



one FAIRFAX OVERVIEW

PRESENTATION TO THE FAIRFAX COUNTY BOARD OF SUPERVISORS

KARLA BRUCE, CHIEF EQUITY OFFICER

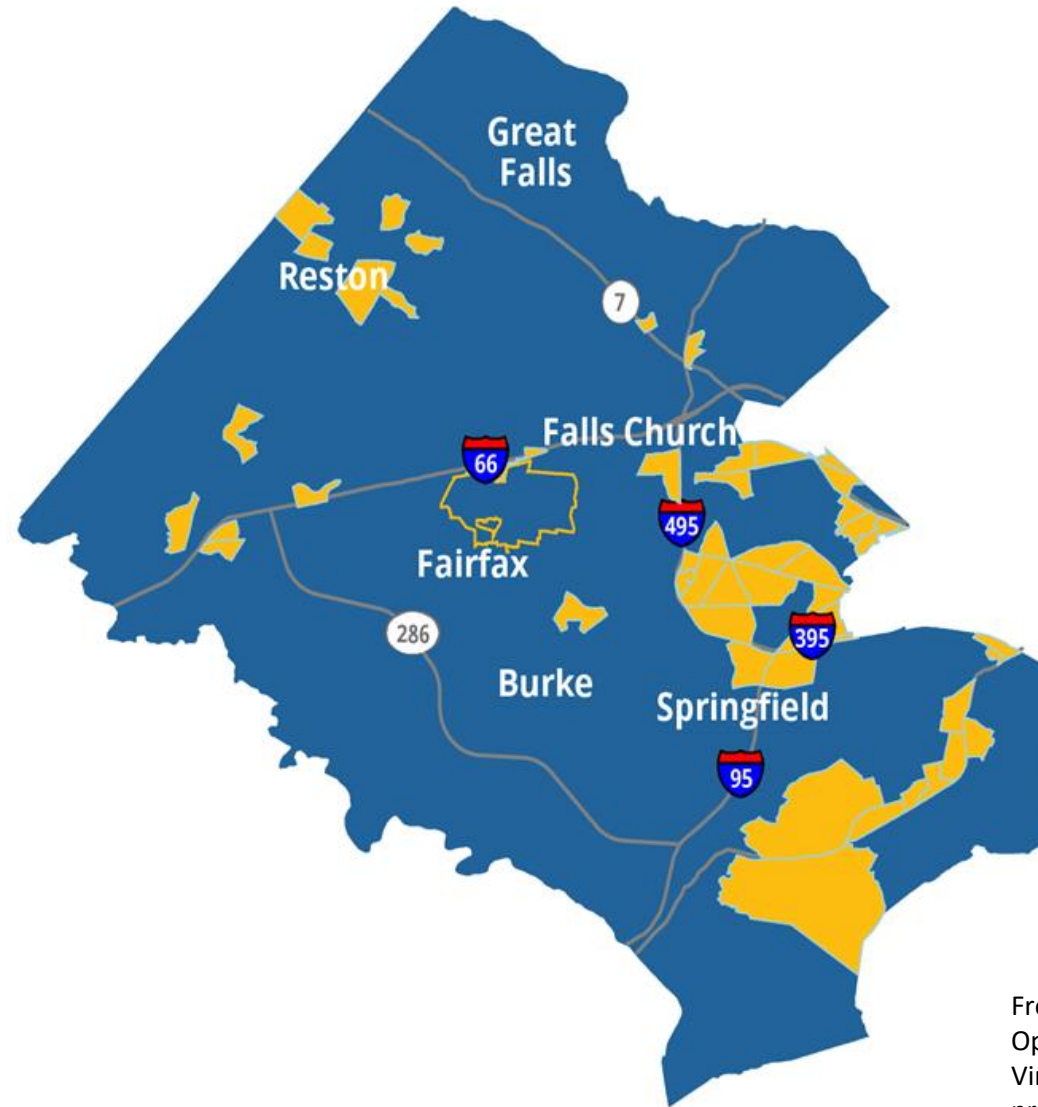
JANUARY 7, 2020

- A **Racial and Social Equity** Resolution and Policy
- Commits the county and FCPS to **intentionally consider equity** when making policies, planning and delivering programs and services
- Involves **community and stakeholder engagement, training and organizational capacity building, data analysis, collective planning and action, and shared accountability mechanisms**
- Poses these core questions:
 - Who **benefits** and who is **burdened** by **past** and **current** actions?
 - How can **burdens be mitigated** and **benefits more broadly shared**?



