



FAIRFAX COUNTY
COMMISSION *for* **WOMEN**
Promoting Equality for Women & Girls

COMMISSION FOR WOMEN STRATEGIC PLAN

FY26- FY28

July 2025

CFWCommissionforWomen@fairfaxcounty.gov

TABLE OF CONTENTS

Introduction	4
Vision and Mission Statement.....	4
Vision.....	5
Mission	5
Strategic Plan Outcomes	5
Guiding Principles.....	5
CFW Core Values	6
CFW Identity Attributes	6
Our work should	6
Gains, Gaps, and Goals	7
Health Access and Outcomes for Women and Girls.....	7
Economic Mobility and Work-Life Balance	8
Priority Areas, Goals, and Initiatives.....	8
Priority Area #1: Address Physical & Mental Health Care Gaps for Women and Girls	9
Goal #1: Expand Understanding and Visibility of Physical and Mental Health Resources Available to Women and Girls	9
Goal #2: Advance safety and well-being for women and girls	9
Priority Area #2: Advance Economic Mobility for Women and Girls	9
Goal #3: Increase Knowledge and Awareness of Economic Supports	10
Goal #4: Inform and Influence Policies that Expand Affordable Housing Access for Women and Girls.....	10
Benchmarks, Potential Partners, and Possible Actions	10
Initiative #1: Map providers and identify gaps in prenatal, mental, and preventative care services.	11
Key Performance Indicators and Targets	11
Potential Actions	11
Key Partners	12
Initiative #2: Co-create mental health outreach with FCPS to reach students and families.....	13
Key Performance Indicator and Targets	13
Potential Actions	13
Key Partners	14
Initiative #3: Analyze LGBTQ+ health needs and provide culturally responsive recommendations for providers.....	14

Key Performance Indicators and Targets	14
Potential Actions	15
Key Partners	15
Initiative #4: Pilot transportation and mobile care solutions to reduce barriers to preventative health.	16
Key Performance Indicators and Targets	16
Potential Actions	17
Key Partners	17
Initiative #5: Assess survivor support services and improve visibility through coordinated outreach	18
Key Performance Indicator and Targets	18
Potential Actions	18
Key Partners	18
Initiative #6: Identify and promote inclusive safe spaces to support healing and community connection.	19
Key Performance Indicators and Targets	19
Potential Actions	20
Key Partners	20
Initiative #7: Launch a financial empowerment initiative and summit to expand women’s economic opportunity.	21
Key Performance Indicators and Targets	21
Potential Actions	22
Key Partners	22
Initiative #8: Highlight 20+ employers offering family-friendly policies through a report and recognition event.	23
Key Performance Indicators and Targets	23
Potential Actions	24
Key Partners	24
Initiative #9: Evaluate income-based housing access and recommend district-specific affordable housing solutions. .	25
Key Performance Indicator and Targets	25
Potential Actions	25
Key Partners	26
Conclusion	26
Appendix A: SZH Consulting Recommendations	26
Appendix B: Strategic Action Plan – Summary Table.....	29
Appendix C: CFW SWOT Analysis.....	38
APPENDIX D: LGBTQIA+ & AFAB Survey Response Summary	40

Appendix E: Core Strategic Action Planning Committee Members	43
Commission for Women Strategic Action Planning Team Members:	43
Fairfax County - Department of Family Services Staff Members:	43
SZH Consulting Team Members:.....	43

INTRODUCTION

The Fairfax County Commission for Women (CFW) developed this Strategic Plan to focus and align its work over the next three years, guided by the findings of the 2024 Gains, Gaps, and Goals: The Status of Women and Girls in Fairfax County study. That landmark report highlighted persistent gaps in health, safety, and economic opportunity that disproportionately impact women.

This plan responds directly to those findings. It outlines two clear priorities—reducing health gaps and advancing economic mobility—and identifies targeted goals and initiatives that reflect both the Commission’s mission and the realities facing women and girls in our communities. Each initiative is grounded in community needs, shaped by local partnerships, and supported by clear goals to show what’s working and where we can improve.

By June 30, 2028, the Commission aims to:

- Expand awareness and access to essential services and resources;
- Elevate its visibility as a trusted voice on gender opportunity; and
- Lead through education and advocacy efforts that support meaningful, long-term solutions

The Strategic Plan is designed as a living document. It will evolve in response to changing needs, community feedback, and emerging opportunities. Some variation in language and framing may reflect that ongoing evolution—but the goals remain consistent: to make Fairfax County a place where all women and girls can thrive.

This plan was developed by the Strategic Planning Sub-Committee of the CFW, in close partnership with SZH Consulting and the Fairfax County Department of Family Services (DFS). The planning process included a series of facilitated workshops held between January and April 2025. The DFS team provided critical guidance, funding, and institutional knowledge to support the plan’s development. A full list of core contributors is included in Appendix E.

VISION AND MISSION STATEMENT

At the heart of our work lies a bold belief: that Fairfax County thrives when all women and girls are empowered to do the same. The Commission’s vision and mission are not just aspirational, they are directional. They serve as our north star, grounding our priorities and guiding our actions as we strive to create a more just, inclusive, and equitable county.

This Strategic Plan reflects our collective commitment to that vision. It builds on what we've learned from community voices, data, and lived experiences—and charts a clear path forward grounded in both possibility and accountability.

VISION

We envision a county and a world where women and girls are active, engaged, and thriving—empowered to live as their full, authentic selves without conforming to the expectations of others. In Fairfax County, every woman and girl will feel seen, heard, and supported, with access to trusted resources and opportunities needed to shape their own futures.

MISSION

The Fairfax County Commission for Women advances opportunity and opportunity by identifying gaps, exploring solutions, and advocating for long-term solutions that improves the lives of women and girls. Through community-centered research, strategic partnerships, and public education, we elevate the visibility of critical issues and champion actionable pathways forward.

STRATEGIC PLAN OUTCOMES

By June 30, 2028, we will:

- **Expand Awareness & Access:** Ensure that women and girls across Fairfax County can easily find, understand, and use the resources available to support their well-being and success
- **Elevate Our Presence:** Increase the visibility and credibility of the Commission for Women as a trusted, recognized voice for gender opportunity and community impact
- **Lead Through Education:** Position CFW as a go-to source for impactful, opportunity-focused education and resources that uplift women and girls

GUIDING PRINCIPLES

Guiding principles are essential to grounding the Commission for Women's strategic work in values that reflect our commitment to opportunity, justice, and community voice. These principles define how we show up as a Commission, how we partner with others, and how we make decisions that affect the lives of women and girls across the county.

In a time of complex social and economic challenges, guiding principles provide clarity and consistency, helping us prioritize initiatives that are inclusive, intersectional, and responsive to real community needs.

They are a compass that ensures our advocacy is not only impactful, but also rooted in trust, transparency, and accountability to those we serve.

