

**BOARD OF SUPERVISORS
BUSINESS MEETING
INFORMATION ITEM**

SUBJECT: Board of Supervisors 2020-2023 Strategic Initiatives Bi-Annual Update

ELECTION DISTRICT: Countywide

STAFF CONTACTS: Charles Yudd, County Administration
Shalom Black, County Administration

PURPOSE: To provide the Board of Supervisors (Board) with a summary of the 2020-2023 Strategic Initiatives completed to date and to provide an implementation plan for those initiatives not yet completed.

BACKGROUND: Every four years, the Board develops strategic priorities that put into action the vision and goals of the Board during their term. Historically, the strategic plan has served as a work program, providing direction to staff on initiatives of importance to the Board. Accomplishments and status updates on the work plan are provided to the Board on a regular basis through staff reports. The work plan is grounded in the vision and goals of the Board, but changes as initiatives are completed and new initiatives are added.

County Administration staff work with the Board Chair and Vice Chair at the beginning of their term to establish a process and timeframe for informing the work of a strategic planning retreat. This involves creating a request for proposals from facilitators, facilitator interviews, and meetings to set the process and schedule with the selected facilitator. In 2020, this was complicated by the COVID-19 pandemic, however, the Board was able to maintain a similar process and timeframe as in previous years.

Ms. Terrie Glass of Zelos, LLC was selected as the strategic plan retreat facilitator. In September and October 2020, Ms. Glass interviewed all Board Members to shape the content for the Strategic Planning Retreat. From these interviews, she worked with the Chair and Vice Chair to craft strategic focus areas and priorities to bring before the Board at their retreat. The Board held its Strategic Planning Retreat on October 26, 2020, to discuss the strategic focus areas for the remainder of the Board's term and identify outcomes to be achieved for each focus area.¹ The strategic focus areas are:

¹[October 20, 2020 Business Meeting Item I-1, Preparation for Board of Supervisors Strategic Planning Retreat](#)

- Open Spaces and Environment
- Connecting Loudoun
- Collective Bargaining
- Equitable Communities
- Economic Development

Using the priorities identified by the Board Members in their interviews as a guide, the facilitator led the Board in discussion of each strategic area.

At their [January 19, 2021 meeting](#), the Board directed staff to develop work plans to achieve the Board's intended outcomes in the strategic focus areas, and directed staff to provide biannual updates on its initiatives for further prioritization by the Board.

ISSUES: This item details the current status of each of the Board's initiatives, along with projections for remaining work to be done in each area, and as further directed by the Board.

Strategic Area 1: Open Spaces and Environment

Issue: Environmental Initiatives

Initiative 1.1: Build a concrete, sustainable environmental planning strategy in alignment with the Comprehensive Plan; incorporate community outreach and recommendations from regional organizations. Include stakeholders in the planning effort, to include businesses who may be impacted.

Status, January 2021: Per Board direction, an inventory of current County projects/programs in alignment with this initiative was presented to the FGOEDC on November 10, 2020. The FGOEDC forwarded the report to the December 1, 2020, Board Business Meeting. The Board approved the following:

1. The amendment of Chapter 825 of the Codified Ordinances of Loudoun (Commercial Property Assessed Clean Energy (C-PACE) Program) to expand eligible properties and projects to align with the full extent of Virginia's Clean Energy Financing Law.
2. Investigation of the potential for executing Power Purchase Agreements as a tool for expanding use of renewable energy sources.
3. Review of the County fleet and alternative energy sources, specifically Electric, Hybrid and natural gas options.
4. Establishment of an Environmental Commission by March 2021.
5. Estimate of resources needed to replace or update the County Energy Strategy.

Updates, July 2021: See initiatives 1.2, 1.3, and 2.15.

Initiative 1.2: Create a Commission on Environment and Sustainability.

Status, January 2021: At the December 1, 2020, Board Business Meeting², the Board of Supervisors voted to establish an Environmental Commission by March 2021.

Update, July 2021: Completed: 17 members have been appointed to the Commission, and [Bylaws](#) were approved. The first meeting of the Commission is scheduled for July 21, 2021, and interviews for the General Services Program Manager to provide support to the Commission are currently underway. Moving forward, the Commission will present a report to the Board annually, along with workplans for Board-approved initiatives.

Initiative 1.3: Review the Commercial Property Assessed Clean Energy ([C-PACE](#)) ordinance.

Status, January 2021: At the December 1, 2020, Board Business Meeting, the Board directed staff to initiate the amendment of Chapter 825 of the Codified Ordinances of Loudoun (C-PACE Program) to expand eligible properties and projects to align with the full extent of Virginia's Clean Energy Financing Law.²

Update, July 2021: At the [March 16, 2021 Business Meeting](#), the Board of Supervisors approved (9-0) the amendments to Chapter 825 of the Codified Ordinances of Loudoun County, to revise eligibility requirements for C-PACE to expand eligible properties to include multi-family residential, except residential property with fewer than five dwelling units or condominium property, and to expand eligible projects to include stormwater management and resiliency projects.

The Board requested an additional amendment, to include the recent amendments to Virginia Code §15.2-958.3 set forth in HB 1859, authorizing loans for eligible improvements within two years of a locality's issuance of a certificate of occupancy or other evidence that the improvements comply with the plans and specifications previously approved by the locality. The loans may be used to refinance or reimburse property owners for the total costs of such previously installed improvements. HB 1859 also provides that a voluntary special assessment lien shall not require a new assessment on the value of the real property that is being improved under the program and includes minor changes to the items that must be included in a locality's ordinance. This amendment was brought to the [July 14, 2021 Public Hearing](#), where it was approved.

Initiative 1.4: Seek state, federal, and private funds for environmental initiatives.

Status, January 2021: If adopted, the five-cent plastic bag tax brought to the November 17, 2020, Business Meeting would be programmed to support existing recycling, litter control,

² [December 1, 2020 Business Meeting Item 13a, FGOEDC Response to BMI County Environmental Initiatives](#)

and environmental programs such as community clean-up events and special recycling events.³

Update, July 2021: Grants staff in the Department of Finance and Budget (DFB) have been searching for opportunities that can support the environmental program. Staff have instructed The Ferguson Group to continue researching and sending RFPs as they become available. DFB will work with appropriate departments to apply for grants.

Initiative 1.5: Encourage or codify environmental initiatives (e.g., LEED certification, water conservation, charging stations, restriction of clear cutting) when possible.

Status, January 2021: Staff is working on an inventory of projects currently underway. Once the inventory is complete, these initiatives may be adopted through the ZOAM workplan. Elements in the Comprehensive Plan support these initiatives.

Update, July 2021: DPZ staff has identified items that can be incorporated into ZOAM-2020-0001, [Zoning Ordinance Rewrite](#), such as water conservation techniques, Low Impact Development requirements, electric vehicle charging stations, etc. Other items may be more suited for the Land Development Ordinance, Facilities Standards Manual, or other County ordinances/ programs.

Activities Remaining: Development and adoption of Zoning Ordinance Rewrite

Timeline:

- Mid 2021-Early 2022: Zoning Ordinance Committee Review
- Fall 2021: Resolution of Intent to Amend (ROIA) to Board
- Late 2021 – Mid 2022: Planning Commission Review
- Early 2022: Public Open House
- Early – Mid 2022: Round Three Public Input
- Mid – Late 2022: Board of Supervisors Review and Adoption

Issue: Recreation

Initiative 1.6: Additional indoor tracks should be added within the County.

Status, January 2021: Loudoun County Public Schools (LCPS) have included additional indoor tracks in their capital project plan.

Update, July 2021: The Ashburn Recreation Center project, anticipated to be completed in FY 2024, includes an indoor track on the second level of the facility, in addition to an outdoor trail around the center. The Western Loudoun Recreation Center will similarly

³ [November 17, 2020 Business Meeting Item 8I, FGOEDC FY 2022 Budget Development – New Taxing Authority](#)

include an indoor running track and potentially outdoor trail space. This facility is going out for construction bids in the first quarter of FY 2022.

LCPS has included an indoor track in the Field House and Indoor Track Facility project currently planned in the future fiscal year period. The facility is envisioned as being co-located on the Hartland Site with MS-14, HS-14, and a future elementary school.

Activities Remaining: Evaluate construction bids for the Ashburn Recreation Center and award a construction contract based on the bid process in the first quarter of FY 2022.

Timeline:

- [FY 2022 CIP](#) adopted in April 2021.
- Ashburn: The design phase has been completed and the construction phase has begun with construction bids due in the first quarter of FY 2022 and completion anticipated by FY 2024 (depending on bids).
- Western Loudoun: Project added to the 6-year period. Design work to begin in FY 2024.

Initiative 1.7: Prioritize locations for new recreation centers in western Loudoun in CIP; adding additional pools.

Status, January 2021: New recreation centers will include pools per Capital Facility Standards. Currently, Ashburn is going out to bid and western Loudoun is planned but no site has been identified.

Update, July 2021: During FY 2022 CIP development, funding was accelerated to allow design work to begin at Western Loudoun in FY 2024. Leisure and competition pools will be included. A 50-meter competition and leisure pool are included as part of the new Ashburn Recreation Center, anticipated to be completed in FY 2024.

New recreation centers will include pools per Capital Facility Standards.

Activities Remaining: Evaluate construction bids for the Ashburn Recreation Center and award a construction contract based on the bid process in the first quarter of FY 2022.

Timeline:

- [FY 2022 CIP](#) adopted in April 2021.
- Ashburn: The design phase has been completed and the construction phase has begun with construction bids due in the first quarter of FY 2022 and Completion anticipated by FY 2024 (depending on bids).
- Western Loudoun: Project added to the six-year period. Design work to begin in FY 2024.

Strategic Area 2: Connecting Loudoun

Issue: Trail Network

Initiative 2.1: Plan new trails to connect to Washington & Old Dominion (W&OD) trail, especially from urban policy areas.

Status, January 2021: On [January 17, 2019](#), the Board directed the Loudoun County Parks, Recreation and Open Space (PROS) Board to develop a detailed implementation plan for an interconnected, countywide linear parks and trails system. In addition, trails were identified in the Countywide Transportation Program. The Linear Parks and Trails (LPAT) plan is underway, the contractor has been hired (Design Workshop), and the LPAT committee meets twice a month. Volunteers are doing a trail analysis. [The LPAT website](#) was launched, and staff has mapped trail gaps and existing easements without trails.