There is an “uneven opportunity landscape” in Fairfax County

- Reports from the *Northern Virginia Health Foundation*, *PolicyLink*, and *Urban Institute* and our own analysis document **variances in opportunity and vulnerability** within Fairfax County and across the Northern Virginia and Metropolitan Washington regions.
- The most effective solutions must be **place-based** and **system-focused** and **address the spatial inequities** that constrain opportunity and ensure equitable access to services and resources that **promote economic mobility**.



From Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia
produced by The Center on Society and Health with the support of The Northern Virginia Health Foundation
<https://novahealthfdn.org/getting-ahead-report/>

There is an organization-wide focus on *Becoming One Fairfax*



Engagement & Collaboration have been and must be key

Residents, partners & stakeholders are essential in:

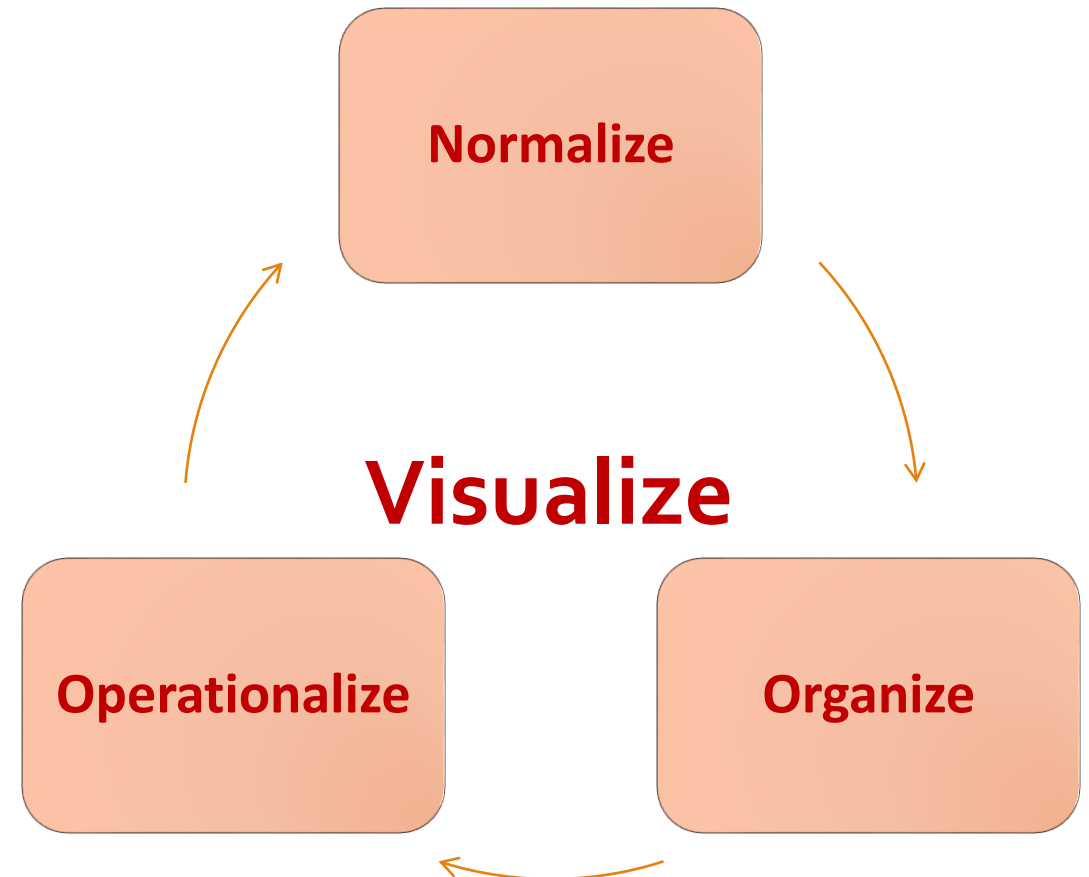
- Articulating how the doors of opportunity have been opened or closed
- Gaining a better understanding of the drivers and roots of inequity
- Shaping the shared values and assumptions necessary for our community to embrace the strategic importance of achieving equity
- Co-creating solutions that advance our progress toward equity



