Countywide Strategic Planning

Update & Recommendation

March 26, 2019

Shaping the Future Together
Fairfax County Strategic Plan

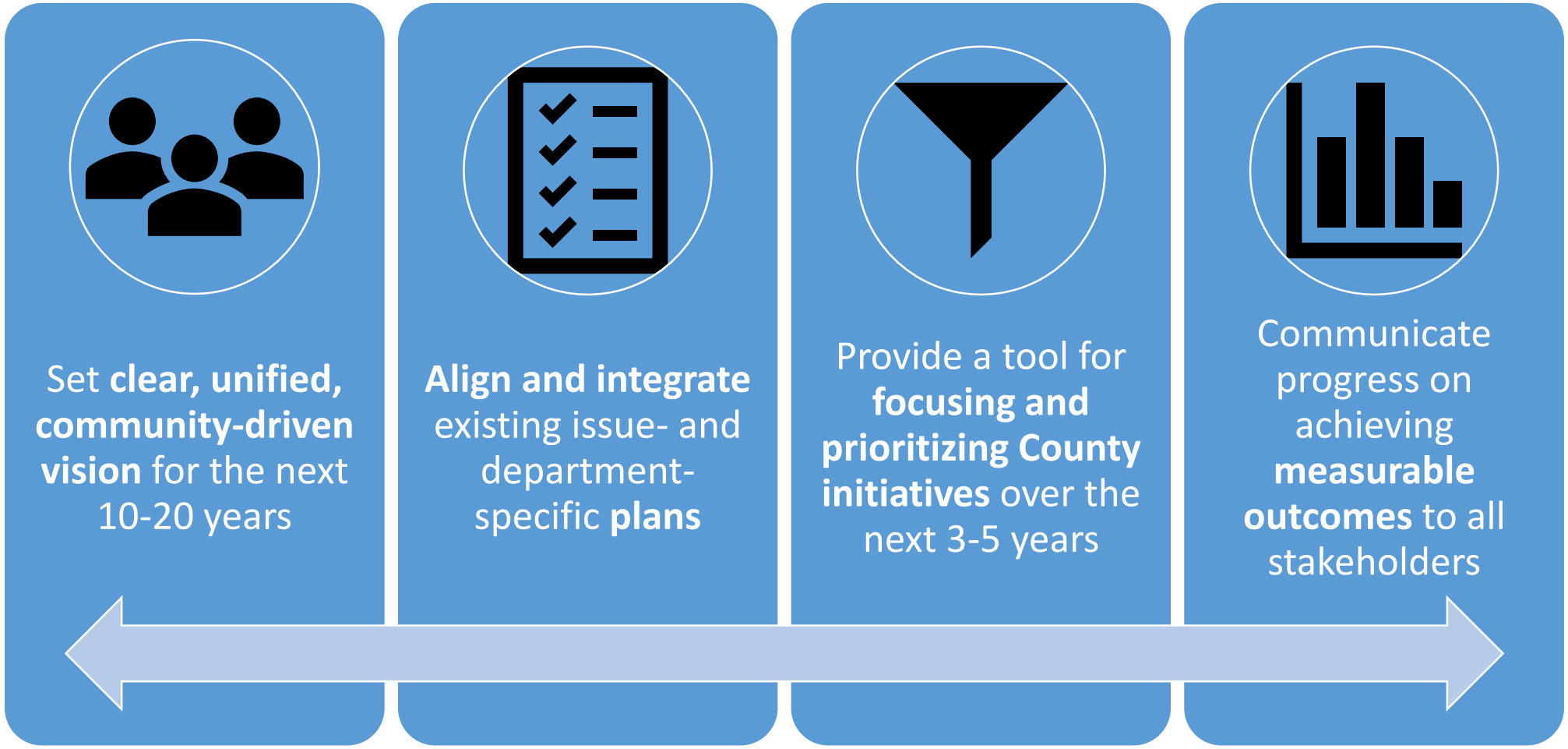
FCPS Ignite

one FAIRFAX

Objectives for Today's Meeting

1. Review strategic planning process and guiding principles.
2. Share community engagement process and what we learned.
3. Review and affirm proposed strategic priority areas.
4. Explain next steps.
5. Initiate strategic planning dialogue between BOS & FCPS Boards.