Update, July 2021: The Final Plan for LPAT was approved by the Board at [their July 6, 2021 Business Meeting](#).

Activities Remaining: After adoption, PRCS and PROS Board will move into the implementation phase with identified projects and planning.

Timeline:

Fall 2021: Staff will be working with the volunteer stakeholder groups to build several of the identified near-term projects prior to the end of 2021.

Initiative 2.2: Create connections to new Metro station.

Status, January 2021: Staff is continuing with planning and design efforts; some portions of trails are under design through the contract administered by the Virginia Department of Transportation (VDOT).

Update, July 2021: Design continues for the Metrorail Bicycle & Pedestrian (Metro Bike Ped) Improvement Project. A [virtual design public hearing](#) was held May 27, 2021.

Timeline:

- [Design](#) on the Route 606 Shared Use Path improvement is anticipated to have design completion in 2022 with construction in 2023.
- Design on the remaining VDOT Metro Bike Ped projects is ongoing with construction beginning on the projects with lower utility and right of way needs starting by 2024 and those projects with higher right of way and utility needs starting construction by 2025.
- PRCS staff continues to create additional trail connections throughout the County through implementation of the LPAT plan.

Initiative 2.3: Encourage VDOT to plan for bike lanes on roads.

Status, January 2021: Standards and policies for bike lanes are in place within the countywide transportation plan. For VDOT-initiated projects, it is up to county to propose bike lanes, as VDOT does not develop roads. The current policy is that every road in the [Countywide Transportation Plan](#) requires a sidewalk on one side and a shared use trail on the other side for each new road. Staff evaluates the applicability of bike lanes on secondary roads. Staff is working to maximize the use of on-street bike lanes through the private development referral process and the development of county roads process.

Update, July 2021: Staff applied for and received a \$100,000, no match, [Growth & Accessibility Program](#) technical assistance award from the Virginia Office of Intermodal Planning & Investment (OIFI). The study will evaluate the roadway network and identify locations ideal for on-street bicycle facilities.

Activities Remaining: The OIFI study will kick-off in July 2021; the technical assistance will provide resources for a data-driven approach to support this strategic plan item. Deliverables include:

1: Data-driven recommendations for specific on-street bikeway type for suburban and urban roadways in County. Data such as volumes, number of lanes, speeds, truck percentages and more will share guidance for the development of low-stress bikeway network. Specific facility types range from shared roadways to conventional bike lanes, paint buffered bike lanes, to barrier-separated bike lanes, to shared use paths.

2: Data-driven approach to assess how the recommendations set forth in deliverable 1 can fit into the existing roadway. Examples include facility fits within existing pavement, a lane reduction would be needed to fit in existing pavement, shoulder conversion to bikeway facility; new construction/ widening within right of way and more.

Implementation through future paving programs, developer coordination and to-be-determined capital projects.

Timeline: Study completion within 9-12 months from project kickoff in July 2021.

Initiative 2.4: Incorporate rest stops into bike trails.

Status, January 2021: Master planning has been initiated.

Update, July 2021: LPAT plan includes several references to trail-related amenities being incorporated into trail design. CTP shared-use path projects could incorporate amenities as well.

Activities Remaining:

- Identify potential locations for rest stops through the planning process.
- Develop standard amenities found at a rest stop.

Timeline: Recommendations are consistent with future LPAT plan adoption. Future design projects align with implementation timing.

Initiative 2.5: Inventory all equestrian trails.

Status, January 2021: In FY 2021, an Office of Mapping and Geographic Information (OMAGI) contractor began capturing sidewalk and trails in the annual basemap⁴ contract deliverable. This project captures geographic features visible on aerial photography, as well as topography. Approximately 1/3 of the county is typically updated annually. In support of public safety departments, OMAGI started an initiative approximately two years ago to capture trail features in support of emergency response. They have captured trail networks for Blue Ridge Center, Appalachian Trail, Camp High Roads, county parks and several areas of Willowsford.

On a similar front, OMAGI has been working with the Department of Transportation and Capital Infrastructure (DTCI) to develop interactive maps to highlight the recent results from their Sidewalk and Shared Use Path Prioritization Project. The goal would be to highlight and provide citizens with more information on:

- (1) Programmed Improvements (County Projects to hopefully include a link to the associated Quarterly Report)
- (2) Missing Sidewalk/Trail Segments showing their ranking according to the Sidewalk and Trail Prioritization Study
- (3) Proffered Improvements, and
- (4) The National Capital Trail Expansion into Loudoun County.

At this point, no datasets specifically classify Equestrian Trails. This is feasible if a data source and maintenance process for the data can be identified. The County Attorney would need to discuss any liability issues that may arise, since most trails are on private property.

Update, July 2021: OMAGI has received the FY 21 basemap update that covered 23 percent of the county. A further 10 percent, which was delayed due to the COVID-19 driven FY 2021 base budget freeze, is currently underway. The contract includes for the first time the collection of the sidewalk, trail, and shared use centerline.

Activities Remaining:

- OMAGI is currently incorporating legacy sidewalk/trail/shared use path centerline data into the sidewalk/trail/shared use path centerline data delivered by the contractor. Once completed, that will include an identifier for trails by type (equestrian, mountain biking, etc).

⁴ Basemaps serve as a reference map on which you overlay data from layers and visualize geographic information. (www.pro.arcgis.com)

- OMAGI will make available in the GIS a sidewalks/trails/shared-use paths layer that will include fields for the collection of trail type.

Initiative 2.6: Seek funding for trails at new state park.

Status, January 2021: The Board directed staff to support the addition of this request to the legislative agenda as a budget priority.

Update, July 2021: Waiting for initiation of state park master plan process.

Activities Remaining: Add to legislative agenda as a budget priority.

Timeline: Once state park master planning process has been initiated, add issue to future legislative agenda as a budget priority.

Initiative 2.7: Develop and map additional parking locations for trails.

Status, January 2021: This issue was ranked second in public input from LPAT and is part of the contractor's (Design Workshop) scope of work. Parking spots are not currently specifically mapped.

Update, July 2021: Development of the LPAT Plan is underway.

Initiative 2.8: Develop, map, and market mountain biking trails.

Status, January 2021: The LPAT plan looks at all connections through the lens of potential users, asking who can utilize this trail, or whether a parallel trail could be created for other uses such as biking or equestrian.

Update, July 2021: OMAGI has received the FY 2021 basemap update that covered 23 percent of the county. A further 10 percent which was delayed due to the FY 2021 base budget freeze, is currently underway. The contract includes for the first time the collection of the sidewalk, trail, and shared use centerline.

Activities Remaining:

- Staff will identify standalone locations for mountain biking trails.
- OMAGI will make available in the GIS a sidewalks/trails/shared-use paths layer that will include fields for the collection of trail type.

Issue: Broadband expansion

Initiative 2.9: Research and review telecommuting to understand future need.

Status, January 2021: Staff will provide additional information in the quarterly reports.

Update, July 2021: Due to the COVID-19 pandemic, personnel were equipped with laptops and supporting peripherals to successfully work remotely. Given the cost considerations of laptop to desktop, staff is working to review, assess, and plan for the potential additional cost to maintain the ability for staff to continue the use of laptops, software licenses and peripherals that support telework where appropriate.

Activities Remaining: While the county is returning to in person operations, the county will continue an assessment on critical roles and associated additional equipment for investment in business continuity. With a detailed staff business continuity plan, DIT can successfully plan the investment for hardware/software for end users for review and approval by DFB.

There is a current assessment being performed in DIT on the cost benefit of more fully utilizing the county's ability to obtain a Microsoft Teams E5 license to support remote work and meetings instead of WebEx and GotoMeeting which are currently utilized.

Initiative 2.10: Explore multimodal options such as towers, antennas, hotspots as options for increasing and improving connections.

Status, January 2021: Initial item presented at the November 17, 2020, Business Meeting.⁵

Updates, July 2021: Staff provided a quarterly report to the full Board on [February 2, 2021](#) on progress on broadband initiatives identified in November 17, 2020:

1. *Segra's efforts to attract and contract with last mile providers*: Segra has currently signed multiple non-disclosure agreements with potential broadband providers/partners to serve communities in the western part of Loudoun County. Currently, there has been no progress for a last mile solution. However, it is expected that a portion of the All Points Broadband VATI project will include leveraging excess Segra dark fiber laid as part of the County's Phase 1 initiative.
2. *Applicability of HB2141 to Loudoun County*: Staff is communicating with existing franchisees to determine their plans for future telecommunication applications in unserved or underserved broadband areas/communities for consideration as part of land development applications. While these providers' plans are considered proprietary and strategic, staff are working to find locations that would be mutually beneficial.
3. *Funding sources available to support broadband initiatives and broadband relief funds including grant opportunities*: DIT, All Points Broadband, Dominion Energy and NOVEC will be applying for a 2022 Virginia Telecommunications Initiative (VATI) grant, which may include ARPA funding from the County's allotment. The County has

⁵ [November 17, 2020 Business Meeting Item I-1, Response to Board Member Initiative: Emergency Broadband Implementation Plan](#)

- a dedicated team in partnership with All Points (facilitating the Dominion Energy and NOVEC relationship) to complete the application.
4. *Partnership opportunities with power utilities for broadband expansion:* All Points Broadband has previous performance with both VATI and with Utilities to deliver (first project kicking off this month in the Northern Neck of Virginia). Therefore, the County has pursued and is securing a partnership in this space.
 5. *Update on development process changes:*
 - a. Waive pre-application (PRAP) requirements in order to reduce development application timelines for telecommunications facilities: Pre-application meetings (PRAPs) are no longer mandatory for legislative telecommunications facility applications and are now optional.
 - b. Staff was directed to bring forward amendments to the Land Development Applications Fee Schedule to eliminate the Special Exception (SPEX) fees and establish a uniform \$6,990 Commission Permit (CMPT) fee for all new telecommunications uses in identified underserved areas. At the June 9, 2021 Public Hearing, the [Zoning Ordinance to Eliminate the Special Exception Fee for New Telecommunications Uses in Underserved Areas](#) was approved to eliminate the fee; the revised fee schedule was provided in the item.
 - c. Establish Telecommunications Application Ombudsman program: The Board moved to establish a telecommunications application ombudsman; a staff person within a community development department will be designated. Moving forward, staff can provide an update on the role of ombudsman.
 - d. Institute Telecommunications Application Assistance Meetings as a standard part of the applications process for a telecommunications use: A formal application assistance meeting process has not been established. However, should a new application be submitted before a formal process is established, staff from the DPZ Customer Service Center, Building and Development (B&D) Engineering Division, and B&D Permitting Division, would offer an informal interdepartmental assistance meeting to the applicant. A team of staff members have already been identified to participate in these meetings.

