

VACo 2010 Achievement Award Program Descriptions

Campbell County—Organizational Development

“Performance Improvement Teams—Employee Driven Long-Term Planning” (BEST ACHIEVEMENT AWARD)

In 1999 Campbell County took innovative steps to work toward becoming a High Performance Organization, based on the University of Virginia’s Leading, Educating, and Development (LEAD) model. Fundamentally rooted in the principles of democracy and energized with creative thinking, this process established a set of employee-led teams called Performance Improvement Teams (PITs).

This parallel organization created a venue through which staff at all levels of service could collaborate equally, to address the issues, problems, and future planning which affect all county citizens, staff and stakeholders. Over the past eleven years, this process has grown into a highly successful program which is equally as beneficial to the organization as it is to the employees and local citizens.

A Leadership Team, comprised of department heads, the County Administrator, and the County Attorney, identifies issues and areas within the organization where improvements could be made, and channels these issues to one of the ten established Performance Improvement Teams.

These inter-departmental, employee-led teams brainstorm ideas, seek more efficient and cost-saving means of service, and report back ideas and suggestions to be implemented upon approval by the Leadership Team, or incorporated into the County’s yearly planning and budgeting process. Staff members from all departments are given the opportunity to volunteer for service on a team, rating their team preference for selection.

Service on these teams is incorporated into participating staff members’ work plans and assessed in the employee evaluation process to recognize those who demonstrate leadership and active participation in the program.

Chesterfield County—Health/Human Services

“Whoa Baby”

Stop. Think. Sex Can Wait.

Stop. Think. Respect Yourself.

Stop. Think. Live Healthy.

Stop. Think. Choose Your Future.

Stop. Think. Use Protection.

Smart Now. Healthy Later!

These messages are the heart of the **Whoa Baby** campaign, a preconception health campaign developed with the assistance of high school students in Chesterfield County. Presented with the challenge of decreasing the infant mortality rate in Chesterfield, preconception health education to youth is a priority strategy to achieve our goal.

We went directly to the teens themselves to ensure the messages utilized in our outreach to adolescents would be meaningful. Using ideas presented by students at the Mass Communications Specialty Center at Manchester High School, **Whoa Baby** was created to highlight the importance of healthy habits for a lifetime.

The student-directed campaign, including posters, buttons, bookmarks, cards, displays and billboards, reinforces the concept that the choices teens make now, affect their future health and the health of their families. *Whoababy.org*, a complimentary Web site, created to reach the technology-perceptive adolescent population, is a major component of the campaign. All print materials refer teens to the Web site.

Hanover County—Community/Economic Development

“Dominion Resources Greentech Incubator”

Hanover County’s Economic Development Strategic Plan established an objective to create a Hanover Entrepreneurial Center, which would provide management guidance, technical assistance, and consulting tailored to young, growing companies; provide access to rental space with flexible leases; provide shared business services and equipment; provide technology support services; and assist in the securing of financing, including startup capital.

The County approached the Virginia Biotechnology Research Park (VBRP) in February 2009 to explore the possibility of starting a business incubation program. VBRP has run a very successful life sciences incubation program for 15 years at its Virginia Biosciences Development Center (VBDC). During the County’s discussions with the leadership of the VBRP and VBDC, the concept of a green technology incubator was developed as a unique and valuable niche for the mid-Atlantic region.

The County and VBDC realized that the appropriate corporate sponsor was needed to insure the incubator’s success, and Dominion Resources, a Fortune 500 energy company headquartered in Richmond, was approached. Dominion agreed to sponsor the incubator through its Alternative Energy Solutions Group.

Shortly after securing Dominion’s sponsorship, the Town of Ashland agreed to become a major sponsor as well. Dominion Resources *GreenTech* Incubator (DRGI) has two target clients: 1) domestic startup companies developing new technology in the energy space and, 2) international energy technology companies seeking to enter the US market.

The incubator opened in January 2010 and currently has admitted four companies to its program. The goal of DRGI is to incubate 25 companies and 15 graduates within the first five years. DRGI staff is working on a partnership agreement with the City of Nottingham, UK and is planning to travel to Israel in early 2011 to identify potential companies for its international program.

