Recognizing the Best in County Government Programs!



2014 Achievement Awards

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Call for Entries

201

2014 VACo Achievement Awards Deadline: June 2, 2014

Application Form

All applications must include the following information. Separate applications must be submitted for each eligible program. **Deadline: June 2, 2014.**

Program Information

Locality Loudoun County

Program Title Business-Friendly Initiatives

Program Category Economic Development

ពេដ្ឋស្រា

Contact Information

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Signature ____



Loudoun County's Business-Friendly Initiatives



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Loudoun County's Business-Friendly Initiatives

Overview

In order to encourage business development and growth in Loudoun County, the Board of Supervisors established a process to review impediments to economic development with the goal of making the expansion or start-up of a commercial or industrial enterprise more business friendly.

As a result of the review, stakeholders identified dozens of issues that could be resolved through amendments to the Zoning Ordinance to encourage business development. They also recommended the creation of an ombudsman role to guide businesses unfamiliar with the county's regulations through the county's development process.

The Board has adopted many of the business-friendly Zoning Ordinance amendments designed to make the regulatory environment more supportive of business development. To fulfill the role of ombudsman, the Board created the Business Assistance Team (BAT), a multidepartmental group whose goal is to provide a seamless and coordinated experience for business customers, regardless of which department the customer contacts first.

As part of the business-friendly initiative, the county also updated its Fast Track Process, in which eligible projects may utilize a streamlined land development review process. As with BAT, the Fast Track Process utilizes a special team with representatives from various county agencies.

Loudoun County's business-friendly initiatives have been met with success and positive reviews from the business community, elected officials and county staff.



Loudoun County's Business-Friendly Initiatives

Challenge

Loudoun County, one of the fastest growing counties in the nation, faced the challenge of revamping the county's zoning regulations and land development processes to advance commercial and industrial development throughout the county. The work plan approved by the Board of Supervisors included a review of aspects of the Zoning Ordinance that had been, or were perceived to be, an impediment to economic development.

Objective

The Board of Supervisors was committed to creating a business-friendly environment, not only through regulatory changes, but also at the front counters of land development agencies and throughout the county government organization. The goal was to improve the process for all types of businesses, from small, home-based operations to multi-million dollar commercial projects.

Actions

Loudoun County's business-friendly initiatives grew out of the Board of Supervisors' strategic goal to streamline government processes that encourage business development and growth. Using the Board of Supervisors' direction as guiding principles, the initiatives were implemented on several fronts: Page 2

Business Assistance Team

The establishment of the Business Assistance Team (BAT) grew out of the Board of Supervisors' review of the Zoning Ordinance, which included identifying impediments to economic development with the goal of making the expansion or start-up of commercial or industrial enterprises more business friendly.

As a result of the review, stakeholders from the business community who took part in the process recommended the creation of an ombudsman role to aid and guide businesses unfamiliar with the county's regulations through the county's development process.

To fulfill the role of ombudsman recommended by the stakeholders, the Board of Supervisors created the Business Assistance Team in October 2012. Mindful of the more than 7,300 businesses in Loudoun that employ 20 or fewer workers, the primary focus of the team is to provide services to small businesses. There is "no wrong door" for the businesses to enter: the BAT provides the right resources as the businesses go through the county's permitting process no matter where they enter the process.

The BAT is a cross-departmental group composed of staff members from the following county agencies: Building and Development, Clerk of the Circuit Court, Commissioner of the Revenue, County Administration, Fire Marshal, Health Department, Mapping, Economic Development, Planning, and Public Affairs and Communications. The leader of the BAT serves as the primary designated contact for the team and also serves as Assistant Director for Permit Issuance and Department Management within the Department of Building and Development.

The members of BAT participate in cross-departmental training to help provide a seamless and coordinated experience for business customers, regardless of which department the customer contacts first. BAT training emphasizes coordination, follow-through and

accountability to the customer. BAT also maintains a close relationship with the incorporated towns, the Small Business Development Center, and local business and industrial organizations.

In January of 2013 the BAT launched its website, <u>www.loudoun.gov/bat</u> (also <u>www.loudoun.gov/businessassistance</u>), which provides a one-stop location for businesses to find county resources and staff contacts to assist them through the business startup and expansion process.

