effectively, three key roles have been defined and must function together throughout the process. These three key roles are shown in Figure 3:

1. Appointing a Process Management Team (PM) to guide the customer's project through the system.
2. Appointing a Multi-Disciplinary Team (MDT) to provide all the expertise needed for review.
3. The Customer and/or their designated representatives participate as a responsive partner on the team.

Figure 3: Project Facilitation



For additional information, contact the [Department of Development Services](#).

Prince William County

Department of Development Services

Mission Statement:

The Department of Development Services promotes a culture where staff and customers work in partnership to create and sustain a better quality of life and environment in which to live, work, and play.

Our development processes are designed to be effective and efficient, and ensure compliance with federal, state, and local regulations.

We support economic development, revitalization, infrastructure improvements, and the protection of natural resources.

Our staff provides customers the highest quality of service and respect.

We supply the public with development information through effective communication and education.



Prince William County Department of Development Services

Vision Statement:

The Department of Development Services staff recognizes its role in the creation of a safe and healthy community through a balance between the protection of natural resources, the built environment, and development.

Staff pledges to create a partnership approach with customers and stakeholders that includes mutual trust, accountability, and proactive issue resolution while ensuring professional and streamlined development processes.

Staff will honor and support this pledge by empowering each other to do the right thing for the customers through valuing input, providing necessary resources, exercising options thinking, and providing a positive work environment that is conducive to professional development and continuous quality improvement.

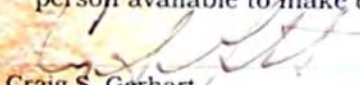



Customer Bill of Rights



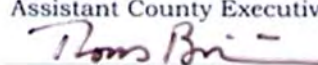
Prince William County Development Services


1. Customers have the right to access initial information, checklists, process flowcharts, applications and FAQs that are easily and readily available in consistent location.
2. Customers have the right to a timely and thorough review of their project, after providing a complete submission, and shall be provided concise comments with the Code section referenced or noted as recommendations.
3. Customers have the right to be provided appropriate contact information for internal staff members and external agencies to allow for follow up communication.
4. Customers have the right to access project comments and status via phone, mail and/or web.
5. Customers have the right to consistent application and interpretation of rules, policies and procedures.
6. Customers have the right to reasonable advance notification of changes in policies, procedures, interpretations and regulations with a grace period prior to full implementation.
7. Customers have the right to provide input during policy development and shall be provided a channel to make constructive improvement recommendations.
8. Customers have the right to a consistent team throughout the project whenever possible.
9. Customers have the right to a response or acknowledgement from staff of all inquiries by close of the next business day.
10. Customers have the right to rely on documented commitments/agreements made throughout the process.
11. Customers have the right to a predictable and timely development process based on published performance standards.
12. Customers have the right to a defined hierarchy of authority with access to the most appropriate person available to make decisions on issues.

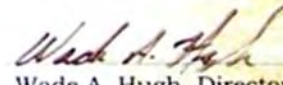

Craig S. Gerhart
County Executive



Stephen K. Griffin, Director
Planning Office


Susan L. Roltsch
Assistant County Executive


Thomas Bruun, Director
Department of Public Works


Hadden C. Culp, Fire Marshal
Department of Fire and Rescue


Wade A. Hugh, Director
Department of Development Services


Thomas J. Blaser, Director
Department of Transportation

If only this were as easy as doing business in Prince William County



A Business Friendly Community

PWC

Prince William County, Virginia

Department of Development Services

5 County Complex Court
Prince William, Virginia 22192
703-792-6930

In Prince William County, we believe the commercial development process should be a benefit to your business, not a hindrance.

That's why the Department of Development Services partners with every commercial development customer to ensure an effective and efficient process that allows businesses to meet federal, state and local development regulations.

As part of our streamlined business model, we provide you with a dedicated Project Manager to guide you through the County's development process and assist you with your project needs.

Contact us today, and discover why it's so easy to do business in Prince William County.

Prince William County - Open for Business