Purpose of Countywide Strategic Planning



Guiding Principles for Planning Process

Apply a **racial and social equity lens** to engagement efforts and strategy development

Create **multiple avenues** for community, stakeholder, and employee engagement

Define **community-focused** outcomes and strategies (vs. government-centric)

Use **data-driven insights** and develop **evidence-based strategies**

Strategic Planning Process High-Level Timeline

Timeframe	Activity
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Engagement Focused on 5 Key Questions

1. What are the **most critical issues & opportunities** the county will need to address over the next 10-20 years?
2. What **visionary headlines** would you like to see written about Fairfax County 10 years from now?
3. What does County government currently **do particularly well**?
4. In what areas does County government **need to improve**?
5. What do you think should be the County's **top three priorities** for the next 3-5 years?

In-Person Stakeholder Engagement

Multiple sessions featuring **small-table discussion format** (with trained County facilitators and notetakers); participants also provided written responses.

5

Open invitation Community Conversations

17

Targeted outreach sessions with historically under-represented populations

11

Sessions with County employees

Also…

Sessions with representatives from:

- **Boards, Authorities and Commissions**
- **Business interests**
- **Philanthropic community**
- **Clergy Leadership Council**
- **Young professionals**

Targeted Outreach

Consistent with our OneFairfax vision of intentional, up-front inclusion of diverse voices:

- Partnered with our **network of community leaders and organizations** (including Multicultural Advisory Council) to host sessions with historically under-represented communities.

- Sessions held in **Spanish, Korean, Chinese, Hindi, Vietnamese, Twi and Arabic**.

Community Survey

- Five questions available **online** and in **hard copy** from Jan. 21 to March 17.
- Offered in **multiple languages:** English, Spanish, Chinese, Korean, Vietnamese, Arabic, Urdu and Farsi.
- Participants invited (but not required) to share demographic information.

  - NOTE: survey was **input-seeking tool** open to anyone; not intended to be statistically-valid, representative survey.

Strategies Used to Encourage Participation

Traditional and Social Media

- Postcards mailed to all county residents
- WTOP live radio + website ads
- Facebook, Twitter, Instagram, Nextdoor
- Advertisements in Connector buses
- PSA video in movie theaters & RECenters
- Dozens of county email newsletters

Strategies Used to Encourage Participation

Targeted Outreach

- Promotional videos in multiple languages
- WUST Spanish Radio
- Spotify streaming radio advertising
- Direct message to 1000+ Nextdoor leads
- Targeted outreach to existing network of community organizations & leaders

Strategies Used to Encourage Participation

Employee Communications

- Multiple messages from County Exec
- Internal website articles
- FCPS employee engagement
- Print survey shared via HR managers
- Information shared via county communicators

Community Engagement Participation

1,013 in-person participants

- **250** at Community Conversations
- **443** at targeted outreach sessions
- **53** at BAC session
- **267** at employee focus groups

14,867 survey responses

- **85%** are County residents
- **79%** are homeowners
- **54%** have lived here 15+ years
- **53%** are female
- **25%** work for the County or FCPS
- **9%** own or run a business located in the County

Feedback on Stakeholder Engagement Sessions

- Generally positive feedback from community and staff participants:

Thank you for the opportunity to share my concerns and my ideas for the future. It was well organized. Having facilitators really helped.

I liked the table discussions so I could hear the various viewpoints of my fellow community members. I learned a lot from this.

I wish more people took part in this.