Activities Remaining:

1. Continue to monitor progress with potential partnerships for the expansion of broadband.
2. Partner with Legislative Liaison on available tax options for HB2141.
3. Complete the VATI grant application and submission by September 15, 2021, with an expected notice of VATI Grant Award coming in January 2022.

Initiative 2.11: Create broadband relief fund or subsidies to ensure equitable opportunities for all Loudoun residents through initiatives such as cigarette taxes or specialized tax districts.

Status, January 2021: At its November 17, 2020, Business meeting, the Board executed a budget adjustment to move funding between projects in the Capital Projects Fund for purposes of beginning the Request for Proposal Process to obtain a vendor to build additional fiber connections to the five remaining county facilities identified in the

November 17, 2020, item⁴. Cigarette tax status was addressed in the FY 2022 Final Budget Guidance presented at the January 5, 2021, Business meeting, but the county must wait to program any potential revenue until it is adopted.⁶

Update, July 2021: As indicated in the Emergency Broadband Implementation Plan update provided to the Board on [May 4, 2021](#), the Virginia Code does not provide authority or a mechanism to establish special tax districts for broadband. At [the July 14, 2021 Public Hearing](#), a new ordinance was proposed to impose a 40 cent tax on the sale of cigarettes starting November 1 2021. Staff estimates that a cigarette tax at the proposed 40-cent per pack rate will result in annual net revenue of \$2.2 million of General Fund unrestricted revenues. These possible revenues have not yet been designated for specific projects.

On [June 15, 2021](#) the Board allocated \$1 million from the first tranche of the county's ARPA funds to provide a pool of funding to advance broadband connections through the county's franchisees in identified neighborhoods in which Comcast or Verizon may be willing to expand and has provided cost estimates for such projects. Staff will use criteria developed for this purpose and shared with the Board when making determination on use of these funds.

Activities Remaining: Unlike the CARES Act, which was intended to provide resources to respond to the public health and short-term economic emergencies caused by the COVID-19 pandemic, the ARPA is intended to facilitate a broad national economic recovery, which also results in a more equitable economy.

The Commonwealth of Virginia is expected to receive an allocation of approximately \$222 million for the Coronavirus Capital Projects Fund allocation, which staff understands is to be primarily focused on investments in broadband infrastructure. It should be noted that Treasury has yet to release guidance for this Fund, therefore, the State is not yet able to release more information. The Board has already made substantial progress in outlining broadband opportunities and as these funds become available at the State level, the county is poised to be highly competitive for allocations. DIT staff will address this issue at the July 20, 2021, Board Business meeting with additional information, including potential areas where ARPA allocation may advance the Board's strategic initiatives.

Timeline: DIT will provide a comprehensive recommendation for the VATI grant project and County investment towards the submission at the Board Business meeting on July 20, 2021.

Issue: Multi-modal Transportation Network

Initiative 2.12: Hold a summit on transit

⁶ [January 5, 2021 Business Meeting Item 5, FY 2022 Final Budget Guidance](#)

Status, January 2021: Staff is working with County Administration and the Chair's Office to plan a summit.

Updates, July 2021: At the [Transit Summit on May 25, 2021](#), the Board heard five information items, including a briefing from the Washington Metropolitan Area Transit Authority (WMATA) Chief Executive Officer and General Manager Paul Wiedefeld; Advisory Board Comments; and the Annual Process for Soliciting, Receiving, and Evaluating Stakeholder Requests for Transit Services. In addition, two information items reviewed transit projects from the perspective of individuals from underserved communities. At the request of the Board, DTCI completed a study on the [Unmet Transit Needs of Seniors and Disabled Residents](#), recommending a mobility coordinator to assist residents in navigating existing transportation options, as well as potential addition of transit options based on assessed unmet needs. Additionally, DTCI collaborated on a [Park and Ride Study](#) with the Government Alliance on Race and Equity (GARE) and the Office of Mapping and Geographic Information, in order to identify demographic data sets and develop a methodology that could be used to apply an equity lens to the planning of park and ride lots in terms of location, markets served, and user costs.

Activities Remaining:

- Review options for expansion of the current $\frac{3}{4}$ mile of fixed transit routes for paratransit service.
- Follow-up discussion regarding the mobility services position.

Initiative 2.13: Provide updates on bus depots and shelters.

Status, January 2021: This effort has been initiated and a status report will be included in quarterly capital projects reports.

Update, July 2021: Plans for seven bus stops in the Town of Leesburg have been approved for construction. Plans for eighteen bus stops in Sterling have been approved for construction. Staff will provide additional updates regarding the status of this initiative.

Activities Remaining: Currently, a total of 332 stops are scheduled for ADA compliance upgrades.

Initiative 2.14: Expand bus service as Metro service expands

Status, January 2021: Staff is evaluating these opportunities through the annual process, a continuous review cycle tied to the budget cycle, utilizing feedback from customers and businesses. Staff review the input globally, estimate the cost to add services, and go through a public input process, culminating in a resource request to the Board as part of the budget process. The Board has already recommended changes due to the Metro opening; staff is rolling these changes into the annual process.

Updates, July 2021: Process underway.

Activities Remaining:

- Determine final routes based on public input.
- Conduct Title VI analysis.

Initiative 2.15: Consider adding electric buses to county fleet.

Status, January 2021: At the December 1, 2020, Board Business Meeting, the Board directed the Department of General Services (DGS) to continue review of the County fleet and alternative energy sources, specifically electric, hybrid and natural gas options.⁷ DTCI and DGS have initiated a pilot project to purchase electric and natural gas buses and will monitor their performance once received.

Update, July 2021: DTCI received funding on July 1 for two natural gas and two electric buses and is working with DGS to procure the buses to pilot for Metro connections in FY 2023.

Initiative 2.16: Endeavor to identify impediments that slow down transportation projects and create plan to address issues; identify funding needed to staff new projects realistically.

Status, January 2021: DTCI has augmented their staff capacity by establishing a project management office to assist with the management and acceleration of project-related tasks. Staff has also reviewed obstacles for traffic signal projects and developed ways to eliminate these impediments. Staff have entered discussions with the VDOT central office and state task force reviewing project impediments. In addition, staff is developing a white paper that will help in identifying projects as good candidates to deliver using a Design-Build model.

Update, July 2021: Recently, personnel were hired for vacant Civil Engineer positions in FY 2021 and two additional Civil Engineering positions were authorized by the Board as part of the FY 2022 Budget. Procedures have been developed to streamline the signal development process in coordination with VDOT. DTCI worked with DFB to issue an Invitation For Bid for directly procuring traffic signal poles and mast arms.

Strategic Area 3: Collective Bargaining

Initiative 3.1: Research and present options to Board.

Status, January 2021: At the [November 10, 2020 Finance/Government Operations & Economic Development Committee Meeting](#), the Department of Finance and Budget

⁷ [December 1, 2020 Business Meeting Item 13a, FGOEDC Response to Board Member Initiative: County Environmental Initiatives Review](#)

(DFB) presented an item for FY 2022 Budget Development. The County Attorney's Office has engaged an outside counsel to assist in developing options for the Board; these should be brought to the Board in March.

Update, July 2021: The County Attorney is working with Board Leadership to develop a draft Collective Bargaining Ordinance. Updated guidance is currently scheduled for the July 20, 2021, Business meeting.

Remaining Activities: Development and adoption of final ordinance.

Strategic Area 4: Equitable Communities

Issue: Services for undocumented residents

Initiative 4.1: Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility.

Status, January 2021: The Office of Housing modified eligibility requirements for the Affordable Dwelling Units (ADU) rental and purchase program (local program) to reduce barriers to participation. Family Services has worked during COVID-19 to revise its Limited Rent Assistance program to change eligibility requirements and make it easier to apply, including the creation of a navigator position who can discuss cases with individuals needing assistance. All other Department of Family Services (DFS) programs are open to anyone, unless federally prohibited.

Update, July 2021: In progress.

Activities Remaining: The Office of Housing will review requirements for locally administered programs including the Down Payment/ Closing Cost Assistance Program and Public Employee Homeownership Grant Program programs; this will require internal review/ revision to administrative policies in standard operating procedures.

As part of the development of the Draft Unmet Housing Needs Strategic Plan (UHNSP), a program review was completed by a consultant for existing local housing programs to identify opportunities for efficiencies and to streamline processes.

The Draft UHNSP includes Strategy 1.1 “Identify service and program gaps within the housing continuum and support households in improving housing stability and affordability.” Key actions include “creating a journey map with consumers, service providers, and County agencies to create a framework for program process and revision;” and “update documentation requirements to be consistent across programs and simplify where applicable;” “review current program application materials to streamline the application process and requirements.” The Draft UHNSP is currently under review by the Board. The Board held a Public Hearing on [May 12, 2021](#) and sent the plan to TLUC for

further review. At [the June 16, 2021 TLUC meeting](#), the Committee forwarded the plan to the September 8, 2021 Board Business Meeting for action.

Initiative 4.2: Work with community partners to establish trust and connection within immigrant communities.

Status, January 2021: This effort has been underway through COVID-19 testing outreach strategies and contracts in place with outreach agencies. Once the DFS is fully staffed, the Information & Referral (I&R) program manager position in DFS will do more outreach to the community.

Update, July 2021: In general, county programs and services are offered to residents regardless of citizenship status. The exceptions are programs that have citizenship as an eligibility criterion. Various health and human services staff participate in programming and networking with organizations, such as Loudoun Human Services Network, Loudoun Hunger Relief, Loudoun Literacy, etc. that provide support to the immigrant communities. For example, DFS, Health, and County Administration staff coordinated the county's vaccination events which targeted immigrant populations. Since March of 2021, Loudoun County has helped to organize approximately 25 community vaccination events. Each event has been organized to support immigrant communities within the county to include (but not limited to): South Asian, Middle Eastern, and Latin American populations. To date, there have been more than 7,500 individuals served with the community vaccination events. In addition, DFS and the Emergency Operations Center (EOC) also participated in the development and implementation of an Isolation & Quarantine Program which supported vulnerable populations, to include immigrant communities. The Isolation & Quarantine Program (IQ Program) was initiated in September of 2020 and continues to be operational to: (1) provide placement for a resident who needs to isolate or quarantine and is unable to do so safely in their current residence and (2) assist a resident who needs to safely isolate but cannot do so without financial assistance.

