

# # I-1

**BOARD OF SUPERVISORS  
BUSINESS MEETING  
INFORMATION ITEM**

**SUBJECT:** Preparation for Board of Supervisors Strategic Planning Retreat

**ELECTION DISTRICT(S):** Countywide

**CRITICAL ACTION DATE:** At the pleasure of the Board

**STAFF CONTACT(S):** Charles Yudd, County Administration  
Shalom Black, County Administration  
Terrie Glass, Zelos LLC, Retreat Facilitator

**PURPOSE:** This item will provide the Board of Supervisors (Board) with a summary of Board Member interviews and draft agenda in preparation for the Board's strategic planning retreat on October 26, 2020. The retreat will be facilitated by Terrie Glass of Zelos, LLC. Board Members will be presented with the Chair and Vice Chair's recommended strategic focus areas to prepare for discussion at the retreat.

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**BACKGROUND:** Every four years, the Board develops strategic initiatives that put into action the vision and goals of the Board during their term. Strategic initiatives identified by the Board are then incorporated into a work plan, providing direction to staff and informing the public as to the next steps involved in the implementation of the initiative.<sup>1</sup> Accomplishments and status updates on the work plan are provided to the Board on a regular basis through staff reports prepared as both information updates and specific action items. The work plan is grounded in the vision and goals of the Board, and the work plan evolves as initiatives are completed and new initiatives are added.

The Board will hold a retreat on October 26, 2020 in the Board Room to discuss the strategic initiatives for the Board's term. The purpose of the retreat is for the Board to identify their strategic initiatives for their term. Following the retreat, staff will bring to the Board a work plan outlining the steps to accomplish the strategic initiatives.

The Chair and Vice Chair have selected Terrie Glass of Zelos, LLC as the retreat facilitator. In September and October 2020, she interviewed all Board Members electronically to shape the content for the Strategic Planning Retreat. The following provides a summary of Supervisors'

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<sup>1</sup> [Item I-1 2016-19 Strategic Initiatives](#) provides a summary of the 2016-2019 Strategic Initiatives completed over the course of the previous Board's term.

perspectives on the current Board's strengths, concerns, and opportunities for the Board's work during this four-year term.

### ***Strengths***

The following strengths were mentioned by numerous Supervisors:

- Comprehensive Plan
- County staff
- Economic development
- Education
- Parks & recreation (trails, especially)
- Rural development
- Tax rate
- Transportation improvements
- Zoning revisions
- Board collegiality & civility
- Preservation of rural areas

### ***Concerns***

The following concerns and challenges were mentioned repeatedly:

- Broadband service, especially in Western Loudoun
- Transportation – local bus service, reducing congestion, funding
- Services for economically disadvantaged residents
- Diversity issues – being out of touch with minority communities, need for more diversity in County leadership (department heads and above), balancing needs of diverse constituents
- Small business supports
- Educational supports for minority children
- Housing – affordable and diverse

### ***Opportunities***

Three opportunities were mentioned by multiple members:

- Rural economic development – continue the momentum, add new options
- Parks and trails – continue the trail connections, continue to preserve green space
- Data centers – continue to leverage their presence and possibly recruit more

**ISSUES:** As a result of the interview process, Chair Randall and Vice-Chair Saines are recommending that the Board consider discussing five strategic focus areas at the retreat. These broader focus areas are derived from the 19 top priorities identified by the Supervisors. At the retreat, the strategic focus areas will be defined in terms of desired outcomes at the end of the Board's term. At the October 20, 2020 Business Meeting, Supervisors will be asked to provide feedback on the potential retreat strategic focus areas. Staff will be requesting that the Board identify any additional information or resources that the Board needs for the October 26<sup>th</sup> discussion. The proposed strategic focus areas are presented below in the order in which they will

be discussed on the retreat agenda (Attachment 1), with emphasis added to highlight key concepts identified in the interviews.

### **Outdoor Recreation/ Open Space/ Environment**

Members of the Board have expressed an interest in prioritizing the development of *parks and open spaces*. This would include the expansion of *recreational opportunities*, especially for families. This would also encompass the enhancement of *urban planning* for new neighborhoods, with thought given to walkable, high density neighborhoods and green space. In addition, some members want to explore the expansion of *environmental protections*; this could include the development of *clean energy strategies*.