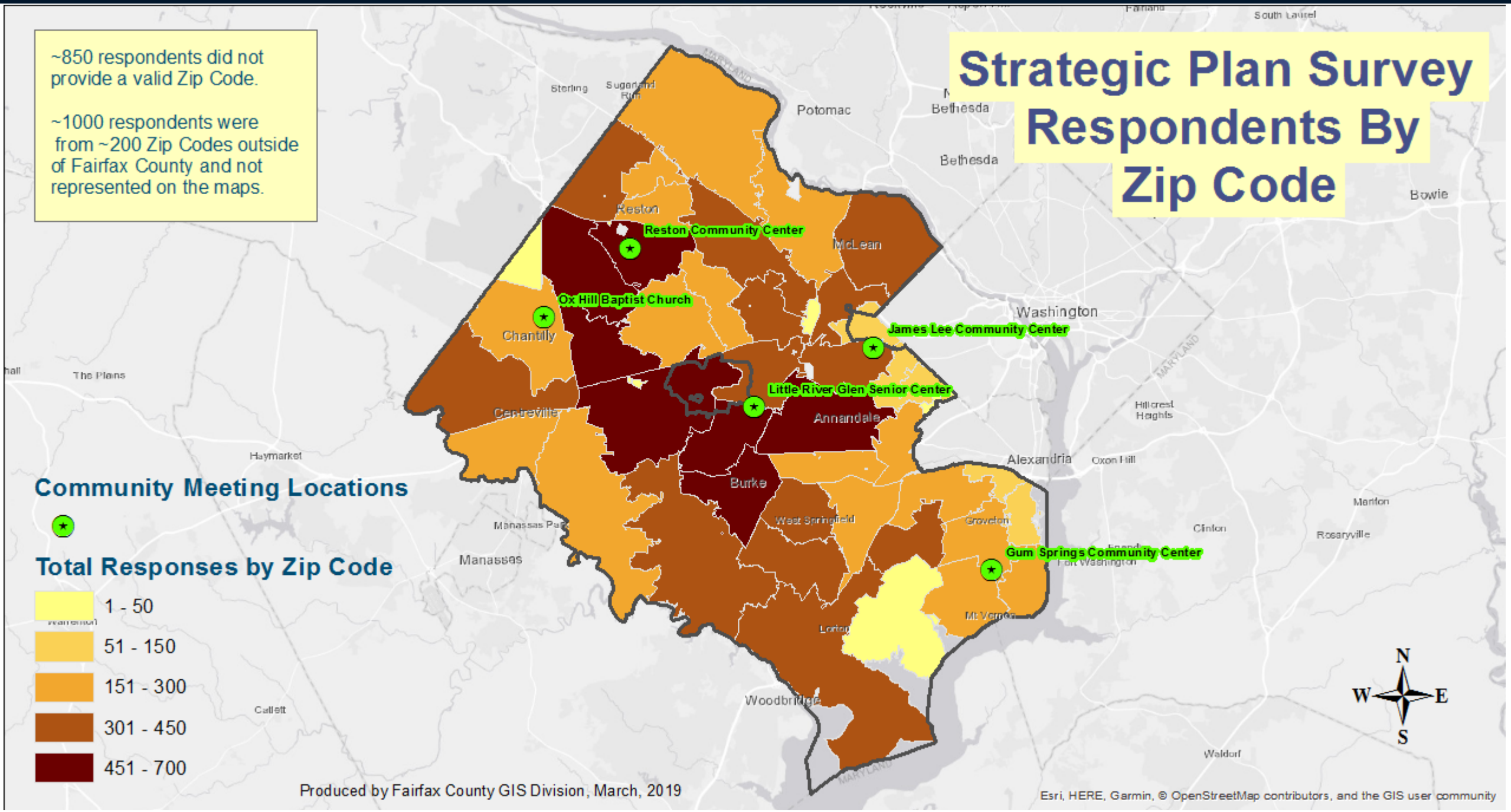
This made me feel proud to be a county employee.

- In addition, the employees who served as facilitators and notetakers appreciated the developmental opportunity to use those new or enhanced skills.