The BAT also developed informational posters and BAT cards with basic contact information and installed kiosks on the first floor of the Loudoun County Government Center to display the posters and cards. The BAT cards are also used as an internal resource by team members.

The BAT has also reached out to the public in innovative ways. In 2013, the BAT participated in an off-site Small Business Week event which included setting up a computer station to allow people to apply for permits and in 2014, the BAT participated in an all-day series of seminars at the offices of the Small Business Development Center in Leesburg during Small Business Week.

Fast Track Process

As part of the business-friendly initiative, the county updated what was known as the "Modified Process" to the Fast Track Process. The program is available for targeted industries, including information communication technology, federal government contractors and agencies, aerospace, airport supportive businesses, and projects supporting those industry groups. Other commercial projects meeting Fast Track Process criteria may also be considered.

Under the Fast Track Process, eligible projects are able to utilize a streamlined land development review process. The benefits of participating in a Fast Track Process include the ability to bypass the Engineering and Surveying Institute peer review, a commitment to a dedicated county project manager assigned as the main contact who will facilitate movement through the county development review process, the assignment of a special county review team with representatives from various county review agencies, and the consideration of more aggressive application review timelines.

By participating in the Fast Track Process, the applicant agrees to take part in a debriefing session following county approval. Two questions are asked: 1.) What went well, and 2.) What improvements should be considered.

Rural Economy

The Board of Supervisors has also focused on Loudoun's rural economy by adopting the Rural Economic Business Development Strategy which identifies ways existing rural businesses can be supported, and new businesses can thrive.

More specifically, the strategy offers recommendations and implementation actions to create an environment for high-value agricultural production that:

- Supports the equine and tourism industries,
- Maintains prime farmland, and
- Supports an overall thriving rural economy in western Loudoun.

Zoning Ordinance Amendments

Several Zoning Ordinance amendments have been completed or are underway that are designed to make the regulatory environment more supportive of business development. The stakeholders involved in the Zoning Ordinance review process identified dozens of issues that could be resolved through amendments to the Zoning Ordinance in order to encourage business

Page 5

development in the county. The Zoning Ordinance Amendments that have been undertaken by the Board of Supervisors include:

- Changes to requirements for bed and breakfast establishments,
- New standards to allow breweries and agricultural processing changes for the rural area,
- Proposals to convert special exception uses to permitted by-right uses,
- Changes to Article 6 of the Zoning Ordinance which help expedite applications all the way from the beginning stages to approval, and
- Streamlining the data center development process.

The Board also adopted the Route 28 Zoning Ordinance Amendments, accomplishing a key step in the continued implementation of the Route 28 Corridor Project.

Measurable Results

The Board's initiative to create the Business Assistance Team and to focus on the Fast Track Program has had positive results in streamlining government processes that encourage business development and growth.

Since September 2012, nine (9) projects have gone through or are currently active in the Fast-Track process. The total investment for these projects is estimated at \$660 million, generating more than 470 jobs.

Surveys of the business community indicate that these "fast-tracking" and communication efforts have yielded positive results. Bill May, vice president of Miller and Smith, used the Fast Track Process to bring Edelman Financial Field to the One Loudoun development. "I don't think a process could have gone any better," May said. The success of the Fast Track Process is measured by one key metric: achievement of 100% of final negotiated timelines. With the exception of one, the projects accepted into the Fast Track Process since September of 2012 that have received conditionally approved site plans have been approved within a timeframe of two and one-half months or less.

As part of the effort to evaluate improvements to the business development process, the Business Assistance Team has developed a phased approach to surveys. The first phase consisted of two rounds of surveys, both focused on the customer service experience. The second phase will focus on land development applications. The results have been encouraging with a good response rate of 12 to 15 percent and positive comments about interaction with staff. While the majority of comments in the first round of the Phase 1 survey were positive, the customer service ratings in the second round of the survey improved over the first round with comments such as "exceptionally helpful" in describing county staff.