CFW CORE VALUES

Guides what work we do and how we do our work:

1. Opportunity
2. Justice
3. Integrity
4. Inclusivity
5. Honesty
6. Compassion

CFW IDENTITY ATTRIBUTES

1. How we want to show up and how we want to be seen
2. Courageous
3. Resilient
4. Dedicated
5. Supportive
6. Committed (to Women and Girls upliftment)
7. Focused
8. Powerful

OUR WORK SHOULD

1. Be opportunity based
2. Not only celebrate but also empower women and girls
3. Be rooted in compassion not just for the community we serve but also compassionate towards each other on the commission (we bring our whole selves and so we need to honor and be compassionate towards other areas of our lives)
4. Always be people centered
5. Be based on ability to generate tangible results
6. Be based on a thorough evaluation of time, effort, and output

7. Be prioritized towards serving those with the greatest need

GAINS, GAPS, AND GOALS

This section outlines the key themes from Gains, Gaps, and Goals: The Status of Women and Girls in Fairfax County (2024), the foundational study that shaped the direction of this strategic plan.

Led by the Fairfax County Department of Family Services (DFS), the 3G study offered the most comprehensive look in over a decade at the challenges and opportunities facing women and girls across the county. It explored three primary domains that affect well-being and quality of life: health, economic security, and work-life balance.

The findings confirmed what many already knew through lived experience: too many women in Fairfax County face structural obstacles to maintaining their health, securing financial stability, and balancing responsibilities at home, work, and in caregiving roles. These barriers are most acute for women who hold multiple marginalized identities—whether based on race, language, income, gender identity, disability, or geography.

The Commission’s strategic plan responds to these realities. While all three areas of the 3G study are represented in our goals and initiatives, we’ve chosen to focus deeply on two areas where we believe the Commission can drive near-term progress and long-term systems change: health access and outcomes and economic mobility and financial empowerment. Each area is outlined below and supported by data directly from the 3G report.

HEALTH ACCESS AND OUTCOMES FOR WOMEN AND GIRLS

Every woman and girl deserves the chance to live a healthy, full life—and that means being able to access care that is affordable, timely, and responsive to her needs. Yet across the county, women continue to face barriers to maintaining their health, including gaps in coverage, a lack of culturally competent providers, and the invisible burden of caregiving that limits their time and energy.

KEY FINDINGS FROM THE STUDY INCLUDE:

- Uninsurance rates are highest in areas with greater economic vulnerability—particularly the Mason District, where nearly 1 in 5 women ages 19–64 are uninsured.
- Women in Mason, Sully, and Mount Vernon are more likely to fall behind on preventive care.
- Transportation access is a major barrier to care; households of color are more likely to lack access to a vehicle, making medical appointments difficult to attend.

- Many women reported mental health challenges related to caregiving, isolation, and the stress of balancing competing roles.
- These findings underscore the need to strengthen the local care ecosystem, increase outreach and health literacy, and invest in early interventions that prevent long-term health burdens.

ECONOMIC MOBILITY AND WORK-LIFE BALANCE

The economic picture for women in Fairfax County is complex. While the region is wealthy overall, many women—especially those supporting families on their own or working in low-wage sectors—struggle to make ends meet. The rising cost of living, persistent wage gaps, and lack of workplace flexibility have compounded economic hardship for thousands of women countywide.

KEY FINDINGS FROM THE STUDY INCLUDE:

- Women earn less than men in nearly every age group, and the gap is larger among salaried workers and women of color.
- Women are overrepresented in lower-paying industries and underrepresented in leadership roles.
- High costs for housing, childcare, and basic needs put economic security out of reach for many.
- Work-life balance is a major source of stress, especially for women juggling jobs, caregiving, and community roles with limited support.
- These challenges require both immediate and long-term solutions—ranging from workplace reforms to financial education to more supportive public policies.
- Each priority area also supports the County Wide Strategic Plan and the One Fairfax guiding structure as indicated below.

PRIORITY AREAS, GOALS, AND INITIATIVES

Each strategic priority is supported by a set of goals and initiatives that outline the specific outcomes the Commission seeks to achieve. These goals translate our vision into actionable focus areas, while the initiatives represent tangible steps we will take to realize progress. Together, they serve as the roadmap for our work—providing structure, driving accountability, and enabling collaboration. By clearly defining what we aim to accomplish and how, the Commission can more effectively marshal resources, engage partners, and measure progress toward opportunity and empowerment for women and girls in Fairfax County.

PRIORITY AREA #1: ADDRESS PHYSICAL & MENTAL HEALTH CARE GAPS FOR WOMEN AND GIRLS

We are committed to ensuring that all women and girls have quality, affordable healthcare that meets their unique physical and mental health needs. This includes advocating for comprehensive reproductive care, maternal health support, mental health services, and preventative care that prioritize their well-being. By addressing obstacles in access or opportunity, health inequities, and gaps in care, we strive to create a community where every woman and girl can lead a healthy, fulfilling life free from preventable health burdens.

RELEVANT COUNTY-WIDE STRATEGIC GUIDING STRUCTURE SUCCESS INDICATORS:

- Access to Health Services
- Improving Physical and Behavioral Health Conditions
- Promoting Health-Related Behaviors

GOAL #1: EXPAND UNDERSTANDING AND VISIBILITY OF PHYSICAL AND MENTAL HEALTH RESOURCES AVAILABLE TO WOMEN AND GIRLS

- **Initiative #1:** Conduct a landscape analysis of accessible prenatal, mental, and preventative care providers and identify opportunities to expand or better connect services.
- **Initiative #2:** Partner with Fairfax County Public Schools to co-develop outreach strategies that promote student and family access to mental health resources.
- **Initiative #3:** Conduct focused research on LGBTQ+ women and girls' health needs and translate findings into culturally responsive recommendations for health providers. SZH Consulting conducted a limited-scope survey of the LGBTQ+ population in Fairfax County to get better insights into the needs and concerns of this demographic. Insights from the survey results are included in Appendix D below.
- **Initiative #4:** Explore actionable solutions to physical barriers to preventative health care services like transportation and clinic access by piloting or advocating for mobile or community-based health options.

GOAL #2: ADVANCE SAFETY AND WELL-BEING FOR WOMEN AND GIRLS

- **Initiative #5:** Map survivor support services and evaluate stakeholder awareness and engagement; work toward a more visible, coordinated care network.
- **Initiative #6:** Identify, promote, and evaluate potential community safe spaces for women; test models for inclusive, accessible environments that support healing and connection.

PRIORITY AREA #2: ADVANCE ECONOMIC MOBILITY FOR WOMEN AND GIRLS

Women, particularly those from marginalized communities, continue to face wage gaps, barriers to career advancement, and disproportionate financial hardships. We are committed to dismantling systemic economic inequities by advocating for fair wages, workplace protections, access to capital for women entrepreneurs, and workforce development programs. Through financial literacy initiatives, leadership training, and economic policy reforms, we aim to uplift women out of poverty and ensure long-term financial stability for them and their families.

