

CHAIRMAN'S TASKFORCE ON EQUITY & OPPORTUNITY STRATEGIC ALIGNMENT AND ACTION MATRIX

TASK FORCE RECOMMENDATIONS	STRATEGIC PLAN PRIORITY AREA/STRATEGY	ECONOMIC RECOVERY CATEGORY/RECOMMENDATION	KEY ACTIONS TO BE TAKEN
RECOMMENDATION 1: Ensure all families with children under age 5 have access to affordable, quality early childhood programs available through the public and private sectors (centers, family childcare homes and FCPS).	<p>LEL 1. Leverage Fairfax County's full complement of social service agencies, community nonprofits, faith groups, homeowners' associations, and business leaders to promote awareness of the positive impact that early childhood education has on the child, their family and community.</p> <p>LEL 2. Create a plan and resource model to ensure access to high-quality early childhood education.</p>	<p>Support for Workers and Families: Expand access to affordable childcare to enable more parents, particularly women, to take part in the workforce</p>	<p>Task Force recommendation aligns with existing plans. Prioritize efforts based on need by geographic area and/or population.</p> <p>County Champion(s): NCS (Office for Children)</p>
RECOMMENDATION 2: Ensure all early childhood education (ECE) providers have access to professional development and skill building opportunities, in order to ensure the highest quality ECE services for every child, regardless of setting or program type.	<p>LEL 3. Ensure early childhood educators have access to effective professional learning and development informed by evidence and best practices</p>	<p>Workforce and Talent Support</p>	<p>Task Force recommendation aligns with existing plans. Broaden focus to include improving the quality of these jobs through promoting access to living wages and benefits.</p> <p>County Champion(s): NCS (Office for Children)</p>
RECOMMENDATION 3: Expand Career and Technical Education offerings through FCPS and community-based providers to be more	<p>LEL 13. Promote career and technical education and associated career paths — including apprenticeship and internship programs —</p>	<p>Workforce and Talent Support:</p>	<p>Utilize SCYPT as initial convener through current workgroup with eventual transfer of leadership to</p>

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<p>accessible and to align with projected areas of job demand.</p>	<p>across schools, postsecondary institutions, and workforce development organizations.</p> <p>LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.</p> <p>LEL 15. Increase the supply and improve the quality of career and technical education — including apprenticeship and internship programs — by expanding comprehensive public-private coalitions across schools, postsecondary institutions, and workforce development organizations.</p> <p>EO 15. Develop and implement a roadmap that enables our most economically disadvantaged residents to build fundamental workforce competencies, including technology acumen and English proficiency, in alignment with employer requirements and through leveraging existing county and community resources.</p>	<p>Hire local workers to support pandemic recovery efforts; Strengthen job training and placement programs.</p> <p>Coordinate improvements to certification and reskilling programs; bring these opportunities to low-income communities and communities of color.</p> <p>Pilot a neighborhood job and entrepreneur center.</p>	<p>FCPS and relevant county agencies to include DFS, DEI, and NCS.</p> <p>County Champion(s): DFS, DEI</p>
<p>RECOMMENDATION 4: Engage educators, business, government, and nonprofits, and involving youth and young adults, to align their resources and initiatives to create an education-to-career system that better connects Fairfax's youth ages 16-24 who are not in school or working (opportunity youth) to in-demand careers.</p>	<p>LEL 16. Engage businesses, nonprofit service groups, faith-based organizations, and social services agencies to expand the number of English-language learning opportunities.</p> <p>EO 16. Leverage the county's position as a large employer to build a diverse, representative workforce, continually developing the skills of existing employees; increasing internships and</p>	<p>Workforce and Talent Support: Hire local workers to support pandemic recovery efforts; Strengthen job training and placement programs.</p> <p>Coordinate improvements to certification and reskilling programs; bring these opportunities to low-income communities and communities of color.</p>	<p>Utilize SCYPT as initial convener with eventual transfer of leadership to Fairfax Futures with their expanded focus to include Opportunity Youth.</p> <p>County Champion(s): DFS, NCS</p>