Partnerships/Stakeholders

Loudoun County has partnered with many outside agencies in its business friendly initiatives, including the county's incorporated Towns, especially the Town of Leesburg's Economic Development Department, the Mason Enterprise Center; the Loudoun Small Business Development Center, the Northern Virginia Building Industry Association and NAIOP, the Commercial Real Estate Development Association. Representatives of the latter two organizations meet with county staff quarterly as part of the Builder and Developer Advisory Group, which is an outgrowth of the internal Business Improvement Group, which is made up of representatives from various county departments.

In addition, stakeholders who took part in the Zoning Ordinance review which led to the business-friendly initiatives represented a broad spectrum of the public, including business owners, commercial, industrial and trade association groups (such as the Loudoun Chamber of Commerce), realtors, brokers, property owners, financial institutions and developers.

A Model Program

Loudoun County's business-friendly initiatives provide a model that can be reproduced in other jurisdictions. Other than the minimal cost of printing the Business Assistance Team contact information cards and the posters for the kiosks, there was no additional cost to the county for implementing the initiatives.

The keys to Loudoun County's approach throughout all the business-friendly initiatives include: 1) designating specific contacts in county departments to provide immediate and professional service, 2) cross-training of front-counter staffs, 3) improving signage directing customers to the appropriate departments and agencies, 4) providing easy-to-access information on the Loudoun County Website to connect people with the right resources, and 5) reaching out and collaborating with partners and stakeholders outside the Loudoun County Government.



Loudoun County's Business-Friendly Initiatives

Testimonials





Loudoun County's Business-Friendly Initiatives

Testimonials

Fast Track Process

Bill May, vice president of Miller and Smith, used Loudoun County Government's Fast Track Process to bring Edelman Financial Field to the One Loudoun Development. His video profiles how the Fast Track program "worked as advertised," how the "process could not have been any better," and specifies the individuals and companies who all worked together to help make this Ashburn project a success.

The Fast Track Process provides commercial real estate projects with a dedicated project team, and saves businesses time and money.





MORE

Business Assistance Team



Customers responding to the Business Assistance Team's customer service surveys were overwhelmingly positive. Some excerpts:

- "The staff is always professional and polite one of the few government agencies that we work with who are willing to answer our questions and work with us to solve problems." - Finch Well Drilling & Pump
- "The staff is good, professional, helpful and I've worked with them on so many projects they know just to tell me how to find answers and they bottom line it for me." – Rosemarie Pelletier, PPSC
- The frontline staff are excellent and very helpful. I look forward to seeing them rather than dreading "dealing with the county." - Ken Carbaugh, Carbaugh Environmental Consulting



Loudoun County's Business-Friendly Initiatives

Marketing Materials





The Loudoun County Board of Supervisors is committed to creating a business-friendly environment that encourages commercial growth. An important component of business growth is encouraging and assisting commercial development opportunities that enhance the tax base.

Criteria

Fast Track is available for targeted industries including information communication technology, federal government contractors and agencies, aerospace and airport supportive businesses and projects supporting those industry groups. Other commercial projects meeting the criteria may also be considered.

Project Details

- Projects that have an appropriately zoned site that is controlled by the applicant.
- Projects must have a defined project team with a single point of contact.
- Projects must present a proposed timeline for review with county team.

Project Estimated Economic Impact

- Estimated project investments including land, building and interior improvements must be provided.
- Job creation estimates.

Applicant Commitment

- Must build the project upon receiving county approval.
- Participation in debriefing sessions following county approval.
- Participation in the promotion of process upon approval.

Loudoun's Commitment

- **Dedicated Project Manager:** A project manager from Economic Development will be assigned as a main contact and will facilitate movement through the county development process.
- **Top of the List:** County reviewing agencies will move the project to the head of review lines for the entire development review process.
- Special Review Team: Representatives from county review agencies will be identified by the Department of Economic Development project manager and work as a team to ensure consistency and good communication, from project start to completion.
- Aggressive Timelines: The county project manager works with the applicant to establish a review process that meets agreed upon timelines.

Application Process

Prospective Fast Track applicants should contact the Loudoun Department of Economic Development to determine if their project qualifies. After determining the criteria are satisfied and completing the Fast Track Request Form, Economic Development will submit the request to the Office of the County Administrator, who has the authority to approve the application.