RELEVANT COUNTY-WIDE STRATEGIC GUIDING STRUCTURE SUCCESS INDICATORS:

- Economic Stability and Upward Mobility for All People
- Preparing People for the Workforce
- Promoting Economic Vibrancy in All Parts of Fairfax County

GOAL #3: INCREASE KNOWLEDGE AND AWARENESS OF ECONOMIC SUPPORTS

- **Initiative #7:** Design and test a multi-phase financial empowerment initiative to drive policy dialogue and expand economic mobility for women. In partnership with key organizations, the effort will culminate in a county wide summit. Themes explored may include financial literacy, business capital access, and leadership development. The initiative will catalyze policy dialogue, employer engagement, and tangible pathways for women, especially those in low-wage industries, to pursue economic mobility and career advancement.
- **Initiative #8:** Research and publish a report of 20+ Fairfax County employers highlighting family-friendly workplace policies such as pay opportunity, childcare benefits, and paid family medical leave. CFW will use this report to build momentum through public recognition and policy advocacy events. A public event will follow to promote best practices and advocate for wider adoption bringing together business leaders, policymakers, and working women.

GOAL #4: INFORM AND INFLUENCE POLICIES THAT EXPAND AFFORDABLE HOUSING ACCESS FOR WOMEN AND GIRLS

- **Initiative #9:** Analyze how income gaps across districts affect affordable housing access, engage key housing partners in evaluating current allocation frameworks, and develop recommendations for district-tailored, more equitable policy models beyond AMI.

BENCHMARKS, POTENTIAL PARTNERS, AND POSSIBLE ACTIONS

The following section offers a guiding structure to guide the Commission's work as it brings this Strategic Plan to life. Each initiative is accompanied by suggested performance indicators, potential actions, and key partners—designed to support accountability, coordination, and forward momentum.

These elements represent an initial roadmap, not a rigid blueprint. They were developed during the early phases of planning and have since evolved through deeper discussion, shifting priorities, and emerging insights from the community. As the Commission continues to implement this plan, we expect these guidelines to grow and adapt based on what we learn, who we engage, and what proves most effective.

This flexible structure allows Commissioners to set clear goals, track meaningful progress, and collaborate with partners across the County—while staying responsive to the complex and changing realities faced by women and girls in Fairfax.

INITIATIVE #1: MAP PROVIDERS AND IDENTIFY GAPS IN PRENATAL, MENTAL, AND PREVENTATIVE CARE SERVICES.

KEY PERFORMANCE INDICATORS AND TARGETS

NUMBER OF PROVIDERS IDENTIFIED AND LISTED IN THE INVENTORY

- Year 1 (2026): Identify a core group of 50 providers, including prenatal, dental, mental health, and preventive care options.
- Year 2 (2027): Review, verify, and revise the list for accuracy and expand to include emerging service providers.
- Year 3 (2028): Further refine the list to incorporate diverse providers and close gaps in access.

NUMBER OF COMMUNITY ORGANIZATIONS AND HEALTHCARE NETWORKS DISTRIBUTING THE INVENTORY

- Year 1 (2026): Engage 10 organizations to distribute the inventory.
- Year 2 (2027): Increase distribution through 15 organizations, with an emphasis on those serving underserved populations.
- Year 3 (2028): Expand partnerships to 20 organizations and integrate inventory into routine outreach efforts.

UTILIZATION METRIC (E.G., NUMBER OF DOWNLOADS, REFERRALS, OR PAGE VIEWS)

- Year 1 (2026): Identify and collect baseline data on inventory utilization across digital and physical formats.
- Year 2 (2027): Achieve a 15% increase in utilization compared to baseline.
- Year 3 (2028): Achieve an additional 10% increase over Year 2.

POTENTIAL ACTIONS

- Review existing health resource databases to identify existing gaps and unlisted providers.
- Create actionable recommendations for addressing the identified gaps in low-cost prenatal, mental health, and preventive care services.
- Select a technical solution (e.g., a digital platform or database) for maintaining and updating the inventory regularly.
- Develop a promotional strategy for reaching the appropriate audiences via digital, print, and community engagement channels.
- Design and launch the inventory as a digital and printable database that is user-friendly and accessible.
- Annually update the inventory, adding new providers and services to ensure its relevance.
- Promote the inventory using county websites, social media platforms, and local community organizations to maximize visibility.
- Distribute materials through local community centers, libraries, and healthcare facilities to reach underserved populations.

KEY PARTNERS

- Healthcare Providers and Clinics
- Fairfax County Health Department: Core partner for maintaining public health provider directories, contributing public clinic data, and distributing the inventory through existing health networks.
- Fairfax-Falls Church Community Services Board (CSB): Source for mental health and substance use service listings and a key link to countywide behavioral health access.
- INOVA Health System and Kaiser Permanente – Mid-Atlantic: Major regional healthcare providers offering preventive, prenatal, and specialty services to Medicaid and low-income patients.
- Mason and Partners (MAP) Clinics – GMU: Academic-run health clinics offering free/low-cost care and research-informed insights on service gaps.
- Culmore Clinic and Arlington Free Clinic: Community-based clinics providing culturally competent, low-cost or free medical care.
- Neighborhood Health: Federally Qualified Health Center (FQHC) delivering primary, prenatal, and behavioral healthcare for underserved populations.
- Nonprofits and Community-Based Organizations
- Northern Virginia Family Service (NVFS): Partner in providing wraparound support, social determinants of health navigation, and connections to health services.
- HopeLink Behavioral Health Services: Provider of trauma-informed, accessible mental health services.

- Planned Parenthood of Metropolitan Washington or Virginia: Partner for inclusive, low-cost reproductive and preventive care (confirm availability and geographic alignment).
- County Departments and Internal Partners
- Department of Neighborhood and Community Services (NCS): Disseminate the provider inventory through community centers, schools, and digital platforms; connect to under-resourced residents.
- Healthy Minds Fairfax: Assist with identifying and verifying youth-focused mental and behavioral health providers.
- Countywide Data Analytics Team: Provide support in mapping provider locations, identifying service gaps, and visualizing access across geographic and demographic lines.
- Board of Supervisors (district offices): Support outreach and ensure promotion of the resource across diverse communities; advocate for policy alignment.

INITIATIVE #2: CO-CREATE MENTAL HEALTH OUTREACH WITH FCPS TO REACH STUDENTS AND FAMILIES.

KEY PERFORMANCE INDICATOR AND TARGETS

CHANGE IN UTILIZATION OF MENTAL HEALTH RESOURCES AND SERVICES BY STUDENTS BEFORE AND AFTER ROLL-OUT OF THE PARTNERSHIP

- Year 1 (2026): Establish baseline usage data.
- Year 2 (2027): Achieve 10% increase in utilization from baseline.
- Year 3 (2028): Achieve additional 10% increase over Year 2.

POTENTIAL ACTIONS

- Conduct an initial scoping of high school mental health programs to assess existing resources, identify gaps, and gather insights through informal interviews with school counselors and staff.
- Present findings to the school board with key highlights from the scoping process, emphasizing identified gaps and opportunities for improvement. Secure buy-in for proposed partnership initiatives and collaboration.
- Develop a comprehensive action plan to formalize the partnership, outline specific steps for addressing gaps, and ensure alignment with school and county mental health objectives.
- Engage school mental health counseling teams in the partnership plan through collaborative discussions and working sessions to integrate their input, promote buy-in, and tailor solutions to the unique needs of each school.