Effective Practice for Governing & Managing for Equity

One Fairfax gives us a way of thinking about and approaching the governance and management of the county:

- To face our history and our current reality
- To understand where we are and what we want
- To establish clear priorities and make explicit choices
- To commit to bold and innovative approaches
- To meaningfully engage community and key stakeholders

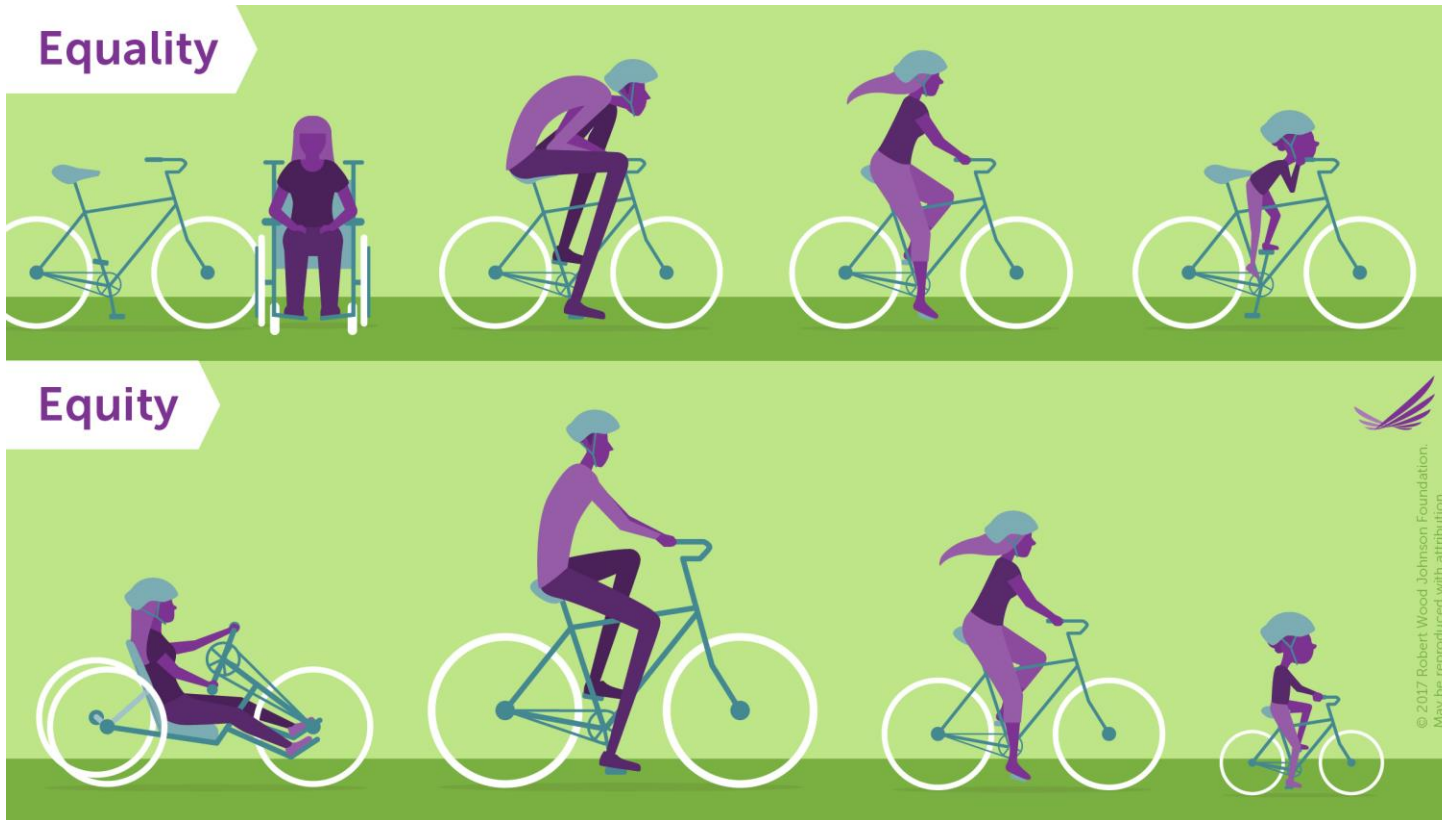




Embracing a strategic focus on turning *Islands of Disadvantage* into *Communities of Opportunity*