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	<p>other work-based learning opportunities for youth; and providing access to key employment supports such as affordable housing, childcare, and transportation.</p> <p>ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability.</p> <p>ESRFV 4. Use all available sources of</p> <p>ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.</p>	<p>Pilot a neighborhood job and entrepreneur center.</p>	
<p>RECOMMENDATION 5: Ensure residents are aware of academic and career enrichment opportunities, early enough and in ways that encourage Blacks and Hispanics to take advantage of them.</p>	<p>LEL 13. Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions, and workforce development organizations.</p> <p>LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.</p>	<p>Workforce & Talent Support: Strengthen job training and placement programs.</p> <p>Coordinate improvements to certification and reskilling programs; bring these opportunities to low-income communities and communities of color.</p> <p>Pilot a neighborhood job and entrepreneur center.</p>	<p>Continue with SCYPT efforts to establish Fairfax County as a <i>My Brother's Keeper</i> community to address persistent opportunity gaps facing boys and young men of color, engaging with FCPS, and also building an intentional strategy to also support the success of girls and young women of color.</p> <p>County Champion(s): DFS, NCS, Director of Immigrant Community Affairs</p>

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<p>RECOMMENDATION 6: Create meaningful opportunities for the community to be involved in defining the role of law enforcement and other public safety personnel.</p>	<p>SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.</p>	<p>Workforce and Talent Support: Leverage County resources to link job seekers with employment opportunities by hiring local workers to support pandemic recovery efforts.</p>	<p>Continue planned FRD Community Risk Reduction and engagement efforts and FCPD community engagement efforts (e.g., iPAC - Integrating Police and Community, realignment of advisory bodies.)</p> <p>Ensure alignment of public safety community engagement efforts with proposed Inclusive Community Engagement Framework.</p> <p>County Champions: FRD, FCPD, DPSC, OEM</p>
<p>RECOMMENDATION 7: Implement policies to enable public safety personnel to live in and come from the communities they serve.</p>	<p>SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.</p>	<p>Support for Workers and Families</p> <p>Commitment to and Implementation of Affordable Housing Production Goals</p>	<p>Consult with Public Safety leadership to align with planned recruitment and retention efforts. Engage HCD and DPD to align with Workforce Housing and Workforce Dwelling Unit policies and plans.</p> <p>Explore the feasibility of employer-assisted homeownership and rental incentives and present findings to the BOS for consideration.</p> <p>County Champions: FRD, FCPD, HCD, DPD</p>

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<p>RECOMMENDATION 8: Implement trainings such as implicit bias, cultural competency, and community engagement in the public safety academies and annually for first responder personnel.</p>	<p>SS 2. Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.</p> <p>SS 15. Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime, or witnesses.</p>	N/A	<p>Support FCPD and FRD training efforts:</p> <ul style="list-style-type: none"> • FCPD – Implicit Bias, Procedural Justice, Integrating Police and Community (iPAC) • FRD – Implicit Bias <p>County Champions: FCPD, FRD, Chief Equity Officer</p>
<p>RECOMMENDATION 9: Develop and institutionalize accountability mechanisms that monitor and evaluate occurrences of racial profiling and excessive use of force by law enforcement and other first responders.</p>	<p>SS 15. Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime, or witnesses.</p>	N/A	<p>Support FCPD efforts in response to Use of Force report including implementation of the ICAT (Integrating Communications, Assessment, and Tactics) use of force training and other legislative and reform efforts aimed at identifying and addressing disparate outcomes.</p> <p>County Champion(s): FCPD</p>
<p>RECOMMENDATION 10: Bring together executive leadership from multiple sectors to create a model for collective, holistic community healthcare delivery to include the county, hospitals, primary care, and other community health providers, Federally Qualified Health Centers, oral and behavioral health providers,</p>	<p>HE 7. Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.</p>	N/A	<p>Convene key health system leaders including the Health Department, the Community Services Board, INOVA, Kaiser, Neighborhood Health, HealthWorks and other identified stakeholders to develop a plan for</p>

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<p>public and private health insurers, employers, schools, and community and faith-based organizations.</p>	<p>HE 8. Integrate the delivery of health services (physical, mental, oral and substance use) for those in need through co-locating services and redesigning care providers’ practices and business processes.</p>		<p>leveraging federal public health dollars and efficiencies from transition from CHCN to FQHC model.</p> <p>County Champion(s): HD, CSB</p>
<p>RECOMMENDATION 11: Aggressively pursue strategies to increase the amount of affordable housing and address the affordability of housing for low-income residents (e.g., social determinants tax, zoning changes to require low-income housing, lobbying the General Assembly to pass a Medicaid waiver to authorize housing supplements, etc.) as a social determinant of health.</p>	<p>HNL 9. Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production.</p> <p>HNL 10. Encourage the study and potential adoption of an ordinance, pursuant to state code, to enable transfer of development rights to increase affordable housing development.</p> <p>HNL 11. Update codes, regulations, policies, and procedures related to land and housing development to reduce administrative costs for affordable housing providers, keep pace with national and regional trends, and improve review quality and efficiency.</p> <p>HNL 12. Conduct regular updates to the affordable dwelling unit and workforce dwelling unit policies based on the changing market, affordability and building trends in the county, and communicate any updates or changes to the public as part of an outreach and education effort.</p>	<p>Physical and Community Planning: Strategically employ a Health in All Policies approach to community development.</p>	<p>Task Force recommendation aligns with existing plans. Ensure prioritization by geographic areas and/or populations adversely impacted by social determinants of health, following the principles of <i>Communities of Opportunity</i>.</p> <p>County Champion(s): HCD, HD</p>