DFS also partnered with Northern Virginia Family Services in the implementation of the Safety Net Program. The Safety Net Program was complementary to the Loudoun County IQ Program. Through this program, vulnerable residents impacted by COVID-19 were provided with financial assistance in the amount of up to \$1,500. The program was implemented in October of 2020 and concluded on June 15, 2021. During that time, approximately 273 Loudoun County residents were served. Many of the residents served represented the Latin American communities. The Safety Net Program was able to assist individuals who were living in a "cash economy" and unable to provide certain financial documentation. The barriers of a "cash economy" were overcome through the implementation of gift cards to assure that resources were still provided to vulnerable individuals in need.

Activities Remaining:

- Community Vaccination Program:
 - Three upcoming community vaccination events

- IQ Program:
 - According to the Metropolitan Washington Airports Authority, there is no planned end date to COVID-19 testing at Dulles International Airport.
 - Travelers will require assistance with isolation due to positive COVID-19 results, as there will be continuous testing at the airport for the foreseeable future.

Issue: Criminal Justice Reform, including study of feasibility for a Veterans' Specialty Court

Initiative 4.3: Strengthen reentry housing and services

Status, January 2021: Re-Entry housing is generally an issue which is part of the focus of the Loudoun Re-Entry Council. The council is a work group of stakeholder agencies which met every month prior to the pandemic shutdown to examine all areas of need for individuals re-entering the community from correctional facilities. Loudoun Re-Entry has worked closely with DFS, Oxford House International, and the nonprofit group from the Diocese of Arlington, Loudoun Transitional Assistance Program, to maintain a connection to housing for court-involved citizens returning from a correctional facility.

Update, July 2021: Loudoun County Community Corrections received grant funding in 2020 for housing and signed a contract with Loudoun Serenity House in June 2021. The contract is for one year from June 15, 2021 through June 14, 2022 (renewable for up to four one-year periods). The Oxford House contract was finalized June 8, 2021, for one year through August 31, 2021 (renewable for up to three one-year periods, contingent upon subsequent funding).

Loudoun County conducted a Cross Systems Mapping in April 2021, which was presented to the FGOEDC at its [May 11, 2021](#) meeting. "Immediate access to a temporary place to live" was Priority Theme #3 based on the exercise. A workgroup has been organized with DFS, MHSADS, and Housing as the lead facilitators.

Activities Remaining:

These are the steps of the Cross Systems Mapping workplan:

- Identify target population, characteristics, and needs.
- Conduct a thorough assessment of short-term housing models.
- Conduct a cost analysis and identify potential funding sources for selected housing model.

Initiative 4.4: Examine feasibility of developing a veterans' court, and investigate possibility of adding other first responders

Status, January 2021: Staff brought a budget development staff report to the October 13, 2020, FGOEDC Meeting to provide information regarding development of additional

specialty dockets. Members of the Veterans Court Work Group attended the Veterans Court Mentor “Boot Camp” training on December 3, 2020.⁸

Status, July 2021: The Veterans Docket Advisory Team completed the three-day Veterans Treatment Court Foundational Training provided by Justice for Vets on March 30, 2021-April 1, 2021. The Advisory Team has been meeting every other week planning to pilot a Veterans Treatment Docket in the General District Court, using existing staffing resources. The Chief Judge of General District Court attended the training and is a part of the Veterans Docket Advisory Team. LCSO is also part of the team.

Activities Remaining:

The Loudoun Specialty Court Work Group will report its findings and conclusions to the Chief Judge. If a veterans’ court is established, the work group can discuss models for aiding other first responders; however, the Virginia Supreme Court is the only body that can convene a specialty court.

The Advisory Team will establish policies and procedures, finalize multi-department MOU, and submit an application to the Supreme Court to establish a Veterans Treatment Docket in the General District Court.

Timeline:

2022: Potential launch of a small-scale Veteran’s Docket in General District Court.

Initiative 4.5: Reimagine law enforcement to act collaboratively in the community.

Status, January 2021: At the July 21, 2020 Business meeting⁹, the Board of Supervisors directed staff to study changing the Loudoun County form of government, develop a list of governing and law enforcement options for Board of Supervisors consideration, specifically include the establishment of a Loudoun County Police Department in all options, and submit a report to the Board of Supervisors not later than the second Board Business Meeting in April 2021. The Board further authorized the County Administrator to enter into contracts with qualified consultants to augment staff efforts.

Update, July 2021:

1. In April 2021, the county finalized a contract with the selected consultant, International Association of Chiefs of Police (IACP), to provide a detailed, impartial analysis of the potential formation of a Police Department to include: (1) organizational analysis and recommendations, (2) cost analysis, and (3) operational analysis and recommendations. The consultant is currently in Phase 1, having completed the kickoff/ planning meetings

⁸ [October 13, 2020 FGOEDC Meeting Item 15, FY 2022 BD Specialty Dockets Status and Expansion Options](#)

⁹ [July 21, 2020 Business Meeting Item 5, Options for Changing Form of Government and Establishing a Police Department](#)

and requests for data. They are currently working to schedule interviews and create surveys.

2. MHSADS facilitated a Cross Systems Mapping exercise in April 2021 with key stakeholders from multiple agencies throughout the county and with input from the public via the Community Services Board, the Community Criminal Justice Board, and the Disability Services Board. Workplans have been developed for the top five priorities. Furthermore, the Marcus Alert Advisory Team has met and a tentative workplan for the top priorities has been drafted for multidisciplinary technical teams. Several of the strategies for Marcus Alert have merged with the workplans for Cross Systems Mapping.
3. This summer, the newly formed Loudoun Sheriff's Office Community Assistance Response and Empowerment (C.A.R.E.) Team will assign one full-time deputy per shift to exclusively respond to and follow-up on mental health, suicide, overdose, and other calls for service involving critical issues. The goal of the C.A.R.E. Team is to increase the safety at the scene for everyone: the person in crisis, the deputies, and community members. The deputies assigned to the team are all current School Resource Officers and are certified in both basic and advanced Crisis Intervention Team (CIT) training, as well as Fair and Impartial Policing and Insight Policing. Team members can link a person experiencing a behavioral crisis to the appropriate services and provide other effective responses to community members and their families. The LCSO will continue to partner with MHSADS and other community partners to support and serve community members who are affected by mental illness and drug addiction.

Remaining Activities:

1. The consultant and County/ LCSO project team will work to complete activities in the remaining Phases: data collection, data analysis, report development, and final report/delivery. The final report will be presented to the Board in February 2022.
2. Cross Systems Mapping Team will develop workplans for five top priorities; protocol development for 911 calls diverted to call center; identification of community care team model(s) for Loudoun County; marketing and public awareness campaign in development.
3. Implementation underway.

Issue: Geographic equity for services and facilities throughout the county

Initiative 4.6: Create plan for geographic equity for services and facilities throughout the county.

Status, January 2021: [The Human Services Strategic Plan](#) (HSSP), received by the Board in 2019, includes Strategy 3.3: "Ensure equitable location and distribution of service providers throughout the County through intentional private/public partnerships." Through the Human Services Strategic Plan Advisory Committee, the County and its nonprofit

partners are actively discussing the creation of additional locations or service hubs where possible.

OMAGI has mapped the locations of county owned/ leased land, which includes county human services agencies. The data is in the GeoHub and is viewable/ downloadable as a table, [here](#). Similarly, OMAGI [provided maps](#) through the COVID-19 GeoHub which provides the locations of food assistance sites throughout the county, serving as a model for future human service agency mapping. This story-map approach can provide a data-based foundation on which to build future decisions for service expansion.

The libraries have been part of bi-weekly Human Services calls during COVID-19 and offer great potential for sharing human services resources throughout their locations.

Update, July 2021: Loudoun County's Draft Equity Position Statement is attached (Attachment 1). This Statement provides an overview of the county's collective equity initiatives to date.

The Equity Officer, Carl Rush, began his employment on July 8. Work will begin to procure an equity study that is specific to Loudoun.

Timeline:

- Late 2021: Form intentional public/private partnerships through workgroups including LCPS, DGS, Nonprofits.
- Late 2021: Create a definition for "underserved."
- Mid-2022: Research underserved areas.
- Late 2022: Map data points with OMAGI.
- Early 2023: Explore use of "neighborhood and community service regions."
- Early 2023: Develop recommendation for service hub models.
- Mid-2023: Provide to HSSPAC and BOS a recommended project plan.

Initiative 4.7: Establish a homeless shelter in eastern Loudoun.

Status, January 2021: Based on usage of the existing shelter and related services, staff have not determined a need for a homeless shelter in eastern Loudoun at this time but will continue to monitor usage and capacity of existing shelter resources.

Update, July 2021: DFS is not pursuing an emergency shelter in Eastern Loudoun. To increase access to services throughout the county, the Board approved a total of three FTEs in FY 2021 and FY 2022 (1 Homeless Services Case Manager, 1 Homeless Services Housing Locator, and 1 Homeless Assistance Team Supervisor). The creation of a Homeless Services Assistance Team (HAT) will provide support to those county residents experiencing homelessness who are seeking stable housing options. Further, a drop-in center where individuals can receive case management services, hygiene, and food

assistance, is more likely. Staff are discussing the possibility of updating existing space within DFS' space at its eastern Loudoun location to initiate this service.

Issue: Affordable housing

Initiative 4.8: Work to destigmatize affordable housing by integrating within communities.