KEY PARTNERS

- Educational Institutions C Government Agencies
- Fairfax County Public Schools (FCPS) – Office of Student Services and Counseling Services: Core partner for coordinating access to mental health resources, professional development, and student outreach within schools.
- Fairfax County Health Department: Collaborate on youth mental health awareness campaigns, access to services, and public health education.
- Fairfax-Falls Church Community Services Board (CSB): Provide school-linked behavioral health services, crisis intervention, and referral pathways.
- Domestic and Sexual Violence Services (DSVS) – Fairfax County Department of Family Services: Partner on trauma-informed counseling, prevention education, and safety planning resources for students affected by family, dating, or sexual violence. Provide training and consultation for school counselors and staff on recognizing and responding to abuse and trauma in school settings.
- Healthy Minds Fairfax: Support early intervention and wraparound mental health services for youth and families; facilitate data sharing and coordination.
- Nonprofit C Community Organizations
- NAMI Northern Virginia (National Alliance on Mental Illness): Offer evidence-based school programs (e.g., Ending the Silence), peer-led education, and support groups for students and families.
- HopeLink Behavioral Health Services: Provide direct school-based counseling, trauma-informed care, and connections to long-term support.
- Girls on the Run of Northern Virginia: Promote emotional wellness, resilience, and self-esteem through structured after-school programs.
- Girl Scouts Nation’s Capital: Partner on mental health education initiatives that build leadership and self-care skills for girls.

INITIATIVE #3: ANALYZE LGBTQ+ HEALTH NEEDS AND PROVIDE CULTURALLY RESPONSIVE RECOMMENDATIONS FOR PROVIDERS.

KEY PERFORMANCE INDICATORS AND TARGETS

NUMBER OF COMMUNITY ENGAGEMENT C LISTENING SESSIONS HELD WITH LGBTQ+ WOMEN AND GIRLS

- Y1 (2026): Host 4 sessions across diverse communities (e.g., youth, BIPOC, trans women).
- Y2 (2027): Host 5 sessions, including one with LGBTQ+ health professionals or advocates; expand geographic reach.

- Y3 (2028): Host 6 sessions total; conduct follow-ups to validate findings and share initial outcomes.

COMPLETION AND DISSEMINATION OF A RESEARCH REPORT ON LGBTQ+ WOMEN AND GIRLS' PHYSICAL AND MENTAL HEALTH NEEDS

- Y1 (2026): N/A – Focus on data gathering and advisory group formation.
- Y2 (2027): Complete and publish report, with executive summary tailored for policymakers and community leaders.
- Y3 (2028): Disseminate report widely; hold 2+ briefings or forums to share findings with partners.

POTENTIAL ACTIONS

- Design and conduct focused listening and engagement sessions to gather firsthand insights into the physical and mental healthcare needs of LGBTQ+ women and girls in the county.
- Ensure diverse representation in engagement sessions by actively reaching out to individuals across different age groups, racial/ethnic backgrounds, and gender identities within the LGBTQ+ community.
- Compile a comprehensive report on healthcare gaps, highlighting key findings from engagement efforts and existing data to inform future initiatives and policy recommendations.
- Partner with LGBTQ+ organizations to co-develop and deliver mental health resources supporting identified needs and the broader execution plan.
- Advocate for inclusive healthcare policies that address the specific needs of LGBTQ+ women and girls, using research findings to support recommendations and drive long-term solutions.

KEY PARTNERS

- County and Government Entities
- Fairfax County Office of Human Rights and Opportunity Programs: Support equitable community engagement, ensure compliance with nondiscrimination protections, and assist with inclusive policy development.
- Fairfax County Health Department: Collaborate on data sharing, community health assessments, and potential public health interventions.
- Fairfax County One Fairfax Office: Provide guidance on applying an opportunity lens to research design, ensure alignment with countywide opportunity priorities, and advise on inclusive community outreach strategies.
- Fairfax Allied: Offer subject matter expertise on LGBTQ+ health gaps, assist in community-based data collection, and help connect with trusted grassroots organizations for outreach and engagement.

- LGBTQ+ Advocacy and Community Organizations
- Equality Virginia and The Trevor Project: Provide expertise in statewide policy advocacy and youth mental health needs.
- TGEA (Transgender Education Association of Greater Washington): Partner on outreach and culturally responsive programming for trans women and nonbinary individuals.
- FCPS Pride: Engage LGBTQ+ youth and families; support school-based engagement and data collection.
- NoVA Salud: Offer culturally relevant services and trusted access to the Latinx LGBTQ+ community.
- AIDS Healthcare Foundation C local HIV/AIDS support networks: Collaborate on sexual health access and education.
- Healthcare Providers and Clinics
- Inova Pride Clinic: Serve as a clinical partner and resource hub for inclusive healthcare delivery.
- Healthcare providers specializing in LGBTQ+ care (e.g., community clinics, private practices): Assist with training, referrals, and feedback on gaps in services.
- Academic and Research Institutions
- George Mason University (GMU), University of Virginia (UVA), and other regional academic institutions: Provide research design, data analysis, and student-led support; serve as evaluators and co-authors for findings.
- University-affiliated LGBTQ+ health research centers or public health departments: Support community-based participatory research and ensure methodological rigor.

INITIATIVE #4: PILOT TRANSPORTATION AND MOBILE CARE SOLUTIONS TO REDUCE BARRIERS TO PREVENTATIVE HEALTH.

KEY PERFORMANCE INDICATORS AND TARGETS

NUMBER OF TRANSPORTATION ASSISTANCE PROGRAMS IMPLEMENTED

- Y1 (2026): Conduct needs assessment and identify high-barrier areas.
- Y2 (2027): Test 1 pilot transportation access initiative.
- Y3 (2028): Implement at least 2 sustained transportation assistance programs.

INCREASE IN UTILIZATION OF TRANSPORTATION SERVICES

- Y1 (2026): N/A – Program development phase.
- Y2 (2027): N/A – Program development C testing phase.
- Y3 (2028): Establish baseline (through survey, program data, or clinic reports).

NUMBER OF ALTERNATIVE HEALTHCARE ACCESS OPTIONS PROVIDED

- Year 1 (2026): Identify existing alternative access programs.
- Year 2 (2027): Pilot 1–2 new alternatives (e.g., mobile clinics, telehealth).
- Year 3 (2028): Expand and scale based on demand and pilot results.

POTENTIAL ACTIONS

- Identify and assess existing transportation services and transit agencies that offer healthcare-related transportation to understand coverage gaps and opportunities for coordination.
- Advocate for the deployment of mobile health clinics in geographically underserved or low-access areas, prioritizing communities with the greatest need.
- Promote the use of telehealth services as a flexible and accessible option for underserved populations, particularly where in-person care is limited.
- Research and develop an inventory of affordable healthcare programs, highlighting financially accessible options to support informed decision-making and connect residents to care.