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<p>RECOMMENDATION 12: Promote the use of social impact funds or other investment opportunities to attract capital investment in the built environment of BIPOC and low-income communities to improve and expand housing stock and other neighborhood amenities and require plans to avoid displacement as neighborhoods change.</p>	<p>CRO 4. Ensure land development practices integrate the needs of the community to achieve the equitable (and culturally and racially sensitive) development of cultural and recreation facilities, areas, and venues.</p> <p>CRO 5. Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.</p> <p>EO 4. Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and technological innovations.</p> <p>EO 13. Prioritize the use of innovative and evidence-based regulatory, financial, and other incentives to transform areas where residents face numerous economic and social challenges into communities of opportunity.</p> <p>HE 13. Explore innovative financing mechanisms to bolster the flexibility, scalability and sustainability of community health and wellness initiatives.</p> <p>HNL 9. Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production.</p>	<p>Business Recovery & Resilience Launch targeted small business recovery and resilience programs focused on delivering technical support to small businesses in the industries and communities most impacted by the pandemic.</p> <p>Roll out a dynamic “buy local” campaign for small businesses throughout the county, focused on goods Made in Fairfax and elevating minority-owned businesses.</p> <p>Regulatory Action: Continue advocating for legislation that prioritizes: i) local purchasing, and ii) procurement from minority-owned businesses.</p> <p>Physical & Community Planning: Support corridor-level recovery by establishing “boots on the ground” corridor teams to provide day to day support to businesses.</p>	<p>Leverage corporate and land use industry interest in social justice issues, including their shared interest in expanding housing opportunity and in addressing historically segregated land use patterns to identify roles, strategies, and opportunities to foster a more equitable built environment.</p> <p>Fully implement the <i>Put Faith in Housing Development</i> initiative to promote the development and/or preservation of affordable housing across Fairfax County, leveraging faith community resources and land.</p> <p>County Champion(s): DPD, LDS, HCD, NCS</p>

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	<p>HNL 16. Explore innovative and sustainable funding sources to develop a rental grant program that assists working households who may not be eligible for federal assistance.</p> <p>HNL 17. Seek ways to finance development in nontraditional ways, such as venture capital investments, partnerships with large corporate employers, and faith-based and non-profit communities.</p>		
<p>RECOMMENDATION 13: Require agency operations – systems, processes, and programs – align with the needs and priorities of clients following the principles of human centered (client centered/culturally competent) design.</p>	<p>EEG 1. Implement a human-centered design approach across county and school programs and services to improve the customer experience.</p> <p>EEG 2. Implement a comprehensive approach to consistently solicit customer feedback on their service experience and share results regarding the quality of the county’s programs and services.</p> <p>ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability</p>	<p>Create efficient and integrated client-facing access to Fairfax County and partner-provided health, housing, and human services.</p>	<p>Support the full implementation of the proposed Inclusive Community Engagement Framework to expand county capacity to center the voice of residents in the planning of services and programs and the design of systems and processes.</p> <p>Pilot the Communities of Opportunity Collective Impact Framework in the Buckman Road area of the Richmond Highway Corridor in partnership with United Community to demonstrate a model for more effectively engaging residents, particularly in traditionally marginalized communities, in addressing the challenges facing their community.</p>