Success = Achievement of 100 Percent of Final Negotiated Timelines

To Apply: Contact Buddy Rizer Buddy.Rizer@loudoun.gov 703-777-0426

biz.loudoun.gov

The Fast Track for Priority Commercial Development is designed to streamline the development process, provide process certainty, reduce approval times and provide a central point of contact.





Starting a Business?

Not sure where to go? Get the answers you need from the Loudoun County





Contact Barbara Zimmerman, Team Leader Dept. of Building & Development, 2nd Floor www.loudoun.gov/bat





Business Assistance Team



New Business? Need Direction? Get Answers.

www.loudoun.gov/bat

Building and Development: 2nd Floor

Business Assistance Team Leader, Barbara Zimmerman 703-777-0395
Zoning Info: Scot Ferris, Land Development.
Customer Services Supervisor, 703-771-5392
Commercial Construction Permits: Sharon Cogle,
Customer Services Supervisor, 703-777-0225
Sign & Zoning Permits: Marsha Keim, Zoning Permits Manager, 703-777-0648

Clerk of the Circuit Court,

County Courthouse, *Front desk* 703-771-5647 18 E. Market Street. Leesburg Registering a Business Trade Name Land Records

Commissioner of the Revenue: 1st Floor

Business Taxes

Contact: Martha Parks, Deputy Commissioner, Business Tax, 703-737-8118

Business Licenses

Health Dept.: 2nd Floor

Restaurants, Food Service Businesses Certain Child Care Facilities Community Pools and Hotels Well and septic for rural businesses

Contact: Terry Morris, Environmental Health Technician, 703-771-5513

Mapping: 2nd Floor

Online Mapping System – Planned Land Use, Boundaries, Aerial Imagery Real Estate Assessment and Tax Information Assigns Addresses and Approves Street Names

Contact: **Pam Ridgell**, Mapping Public Information Supervisor, 703-771-5778

Business Assistance Team

Additional Contacts

Department of Economic Development: 5th Floor

Site Selection and Fast Track for Priority Commercial Development: **Robyn Bailey**, Manager, Business Infrastructure, 703-777-0324 Small Businesses: **Deborah Roder**, Small Business and Entrepreneurship Manager, 703-777-0585 Rural Businesses: **Kellie Boles**, Agricultural Development Officer, 703-737-8820

Planning Department: 3rd Floor

Rezonings, Special Exceptions and Related Applications: Ginni VanHorn, Land Use Review, 703-777-0246

Loudoun Small Business Development Center

202 Church Street S.E., Suite 100, Leesburg, VA 20175, 703-430-7222

Mason Enterprise Center

Small Business Incubator: 202 Church Street S.E, Suite 100, Leesburg, VA 20175, 703-430-7222

Town of Leesburg Department of Economic Development

Marantha Edwards, Economic Development Director, 25 West Market Street, Leesburg, 703-737-7019

Town of Hamilton: 53 East Colonial Highway, 540-338-2811

Town of Lovettsville: 6 East Pennsylvania Avenue, 540- 822-5788

Town of Middleburg: Cindy Pearson, Economic Development Coordinator, 540- 687- 5152

Town of Purcellville: Patrick Sullivan, 221 South Nursery Ave., Purcellville, 540-338-7421 Town of Round Hill: 23 Main Street, Round Hill, 540-338-7878

Town of Hillsboro: 36966 Charles Town Pike, 540-668-6966

Loudoun County Government 1 Harrison St. S.E. Leesburg, VA 20175 www.loudoun.gov/bat





Loudoun County's Business-Friendly Initiatives

News Releases/Media Coverage/Website



Loudoun County, Virginia



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1 Harrison Street, SE, P.O. Box 7000, Mailstop #03, Leesburg, VA 20177-7000
703/777-0113 • Fax 703/771-5841

For Immediate Release May 13, 2014 Media Contact: Robin Geiger, Public Affairs and Communications Officer 703-777-0113, <u>robin.geiger@loudoun.gov</u>

Celebrating Small Business Week in Loudoun County

Members of the Loudoun County Business Assistance Team (BAT) reached out to local entrepreneurs at the Loudoun Small Business Development Center Tuesday as Loudoun County celebrates Small Business Week, which continues through May 16, 2014. The center sponsored a day-long series of seminars aimed at providing learning and networking opportunities to small business owners and entrepreneurs.