KEY PARTNERS

- Transportation Partners
- Fairfax Connector C MetroAccess – Public transit providers that support non-emergency medical transportation and can help expand access in underserved areas.
- Ride-share companies (e.g., Uber Health, Lyft Up) – Offer flexible, on-demand transportation options for individuals needing assistance getting to healthcare appointments.
- Healthcare Providers and Institutions
- Local healthcare providers C community clinics – Deliver low-cost or free healthcare services, identify local care gaps, and can participate in mobile or pop-up clinic efforts.
- Local medical schools and colleges – Contribute through research, student-run clinics, community outreach, and educational initiatives focused on increasing healthcare access.
- Government, Community Services, and Other Support Organizations
- Fairfax County Departments of Transportation, Health C Human Services, and Neighborhood and Community Services – Key county entities that integrate transportation, healthcare, and social support services, and are essential to scaling solutions and reaching priority populations.
- Embassy of Mexico and other embassies and consulates – Programs for immigrants – Act as trusted access points for immigrant communities, connecting individuals to culturally appropriate, affordable, and accessible healthcare services.

INITIATIVE #5: ASSESS SURVIVOR SUPPORT SERVICES AND IMPROVE VISIBILITY THROUGH COORDINATED OUTREACH

KEY PERFORMANCE INDICATOR AND TARGETS

NUMBER OF LAW ENFORCEMENT, HEALTHCARE, AND SOCIAL SERVICE ORGANIZATIONS ENGAGED

- Y1 (2026): 5 organizations engaged with a focus on establishing initial partnerships, identifying gaps, and promoting collaborative efforts.
- Y2 (2027): 8 organizations engaged, with at least 3 having signed formal partnership agreements, and expanding outreach efforts to diverse communities.
- Y3 (2028): 10 organizations engaged, with a measurable increase in the implementation of coordinated services for survivor safety and documented case collaboration between agencies.

POTENTIAL ACTIONS

- Review and analyze current partner relationships within survivor safety, leveraging existing data from the Domestic and Sexual Violence Services (DSVS) to identify strengths and gaps in service delivery.
- Evaluate current partnerships and services to uncover potential areas for enhancement or the creation of new collaborations that could better support survivor safety and needs.
- Engage with key partners, including policymakers, to advocate for necessary changes to existing policies or the development of new programs that address gaps in survivor safety and support.
- Actively promote the valuable services offered by DSVS by presenting them to county supervisors, community leaders, and relevant partners to ensure widespread recognition and support.
- Work with law enforcement and other key partners to collect more comprehensive, consistent, and actionable data on domestic violence incidents to inform program development and policy advocacy.

KEY PARTNERS

- Government and Public Sector Partners
- Domestic and Sexual Violence Services (DSVS) – Leading efforts to support survivors and coordinate services.
- Fairfax County Domestic Violence Action Center – Providing dedicated resources and advocacy for survivors of domestic violence within the county.

- Fairfax County Council to End Domestic Violence (CEDV) – Collaborating on policy, program development, and public awareness initiatives aimed at addressing domestic violence in the community.
- Local Law Enforcement and Legal Aid Organizations – Partnering to ensure survivors receive legal protection and support, and that law enforcement responses are survivor-centered.
- Nonprofit and Advocacy Partners
- Nonprofit Organizations (e.g., Polaris Project, Doorways for Women and Families) – Offering critical support services, shelters, and advocacy for survivors of domestic violence and human trafficking.
- Virginia Coalition Against Human Trafficking – Advocating for policy change, providing resources, and working to combat human trafficking in the region.
- Community and Faith-Based Partners
- Faith-Based and Interfaith Organizations – Engaging in community outreach, offering support networks, and ensuring culturally sensitive care for survivors from diverse backgrounds.

INITIATIVE #6: IDENTIFY AND PROMOTE INCLUSIVE SAFE SPACES TO SUPPORT HEALING AND COMMUNITY CONNECTION.

KEY PERFORMANCE INDICATORS AND TARGETS

NUMBER OF PARTNERS ENGAGED

- Y1 (2026): Engage 6 core partners, including at least 2 local government or community organizations and 2 specialized women’s organizations, to form the foundation of a collaborative network.
- Y2 (2027): Expand to 9 active partners, ensuring at least 3 new partnerships with organizations that offer services directly benefiting women (e.g., nonprofits, community centers, or local businesses).
- Y3 (2028): Continue expanding the network with a goal of engaging at least 12 total partners, including those from new sectors like corporate, educational, or mental health services, to further diversify the support system for safe spaces.

NUMBER OF SAFE SPACES LAUNCHED (INCLUDING PHYSICAL SPACES AND SUPPORTING PROGRAMS)

- Y1 (2026): Launch 1 safe space, ensuring it serves as a pilot model for future expansion, with measurable success in accessibility and engagement from the community.
- Y2 (2027): Launch 2 additional safe spaces, each in different geographic areas or service categories, with documented feedback from users about their safety, comfort, and access to support services.

- Y3 (2028): Launch 3 more safe spaces (for a total of 6), expanding the variety of spaces (e.g., mobile, virtual, and physical) and incorporating a feedback loop from users to continuously improve services.

POTENTIAL ACTIONS

- Identify and promote existing community spaces (e.g., libraries, businesses, churches) as safe spaces and engage with them to expand access and support for women.
- Gather data through surveys, community engagement, and partnerships to determine where safe spaces are most needed and what types of services or programs should be offered.
- Conduct an inventory of current spaces and services available for women in the community, mapping out gaps and opportunities for new or enhanced safe spaces.
- Assess different models for creating or enhancing safe spaces, considering both physical locations and virtual or programmatic support.
- Recommend Tier 1 Training for CFW Members – Advocate for foundational training to equip CFW members with the skills needed to assess, support, and engage with community spaces effectively.

KEY PARTNERS

- Government and Public Sector Partners
- Domestic and Sexual Violence Services (DSVS) – Supporting the initiative with expertise, resources, and outreach to ensure the safe spaces are equipped to handle the needs of survivors.
- Fairfax County Government Training Resources – Offering training and capacity- building opportunities for both staff and community members involved in safe space initiatives.
- District Centers and Libraries – Leveraging existing public infrastructure as potential sites for safe spaces and community programs.
- Community and Support Organizations
- The Women’s Center – Providing support services and advocacy, collaborating to develop safe spaces for women.
- Community Centers – Serving as accessible locations for safe spaces and hosting relevant programs or services.
- Recreation Centers – Offering recreational spaces that could double as safe spaces, fostering community engagement and support for women.
- Youth and Education Partners
- Girl Scouts – Engaging youth in advocacy and education around safe spaces, while fostering leadership skills among young women and girls.

INITIATIVE #7: LAUNCH A FINANCIAL EMPOWERMENT INITIATIVE AND SUMMIT TO EXPAND WOMEN’S ECONOMIC OPPORTUNITY.

KEY PERFORMANCE INDICATORS AND TARGETS

NUMBER OF WORKSHOPS CONDUCTED

- Y1 (2026): 1 workshop on financial literacy, business capital, and leadership development to serve as a pilot for future initiatives.
- Y2 (2027): 2 workshops, incorporating feedback from Y1 to expand content and improve attendee engagement.
- Y3 (2028): 3 workshops, offering more advanced content or specialization (e.g., leadership in business for women, funding options for women entrepreneurs).