Status, January 2021: Many of affordable housing efforts are driven by the Comprehensive Plan, which includes many policies that integrates a mix of incomes into neighborhoods and new developments to meet the full spectrum of housing needs. Implementation of these policies comes through the land review process in legislative items, with heightened scrutiny of applications for affordable housing. Planning and Zoning coordinate with the Office of Housing, and implementation of the [Unmet Housing Needs Strategic Plan](#) (UHNSP) will be crucial in furthering the addition of affordable housing. The Housing Affordability ZOAM was completed on June 2, 2020; with the Zoning Ordinance Rewrite (ZOR) underway, there is an opportunity to establish thresholds for affordable housing.¹⁰ There may be opportunities for a larger effort following the ZOR adoption as part of ZOAM workplan.¹¹

Update, July 2021: The [Zoning Ordinance Rewrite](#) (ZOR) process is currently underway where consideration may be given to adding more diverse housing types and sizes to zoning districts consistent with the 2019 General Plan and reduce barriers to attainable housing.

The purpose of the UHNSP is to address unmet housing needs in a systematic and comprehensive way with integrated programs. The draft UHNSP includes many initiatives that may affect the production of new housing, the preservation of existing housing that is affordable, and improve access. The Draft UHNSP is currently under review by the Board. The Board held a public hearing [on May 12, 2021](#) and sent the plan to TLUC for further review. At the June 16, 2021, TLUC meeting, the Committee forwarded the plan to the September 8, 2021 Board Business Meeting for action, while also allowing for further review by TLUC as needed.

Timeline:

- September 8, 2021, Board meeting: approval of UHNSP
- October FGOEDC meeting: discussion of first year implementation work plan

Initiative 4.9: Diversify stock of affordable housing.

Status: Two significant strategic planning efforts include the diversification of affordable housing stock as a goal. The UHNSP, underway, will identify strategies and tools, as well

¹⁰ [June 2, 2020 Business Meeting Item 7a, Housing Affordability](#)

¹¹ [July 21, 2020 Business Meeting Item 06, Zoning Ordinance Amendment \(ZOAM\) Work Plan](#)

as housing targets, to address unmet housing needs at each level of Area Median Income up to 100 percent. The HSSP has identified as Strategy 1.2: “Develop additional affordable housing options and permanent supportive housing units for people at or below 50 percent of the area median income (AMI) and those who need accessible housing.”

Activities Remaining: The Draft UHNSP is currently under review by the Board. The purpose of the UHNSP is to address unmet housing needs in a systematic and comprehensive way with integrated programs. The Board held a public hearing on [May 12, 2021](#), and sent the plan to TLUC for further review. At the June 16, 2021, TLUC meeting, the Committee forwarded the plan to the September 8 Board Business Meeting for action.

Initiative 4.10: Add high-density housing in high activity transit hubs.

Status, January 2020: The Comprehensive Plan calls for the addition of high-density development in the Urban Policy Area to help address the housing demand. On [November 13, 2019](#), the Board adopted ZOAM-2019-0001, removing residential density limits in the PD-TRC(Transit Related Center).

Status, July 2021: DPZ is incorporating incentives and other provisions into ZOAM-2020-0001, [Zoning Ordinance Rewrite](#) addressing this initiative. DPZ staff is currently processing legislative land use applications for Rivana at Innovation Station, a mixed-use development near the Innovation Station Metrorail station. The proposed development includes 2,550 multifamily residential units, which would include approximately 159 Affordable Dwelling Units.

Timeline:

- Mid 2021-Early 2022: Zoning Ordinance Committee Review
- Fall 2021: Resolution of Intent to Amend (ROIA) to Board
- Late 2021 – Mid 2022: Planning Commission Review
- Early 2022: Public Open House
- Early – Mid 2022: Round Three Public Input
- Mid – Late 2022: Board of Supervisors Review and Adoption

Issue: Needs of youth and young adults: mental health, educational opportunities, and quality of life

Initiative 4.11: Conduct a homeless youth count.

Status, January 2021: The County’s Continuum of Care (COC) has not conducted a homeless youth count, primarily because Loudoun does not have the large numbers of homeless youth to justify this effort. In 2020, there were no homeless single youth under the age of 18 reported, and only 22 homeless single transition-aged youth (ages 18-24) reported.

Update, July 2021: Loudoun County Public Schools (LCPS) McKinney-Vento Program tracks and provides support for school-aged children who are in households experiencing homelessness. For the 2019-2020 school year, approximately 2,412 students were identified as experiencing homelessness, compared to the 1,729 identified as of March 2021, for the 2020-2021 school year. LCPS attributes the decline to the fact that the students were not present in school to provide a better accounting.

The county's Continuum of Care Point in Time (PIT) count is conducted annually as a snapshot to assess the number of individuals experiencing homelessness on one night in January. During the annual PIT count, no unaccompanied youth were identified as experiencing homelessness. Transition Aged Youth, defined as those between the ages of 18–24, have been identified and counted. For example, in the 2021 PIT count, 16 individuals were identified as Transition-Aged Youth. This represents a 37.5 percent decrease from the 2020 PIT count (22 Youth).¹²

Initiative 4.12: Implement youth services recommendations from Advisory Commission on Youth (ACOY)

Status, January 2021: At the April 21, 2020, Board Business meeting, staff presented the recommendations stemming from the YouthNet process, tasking the ACOY to further implement the recommendations of the YouthNet Final Report.¹³ Staff met with ACOY in December 2020 and discussions are underway to create a subcommittee for implementing the recommendations.

Update, July 2021: Staff has been working with the ACOY subcommittee to accomplish the stated goals. To date there has been a scope of work developed for a countywide survey of youth and that is currently being bid for contract. Additionally, staff has worked with the subcommittee to set up an information portal via SharePoint for the ACOY and stakeholder members to gather and share information. Finally, there has been work towards the development of an online portal to be used as an information hub of services, activities and information for youth. The portal has not gone live yet.

Activities Remaining: Staff will be working with ACOY to survey the youth of the county beginning in October of 2021. Work continues on an online platform for information sharing for youth that has information from all providing services such as nonprofits, faith-based, government, schools etc.

Timeline: Survey will begin in October of 2021 and will conclude in time for information to be included in the annual Report on the State of Loudoun Youth.

¹² Loudoun County narrative starts at page 46 within Appendix B (page 114 of the PDF): [2021 Point-in-Time Count of Persons Experiencing Homelessness:](#)

¹³ [April 21, 2020 Business Meeting Item I-2, YouthNet Report](#)

Initiative 4.13: Expand tutoring programs by partnering with LCPS and nonprofits.

Status, January 2021: Staff was directed to talk with LCPS about offering tutoring at CASA (County Afterschool Activities) locations. The HSSP Advisory Committee could be requested to develop this project through its subcommittees.

Update, July 2021: Not yet initiated.

Remaining Activities: Staff to talk with LCPS about offering at tutoring at CASA (County Afterschool Activities) locations. The HSSP Advisory Committee could be requested to develop this project through its subcommittees.

Timeline:

- Late 2021: Review existing models for faith-based, government, nonprofit partnerships.
- Early 2022: Establish and meet with task force through HSSPAC to develop business plan. Include LCPS and PRCS (CASA) in discussions.
- June 2022: Present project plan to HSSPAC.
- October/ November 2022: Determine if funding is needed through government or grants and develop for FY 2024 Budget request.
- September 2023: Implementation.

Initiative 4.14: Recruit, train, and mentor young farmers.

Status, January 2021: Virginia Tech has a beginning farmer and rancher program and a two-year program in Farm Management; Virginia State University also has programs and outreach for young farmers. Cooperative Extension provides training and professional development to support the agricultural industry. DED's [Seeds for Success](#) program also provides resources for young farmers. In addition, the county is home to numerous organizations that support development activities for beginning farmers: [Future Harvest CASA](#), [New Ag School](#), [Arcadia](#), [Potomac Vegetable Farm](#), [Piedmont Environmental Council's Roundabout Community Farm](#), [Loudoun 4-H](#), [Loudoun Master Gardeners Beginning Horticulturalist](#), [Virginia Veteran Farmer Coalition](#), [Virginia Beginning Farmer & Rancher Coalition](#).

Status, July 2021: Virginia Tech will be hosting a six-week beginning farmer training program in October. At the completion of this "how to farm" training, DED and SBDC will host workshops on starting, operating and marketing a farm business.

DED and Cooperative Extension have created a landing page that provides links to the respective websites, aggregating farm and rural business-related resources for Loudoun's rural business community.

Activities Remaining: Staff has been requested to work with the New Ag School agribusiness development nonprofit (www.newagschool.org) to create educational opportunities within Loudoun County.

Timeline:

- Early 2022: Coordinate with New Ag School, Farm Credit and Cooperative Extension to discuss existing programs and opportunities for collaboration.
- Mid 2022: Beginning Farmer Training Program with Cooperative Extension.

Initiative 4.15: Expand mental health services for teens.

Status, January 2021: The HSSP has identified as Strategy 1.7: “Increase service availability for underserved and vulnerable transition aged youth (aged 18 to 24).” The County and its nonprofit partners continue to seek opportunities to enrich existing programming and services for teens. For example, during COVID-19, the county partnered with INMED through a CARES Act grant to implement a new afterschool program for mostly bilingual Latinx teens. They are running “The Hangout,” serving about 20 youth aged 13 to 17 twice a week, socially distanced, but in person at their space in Sterling.

Update, July 2021: In the FY 2022 budget, the Board approved the development of a youth crisis residential stabilization home in an existing facility on Meadowview Court in Leesburg. MHSADS is developing an RFP for the operations of the stabilization home. Also, staff have meet with representatives at LCPS to discuss how County staff can further support LCPS’ plans for helping students transition back to the classroom while continuing to recover from the pandemic. LCPS is developing a work plan for County input.

Activities Remaining:

- Finalize requests for proposals.
- Publish, review and award contract for operation of crisis stabilization home.
- Complete renovations to existing property.
- Get property licensed and advertise available service.

Strategic Area 5: Economic Development

Issue: Long-term strategy for data centers

Initiative 5.1: Determine tax rate; keep rate competitive.

Status, January 2021: This topic is planned for FY 2023 budget discussions.

Update, July 2021: DED has had ongoing discussions with Finance & Budget staff about development projections and the forecast for business personal property tax (BPPT) revenue for computer equipment. The tax rate is \$4.20 per \$100 of assessed value.

Activities Remaining: Staff will be bringing an in-depth analysis to FGOEDC in November 2021 as part of budget development. One strategy is looking at the tax rate and programming revenues strategically. In addition, the tax policy will be underway.

