Countywide Strategic Planning

Update & Recommendation

March 26, 2019
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

Set clear, unified, community-driven vision for the next 10-20 years

Align and integrate existing issue- and department-specific plans

Provide a tool for focusing and prioritizing County initiatives over the next 3-5 years

Communicate progress on achieving measurable outcomes to all stakeholders
Guiding Principles for Planning Process

1. Apply a **racial and social equity lens** to engagement efforts and strategy development.
2. Create **multiple avenues** for community, stakeholder, and employee engagement.
3. Define **community-focused** outcomes and strategies (vs. government-centric).
4. Use **data-driven insights** and develop **evidence-based strategies**.
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<th>Activity</th>
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<td>• Analysis of Community Input to Develop Proposed Priority Areas</td>
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<td>Late March to mid-April</td>
<td>• Presentation of Recommended Strategic Priority Areas to Board</td>
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<td>• Selection and Orientation of Strategy Teams (one per Priority Area)</td>
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<td>• Development of Strategic Plan by Strategy Teams (will include more opportunities for community &amp; Board engagement)</td>
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<td>• County Executive Finalizes Draft Strategic Plan</td>
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<td>• Communication of Plan to Public and Other Key Stakeholders</td>
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<td>• Implementation Plan</td>
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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.
~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.

Strategic Plan Survey Respondents By Zip Code

Community Meeting Locations

Total Responses by Zip Code

1 - 50
51 - 150
151 - 300
301 - 450
451 - 700

Produced by Fairfax County GIS Division, March, 2019
## Race/National Origin

<table>
<thead>
<tr>
<th></th>
<th>County*</th>
<th>Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>White/Caucasian</td>
<td>63%</td>
<td>66%</td>
</tr>
<tr>
<td>Asian/Asian American</td>
<td>17%</td>
<td>8%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>9%</td>
<td>5%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>0.4%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Native Hawaiian/Pacific Islander</td>
<td>0.1%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Other/More than 1 Race</td>
<td>10%</td>
<td>3%</td>
</tr>
<tr>
<td>&quot;Prefer Not to Answer&quot;/Left Blank</td>
<td>-</td>
<td>18%</td>
</tr>
<tr>
<td>Hispanic/Latino origin</td>
<td>15.6%</td>
<td>5.5%</td>
</tr>
<tr>
<td>&quot;Prefer Not to Answer&quot;/Left Blank</td>
<td>-</td>
<td>35%</td>
</tr>
</tbody>
</table>

* Based on July 2017 population estimates of Census Bureau

## Age

<table>
<thead>
<tr>
<th>Age Group</th>
<th>County*</th>
<th>Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>13-24</td>
<td>12%</td>
<td>1.5%</td>
</tr>
<tr>
<td>25-34</td>
<td>15%</td>
<td>8%</td>
</tr>
<tr>
<td>35-44</td>
<td>15%</td>
<td>23%</td>
</tr>
<tr>
<td>45-54</td>
<td>16%</td>
<td>27%</td>
</tr>
<tr>
<td>55-64</td>
<td>12%</td>
<td>20%</td>
</tr>
<tr>
<td>65 and older</td>
<td>10%</td>
<td>14%</td>
</tr>
<tr>
<td>&quot;Prefer Not to Answer&quot;/Left Blank</td>
<td>-</td>
<td>7%</td>
</tr>
</tbody>
</table>

## Income

<table>
<thead>
<tr>
<th>Income Range</th>
<th>County*</th>
<th>Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;$25,000</td>
<td>7%</td>
<td>2.5%</td>
</tr>
<tr>
<td>$25,000 – $50,000</td>
<td>10%</td>
<td>5%</td>
</tr>
<tr>
<td>$50,000 - $75,000</td>
<td>12%</td>
<td>7%</td>
</tr>
<tr>
<td>$75,000 - $100,000</td>
<td>12%</td>
<td>10%</td>
</tr>
<tr>
<td>$100,000 - $150,000</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>&gt;$150,000</td>
<td>37%</td>
<td>34%</td>
</tr>
<tr>
<td>&quot;Prefer Not to Answer&quot;/Left Blank</td>
<td>-</td>
<td>22%</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>Education &amp; Lifelong Learning</th>
<th>Mobility &amp; Transportation</th>
<th>Safety &amp; Security</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality schools for all; close achievement gap</td>
<td>Less traffic congestion</td>
<td>Reduction in crime and violence</td>
</tr>
<tr>
<td>Early childhood education</td>
<td>Roadways and other related infrastructure fixed and maintained</td>
<td>Improved police-community relations</td>
</tr>
<tr>
<td>Safety in schools; reduced bullying</td>
<td>Convenient, affordable, networked transit and multi-modal options</td>
<td>Timely, effective emergency response</td>
</tr>
<tr>
<td>Students graduating and ready to compete for future good-paying jobs</td>
<td>Safety for pedestrians, cyclists and motorists</td>
<td>Disaster preparedness, response and resiliency</td>
</tr>
<tr>
<td>Accessible/affordable post-secondary options</td>
<td></td>
<td>“Illegal immigration”</td>
</tr>
<tr>
<td>High-quality, accessible libraries</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Housing &amp; Neighborhood Livability</strong></td>
<td><strong>Economic Opportunity</strong></td>
<td><strong>Health &amp; Environment</strong></td>
</tr>
<tr>
<td>-------------------------------------</td>
<td>-------------------------</td>
<td>-------------------------</td>
</tr>
<tr>
<td>• Affordable, desirable housing options</td>
<td>• Good-paying jobs with wages that enable people to live here</td>
<td>• Access to affordable, quality health care and insurance</td>
</tr>
<tr>
<td>• Welcoming community and sense of place</td>
<td>• Opportunities for training and skill development</td>
<td>• Promotion of improved physical and mental health</td>
</tr>
<tr>
<td>• Effective planning, zoning and code compliance</td>
<td>• Improved business climate/ regulation</td>
<td>• Environmental protection (clean air, water, land)</td>
</tr>
<tr>
<td>• Striking balance between “overcrowding” and “density”</td>
<td>• Support for entrepreneurial activity and small businesses</td>
<td>• Confronting impacts of climate change</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Greater use of renewable energy</td>
</tr>
</tbody>
</table>
### Key Themes of Priority Outcome Areas