TOTAL NUMBER OF PARTICIPANTS ATTENDING WORKSHOPS

- Y1 (2026): 15-20 participants, focusing on targeted outreach to low-wage industries and underrepresented groups.
- Y2 (2027): 25-40 participants, expanding the number through broader marketing and strategic partnerships.
- Y3 (2028): 50+ participants, with a focus on engaging women across various sectors, especially those in low-wage industries.

NUMBER OF ATTENDEES AT THE SUMMIT

- Y1 (2026): Researching partnerships and engaging partners to shape the summit vision.
- Y2 (2027): Finalizing partnerships and summit structure, aiming for at least 5 engaged partners.
- Y3 (2028): Host the summit with at least 50 attendees, including policymakers, employers, and community leaders.

NUMBER OF EMPLOYERS ENGAGED IN DISCUSSIONS AND COMMITMENTS MADE

- Y1 (2026): Engage 1 employer to discuss workforce opportunity, wages, and policies.
- Y2 (2027): Engage 5 employers, with at least 2 committing to improve workplace policies supporting women’s economic mobility.
- Y3 (2028): Engage 10 employers, with documented commitments to equitable wages, career upskilling programs, and enhanced workplace protections.

NUMBER OF PARTICIPANTS WHO ACCESS CAREER UPSKILLING RESOURCES

- Y1 (2026): N/A – Data collection begins in Y1; may involve assessing interest in upskilling resources.

- Y2 (2027): 5 participants accessing career upskilling resources (e.g., training programs, mentorship).
- Y3 (2028): 20 participants actively engaging in career upskilling opportunities, including certifications, workshops, and job training.

POTENTIAL ACTIONS

- Design a structured curriculum addressing financial literacy, access to business capital, and leadership skills tailored to the needs of women in low-wage industries.
- Host hands-on workshops with actionable resources, toolkits, and guidance for participants to continue their learning and apply skills post-event.
- Connect participants with mentors in relevant industries who can provide guidance, advice, and networking opportunities to foster long-term career growth.
- Develop materials in multiple languages to ensure accessibility for women from diverse linguistic backgrounds, making the initiative more inclusive.
- Curate a series of expert-led panels and discussions on key topics such as economic mobility, workforce opportunity, and women in leadership roles.
- Target skill-building workshops specifically designed for women in low-wage sectors, helping them advance within their industries.
- Collaborate with policymakers to advocate for legislation and policies that ensure equitable wages, safe working conditions, and career advancement for women.
- Publicly acknowledge and celebrate the contributions of key partners and sponsors, reinforcing their commitment to advancing women's economic opportunity.
- Provide participants with actionable post-summit plans, ensuring they leave the event with clear next steps toward achieving their financial and professional goals.

KEY PARTNERS

- Government and Economic Development Partners
- Fairfax County Economic Development Authority – Partnering to offer local insights, economic data, and support for women-owned businesses and financial empowerment.
- Chamber of Commerce and Economic Development Groups – Providing outreach to local employers and facilitating conversations around workplace opportunity and women's leadership.
- Workforce Development Agencies – Offering resources for workforce training and upskilling, aligning efforts with the goal of economic mobility for women.
- Neighborhood and Community Services – Engaging with underserved communities to ensure women in low-wage industries have access to the initiative.

- Public Assistance and Employment Services (PAES) - Collaborating to advance women's economic opportunity through a multi-phase financial empowerment initiative focused on financial literacy, business capital access, and leadership development, culminating in a countywide summit to expand economic mobility for women, especially those in low-wage industries.
- Department of Housing and Community Development – Collaborating to assess the impact of income-based housing allocation methods, such as Area Median Income (AMI) and household living budgets, and ensure affordable housing policies reflect income gaps across magisterial districts.
- Financial and Business Support Partners
- Women's Business Center – Offering specialized resources, guidance, and support for women entrepreneurs, including financial literacy and access to capital.
- Local Credit Unions and Banks (e.g., Virginia Credit Union) – Partnering to provide financial literacy resources, access to capital, and guidance for women seeking to start or expand their businesses.
- Small Business Administration (SBA) – Supporting small business development and growth, offering resources and tools for women entrepreneurs.
- Reaching out to Bright Path – Exploring partnerships to help women in low-wage industries access financial literacy, capital, and business development opportunities.
- Advocacy and Legal Partners
- ACLU Virginia – Collaborating to advocate for policy changes that promote economic opportunity and workplace protections for women.
- NOVA Labor – Working to ensure women in labor-intensive sectors are included in the economic opportunity conversation and supported with necessary resources.
- Academic and Educational Partners
- UVA, GMU C Other Academic Partners – Partnering with universities to provide research, educational programs, and leadership development opportunities for women.

INITIATIVE #8: HIGHLIGHT 20+ EMPLOYERS OFFERING FAMILY-FRIENDLY POLICIES THROUGH A REPORT AND RECOGNITION EVENT.

KEY PERFORMANCE INDICATORS AND TARGETS

COMPLETION AND PUBLIC RELEASE OF THE REPORT

- Y1 (2026): Conduct research, develop partnerships, and begin compiling data for the report.
 - Y2 (2027): Continue gathering data, engage partners, and prepare the structure and content for the report.
-

- Y3 (2028): Complete and publicly release the final report highlighting 20+ local employers with family-friendly policies, accompanied by a media campaign to drive visibility.

MEDIA AND PUBLIC ENGAGEMENT METRICS

- Y1 (2026): N/A – Initial focus on research, partnerships, and report building.
- Y2 (2027): N/A – Continue laying the foundation for engagement strategies, preparing for the final release.
- Y3 (2028): Track media coverage, including the number of press releases, news stories, and social media posts generated by the report, aiming for at least 1 major media mention and 50+ social media shares/mentions related to the report and public event.

POTENTIAL ACTIONS

- Women’s History Month Breakfast – Business Awards – Host an annual breakfast event during Women's History Month to recognize and reward businesses that have strong family-friendly policies. Feature a rotating list of top employers each month to continuously highlight their practices.
- Develop and distribute surveys to local employers to collect data on existing family-friendly policies and practices, focusing on aspects such as flexible work arrangements, parental leave, and childcare support.
- Compile survey results and partner feedback into an annual report that ranks and highlights the top 20+ local employers, showcasing their family-friendly initiatives and policies.
- Host a public event to launch the report, bringing together business leaders, policymakers, and community advocates to discuss the value of family-friendly policies and share best practices. Incorporate interactive sessions for knowledge-sharing.
- Use the data and success stories from the report to advocate for the expansion of family-friendly policies across more local businesses. Engage with policymakers and business groups to push for legislation or voluntary adoption of best practices.