Henrico County—Organizational Development

“The Fitness and Wellness Certification”

In August 2009, Henrico County implemented a new fitness and wellness initiative - *The Fitness and Wellness Certification* program. This comprehensive program lays the path for improved health by exposing employees to, and encouraging participation in daily fitness and wellness activities.

Employees are assigned to Fitness Trainers who work individually with employees to set goals and design a personal fitness plan. Weekly nutrition classes address healthy eating recommendations to eat a variety of foods daily, watch portion sizes, choose “nutrient-dense” foods, track food intake, and check body weight weekly.

The results of this initiative were phenomenal. In just seventeen weeks a select group of employees lost 580 pounds, 780 inches (or 65 feet), experienced a 14 percent decrease in heart rate, a 27 percent increase in muscular strength, a 35 percent increase in muscular endurance, a 9 percent increase in flexibility, and a 34 percent improvement in HDL cholesterol.

This initiative is yet another example of Henrico County’s commitment to make a difference in the health and well-being of its employees and the workplace by changing individual behaviors and creating effective partnerships to promote a culture of fitness and wellness.

Isle of Wight County—Environmental

“Isle Be Green—Plastic Bag Recycling Program”

In early 2007, Isle of Wight County Board of Supervisor member, Thomas J. Wright, III, began talking about the possibility of banning the use of plastic bags in Isle of Wight County. Supervisor

Wright's driving concern was the County's agricultural industry – primarily the cotton and livestock farmers. Isle of Wight's agricultural community has been greatly impacted by plastic bag litter.

Plastic often becomes entangled in crops and contaminates it. In cotton, this “trash” cannot be eliminated through the ginning process causing the grade, or quality, of the cotton to be reduced – thus reducing the farmer's profit.

Local livestock farmers incur veterinary costs and livestock deaths when their livestock ingest the plastic trash littering the fields. In addition to the impact seen by the farming community, Isle of Wight also recognizes plastic bag litter has negative impacts on the health of the Chesapeake Bay and other economic activity in the county and the region.

Additionally, tourism is a driving economic factor in Isle of Wight, and plastic bag litter impacts the aesthetic appeal of the County as well as surrounding localities.

Recognizing that the littering of plastic bags is an environmental hazard and an eyesore, as well as a nuisance and financial burden to farmers, Supervisor Wright didn't just talk about banning plastic bags, he introduced a resolution to the Isle of Wight Board of Supervisors requesting that the General Assembly adopt legislation that would grant localities throughout the Commonwealth of Virginia the enabling authority to ban or discourage the use of plastic bags.

The Isle of Wight Board of Supervisors adopted a resolution and requested that Isle of Wight's representatives in the Virginia General Assembly bring forth the enabling legislation.

Loudoun County—Health/Human Services “Homeless Services Center”

In 2007, Loudoun County was faced with multiple challenges that were impacting the service delivery to the homeless population. These challenges included (1) future closure of current homeless shelter for unsanitary conditions due to an expanding landfill; (2) Increased need for more shelter beds due to rapid population growth; (3) No shelter beds available in the community for single men; (4) A Cold Weather shelter was temporarily opened in an inconvenient leased rural location with high transportation costs to the county; and (5) the County's Drop-In center was in a temporarily leased space and needed a permanent home.

County agencies, federal, state and local funding sources collaborated to develop a program to design and construct an 8500 square foot expansion to the existing Transitional Housing facility to satisfy the five homeless issues listed above while providing a better location, better service, safer facility, and better case management to clients.

The result was a state of the art, LEED certified, building with more beds consolidating four facilities under one roof. The Transitional Housing Facility was on an underutilized 3 acre hillside parcel within close proximity to the public bus route. The resourceful and collaborative efforts of the planning design team saw the untapped opportunity of the parcel.

In addition, the creative architectural design lent perfectly with the solution, and achieved many cost efficiencies. The new facility combines the Emergency Homeless shelter which provides 45 beds for single men, women and families (an increase of 21beds from previous shelter); the Cold Weather Shelter which provides overflow beds for single women and men during the winter months to prevent hypothermia and related illness; the Drop-in center which provides laundry and shower facilities, food and case management to homeless individuals 40 hours per week and the Transitional Housing program which provides 8 apartments for families and single females for up to 24 months.

Louisa County—Community/Economic Development “Homebuyer Assistance Program”

In 2005, the Louisa County Board of Supervisors formed an Affordable Housing Committee for the purpose of improving affordable housing opportunities in Louisa County. The staffing of the

committee was a joint effort of Louisa County Community Development and the Fluvanna/Louisa Housing Foundation.