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			<p>County Champion(s): Chief Equity Officer, NCS, OPA</p>
<p>RECOMMENDATION 14: Evaluate Fairfax County systems, including the proffer system and the contracting and procurement systems, to promote equitable and transparent asset, investment, and resource distribution county-wide.</p>	<p>EO 6. Enhance the county’s capacity to gather and use high-quality socioeconomic and other relevant market data, making it available and consumable for improved data-driven decision making, especially related to land development and investments in communities with the greatest need to improve economic opportunity.</p> <p>EO 13. Prioritize the use of innovative and evidence-based regulatory, financial, and other incentives to transform areas where residents face numerous economic and social challenges into communities of opportunity.</p> <p>HNL 9. Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production.</p>	<p>Business Recovery & Resilience: Launch targeted small business recovery and resilience programs focused on delivering technical support to small businesses in the industries and communities most impacted by the pandemic.</p> <p>Regulatory Action: Continue advocating for legislation that prioritizes local purchasing and procurement from minority-owned businesses.</p>	<p>Pursue specific legislative priorities to enable more equitable and transparent distribution and investment of assets and resources county-wide.</p> <p>County Champion(s): DPD, DPMM</p>
<p>RECOMMENDATION 15: Help close the racial wealth gap by building ecosystems that facilitate locally owned investment and economic opportunities for BIPOC.</p>	<p>EO 3. Integrate evidence-based interventions in the areas of wealth building and personal financial coaching into existing county and community programs that are designed to promote economic self-sufficiency.</p> <p>EO 11. Partner with businesses, universities, research institutions and incubators to foster</p>	<p>Business Recovery & Resilience: Launch targeted small business recovery and resilience programs focused on delivering technical support to small businesses in the industries and communities most impacted by the pandemic.</p>	<p>Support county-wide and place-based efforts to promote community wealth building:</p> <ul style="list-style-type: none"> • Financial Empowerment Center • Fairfax Founders Fund • Innovation District – Lee District BOS

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	<p>innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce, and stimulates economic growth.</p> <p>EO 15. Develop and implement a roadmap that enables our most economically disadvantaged residents to build fundamental workforce competencies, including technology acumen and English proficiency, in alignment with employer requirements and through leveraging existing county and community resources.</p> <p>EO 16. Leverage the county’s position as a large employer to build a diverse, representative workforce, continually developing the skills of existing employees; increasing internships and other work-based learning opportunities for youth; and providing access to key employment supports such as affordable housing, childcare, and transportation.</p> <p>LEL 13. Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions, and workforce development organizations.</p> <p>LEL 14. Identify and address common barriers that prevent many residents from accessing career and technical education.</p>	<p>Roll out a dynamic “buy local” campaign for small businesses throughout the county, focused on goods Made in Fairfax and elevating minority-owned businesses.</p> <p>Regulatory Action: Continue advocating for legislation that prioritizes: i) local purchasing, and ii) procurement from minority-owned businesses.</p> <p>Workforce & Talent Support: Leverage County resources to link job seekers with employment opportunities by:</p> <ul style="list-style-type: none"> • Hiring local workers to support pandemic recovery efforts. • Strengthening job training and placement programs, focusing on individuals and communities impacted by the pandemic. <p>Coordinate improvements to certification and skills-based job training and reskilling programs and bring these opportunities to low-income communities and communities of color.</p> <p>Pilot a neighborhood job and entrepreneur center, building toward a long-term investment strategy to be deployed throughout the County.</p>	<ul style="list-style-type: none"> • Original Mount Vernon High School – Pathways to Economic Mobility • Thrive Business & Worker Recovery Programs (proposed programs/in development) <p>Implement the Economic Mobility Demonstration Project as an investment to alleviate poverty, not just serve it.</p> <p>County Champion(s): DEI, DFS, NCS, Chief Equity Officer</p>

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	<p>LEL 15. Increase the supply and improve the quality of career and technical education — including apprenticeship and internship programs — by expanding comprehensive public-private coalitions across schools, postsecondary institutions, and workforce development organizations.</p>		
<p>RECOMMENDATION 16: Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.</p> <p>**TASK FORCE PRIORITY</p>	<p>EEG 12. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.</p>	N/A	<p>Report out on annual Department Equity Impact Plans.</p> <p>Formally incorporate equity considerations into planning and decision making through the use of Racial Equity Impact Analyses and Equity Impact Statements in Board items.</p> <p>County Champion(s): All county departments with support from the Department of Clerk Services and the Chief Equity Officer</p>
<p>RECOMMENDATION 17: Develop and operationalize policies and procedures – to include stated goals and quantitative targets – to equitably recruit, hire, mentor, and promote women and people of color, recognizing that representation is different in various systems, professions, and job classes.</p>	<p>EO 14. Develop and execute a compelling marketing strategy to support efforts by Fairfax County businesses to recruit and retain talented employees, highlighting and promoting the competitive advantages of the county and the region.</p>	<p>Workforce & Talent Support: Provide a one-stop shop for job resources including training, placement, and counseling programs offered by nonprofit and workforce development partners and County resources offered to workers in this area such as information on any ongoing grant programs and/or local jobs corps programs.</p>	<p>Establish a position in HR with a focus on this area for the county government.</p> <p>Collaborate with FCPS to support the recruitment, retention, and promotion of people of color as teachers and administrators.</p>