Strategic Plan Survey Respondents By Zip Code

~850 respondents did not provide a valid Zip Code.

~1000 respondents were from ~200 Zip Codes outside of Fairfax County and not represented on the maps.



Produced by Fairfax County GIS Division, March, 2019

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Survey Respondents Compared to County Population*

Race/National Origin		
	County*	**Survey**
White/Caucasian	63%	66%
Asian/Asian American	17%	8%
Black/African American	9%	5%
American Indian/Alaska Native	0.4%	0.3%
Native Hawaiian/Pacific Islander	0.1%	0.2%
Other/More than 1 Race	10%	3%
"Prefer Not to Answer"/Left Blank	**-**	**18%**
Hispanic/Latino origin	15.6%	5.5%
"Prefer Not to Answer"/Left Blank	**-**	**35%**

Age		
	County*	**Survey**
13-24	12%	1.5%
25-34	15%	8%
35-44	15%	23%
45-54	16%	27%
55-64	12%	20%
65 and older	10%	14%
"Prefer Not to Answer"/Left Blank	**-**	**7%**

Income		
<$25,000	7%	2.5%
$25,000 – $50,000	10%	5%
$50,000 - $75,000	12%	7%
$75,000 - $100,000	12%	10%
$100,000 - $150,000	21%	21%
>$150,000	37%	34%
"Prefer Not to Answer"/Left Blank	**-**	**22%**

* Based on July 2017 population estimates of Census Bureau

Data Analysis Methodology

- All written responses from in-person engagements were **transcribed into digital format**; hard-copy survey responses were entered into online survey tool.

- Responses were then **mapped to relevant topic categories** and sub-categories.

- Accenture's **analytical tool** for handling unstructured data can be used to generate **data visualizations** and **draw insights** from the cumulative community input.

What Emerged from the Analysis

Nine Priority Outcome Areas

- Education and Lifelong Learning
- Mobility and Transportation
- Safety and Security
- Housing and Neighborhood Livability
- Economic Opportunity
- Health and Environment
- Cultural and Recreational Opportunities
- Self-Sufficiency for Vulnerable Populations
- Efficient and Effective Government

Five Cross-Cutting Themes

- Affordability
- Equity
- Sustainability
- Innovation
- Collaboration and Engagement

Key Themes of Priority Outcome Areas

Education & Lifelong Learning

- Quality schools for all; close achievement gap
- Early childhood education
- Safety in schools; reduced bullying
- Students graduating and ready to compete for future good-paying jobs
- Accessible/affordable post-secondary options
- High-quality, accessible libraries

Mobility & Transportation

- Less traffic congestion
- Roadways and other related infrastructure fixed and maintained
- Convenient, affordable, networked transit and multi-modal options
- Safety for pedestrians, cyclists and motorists

Safety & Security

- Reduction in crime and violence
- Improved police-community relations
- Timely, effective emergency response
- Disaster preparedness, response and resiliency
- “Illegal immigration”

Key Themes of Priority Outcome Areas

Housing & Neighborhood Livability

- Affordable, desirable housing options
- Welcoming community and sense of place
- Effective planning, zoning and code compliance
- Striking balance between "overcrowding" and "density"

Economic Opportunity

- Good-paying jobs with wages that enable people to live here
- Opportunities for training and skill development
- Improved business climate/ regulation
- Support for entrepreneurial activity and small businesses

Health & Environment

- Access to affordable, quality health care and insurance
- Promotion of improved physical and mental health
- Environmental protection (clean air, water, land)
- Confronting impacts of climate change
- Greater use of renewable energy

Key Themes of Priority Outcome Areas

Cultural & Recreational Opportunities	Self-Sufficiency for Vulnerable Populations	Efficient & Effective Government
• Availability and diversity of art, cultural and recreational programming • Availability and quality of parks and green space • Appealing entertainment options for all ages	• Support for individuals with disabilities • Reduction in homelessness • Care, compassion and protection for seniors	• Taxes and fees that feel affordable and fair • Customer service and agency performance • Transparency, ethics and effective governance • Employee/teacher pay, benefits, and development to attract and retain great workforce