One of the first recommendations of the Affordable Housing Committee was to find a way to help young families afford to buy a home in Louisa County. This led to the establishment of the Louisa County Homebuyer Assistance Program.

The purpose of the Homebuyer Assistance Program is to help families under 100 percent area median income with financial assistance in the form of deferred loans that can be used toward a down payment on a new home. Some of the qualification requirements are that families must live or work in Louisa for six months prior to application and complete a home buying counseling class. Funding for the program was made possible by the Board of Supervisors, which set aside one quarter of 1 percent of the real estate tax revenue.

The Board of Supervisors has continued to fund this program each year. Each family receiving assistance would not have been able to purchase their home without this assistance. It has allowed county employees and young families to live and work in Louisa County in an affordable home.

Montgomery County—Regional Collaboration “New River Valley Regional Training Program”

The training and development of employees is very important to Montgomery County, but the cost of offering training programs is increasingly difficult to fit into local government budgets. Neighboring localities often compete for the same resources; in this case, several localities have a common need and share resources to accomplish the goal of training and developing employees.

In order to reduce costs and time involved in training new employees, Montgomery County and the towns of Christiansburg and Blacksburg within the County began a collaborative effort to provide orientation training for new employees. Success with this collaboration has expanded to joint training in other areas.

The Human Resource Directors of the towns and County share responsibility for teaching and providing refreshments and materials. Building on this success, other classes have now been jointly offered through the regional cooperation of these three local government entities. The Human Resource Directors meet in the summer of each year to define their training objectives for the coming fiscal year.

Plans for the classes held jointly include location, content, instructors, length and cost. Montgomery County, Christiansburg and Blacksburg then publicize classes to their own employees through flyers, catalogs and e-mail.

Many times during budget cuts, training is viewed as easily expendable. Because of the teamwork between Montgomery County, Christiansburg and Blacksburg, training is available at a fraction of the typical cost. This regional effort demonstrates creativity and effectiveness and brings value to the taxpayer through well-trained government employees.

Pittsylvania County—Regional Collaboration “Danville-Pittsylvania Regional Industrial Facility Authority”

The County of Pittsylvania and the City of Danville created the Danville-Pittsylvania Regional Industrial Facility Authority (RIFA) under the new code requirements of the Commonwealth of Virginia.

RIFA has performed miracles in changing the economy of this Southside Community. This application for regional collaborative effort is supported by the success of this partnership.

Danville-Pittsylvania RIFA is responsible for numerous joint projects between the County of Pittsylvania and the City of Danville, which has helped to offset the loss of 7,264 jobs since the year 2000 with the replacement of over 57 percent of those jobs lost or 4,108 new jobs within its service area.

The uniqueness of this partnership is that it is a City and a County in Virginia making the partnership. The RIFA has built three major industrial parks in the seven-year period of its existence: A

high-tech advanced technology cyber park, an advanced manufacturing park and now it is in the process of developing one of Virginia's largest mega parks.

The collaborative effort of RIFA will touch all the surrounding jurisdictions—in Virginia and North Carolina. It is our hope that this collaboration will provide as many as 15,000 new jobs that will compensate for more than double the job losses for the past 10 years.

Prince William County—Transportation “Design-Build Process”

Under the Design-Build process, Prince William County has collaborated with private contractors to develop road construction projects that can be completed in a far more streamlined and cost effective manner than traditional road construction projects.

Utilizing a design-build framework, the phases of a road construction project occur concurrently rather than consecutively. Therefore, certain elements of one phase of a project can begin before the prior phase is fully complete. This can bring a project in under a significantly shorter timeframe than is seen in traditional road construction projects.

In addition, the Design-Build process allows for the project to have the same contractor provide services for both the design and construction phases of the project. This provides an additional time and cost savings for the project by allowing for only one solicitation for both phases, whereas traditional road construction projects require two separate solicitations.

Under Prince William County's Design-Build Process, several road projects have been constructed in far shorter timeframes than projects of comparable scale constructed under traditional processes.

Road projects under the Design-Build process are completed faster than usual, and therefore are turned over to VDOT for maintenance in a more timely fashion, resulting in overall project cost savings. The County's achievement was even recognized by the Design-Build Institute of America (DBIA) through the award of the 2010 Transportation Owner of the Year on April 21, 2010.