The Business Assistance Team was formed to help guide people through the process of starting a business or expanding their business. The cross-departmental team is made up of personnel who specialize in a particular area of the process, such as permitting, licensing, mapping, zoning - and more.

More information on BAT is online at www.loudoun.gov/businessassistance .

More information on Small Business Week in Loudoun County is online at http://l.usa.gov/lifIGSS .



Loudoun County Business Assistance Team leader Barbara Zimmerman, left, counsels a local entrepreneur at the Small Business Development Center Tuesday.

Loudoun Supervisors Adopt Data Center Design Standards

By Erika Jacobson Moore Leesburg Today | Posted: Wednesday, April 9, 2014 9:58 am

The Board of Supervisors last week approved changes to the county Zoning Ordinance designed to give more certainty to data center users interested in building in Loudoun, but not without much debate about the impact data centers have on nearby residents.

The amendments to the Zoning Ordinance streamline the legislative process for new data center users, including setting design standards for the buildings, but do not address concerns raised by residents of The Regency neighborhood in Ashburn about the impact the structures have on their quality of life.

During a public input session before the April 2 vote dozens of residents of The Regency, which is located off Waxpool Road near some existing data centers and property planned for that type of development, urged supervisors to give them relief from, primarily, the noise that emanates from the facilities around the clock.

As resident Robin Falsone put it, these are the "real life practical struggles where progress and the county have collided."

Residents asked for "enforceable regulations to protect our families" because the process in place now does not work.

"The noise continues and life in the neighborhood goes on interrupted and disturbed," resident Larry Deigh said.

Attempts to address the concerns of residents almost derailed a Zoning Ordinance change designed to help data center developers, with several objecting to language included by the Planning Commission. The Zoning Ordinance amendment makes data centers by-right uses in the districts zoned for industrial park and office parks provided they meet certain performance standards. However, a provision that would require significant noise testing and large setbacks brought out many data center representatives in protest.

Supervisors, too, became concerned about the potential to drive data centers developers away from Loudoun, even while acknowledging there is a need to better protect surrounding residents.

"The way to deal with the concerns we have had from residents is not through this ordinance. It is through the ordinance we already have," Supervisor Matt Letourneau (R-Dulles) said. "You don't necessarily layer new laws and regulations if your existing ones aren't working."

Letourneau and Supervisor Suzanne Volpe (R-Algonkian) expressed concerns about the facade requirements for data centers, noting the zoning code changes created a design standard to which other commercial uses are not held. Volpe made a motion to strike the façade requirements, but did not get majority support.

"If you want to change what the building facades look like...then we should do it across the board and not single out one group or one type of industry or even one type of structure," Volpe said.

Other supervisors, however, said they did not think the minimal requirements in the Zoning Ordinance placed too much of a burden on the data center users.

"Yes, there are a lot of data centers in our area, they are great users in the county, but it does come with the price of people having to look at these buildings," Vice Chairman Shawn Williams (R-Broad Run) said. "Can we at least ask the people who are making a lot of money on these buildings to make them not look like an eyesore?"

With the removal of the increase in setback requirements from the final standards and the expectation that the county staff would work with data center users to site their buildings in ways to avoid having large equipment facing major roads or residential developments, a majority of supervisors said they were pleased with the results of the ordinance.

Supervisor Ralph Buona (R-Ashburn) pointed to the data center recently constructed at Waxpool Road and Smith Switch Road as an example of what the county is trying to prevent. Large equipment is facing Waxpool Road and the Ashburn Ice House because of a Zoning Ordinance requirement that the front of the building must face the street listed as its mailing address.

"And now we are trying to save the day because it was approved a long time ago and see how many trees we can plant and all these other things and berms we can get up," he said. "That visual effect is what this amendment is about..."