Timeline:

- Mid 2021: Determine Current Data Center Inventory; begin analysis.
- Mid 2021: Land Identification; vendor selection.
- Mid-Late 2021: Tax and Business Environment study.
- Mid-Late 2021: Sustainability study.
- November 2021: Presentation to FGOEDC.

Initiative 5.2: Incorporate into strategy input from environmental groups, public, and Economic Development.

Status, January 2021: A Strategic Plan for the Future of the Industry in Loudoun would include:

- Current Inventory
- Land Identification
- Design
- Tax and Business Environment
- Community Partnerships
- Sustainability

Planning and Zoning is creating design guidelines through the Zoning Ordinance Rewrite, to involve environmental considerations and generator placement.

Update, July 2021: DED has completed a broad overview of current inventory and is in the process of addressing the other points listed as needed for the Strategic Plan for the Future of the Industry in Loudoun.

Activities Remaining: A study reviewing suitability of land for data center development is in progress and will be completed in Fall 2021.

Initiative 5.3: Maintain mapping for potential locations.

Status, January 2021: DED's contract for the inventory of potential sites is currently going through the procurement process. OMAGI is developing an application showing vacant parcels of land, which may be useful for future planning efforts.

Update, July 2021: DED maintains an available commercial land inventory on the biz.loudoun.gov website on an ongoing basis.

Activities Remaining: Updates are made on an ongoing basis with support from OMAGI.

Initiative 5.4: Research submerged data centers.

Status, January 2021: This is a concept that is still relatively untested and may not work in Loudoun due to geology and topography. There would be very limited applicability due to the noise from blasting and the very high cost.

Update, July 2021: Additional research is anticipated in 2022 as the advantages and disadvantages of the construction and operation of underground data centers becomes better established.

Initiative 5.5: Utilize influence with Dominion Energy to promote alternative energy sources for data centers.

Status, January 2021: Discussions are ongoing with Dominion to request alternative power options for data centers.

Update, July 2021: Staff will continue to evaluate alternative energy sources in partnership with Dominion Energy and the data center industry.

DPZ has coordinated with the County Attorney's Office and Dominion to establish a preferred route for power distribution for two data centers – one in Kincora and one near Dulles Town Center. County staff provided Dominion with the county's preferred route which would minimize, to the extent possible, environmental and visual impacts while also reducing the number of lines necessary; discussions are ongoing.

Initiative 5.6: Have public discussions about data centers so that the community can join, understand, and promote benefit of data centers to public.

Status, January 2021: The Board directed staff to develop public education forums/ town halls for public participation.

Update, July 2021: Staff promoted [International Data Center Day](#) and held activities on March 24. Activities included interfacing with LCPS on job opportunities and data centers sponsoring food trucks for the vaccination center.

Activities Remaining: Staff will develop public education forums/town halls for public participation.

Issue: Strategic redevelopment in Eastern and Southern Loudoun

Initiative 5.7: Encourage a vision for each area to be developed from a site-specific perspective, keeping in mind concerns about gentrification forcing existing residents out of their neighborhoods.

Status, January 2021: Staff worked with Supervisor Briskman to develop a presentation for Cascades Marketplace on current conditions and potential for redevelopment. This innovative approach could be used with other property owners or prospective developers and could be expanded to more sites.

Update, July 2021: Staff has not yet targeted other specific areas beyond Cascades Marketplace.

Timeframe: Staff, in coordination with Board offices, anticipates in 2022 identifying additional areas that may be suitable and/or areas that Supervisors may want to target within their districts.

Initiative 5.8: Explore opportunity zones for revitalization in eastern Loudoun.

Status, January 2021: Staff will continue to work with the two identified opportunity zones to engage stakeholders, landowners, and potential buyers.

Update, July 2021: DED attended a virtual panel event with updates about the Opportunity Zone program in late January 2021. Opportunity zones were created by the Federal Government following the Tax Cuts and Jobs Act of 2017 in designated areas with lower incomes to incentivize investments in real estate through mitigation of capital gains taxes.

Staff also reviewed Economic Revitalization Zones (ERZ), which are a state designation that allows for incentives to purchase real property for the purpose of assembling a set of properties for an economic development opportunity. Staff presented an item on ERZ to the Board at their [June 1, 2021 Business Meeting](#) and received direction to conduct outreach to landowners in potential ERZ locations to determine the need for and structure of an ERZ program for Loudoun County.

Activities Remaining:

- Direct outreach to landowners to determine the necessary tools and programs for redevelopment of target areas.
- DED will continue to respond to any prospects looking at making investments related to the Federal opportunity zone program.

Initiative 5.9: Encourage collaboration between multiple owners in a neighborhood.

Status, January 2021: Ongoing; this has been done in the past through small area plans aimed at redevelopment, as well as an overlay focusing on specific desires for an area.

Update, July 2021: No collaborative efforts are currently underway. Staff is currently developing options for Board consideration regarding development issues in the Village of Saint Louis and anticipates bringing these options to the Board in September 2021. The outcome of this effort may serve as a template for working with property owners in specific areas to address the needs of their neighborhoods and/or villages, increase communication

and collaboration between property owners, and develop a more focused and targeted approach to future development in these areas.

Issue: Dulles Noise Contours

Initiative 5.10: Bring planned land use policy proposal to Board; explain impact of changing the noise contours on the public.

Status, January 2021: The county's current noise contours are identified in the Zoning Ordinance and Zoning Map. The Metropolitan Washington Airports Authority's (MWAA) latest noise study has promulgated potential changes to the County's Airport Impact Overlay Districts (AIOD). Amending the AIOD could require a Comprehensive Plan Amendment (CPAM), Zoning Ordinance Amendment (ZOAM) Zoning Map Amendment (ZMAP), and studies to determine the impacts of a boundary change. Board direction is needed to move forward. An item will be coming to a February Board meeting with the initiation of a Comprehensive Plan Amendment, and related ordinance amendments identified in Chapter 7 of the Comprehensive Plan as a next step. The item will include the proposed scope, timeline, and budget, to include consultant assistance as needed, and a complete discussion of the Loudoun County 2019 Comprehensive Plan direction on the matter. Board direction is needed, as well as integration into the ZOAM workplan adopted at the July 21, 2020, Business meeting.¹⁴

Update, July 2021: On [February 2, 2021](#), the Board initiated CPAM-2021-0001, Airport Impact Overlay District Update. On [May 4, 2021](#), the Board forwarded the item to [TLUC's May 19, 2021 meeting](#); TLUC forwarded recommendations to Board. At their [June 15 meeting](#), the Board provided direction to staff regarding provisions to include in CPAM-2021-0001 and approval of a workplan and initiation of a concurrent ZOAM. The Board direction ensures that the CPAM and ZOAM will be ready for Board action simultaneously.

Activities Remaining: Development and adoption of CPAM and ZOAM.

Timeline: September 2022: Anticipated adoption.

Issue: Equitable, sustainable economic development countywide

Initiative 5.11: Explore feasibility of event center(s) with possible uses for arts, events, conventions, and agriculture.

Status, January 2021: A feasibility study and cost analysis on an agricultural center can be undertaken by DED as part of their Rural Economy Business Development Strategy.¹⁵

¹⁴ [July 21, 2020 Business Meeting Item 06, Zoning Ordinance Amendment \(ZOAM\) Work Plan](#)

¹⁵ Item 17b, May 1, 2013 Business Meeting

After determining feasibility and cost, an agricultural center and/ or arts center could be considered in future years as part of the CIP process.

Update, July 2021: DED has contacted local venues such as Morven Park, Loudoun County Fairgrounds, and VA Tech MARE Center, as well as Loudoun PRCS for data on existing resources and capacity and projected needs in the County in preparation of a scope RFQ.

Activities Remaining: A feasibility study and cost analysis on an agricultural center will be undertaken by DED as part of their Rural Economy Business Development Strategy.¹⁶ After determining feasibility and cost, an agricultural center and/ or arts center could be considered in future years as part of the CIP process.

Timeline: Early 2022: Develop Scope of Services for Feasibility Study.

Initiative 5.12: Support minority businesses

Status, January 2021: DED currently runs a minority business incubator program. DED recently launched the [FireUp Business Mentoring and Coaching Program](#), tailoring resources to female and minority-owned small businesses. Designed to create an ongoing support structure, this cohort encourages business owners to build a network of peers and coaches that will help fuel their growth.

Update, July 2021: DED has partnered with other municipalities to author a regional report to understand the scope and needs of minority-owned businesses.

Activities Remaining: A localized program will be created by DED to address the unique needs of minority-owned businesses in the county. A database of minority owned businesses is being purchased to develop a data-driven program. A federal grant application could provide the seed funding to launch a new minority business program.

Timeline:

- Mid 2021: Purchase data and apply for Federal Grant.
- Late 2021: Draft program strategy.

Initiative 5.13: In designing urban planning areas (UPA), consider pocket parks and green spaces, as well cooling options such as tree canopies and water features.

Status, January 2021: The Comprehensive Plan includes design guidelines for UPAs and provides guidance for green spaces, tree canopies, fountains, etc. as crucial to the design. The Zoning Ordinance Rewrite will provide specific requirements for implementation and flesh out the details for public gathering spaces.

¹⁶ [May 1, 2013 Business Meeting Item 17b, Rural Economy Business Development Strategy](#)

Update, July 2021: DPZ is currently reviewing legislative land use applications in the Urban Policy Area and working with applicants to include these features into proposed development. An update on the Zoning Ordinance Rewrite was provided to [TLUC on May 19, 2021](#). In reviewing legislative applications, features proposed in active legislative applications have the potential to provide significant recreational and open space areas for the public.

Activities Remaining: Adoption of Zoning Ordinance Rewrite, late 2022.

Initiative 5.14: Consider large scale public-private partnerships.

Status, January 2021: Public-private partnerships are under consideration in planning around Metro.

Update, July 2021: DED is an active part of the conversation related to planning public-private partnerships around Metro stations.

Activities Remaining: Specific details for public-private partnerships will generally be determined as projects move towards legislative approval and permitting.

Initiative 5.15: Support equitable pay for workers

Status, January 2021: The General Assembly passed legislation during the 2020 session related to raising the minimum wage ([SB 7](#) and [HB 395](#)).

Update, July 2021: Completed.

Initiative 5.16: Evaluate investments with minority-owned banks and businesses.