KEY PARTNERS

- Government and Economic Development Partners
- Fairfax County Economic Development Authority – Collaborating to identify and engage local employers, ensuring alignment with county-wide economic growth and workforce development goals.
- Employer and Corporate Partners
- Local Employers and Corporate HR Teams – Partnering to gather data on existing family-friendly policies and promoting the adoption of best practices across the business community.
- Advocacy and Policy Partners

- Working Families' Advocacy Organizations – Providing expertise on the needs of working families and advocating for policy changes that support work-life balance and family-friendly workplace policies.
- Media and Communications Partners
- Journalists, News Organizations, Fairfax County Public Affairs Office – Partnering to increase visibility of the report through media coverage and public relations efforts, ensuring wide dissemination and community awareness of the findings.

INITIATIVE #9: EVALUATE INCOME-BASED HOUSING ACCESS AND RECOMMEND DISTRICT-SPECIFIC AFFORDABLE HOUSING SOLUTIONS.

KEY PERFORMANCE INDICATOR AND TARGETS

PERCENTAGE OF INCREASE IN DIVERSITY OF HOUSING AVAILABLE IN FAIRFAX COUNTY

- Y1 (2026): N/A – Focus on gathering baseline data and engaging with partners.
- Y2 (2027): N/A – Continue collecting and analyzing data to identify trends.
- Y3 (2028): Measure the percentage increase in the diversity of housing options (e.g., income tiers, family sizes, housing types), aiming for a 5-10% increase in the variety of affordable housing types across magisterial districts, based on income gaps.

POTENTIAL ACTIONS

- Collaborate with housing organizations to monitor and report trends in both buying and renting affordability, focusing on regional gaps and the impact of different income levels.
- Work with community groups and policymakers to push for more investment in affordable housing, ensuring a focus on income opportunity and housing diversity across Fairfax County.
- Partner with housing and community organizations to regularly assess the progress of affordable housing initiatives, collecting data on unit availability, affordability, and location-specific challenges.
- Track the availability and distribution of affordable housing units by the number of bedrooms and income levels to ensure that affordable housing meets the diverse needs of households in Fairfax County.
- Conduct a comparative analysis between household living budgets and Area Median Income (AMI) as the basis for calculating affordable housing eligibility, evaluating which method better accounts for income gaps across magisterial districts.
- Organize forums and discussions with economists and policymakers to understand the economic impact of affordable housing policies and promote the development of policies that reflect regional income gaps.

- Launch advocacy efforts to educate citizens on what constitutes affordable housing, why it's needed, and how policies can be adjusted to account for the varying income levels across the county.

KEY PARTNERS

- Housing and Real Estate Experts:
- Real Estate and Urban Development Experts – Collaborating to assess housing trends, regional gaps, and the impact of different affordability measures. Their expertise will help shape policy recommendations and refine housing strategies.
- Local Government and Housing Agencies:
- Fairfax County Housing Authority – Partnering to analyze the current state of affordable housing, provide data on available units, and ensure that policies are supporting regional needs and income gaps.

CONCLUSION

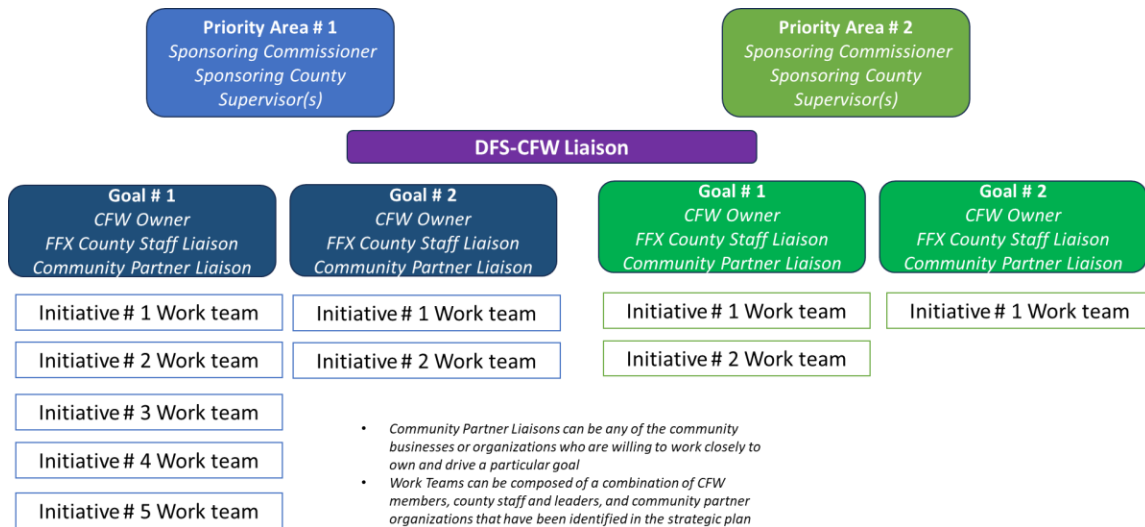
This Strategic Plan is both a reflection of where we are and a declaration of where we intend to go. It charts a bold, community-informed path forward—grounded in lived experience, guided by data, and fueled by purpose. As a volunteer commission with limited resources, we know our impact depends on collaboration. That's why this plan invites partners across Fairfax County to join us in advancing opportunity for women and girls. Through sustained action, shared learning, and strong relationships, we believe these goals are not only possible, but within reach.

We also recognize that this document is a living guide. The realities facing women and girls are constantly evolving, and our language, priorities, and tactics must adapt accordingly. Some phrasing may reflect that evolution in progress—and that's by design. We expect this plan to grow, deepen, and shift in response to emerging needs, insights, and opportunities. What won't change is our commitment to building a county where every woman and girl can thrive.

APPENDIX A: SZH CONSULTING RECOMMENDATIONS

To effectively operationalize this strategic action plan and execute on the identified goals and KPIs, SZH Consulting team recommends the following next steps for the Commission for Women: Define and implement a robust governance structure that clearly identifies sponsors and owners for each of the priorities and goals, who are responsible for coalescing community partners, and other Fairfax County government leaders, as well as opening access to resources required for the successful execution of the identified initiatives. Assigning clear ownership to each initiative, supported by cross-functional working groups or project leads will further drive accountability.

We believe that a governance model that brings together CFW, along with community and private sector partners, and other County departments and leaders will provide the support and momentum needed to move the needle effectively on the desired change. The graphic below provides a visual overview of the recommended governance structure:



Graphic 1: Recommended Strategic Plan Governance Structure

To ensure the successful execution of strategic initiatives, it is essential to cultivate and embed critical competencies within both the governance structure and the cross- functional working teams. These competencies should align directly with the nature of the work and the transformational efforts required. Key areas include:

- **Partner Relationship Management:** Build internal expertise in convening and sustaining cross-sector partnerships. This includes facilitating ongoing collaboration between government entities, nonprofit organizations, and private sector partners to ensure alignment, secure buy-in, and enable shared ownership of initiatives. Relationship managers should be empowered to identify mutual value, broker new opportunities, and maintain momentum across diverse partners.
- **Strategic Communications:** Develop clear, compelling messaging and communication strategies that reinforce vision, build trust, and drive stakeholder engagement. This includes tailoring messages for internal and external audiences, using multiple channels (e.g., newsletters, town halls, digital platforms), and ensuring consistent updates to maintain transparency and enthusiasm for the work.
- **Operational and Project Management:** Integrate disciplined project management practices to structure and guide initiative execution. This includes defining scope, milestones, and deliverables; managing interdependencies; tracking progress through dashboards or

reporting tools; and proactively mitigating risks or bottlenecks that arise throughout implementation. A template for developing an operational and project plan in support of this strategic action plan has been provided to the CFW Strategic Planning Committee. We also recommend a formal meeting, decision-making and approval structure is also clearly defined prior to execution, to address seen and unforeseen bottlenecks.