<table>
<thead>
<tr>
<th>Cultural &amp; Recreational Opportunities</th>
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</thead>
<tbody>
<tr>
<td>• Availability and diversity of art, cultural and recreational programming</td>
</tr>
<tr>
<td>• Availability and quality of parks and green space</td>
</tr>
<tr>
<td>• Appealing entertainment options for all ages</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Self-Sufficiency for Vulnerable Populations</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Support for individuals with disabilities</td>
</tr>
<tr>
<td>• Reduction in homelessness</td>
</tr>
<tr>
<td>• Care, compassion and protection for seniors</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Efficient &amp; Effective Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Taxes and fees that feel affordable and fair</td>
</tr>
<tr>
<td>• Customer service and agency performance</td>
</tr>
<tr>
<td>• Transparency, ethics and effective governance</td>
</tr>
<tr>
<td>• Employee/teacher pay, benefits, and development to attract and retain great workforce</td>
</tr>
</tbody>
</table>
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

<table>
<thead>
<tr>
<th>All In-Person Sessions + Survey Responses</th>
<th>Community Conversations</th>
<th>Targeted Outreach Sessions</th>
<th>County Employee Focus Groups</th>
<th>Survey Responses Only</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>Education</td>
<td>Education</td>
<td>Neighborhood</td>
<td>Education</td>
</tr>
<tr>
<td>18%</td>
<td>15%</td>
<td>18%</td>
<td>12%</td>
<td>18%</td>
</tr>
<tr>
<td>Transportation and Mobility</td>
<td>Transportation and Mobility</td>
<td>Public Safety &amp; Emergency</td>
<td>Transportation and Mobility</td>
<td>Transportation and Mobility</td>
</tr>
<tr>
<td>17%</td>
<td>14%</td>
<td>13%</td>
<td>11%</td>
<td>17%</td>
</tr>
<tr>
<td>Public Safety &amp; Emergency</td>
<td>Neighborhood</td>
<td>Neighborhood</td>
<td>Transportation and Mobility</td>
<td>Public Safety &amp; Emergency</td>
</tr>
<tr>
<td>10%</td>
<td>9%</td>
<td>11%</td>
<td>10%</td>
<td>10%</td>
</tr>
<tr>
<td>Neighborhood</td>
<td>Public Safety &amp; Emergency</td>
<td>Transportation and Mobility</td>
<td>Economy</td>
<td>Neighborhood</td>
</tr>
<tr>
<td>8%</td>
<td>9%</td>
<td>10%</td>
<td>10%</td>
<td>7%</td>
</tr>
<tr>
<td>Economy</td>
<td>Economy</td>
<td>Economy</td>
<td>Public Safety &amp; Emergency</td>
<td>Taxes</td>
</tr>
<tr>
<td>7%</td>
<td>8%</td>
<td>9%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>Taxes</td>
<td>Recreation &amp; Culture</td>
<td>Housing</td>
<td>County workforce</td>
<td>Economy</td>
</tr>
<tr>
<td>7%</td>
<td>7%</td>
<td>6%</td>
<td>6%</td>
<td>7%</td>
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Opportunities to Further Analyze the Data
## Strategic Planning Process High-Level Timeline

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| November to December    | • County Executive Finalizes Draft Strategic Plan                           |
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                          • Communication of Plan to Public and Other Key Stakeholders  
                          • Implementation Plan                                               |
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

- 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