### **Connecting Loudoun**

Board members coalesced around multiple ways to connect Loudoun. This would include the completion of the County Wide Linear Parks and *Trails System*, to allow walking and biking access throughout the county. This would also entail the expansion of multimodal *transportation options* in both eastern and western Loudoun, ensuring access to employment opportunities and services for all residents. In addition, Board members seek to ensure that Loudoun residents have the ability to connect digitally, making the expansion of *broadband access* a priority as well.

### **Meet and Confer/ Collective Bargaining**

Due to legislation passed by the Virginia General Assembly (HB 582), the Board will need to seek education on options for the County response to *collective bargaining*, in order to inform future decisions. Counties will be required to respond to the change in the Code of Virginia (section 40.1-57.2.) effective May 1, 2021.

### **Equitable Communities**

In alignment with the [Human Services Strategic Plan](#) (HSSP), members support increasing services and *supports for economically disadvantaged residents* (HSSP Goal 1, p. 8) and for undocumented residents. This would include increased access to *affordable housing* (HSSP Goal 1.2, p. 8, and Goal 2.3, p. 13). Members also expressed support for the HSSP priority of addressing *mental health needs*, especially among teens and veterans (HSSP Goal 1.6, p. 11).

Some Board members expressed a desire to *strengthen court services* through efforts such as increasing funding for probation, re-entry services, and the public defender's office, and by establishing new specialty courts such as a veterans court. Members also wish to *strengthen youth services*, by increasing school funding, expanding afterschool tutoring, and prioritizing minority achievement. Some members also reiterated their desire to ensure *accountable law enforcement* through research into initiatives such as the creation of a county police department.

### **Economic Development**

The *Zoning Ordinance Re-write*, necessitated by the County's revision of the [Comprehensive Plan](#) in 2019, was identified as a priority by Board members, and will impact many of the initiatives identified in the ensuing work plan. Specifically, this could include the *preservation of Dulles Airport capacity* through zoning related to runways. More broadly, this could impact the

revitalization of specific *communities in Eastern Loudoun*, the thoughtful *development of metro areas*, the continuation of development of the *Western Loudoun economy*, as well as the *diversification of the economy* countywide. Board members saw an opportunity to support the development of more *data centers*, while also finding ways for the data centers to contribute to the local community. Additionally, members prioritized the creation of more *diverse housing stock* so that a diverse array of people can afford to buy a home in Loudoun. Chapter 7 of the adopted Loudoun County 2019 General Plan includes a number of implementation actions beyond the initial priorities of the Zoning Ordinance Re-write and the Unmet Housing Needs Strategic Plan. Staff can provide additional information on those topics as needed.

**ATTACHMENT:**

1. October 26, 2020 Strategic Planning Retreat Agenda and Summary of Supervisor Interviews



**Loudoun County Board of Supervisors  
Strategic Planning Retreat—October 26, 2020, 9:00am-5:00pm**

<b>Agenda Item</b>	<b>Time</b>
Continental Breakfast	8:30-9:00
Welcome/Opening Remarks	9:00-9:10
Review Goals for Today to: <ul style="list-style-type: none"> <li>• Adopt/Confirm the Vision Statement for Loudoun County</li> <li>• Identify priority work you would like staff to focus on in each focus area</li> <li>• Strengthen Board relationships</li> </ul>	9:10-9:15
Ice Breaker Exercise	9:15-9:35
Vision for Loudoun	9:35-9:50
Introduction to the Review of the 5 Strategic Focus Areas to: <ul style="list-style-type: none"> <li>• Clarify the focus area and its priorities</li> <li>• Identify desired outcomes so that staff can develop appropriate workplans</li> </ul>	9:50-10:05
Focus Area 1: Outdoor Recreation/Open Space/Environment	10:05-11:05
<i>Break</i>	11:05-11:20
Focus Area 2: Connecting Loudoun	11:20-12:20
<i>Lunch</i>	12:20-1:00
Ice Breaker Exercise	1:00-1:20
Focus Area 3: Meet and Confer/Collective Bargaining	1:20-1:50
Focus Area 4: Equitable Communities	1:50-2:50
<i>Break</i>	2:50-3:05
Focus Area 5: Economic Development	3:05-4:05
Finalizing the Vision Statement	4:05-4:35
Wrap Up and Next Steps	4:35-5:00
Adjournment	5:00