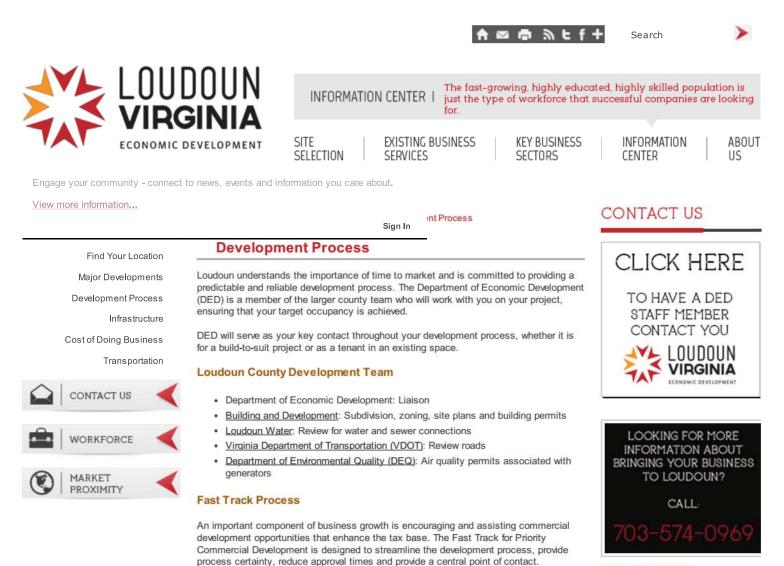
Chairman Scott K. York (R-At Large) said while he understood concerns about what additional regulations could do to the data center market in Loudoun, he said there are limits. "I am willing to invite any business in here, but I am not willing to give up our soul to have them," he said.

Williams voted against the Zoning Ordinance changes, and said he wanted to see the county address the residents' concerns directly. To that end he made a motion to direct county staff to review the Zoning Noise Ordinance to improve how it addresses noise problems in the county.

"The current process is broken. We don't have a mechanism to force them to comply with the code," he said.

Williams also motioned to advertise a change that would require a 100-foot setback between data center uses and existing residential development, but failed to get majority support. Other

supervisors noted that the two types of development rarely abut, and that with proper planning problems like the ones in The Regency should not be created in the future.



SPOTLIGHT

Learn more about the Fast Track Process

Interested in a first-hand account of how Fast Track can work for you?

One Loudoun's Bill May talks about the ease of working with the county to break ground on Edelman Financial Field, future home to the Virginia Cavalry and the Loudoun Hounds.

Loudoun, VA Fast Track Process: One Loudoun





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QUICK LINKS

Fast Track Route 28 Corridor Business Zoning Ordinance Amendment

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Health Department	»
Mapping and Geographic Information	>>
Planning Department	>>>
Small Business Development Center	>>
Towns	>>>



GOVERNMENT

SERVICES

BUSINESS

HOW DO I...

Home > Business > Business Assistance Team

Loudoun County Business Assistance Team

The Loudoun County Board of Supervisors is committed to creating a businessfriendly environment that encourages commercial growth.

Loudoun County has a wide array of services and resources available to assist business owners and those individuals who are starting their own businesses. To help guide people through the process of starting a business or expanding their business, the county has created the Business Assistance Team (BAT). The crossdepartmental team is made up of personnel who specialize in a particular area of the process, such as permitting, licensing, mapping, zoning - and more.

Members of BAT participate in cross-departmental training to help provide a seamless and coordinated experience for business customers, regardless of which department the customer contacts first. BAT training emphasizes coordination, follow-through and accountability to the customer. The BAT also is partnering with other organizations, such as the Town of Leesburg's Department of Economic Development and the Loudoun Small Business Development Center to explain the initiatives currently under way and to help advise the public where they can get answers to their business-related questions.

The links below and to the left will provide you with more information on how the Business Assistance Team can help you <u>start or expand your business</u> in Loudoun County. For a step-by-step guide to starting a small business in Loudoun County, please check out the inter-departmental <u>Quick Start Checklist</u>.