Cross-Cutting Themes

Affordability

- Addressing high costs of housing, transportation, health care, child care, etc.
- Reducing the burden of government taxes and fees

Equity

- Confronting the perception and reality of inequity in the County
- Applying a social and racial equity lens to County policies and resource allocation

Sustainability

- Understanding and mitigating environmental impacts
- Promoting financial stewardship

Innovation

- Enhancing Fairfax County's position as a world-leading region for technology
- Transforming County government as a creative problem-solver

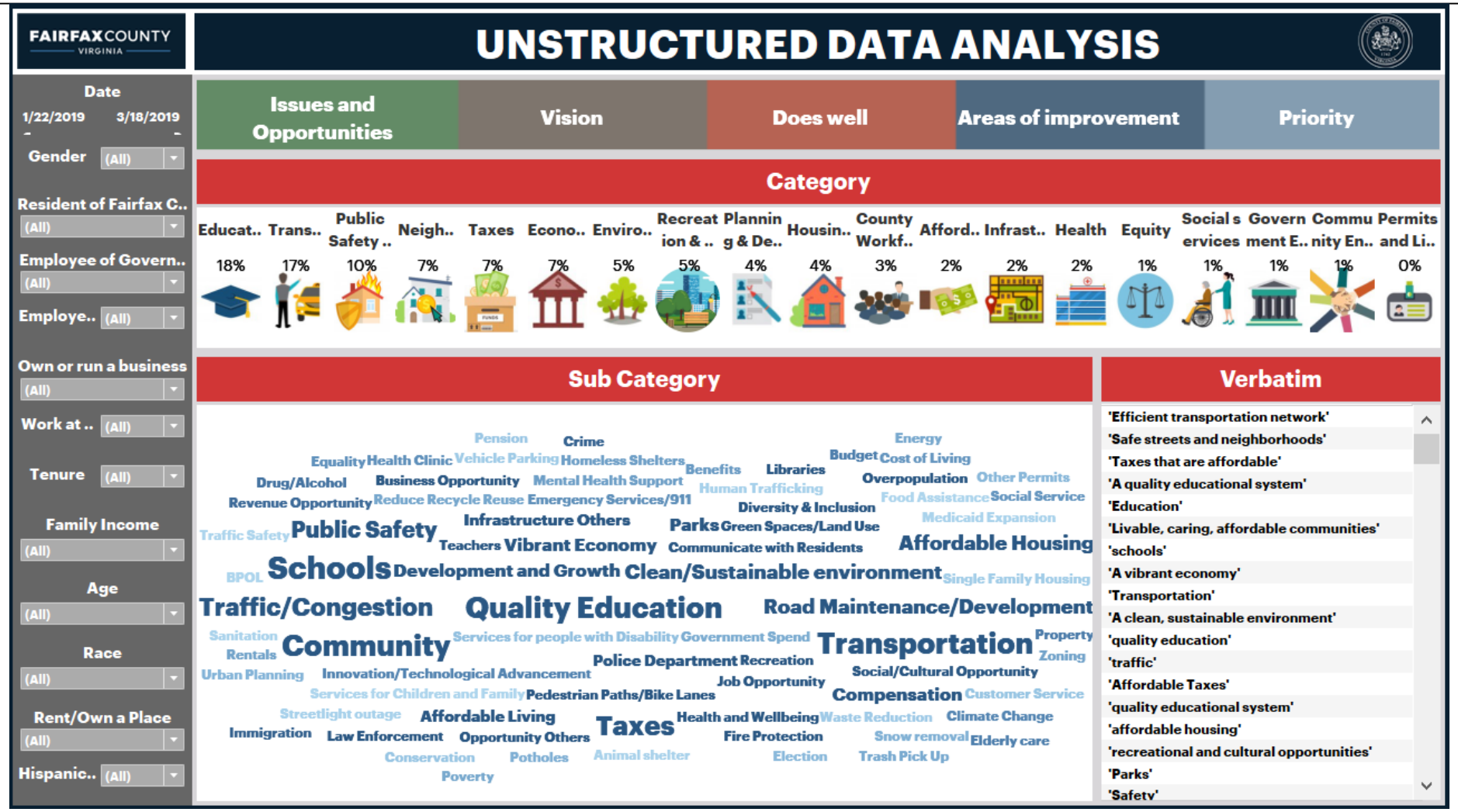
Collaboration and Engagement

- Partnering with diverse, grass-roots organizations and leaders
- Engaging proactively with residents and other stakeholders

Community Responses Mapped to Categories

All In-Person Sessions + Survey Responses	Community Conversations	Targeted Outreach Sessions	County Employee Focus Groups	Survey Responses Only
Education **18%**	Education **15%**	Education **18%**	Neighborhood **12%**	Education **18%**
Transportation and Mobility **17%**	Transportation and Mobility **14%**	Public Safety & Emergency **13%**	Education **12%**	Transportation and Mobility **17%**
Public Safety & Emergency **10%**	Neighborhood **9%**	Neighborhood **11%**	Transportation and Mobility **11%**	Public Safety & Emergency **10%**
Neighborhood **8%**	Public Safety & Emergency **9%**	Transportation and Mobility **10%**	Economy **10%**	Neighborhood **7%**
Economy **7%**	Economy **8%**	Economy **9%**	Public Safety & Emergency **9%**	Taxes **7%**
Taxes **7%**	Recreation & Culture **7%**	Housing **6%**	County workforce **6%**	Economy **7%**

Opportunities to Further Analyze the Data



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Strategy Team Process – April to October

Step 1: Orientation

- Set expectations; presentations from subject matter experts on key cross-cutting issues

Step 2: Challenge Statements

- Conduct SWOT analysis and define key challenges facing the County in their priority area
- Includes review of existing plans, analysis of just-completed community input and additional targeted stakeholder engagement