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	<p>EEG 7. Improve the county’s competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce.</p> <p>EEG 12. Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability, and trustworthiness.</p> <p>LEL 11. Support recruitment and hiring pathways that are designed to bring instructor and teacher demographics more closely in alignment with student demographics.</p>	<p>Gather and streamline information about current job training, certification, continuing education, and reskilling programs.</p> <p>Align employer needs with existing programs to identify clear pathways for job seekers into new industries and occupations and identify gaps.</p> <p>Create a local jobs corps for emerging sectors like clean energy. Recruit from targeted areas or populations in county.</p> <p>Continue efforts to employ displaced workers - collaborate with private-sector partners to match candidates with long term opportunities.</p> <p>Work with private developers to secure commitments for local hiring.</p> <p>Business Recovery & Resilience: Roll out a campaign to communicate existing and new opportunities directly to low-income communities and communities of color, and assist interested job seekers in accessing these programs (online or through bringing programming to neighborhoods in these communities).</p>	<p>County Champion(s): All county departments with support from HR</p>
<p>RECOMMENDATION 18: Establish a Community Advisory Board, with representation by BIPOC and low-income individuals, to monitor the degree to which each county agency has</p>	<p>EEG 6. Review and improve the structure, operations and impact of county boards, authorities, and commissions to better reflect</p>	<p>N/A</p>	<p>Establish the One Fairfax Community Roundtable to support the county, under the leadership of the Chief Equity Officer, in the</p>

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<p>prioritized the needs of BIPOC and lower income communities.</p> <p>**TASK FORCE PRIORITY</p>	<p>current needs and demographics of the community.</p>		<p>development and implementation of the One Fairfax Strategic Framework and monitoring progress toward established equity goals.</p> <p>County Champion(s): Members of the Board of Supervisors, Chief Equity Officer</p>
<p>RECOMMENDATION 19: Demonstrate intentionality in ensuring diverse representation and inclusiveness in power and decision-making opportunities.</p> <p>**TASK FORCE PRIORITY</p>	<p>EEG 4. Proactively create opportunities for collaboration and engagement that enable a wide range of views and voices to be heard that represent the diversity of all communities and provides residents physical and technological access to engage and participate in community discussions and decisions.</p> <p>EEG 6. Review and improve the structure, operations and impact of county boards, authorities, and commissions to better reflect residents of Fairfax County, especially Black, indigenous, people of color and those with lower wealth.</p>	<p>N/A</p>	<p>Fully implement the proposed Inclusive Community Engagement Framework and resource key elements – language access, virtual public participation platforms, training, etc.</p> <p>Engage Leadership Fairfax and other community groups for support in expanding and diversifying the pool of candidates for consideration for appointment to boards, authorities, and commissions and other Board-appointed roles to ensure more equitable representation.</p> <p>Request each member of the Board of Supervisors conduct a demographic analysis of their appointments to Boards, Authorities, and Commissions and</p>

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			<p>other Board-appointed positions as a baseline and actively promote their appointment of BIPOC and other marginalized groups.</p> <p>County Champion(s): Members of the Board of Supervisors, Chief Equity Officer</p>
<p>RECOMMENDATION 20: Ensure our local leaders, public and private, have the knowledge and capacity to understand the drivers of racial inequity and their contribution to structural racism, and use their power to build more equitable communities.</p> <p>**TASK FORCE PRIORITY</p>	<p>EEG 6. Review and improve the structure, operations and impact of county boards, authorities, and commissions to better reflect current needs and demographics of the community</p>	<p>N/A</p>	<p>Provide opportunities for the Board of Supervisors to expand their knowledge of the drivers of structural racism and the roles and responsibilities of local government in addressing it.</p> <p>Expand staff equity training efforts to include executive leadership.</p> <p>Explore opportunities for the county to support the training and capacity building of the community with support from key stakeholders such as the faith community and Leadership Fairfax, etc.</p> <p>County Champion(s): Chief Equity Officer, HR (OD&T)</p>