- · Department of Building and Development Permits and Zoning
- <u>Clerk of the Circuit Court</u>
- <u>Commissioner of the Revenue</u>
- Department of Economic Development
- Fire Marshal
- Health Department
- Office of Mapping and Geographic Information
- Department of Planning
- Loudoun Small Business Development Center



ABOUT LOUDOUN

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Business Assistance Team 1 Harrison St. SE Leesburg, VA 20175

Contact

Barbara Zimmerman, Business Assistance Team Leader; Assistant Director, Department of Building and Development

Ph: 703-777-0395 Click to email



www.loudoun.gov



News Release

Office of the County Administrator/Public Affairs and Communications 1 Harrison Street, SE, P.O. Box 7000, Mailstop #03, Leesburg, VA 20177-7000 703/777-0113 • Fax 703/771-5841

For Immediate Release January 16, 2013

Media Contact: Anna Nissinen, Public Affairs and Communications Officer 703-777-0113, anna.nissinen@loudoun.gov

Loudoun County Launches New Business Assistance Team

As part of an ongoing effort to make Loudoun even more business friendly, the Loudoun County government has created the Business Assistance Team. The team is made up of personnel from several departments who specialize in a particular area of the commercial development process, such as permitting, licensing, mapping, zoning and more.

"The creation of the multi-departmental team grew out of the Board of Supervisors' commitment to create a business-friendly environment that encourages commercial growth – whether it's in our Zoning Ordinance or at our front counters," said Kenny Young, Senior Project Manager in the Office of the County Administrator. "We are continually trying to improve our process so that no matter which door customers come in, they're at the right place to get help. In Loudoun, there's no wrong door."

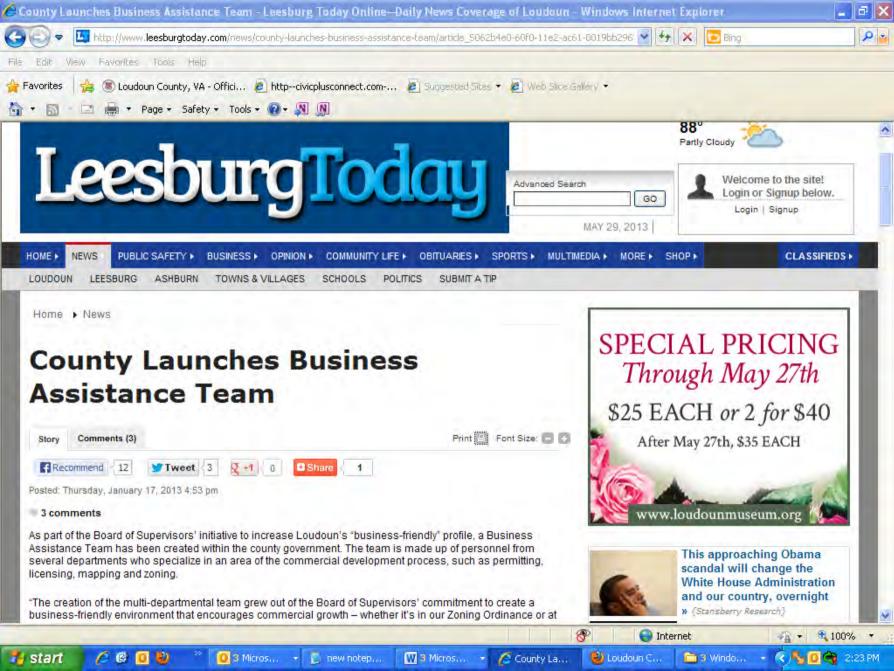
"Our goal is to provide a seamless and coordinated experience for our business customers, regardless of which department the customer contacts first," said Barbara Zimmerman, Assistant Director of the Department of Building and Development, who is serving as the leader of the Business Assistance Team. "Our team members will participate in cross-departmental trainings that will emphasize coordination, follow-through and accountability to the customer."

The Business Assistance Team also is partnering with other organizations, such as the Town of Leesburg's Department of Economic Development and the Loudoun Small Business Development Center to explain the current initiatives and to advise the public as to where they can get answers to business-related questions.

More information about the Business Assistance Team, including easy-to-follow links to important information for business customers, is online at <u>www.loudoun.gov/businessassistance</u>.



Members of the Loudoun County Business Assistance Team meet regularly to discuss efforts to improve the commercial development process. (Photo by Kona Gallagher)





The Washington Post