Step 3: Factor Maps

- Identify and map key factors that influence the desired outcomes in each priority area

Step 4: Strategies and Metrics

- Identify and prioritize evidence-based strategies to achieve the desired outcomes
- Define key metrics to measure and report progress

Process includes “tollgate” sessions after each step to review work, with planned coordination across teams.

November and Beyond

November-December

- County Executive and Steering Committee review and refine draft plans from Strategy Teams

January

- County Executive presents proposed plan

Upon Board Approval, County to Move Forward With Implementation

- New business model and organizational focus for greater collaboration across County agencies and FCPS to achieve priorities
- Capital and operating budgets aligned with strategic plan and priorities
- Ongoing engagement with the community and stakeholders focused around the strategic plan priorities
- Enhanced performance management and reporting of key metrics

Reminder: The strategic plan will always be a "living document" – open to adjustment as circumstances evolve.

Thank You

Shaping the Future Together
Fairfax County Strategic Plan

- Session and Survey Participants
- Boards, Authorities, and Commissions and their staff liaisons
- Fairfax County Public Schools
- Multiple Chambers of Commerce
- Multicultural Advisory Council
- Board of Supervisors Offices
- Parent, Teacher, Student Associations
- Clergy Leadership Council
- Economic Development Authority
- Neighborhood and Community Services
- Chief Equity Officer
- Office of Public Affairs
- Cable and Consumer Services
- Management and Budget
- Information Technology
- Public Works and Environmental Services
- Park Authority
- Human Resources
- Land Development Services
- Clerk's Office
- Fire and Rescue
- Police
- Health Department
- HHS Office of Strategy Management
- Purchasing
- Office of Public Private Partnerships
- Office to End Homelessness
- Tax Administration
- Department of Transportation
- Retirement Office
- Housing and Community Development