KEY CONCEPTS FOR PROMOTING THE SUCCESS OF ALL NEIGHBORHOODS AND POPULATIONS IN FAIRFAX COUNTY

Equity is Fairness not Sameness

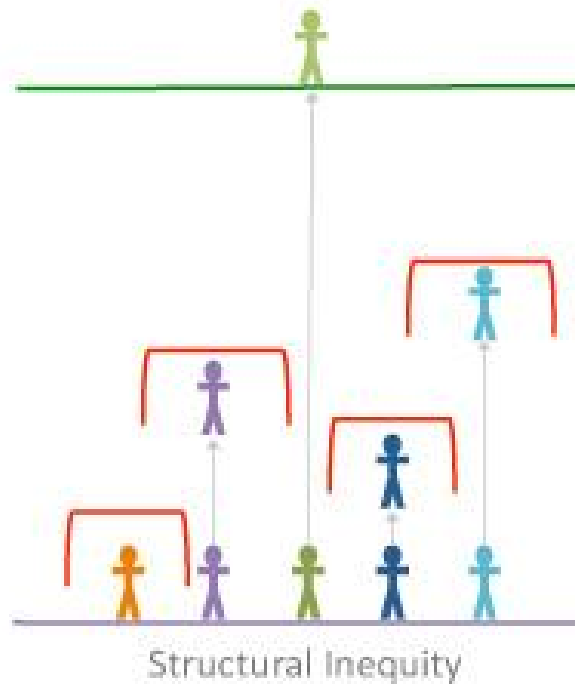


The Principle of Targeted Universalism:

Abandoning a *one-size-fits-all* policy development formula in favor of an approach that is more inclusive and outcome-oriented

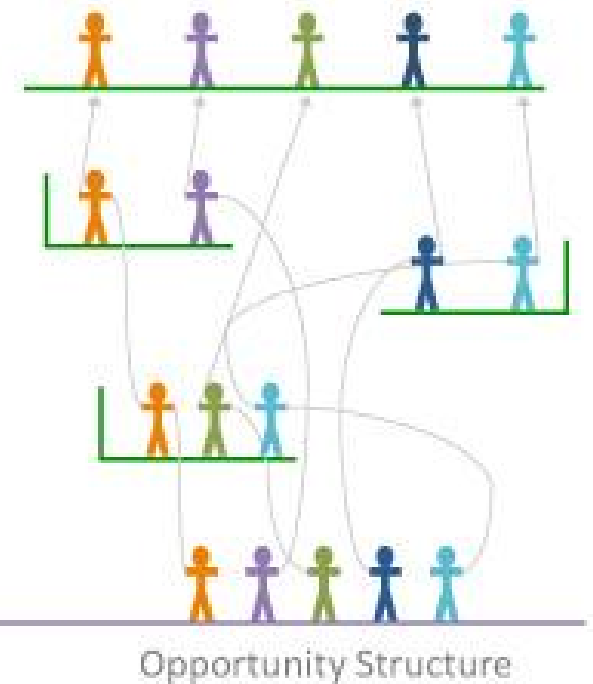
Universal Goal with Targeted Solutions

Structural Inequity produces consistently different outcomes for different communities.



vs.