## **Loudoun County Board of Supervisors**

### **Themes from Supervisor Interviews—September/ October 2020**

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#### ***Strengths***

The following strengths were mentioned by numerous Supervisors:

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- Rural development
- Tax rate
- Transportation improvements
- Zoning revisions
- Board collegiality & civility
- Preservation of rural areas

#### ***Concerns***

The following concerns and challenges were mentioned repeatedly:

- Broadband service, especially in Western Loudoun
- Transportation – local bus service, reducing congestion, funding
- Services for economically disadvantaged residents
- Diversity issues – being out of touch with minority communities, need for more diversity in County leadership (department heads and above), balancing needs of diverse constituents
- Small business supports
- Educational supports for minority children
- Housing – affordable and diverse

#### ***Opportunities***

Three opportunities were mentioned by multiple members:

- Rural economic development – continue the momentum, add new options
- Parks and trails – continue the trail connections, continue to create green space
- Data centers – continue to leverage their presence and possible bring on more



## ***Priorities***

There were 19 top priorities identified by Supervisors; 9 were mentioned by multiple supervisors

1. Parks and recreation – trail connections, state park operational, activities for families, open space
2. Housing – affordable and diverse housing stock
3. Transportation – funding, local bus service, road widening projects
4. Youth Services—after-school tutoring, minority children achievement, teacher salaries, fully fund schools
5. Zoning re-write
6. Re-vitalization of Eastern Loudoun communities
7. Law Enforcement – creating law enforcement unit that is accountable to the County (Police Department)
8. Court services – funding probation, re-entry services, public defender’s office, specialty court for veterans
9. Economy in Western Loudoun – Ag Center, tourism

Additional priorities were:

10. Broadband in Western Loudoun – accelerate build out
11. Meet and Confer/Collective bargaining – prepare for this
12. Data centers – support them and manage them; could they contribute to broadband build out?
13. Diversify the economy
14. Dulles airport – Protect capacity through zoning
15. Human Services – increase services and supports for lower income families/individuals and for undocumented residents
16. Environmental protections – discouraging plastic, develop a clean energy strategy
17. Mental health needs – suicide rates of teens and veterans
18. Metro areas developed in best way
19. Urban planning for new areas – walkable, high density neighborhoods, green space



## **Potential Focus Areas**

To offer an option for focus areas that incorporate all priorities, Zelos organized each priority into potential broad focus areas. Priorities with an \* are those identified by multiple supervisors. The same priority may be listed in multiple focus areas when there were multiple goals articulated with the priority. *The numbers following the priority refer to the list on the prior page.*

### **Outdoor Recreation/Open Space/Environment**

- Zoning re-write\* (#5)
- Parks & Recreation\*- i.e., state park, activities for families, open space (#1)
- Environmental protections and clean energy strategy (#16)
- Urban planning for new neighborhoods (#19)

### **Connecting Loudoun**

- Trails\* (#1)
- Transportation\* (#3)
- Broadband expansion, especially Western Loudoun\* (#10)

### **Meet and Confer/Collective Bargaining**

- Meet and Confer/Collective Bargaining – understanding what is coming (#11)

### **Equitable Communities**

- Strengthen court services\* - i.e., funding probation, re-entry services, public defender's office, specialty court for veterans (#8)
- Youth Services - i.e., school funding, after school tutoring, minority achievement\* (#4)
- Human Services – i.e., increased services and supports for economically disadvantaged and for undocumented residents (#15)
- Mental health needs, especially teens and veterans (#17)
- Urban planning for new neighborhoods (#19)
- Ensure accountable law enforcement (create a police department) \* (#7)
- Housing – i.e., affordable\* (#2)

### **Economic Development**

- Housing – i.e., create more diverse housing stock so that younger people and others can live/buy homes in Loudoun (#2)
- Revitalization of some communities in Eastern Loudoun\* (#6)
- Continue development of Western Loudoun economy\* (#9)
- Data Centers – i.e., support these businesses and ask for more contribution to the community (#12)
- Dulles Airport – i.e., preserving capacity through zoning related to runways (#14)
- Zoning re-write\* (#5)
- Diversify the economy (#13)
- Develop metro areas wisely (#18)