Status, January 2021: The Treasurer's Office has been looking at minority-owned banks for investments; however, the banks in Virginia do not meet the county's minimum ratings requirement. The Treasurer's Office continues to monitor this quarterly.

Update, July 2021: The Treasurer's Office continues to monitor this quarterly.

Initiative 5.17: Add office space for medium-sized companies.

Status, January 2021: DED currently works with companies in finding office space; this is ongoing.

Update, July 2021: DED provides reports about available properties to prospects on an ongoing basis.

Initiative 5.18: Explore options for meat processing facility in Western Loudoun.

Status, January 2021: This has been considered in years past and the business case for such a facility is limited. Staff will continue to monitor the feasibility of a plant in Western Loudoun or neighboring counties.

Update, July 2021: Staff will incorporate a producer survey task into the current USDA e-commerce Grant. One focus area of the survey will be our protein producers to determine capacity, and this data will be used as part of a meat processing feasibility study.

Activities Remaining: Staff will monitor the feasibility of a meat processing facility in Western Loudoun, as part of a larger study on economic opportunities in Western Loudoun.

Timeline:

- Early 2022: Publish RFQ for USDA Grant producer survey.
- Early 2022: complete Scope Survey.

Initiative 5.19: Promote industrial hemp farming.

Status, January 2021: Staff will continue to explore options for industrial hemp production as more research becomes available.

Update, July 2021: DED and Cooperative Extension hosted the Loudoun Hemp Growers Meeting in June 2021. There are currently 29 growers in the County with 221 acres in hemp production. Currently the main hemp product in the County is CBD.

Activities Remaining: More research is needed to understand the supply and logistic chain for hemp, as the markets are not developed or reliable yet. In addition, Virginia Tech is doing research to study the varieties of hemp to determine if they can be grown successfully in this area. Staff will continue to explore options for industrial hemp production as more research becomes available.

Timeline:

- Early 2022: Clarification from BOS on Industrial Hemp as we develop strategies to promote industrial hemp opportunities in Loudoun County.
- Ongoing: Monitor Legislative Issues (including marijuana).

Initiative 5.20: Monitor Dulles Town Center's (DTC) occupancy.

Status, January 2021: DED staff will monitor this issue and prepare presentations for developers and property owners on current conditions and potential for this site and the surrounding areas.

Update, July 2021: Multiple new leases have been signed for DTC and interior renovations have begun. Vacancy at Dulles Town Center is currently at 9.3 percent and has remained at roughly the same level since 2018 despite multiple closures.

Activities Remaining: DED staff will monitor this issue and prepare presentations for developers and property owners on current conditions and potential for this site and the surrounding areas.

Initiative 5.20: Promote Loudoun within Loudoun (intra-County public relations plan).

Status, January 2021: Staff directed to work with Visit Loudoun to create this program to assist Western and Eastern Loudoun residents in understanding opportunities within the county for day trips or ‘staycations.’

Update, July 2021: No updates.

Activities Remaining: Staff have begun discussions with Visit Loudoun to create this program to assist Western and Eastern Loudoun residents in understanding opportunities within the County for day trips or ‘staycations.’ This would include the promotion of Loudoun Made Loudoun Grown, Take Loudoun Home, Marketplace Coordination plan with Visit Loudoun.

Next Steps: The Board will continue to receive biannual updates collectively on its initiatives; many of the initiatives will also come separately to the Board as individual information or action items. The Board’s practice of receiving regular updates on the initiatives and then selecting projects to be prioritized has proven to be an effective method to manage this type of workload.

FISCAL IMPACT: There is no fiscal impact associated with this item. Resource needs associated with initiatives will be identified with specific new projects as they move forward for further Board direction. Discussion of additional resources that are linked to various strategic initiatives can be included in the annual budget process.

ATTACHMENT:

1. Draft Equity Position Statement

County of Loudoun Equity Position Statement

DRAFT 7/7/21

I. Defining Equity

Loudoun County values being a community that is inclusive and thriving, as reflected in the Vision Statement adopted by the Board of Supervisors in 2020: “While appreciating and acknowledging our rich history, Loudoun County strives to be a prosperous, inclusive, equitable and sustainable community where residents feel free to live, work, learn and play.” The county is committed to addressing equity, including access to public services in the county and the organization, with intentionality to create a holistic, countywide approach to equity.

Equity can be defined as achieving fairness through systematically assessing and addressing disparities in opportunities and outcomes while improving outcomes for all. The County strives to create ‘equity’ - in the broadest sense – to mean fair and equal access to County resources for all County residents. Equitable access may encompass multiple demographic categories, including, but not limited to:

- geography (i.e., all residents have a library within a set distance of their home),
- socioeconomic levels (i.e., individuals living below poverty level have access to medical care),
- language of origin (i.e., written resources are provided in the most common language spoken in the County),
- physical abilities (i.e., all swimming pools are equipped to accommodate individuals in wheelchairs), and
- race/ ethnicity (i.e., boards and committees strive to represent the County’s racial and ethnic demographics when appointing members).

Guided by the Board’s values, equity informs Loudoun County Government’s community services, planning and development, and operations. Snapshots of these existing programs and initiatives are included in Section II.

II. Equity Initiatives Underway

A. Community Services

1. Human Services Strategic Plan (HSSP)

As part of its 2019 [Human Services Strategic Plan](#), the County and its community partners proposed strategies to advance a healthy, thriving, safe, and inclusive Loudoun community. Equity is one of five Core Values informing the strategies in the HSSP: “We promote fair and just opportunities, access and resources so that all people can achieve their full potential as we build a

community that supports all residents.” The Plan specifically builds this value into recommendations for services to underserved residents and workforce development.

As an example, Objective 1.5 calls upon the community to increase the availability and quality of culturally and linguistically appropriate services to ensure the dignity and respect for all people accessing services in Loudoun County. Additionally, Objective 3.3 recommends working to ensure equitable location and distribution of service providers throughout the County through intentional private/ public partnerships. Workforce development opportunities are also areas in need of a focus on diversity and inclusion per Objective 2.7, “Provide expanded and equitable educational and workforce development opportunities for Loudoun County residents.”

Human services departments within the County developed several program and services throughout the COVID-19 pandemic to reduce barriers to access services such as rental assistance, COVID-19 testing, and vaccinations. Loudoun’s Public Affairs and Communications office has provided COVID-related resources in both English and Spanish as well as in other languages as requested. In striving to meet the vaccination needs of all residents, the County uses GIS mapping to identify the census tracts with the lowest vaccination rates, then overlays statistical measures such as ownership of a vehicle, race and ethnicity, income, and access to public transportation. Based on these data-rich maps, vaccination event sites were planned in key locations throughout the County to address issues of access, with targeted outreach planned for specific communities of vaccination-hesitant residents.

In addressing the housing crisis that accompanied the pandemic, staff worked with community partners to transform the emergency rental assistance process from an English-only Word document to a web-based, mobile friendly application available in English and Spanish. As part of the process change, staff assessed the program requirements to ensure that no unnecessary barriers were in place that might keep otherwise eligible individuals from applying.

2. Unmet Housing Strategic Plan (UHNSP)

The [Draft UHNSP](#) was developed as one of the top implementation priorities of the 2019 Comprehensive Plan. The Draft UHNSP seeks to meet the County’s housing goal, which is to ensure that County residents are able to access housing they can afford. Housing sustains families and enables economic security. Creating affordable housing opportunities in Loudoun can accommodate the growing older adult population, provide commuting and traffic advantages, and promote an inclusive and equitable community. To that end, equity considerations have been incorporated into the draft UHNSP. As an example, Objective 1, Strategy 1.2, Action D of the plan seeks to establish a Housing/Equity Task Force comprised of relevant stakeholders to examine the connection and relationship between the social determinants of health and housing and to develop recommendations on how to better serve common constituents.

3. Water and Wastewater Access

In 2011, the County completed a [Water and Wastewater Needs Assessment](#) to document the existing water and wastewater conditions in the county and identified a number of communities that may be at risk due to deficient or absent water and/or wastewater systems. On December 5,

2012, the Board of Supervisors approved the development of a [Water and Wastewater Needs Assessment Implementation Work Plan](#), which built on the 2011 assessment by systematically developing relationships, policies, and procedures that were necessary to address identified water and wastewater issues. The final work plan was approved in 2015 and work products associated with the plan established a method for gathering requests from communities in need of assistance from the county and established procedures to provide support to communities that have been prioritized. Among other objectives, the [Prioritization Manual](#) seeks to ensure that the process for meeting water and wastewater improvement needs of the County is to implement these improvements in the most fair, transparent, and equitable manner possible.

In 2019, the County and Loudoun Water began work to construct a community wastewater system to meet the needs of the historic African-American community of Howardsville. Although this rural community is comprised of only 10 residents, half of the homes were found to have inadequate sewage systems, with some residents lacking indoor plumbing altogether.

4. Complete Count Committee

In an effort to ensure that everyone living in Loudoun County was counted in the 2020 census – particularly the County’s hard to count populations, the Loudoun County Board of Supervisors established the local [Complete Count Committee](#) to raise awareness about the 2020 census and to help increase the response rate to the census questionnaire.

The Board selected committee members from diverse sectors of the community who were positioned to strategically leverage their networks to benefit the county’s objectives in the 2020 census. Members included representatives of the Loudoun County government, education, business, community groups, faith-based organizations, homeowners associations and regional associations. As a result of these efforts, Loudoun achieved an 82.3% self-response rate to the census, as compared to Virginia’s 71.5% rate.

B. Planning and Development

1. Loudoun County 2019 Comprehensive Plan (2019 GP)

Chapter 3 – Natural, Environmental, and Heritage Resources – of the [2019 GP](#) speaks of social equity as one of the goals of the sustainability components of the plan in balance with economic development and environmental protection. The 2019 GP notes that sustainable development calls for practices that are cost-effective, enhance human health and wellbeing, and protect and restore the environment. Components of the 2019 GP’s sustainability goals include the [Clean Waters Initiative](#), the [Loudoun County Energy Efficiency and Conservation Program](#), the [Energy Strategy](#), the [Environmental Policy](#), the [Stormwater Management Plan](#), and the [Water and Wastewater Program](#), established through Water and Wastewater Needs Assessment Implementation Plan.