Prince William County—Organizational Development “Revenue Forecasting Process”

Prince William County, despite being the unofficial foreclosure capital of Virginia, has achieved outstanding accuracy in its annual revenue forecast during the current, economic recession. While most jurisdictions were reducing budgets due to revenue shortfalls during Fiscal Year 2009 (FY2009), Prince William County actually ended the fiscal year with a \$4.8 million general revenue surplus (a variance of 0.6 percent from the adopted budget).

This was accomplished despite experiencing over 13,000 foreclosures between calendar years 2006-2009 which accounted for nearly 10 percent of the County's total housing stock.

Prince William County is also anticipating an accurate revenue forecast for FY2010 as current projections again indicate a small, revenue shortfall of \$4.2 million and another variance of less than one percent (0.6 percent) compared to the adopted general revenue budget.

These outstanding accomplishments during uncertain economic times are due to Prince William County's revenue forecasting process. The County's value driven process utilizes internal and external partnerships to develop a multi-year revenue forecast used in developing an annual Five Year Fiscal Plan. Internal partnerships include collaboration by representatives on Prince William County's Revenue Committee, which is comprised of cross-functional County government agencies such as the Finance Department, development service agencies, and a representative from the County's School system.

Roanoke County—Community/Economic Development

“Green Ridge Recreation Center—An Innovative Public/Private Partnership”

The Green Ridge Recreation Center is a publicly-owned and developed 76,000 square foot state-of-the-art multi-generational recreation facility designed to serve the growing needs of the community and region. But the \$30 million Green Ridge Center is not just another recreation center; it is a one-of-a-kind facility that will serve as a catalyst for new economic development opportunities throughout Roanoke County and the entire Roanoke Valley.

Located at the crossroads of Interstates 81 and 581, Green Ridge is distinctly positioned at the gateway to the Roanoke Valley. Its clever and thoughtful design, coupled with its business park setting strategically positions this facility to accommodate families, corporations, and visitors.

Green Ridge is the first multi-generational recreation center in the Roanoke Valley. A multi-generational recreation center (also called a multi-gen center) is a recreational community center designed to serve all age groups in a community. Although mainly indoor facilities, many of these centers also have outdoor features such as walking trails and mini water parks. Multi-gen centers offer programs and services for people with a wide range of ages, abilities, and income.

The amenities in successful multi-gen centers are those most desired by the community they serve. Multi-gen centers often will feature meeting rooms and classrooms, fun aquatics features, teen and senior program space, indoor gymnasiums, jogging tracks and fitness areas. The facilities and programs featured in a multi-gen center are designed to promote active lifestyles that support community fitness in an affordable way.

Stafford County—Criminal Justice/Public Safety

“The Opening of Fire Station No. 14”

Just south of our nation’s capital sits a 1920s farm house in Stafford County. But this dated country bungalow is not just another house whose time has passed—it is now a county fire station.

At 1,064 square feet, the old house is one-eighth the size of a typical fire station and only holds enough space for four career fire fighters and one fire engine. Despite the unconventional appearance of Fire Station 14, its existence saved Stafford County residents thousands of dollars in homeowners insurance and required the cooperation of almost all county departments to become a reality.

What is most amazing about this station, which is now one of the busiest in Stafford County, is that it was renovated and prepared for operations in just 60 days.

York County—Regional Collaboration

“Bats, Balls and a BMP—An Intergovernmental Project Produces Regional Benefits”

Discussions between York County and Newport News Waterworks (NNWW) officials to identify a potential site to develop an athletic field complex began in 1999. NNWW, which is owned by the City of Newport news, is one of the largest landowners in the County and provides water for a multi-jurisdictional region of over 400,000 people.

In addition to its sizable land holdings, some parcels were ideally located to the population base needing to be served by the additional fields. Because of these factors, NNWW was invited and agreed to partner with York on this project.

As planning progressed, a scenario emerged for partnering in the construction of a regional Best Management Practice (BMP) to treat stormwater runoff from a 60-acre watershed in York County that was part of a water quality protection study previously adopted by NNWW. Although the proposed BMP was not on the property being developed for the sports complex, its adjacent location to the project and regional water quality benefits more than justified its construction.