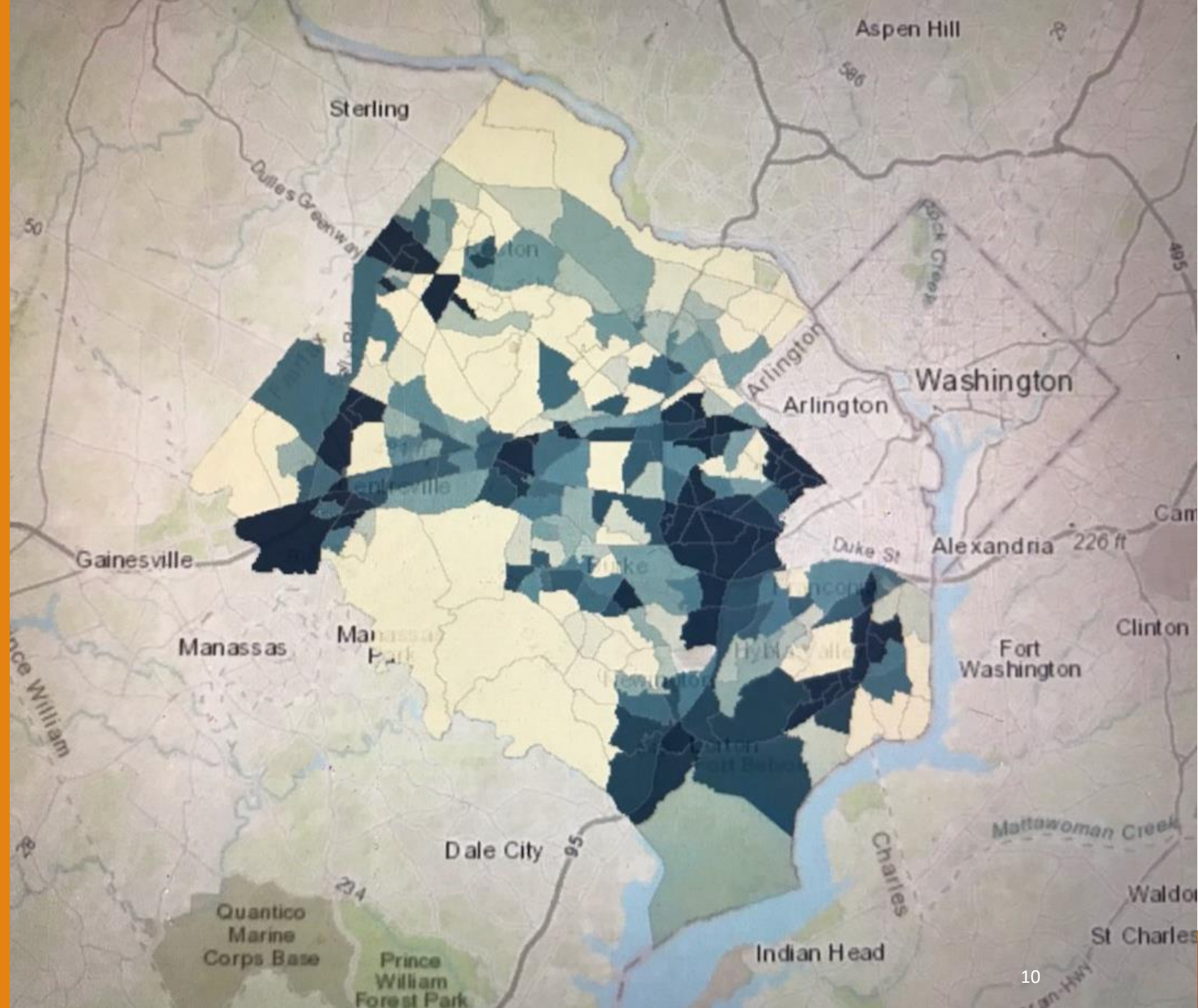
Opportunity Structures respond with necessary resources and multiple paths needed for different communities & individuals to thrive.