Chapter 4 – Housing – of the 2019 GP speaks to the concept of universal design, which is essentially ensuring that housing and community design evolve to meet the needs of populations with diverse abilities. Some past attempts to increase accessibility in the built environment have

focused on conspicuous retrofits or the provision of “separate but equal” facilities for persons with disabilities or other access limitations. Increasingly, planners, designers, and advocates are emphasizing the importance of creating environments that are designed to meet the needs of all people as a basic principle of good design. The plan notes that universal design is a particularly important consideration in the development of new housing. The provision of universally functional homes helps create more inclusive communities, supporting populations diverse in age and ability to live and interact in the same community.

Chapter 4 also speaks to the development of “missing middle” housing, which uses a mix of small-scale single-family units, accessory dwelling units, and multi-family units to create the perception of lower density. This approach is intended to help address the continuum of housing needs by providing housing choices and prices that fit in between large-lot, single-family detached units, and high-rise apartment buildings, while fostering the neighborhood scale that many residents seek. For example, Housing Policy strategy 1.1 calls for the use of innovative and flexible regulatory approaches to help fulfill the continuum of housing needs in a variety of locations and settings throughout the County.

2. Pedestrian Access through Sidewalks and Trails

At the [February 17, 2021](#), Transportation and Land Use Committee (TLUC) meeting, PRCS staff provided an update on the progress of the Linear Parks and Trails (LPAT) Plan. In a subsequent report to the Committee by the Department of Transportation and Capital Infrastructure (DTCI), the use of an equity lens in planning and prioritizing sidewalks and trails projects was discussed by the TLUC. As a result of that discussion, the [TLUC directed](#) (5-0) both PRCS and DTCI to return to a future TLUC meeting with a schedule of projects into which equity considerations should be incorporated.

PRCS returned to the TLUC at the [March 17, 2021](#) meeting to present the committee with information about the use of an equity lens in the LPAT initiative. PRCS staff was joined by the LPAT consultant, Design Workshop, to provide the committee with this information. One task performed by the consultant was the identification of service gaps in the county’s existing system, which included the following parameters: demographic data, CDC vulnerability index, car ownership, race and ethnicity, poverty levels, at-risk populations, and the consideration of other underrepresented groups. The purpose of the analysis is to (1) meet the service goal of accessible facilities within 1/8-mile for areas with residential unit density greater than three units per acre, and within 1/2-mile for areas with residential unit density of three units or fewer per acre, (2) to develop a prioritization strategy on addressing the LPAT gaps in community most in need, and (3) to ensure all communities are equally served by the LPAT system in the future.

3. Capital Planning

Within the capital planning process, there are opportunities for the development of an equity lens to inform decisions such as project site selection or proffer standards. At the [April 13, 2021 FGOEDC meeting](#), Capital Budget staff reported that they are working with a consultant to develop recommendations for updating methodologies for the Capital Facility Standards and the Capital Intensity Factor. While equitable access is not mentioned in this report as a factor that may

be added to these decision-making methodologies, there is room for the development of prospective equity guidance.

4. Transit Planning

At its Transit Summit on May 25, 2021, the Board heard two information items that reviewed transit projects from the perspective of individuals from underserved communities. At the request of the Board, DTCI completed a study on the [Unmet Transit Needs of Seniors and Disabled Residents](#), recommending a mobility coordinator to assist residents in navigating existing transportation options, as well as potential addition of transit options based on assessed unmet needs. Additionally, DTCI collaborated on a [Park and Ride Study](#) with the Government Alliance on Race and Equity (GARE) and the Office of Mapping and Geographic Information, in order to identify demographic data sets and develop a methodology that could be used to apply an equity lens to the planning of park and ride lots in terms of location, markets served, and user costs. Equity and diversity are not currently pivotal to the planning process for park and ride lots and travel in general; however, future guidelines should include these intrinsically as one lens through which to review proposed policies and guidance.

5. Broadband Strategic Plan & Emergency Implementation Plan

Areas of the western portion of the County are underserved (and in some cases, unserved) by broadband. Informed by the [2014 Wireless GAP Analysis](#) and the [2018 Broadband Strategic Plan](#), and exacerbated by the reliance upon distance learning, video conferencing, and online meetings during the COVID-19 pandemic, the [Emergency Broadband Implementation Plan](#) seeks to improve the delivery and expansion of broadband service in underserved areas of the County. More specifically, Board direction included a number of steps to streamline the development application process for telecommunication facilities, establish internal programs and coordination to increase the access to and efficiency of staff in assisting with, reviewing, and implementing such applications, and to provide the Board with regular progress updates.

The Broadband Strategic Plan identified a number of areas negatively affected by the lack of broadband access in certain areas of the County, including economic development, community development, health and human services, and public services, education, and public safety. With respect to education, the plan notes that “modern instructional practices, personalized learning, and access to online open educational resources rely on cloud-based services and content delivery networks. All students and teachers require high-speed broadband to access these services for digital equity,” which emphasizes that lack of broadband should not be a barrier to education.

6. Environmental Commission

At the [December 1, 2020, Board Business Meeting](#), the Board voted 9-0 to establish an [Environmental Commission](#) by March 2021 and for the Chair, or a Supervisor designated by the Chair to draft bylaws for the Environmental Commission. [Bylaws](#) were approved in 2021 and include a focus on “Advancing environmental justice policies to ensure equity across all populations; especially minority, low-income or historically-underserved communities.”

C. Government Operations

1. Government Alliance on Race and Equity (GARE)

Since 2019, staff has been actively participating in racial equity learning cohorts led by the [Government Alliance on Race and Equity](#) (GARE) in collaboration with the Metropolitan Washington Council of Governments (MWCOCG). As part of a regional cohort of 11 jurisdictions, Loudoun County staff have been working to build operational capacity and achieve community-level outcomes on equity. Employees have been offered opportunities to engage in professional development workshops and book studies on equity, inclusion and unconscious bias.

2. Multicultural Advisory Committee

The [Multicultural Advisory Committee](#) advises the County Administrator on issues affecting residents from culturally and linguistically diverse backgrounds and recommends strategies to address them. They assist the county with monitoring and implementation of the county's Limited English Proficiency (LEP) program plans, advise the county on multicultural, multilingual staff recruitment efforts, and provide opportunities for community conversations on pertinent issues. The committee provides advice and support on projects and cultural events that enhance cross-cultural relations and promotes partnerships between the county and culturally and linguistically diverse communities.

3. Recruitment

The Department of Human Resources (DHR) partners with diversityjobs.com to post open County jobs to their network of organizations. In April 2021, DHR representatives attended the 21st Annual Diversity Employment Day Career Fair. Each year, DHR presents their current diversity statistics to the Multicultural Advisory Committee.

4. Office of Equity and Inclusion

The Board approved the creation of the Office of Equity and Inclusion as well as the addition of an Equity Officer for the FY 2021 Budget cycle, beginning in July 2021. To continue the dialog on equity and understand the county's equity needs, the equity officer will collaborate with County departments, community members, and other stakeholders to develop a work plan to make the County organization and community more equitable. In addition, the FY21 Budget includes one-time contractual funds to identify potential equity disparities in the County and assist in making recommendations on a specific work plan for Loudoun County government, including staffing to implement the work plan. The equity officer will work in conjunction with the contractor to research current policies and practices and analyze data to conduct this work. The position, in conjunction with consulting services, will develop an equity and inclusion program specific to Loudoun County to ensure key organizational actions are evaluated through an equity lens.

III. Equity in Strategic Initiatives

Equity underlies many of the initiatives approved by the Board of Supervisors in their 2020-2023 Strategic Plan. *Equitable Communities* is named as one of the five strategic areas, but Loudoun's equity values are woven throughout the issues and initiatives in most of the strategic focus areas, as outlined below.

Strategic Area: Equitable Communities

Issue: Services for undocumented residents

- Consider updates to policies (housing, human services, etc.) to reflect least restrictive requirements for program eligibility.
- Work with community partners to establish trust and connection within immigrant communities.

Issue: Criminal justice reform, including a feasibility study for a veterans' specialty court

- Strengthen reentry housing and services.
- Examine feasibility of developing a veterans' court and investigate possibility of adding other first responders.
- Reimagine law enforcement to act collaboratively in the community.

Issue: Geographic equity for services and facilities throughout Loudoun

- Create plan for geographic equity for services and facilities throughout the county.
- Establish a homeless shelter in eastern Loudoun.

Issue: Affordable housing

- Work to destigmatize affordable housing through integration within communities.
- Diversify stock of affordable housing.
- Add high-density housing in high activity transit hubs.

Issue: Needs of youth and young adults: mental health, educational opportunities, and quality of life

- Conduct a homeless youth count.
- Implement youth services recommendations from Advisory Committee on Youth.
- Expand tutoring programs by partnering with LCPS and nonprofits.
- Recruit, train, and mentor young farmers.
- Expand mental health services for teens.

Strategic Area: Connecting Loudoun

Issue: Broadband expansion

- Research and review telecommuting to understand future need.
- Explore multimodal options such as towers, antennas, and hotspots for increasing and improving connections.

- Create a broadband relief fund or subsidies to ensure equitable opportunities for all Loudoun residents through initiatives such as a cigarette tax or specialized tax districts.

Strategic Area: Economic Development

Issue: Equitable, sustainable economic development countywide

- Explore feasibility of event center(s) with possible uses for arts, events, conventions, and agriculture.
- Support minority businesses.
- In designing urban planning areas, consider pocket parks and open green spaces, as well as cooling options such as tree canopies and water features.
- Consider large scale public-private partnerships.
- Support equitable pay for workers.
- Evaluate County’s investments with minority-owned banks and businesses.
- Add office space for medium-sized companies.
- Explore options for meat processing facility in western Loudoun.
- Promote industrial hemp farming.
- Monitor Dulles Town Center's occupancy.
- Promote Loudoun within Loudoun (intra-County public relations plan)

IV. Opportunities to Shape Future Initiatives

The strategic priorities of the current Board, the initialization of an Office of Equity and Inclusion, and the aforementioned work, creates a framework for shaping the County’s vision of equity. As part of the development of this unified vision, the following opportunities should be considered:

1. Provide culturally specific outreach to local communities to educate them on the services available, beyond just service provision in accessible locations.
2. Consider economic development models that enhances cultural strengths of neighborhoods.
3. Consider weighting underserved and unserved communities more heavily in CNS.
4. Apply equity lens in prioritization of projects in CIP.