Understanding Opportunity & Vulnerability

Using analytical tools to better understand and represent the dynamics of opportunity and vulnerability within the county

- Mapping opportunity and vulnerability to measure comprehensively and comparatively
- Examining structural drivers of disparities
 - Who has access to opportunity?
 - Who does not?
 - What needs to be remedied in opportunity-poor communities?
- Proactively identifying where policy interventions and practice changes are needed





Targeting Interventions to *Build Opportunity*

Facilitate the development of targeted, strategic interventions in lower-opportunity areas to cultivate critical opportunity structures for residents

- Engaging businesses and anchor institutions, such as schools, universities and hospitals as partners
- Supporting equitable investment in public infrastructure in lower-opportunity neighborhoods
- Leveraging public investment to attract private investment to areas of lower opportunity
- Ensuring that existing residents have fair access to emerging opportunities and are not displaced



Targeting Interventions to *Connect* to Opportunity

Affirmatively connect low-income and otherwise marginalized individuals and families to existing opportunity

- Fostering mobility through a multi-modal transportation network
- Connecting low-income families to existing areas of opportunity through tools such as inclusionary zoning mandates and aiding housing voucher holders looking for affordable housing in higher-opportunity communities
- Providing services and supports to vulnerable children and youth through strategies such as early childhood education, community schools, and Opportunity Neighborhoods



Fostering Inclusive Prosperity

Support wealth creation and asset building for residents in lower-opportunity areas and for low-income residents

- Promoting small business growth and local ownership models such as worker cooperatives and social enterprises
- Keeping dollars spent by the county and other anchor institutions circulating locally
- Closing the loop in traditional workforce development by linking training to actual living wage paying employment opportunities



Applying an “equity lens” to your work

- **The Proposal:** What is the policy, program, practice or decision under consideration?
- **Desired Results:** What are the community-level conditions we aim to impact? What are the trends we want to change?
- **Assumptions:** What are our beliefs and ideas about the issue, situation, and people involved? How can we counter the implicit biases we carry?
- **Analysis of Data:** What data do we have? What data do we need? What does it tell us?
- **Community Engagement:** How have the people affected by the proposal been engaged? Are there opportunities to expand engagement?
- **Implementation:** Is the plan feasible? Is it adequately resourced? How can we think and act creatively to make “it” happen?
- **Accountability:** How will impacts be documented and evaluated? Who shares responsibility for the desired change? Are anticipated outcomes being achieved? How can we course correct?
- **Contextual Factors:** What led to current conditions? What factors might influence the proposal? What factors might the proposal influence? What factors are in and/or out of our control?
- **Strategies for Equity:** Who will benefit from or be burdened by this action? How can we mitigate unintended consequences?

Questions & Discussion

One Fairfax Websites: County and Fairfax County Public Schools

<https://www.fairfaxcounty.gov/topics/one-fairfax>

<https://www.fcps.edu/onefairfax>

Report to the Fairfax County Board of Supervisors from Chairman Bulova's Stakeholders Council on Race

<https://www.fairfaxcounty.gov/topics/sites/topics/files/assets/documents/pdf/fairfax-county-council-on-race-report.pdf>

Center for the Study of Social Policy Case Study on One Fairfax

<https://cssp.org/resource/one-fairfax/>

Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia, Northern Virginia Health Foundation, November 2017

<https://novahealthfdn.org/wp-content/uploads/NVHF-Issue-Brief-FINAL.pdf>

Racial Inequities in Fairfax County 2011-2015, Urban Institute

<https://www.urban.org/research/publication/racial-inequities-fairfax-county-2011-15>

The Fairfax County Equitable Growth Profile, PolicyLink and USC Program for Environmental & Regional Equity, June 2015

<http://nationalequityatlas.org/sites/default/files/Fairfax-Profile-6June2015-final.pdf>

http://www.policylink.org/sites/default/files/Fairfax_Summary_16June2015_Final.pdf

Karla Bruce

Chief Equity Officer

703-324-5360

karla.bruce@fairfaxcounty.gov

Robin Wilson

Policy Advisor

703-324-3501

robin.wilson@fairfaxcounty.gov