- **Change Management:** Embed change management expertise to anticipate resistance, promote adoption, and support the human side of transformation. Identify change agents and champions from within the CFW, as well as other county leaders and partners who promote and secure support for the proposed initiatives and actions by leveraging change readiness plans and can deliver training and engagement sessions to ensure all partners are well-informed.

For each of the selected initiatives, it is important to conduct a deeper exploration to identify and gather additional data that can validate existing assumptions about community needs and the projected impact of the work. While the Women C Girls Study provided a valuable foundation, we believe that in certain areas, the data may not have been sufficiently comprehensive or representative of the full diversity of perspectives within the community. To strengthen the relevance and effectiveness of these initiatives, we recommend supplementing the existing data with further insights—either through collaboration with the County’s Data Analytics team or by engaging in targeted community conversations and focus groups. This will help ensure that future strategies are grounded in a more inclusive and accurate understanding of the issues at hand.

Proactively engage with the Fairfax County Board of Supervisors—both as a collective body and through one-on-one outreach—to secure their endorsement and active support for the strategic action plan. Their buy-in is essential to ensuring the plan gains the visibility, legitimacy, and momentum needed for successful implementation. In addition to presenting the strategic vision, these engagements should focus on cultivating champions among Board members who can advocate for the plan’s goals, help mobilize resources, and foster strategic partnerships across the County. To support these efforts, a guidance document has been developed and shared with CFW members. This includes tailored talking points, key messages, and suggested discussion questions designed to facilitate meaningful, productive conversations with each Supervisor based on their priorities and areas of influence. Strategic and consistent engagement with the Board will be a critical driver of long-term impact.

We believe that these recommendations will position CFW to successfully transition this strategic plan into an effective and actionable tool for change and transformation.

APPENDIX B: STRATEGIC ACTION PLAN – SUMMARY TABLE

Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
P1 Address and Reduce Physical and Mental Health Disparities for Women C Girls	P1-G1 Enhance outreach and education about mental and physical health resources available to women and girls in need	P1-G1-I1 Develop and annually update a comprehensive inventory of low-cost prenatal, mental health, and preventive care providers, and share it widely to improve equitable access to essential health services.	Number of providers identified and listed in the inventory	Y1 (2026): Identify core group of 50 with options (e.g., dental) Y2 (2027): Review and revise Y1 list Y3 (2028): Further refine the list	Review existing database of health resources to identify what exists and what might be missing/gaps Based on findings, create	Non-profits (Planned Parenthood?) Clinics (Culmore Clinic, Arlington Free Clinic, Mason and Partners (MAP) Clinics etc.) Fairfax County Health Department Local hospitals and clinics (INOVA, Kaiser Permanente, etc.)
			Number of community organizations and healthcare networks distributing the inventory	Y1 (2026): Engage 10 organizations Y2 (2027): Y3 (2028):	recommendations for strategies to address gaps Identify the appropriate technical solution to create and	



			Utilization Metric	Y1 (2026): Identify and Collect Baseline data Y2 (2027): Y3 (2028):	update a robust list of needed resources Identify appropriate and relevant channels for promotion, communication and engagement with the tool Develop a digital and printable database of low-cost healthcare providers Update the inventory annually with new providers and services Promote the inventory via county websites, social media, and local organizations Distribute materials at community	Fairfax/Falls Church County Community Services Board Nonprofits providing healthcare services (e.g., Neighborhood Health, NVFS) Countywide Data Analytics Team Supervisors (across all KPIs) Neighborhood C Community Services Healthy Minds Fairfax HopeLink
--	--	--	--------------------	---	---	---



Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
					centers, libraries, and healthcare facilities	
		P1-G1-I2 Implement a structured partnership with Fairfax County Public Schools counseling department to identify ways in which we could partner on promoting available mental health resources for counselors and students.	Change in utilization of mental health resources and services by students before and after roll-out of the partnership	Y1 (2026): Collect baseline Y2 (2027): TBD Y3 (2028): TBD	Conduct initial scoping of high school mental health programs to understand resources and gaps (through informal interviews with schools) Presenting to school board highlights from findings and opportunities for improvement; get buy-in for proposed partnership opportunities Develop plan of action to actualize partnership and address gaps Engage schools in partnership plan through school mental health counseling teams	Fairfax County Public Schools (FCPS) Counseling Department Fairfax County Health Department Local mental health clinics (e.g., Community Services Board) Nonprofits like NAMI Northern Virginia Healthy Minds Fairfax Girls on the Run Girl Scouts Healthy Minds Fairfax HopeLink DSVS Counseling Services

		P1-G1-I3 Advance and support additional opportunities to expand mental health services for women and girls in Fairfax County.	Number of partnerships established with mental health service providers Utilization rate of services (e.g., % of referred individuals who follow through with mental health support)	Y1 (2026): Collect baseline Y2 (2027): TBD Y3 (2028): TBD Y1 (2026): Collect baseline Y2 (2027): TBD Y3 (2028): TBD	Identify high-need communities/districts through GIS data (geospatial information systems) Develop a centralized culturally responsive mental health referral network (e.g., Partnering with bilingual/bicultural	Fairfax County Department of Family Services Immigrant advocacy groups (e.g., CASA, Tahirih Justice Center, M CCP Foundation) Fairfax County Data and Tech Team
--	--	---	---	--	--	---

Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
			Qualitative feedback from program participants on accessibility, cultural relevance, and effectiveness.	Y1 (2026): Collect baseline Y2 (2027): TBD Y3 (2028): TBD	therapists, Offering interpretation services, Providing trauma-informed care) Design, develop and offer community-based mental health workshops	Korean Community Service Center Women's Center Neighborhood C Community Services Fairfax/Falls Church Community Services Board Inova Leidos Boys and girls club
		P1-G1-I4 Conduct more in-depth/dedicated research on the	Number of Community Engagement C Listening Sessions Held	Y1 (2026): 4 Y2 (2027): 5 Y3 (2028): 6	Design and conduct listening and engagement sessions	Fairfax County Office of Human Rights and Equity Programs



	specific physical and mental healthcare needs of LGBTQ+ women C girls in the county.	Completion C Dissemination of Research Report	Y1 (2026): N/A Y2 (2027): Research Report Completed Y3 (2028): Implement plan to execute on findings	Strive for diverse representation on listening and engagement sessions Compile a report on specific healthcare disparities Partner with LGBTQ+ organizations to provide mental health resources based on execution plan Advocate for LGBTQ+ inclusive healthcare policies	Fairfax County One Fairfax Office Fairfax Allied LGBTQ+ advocacy groups (e.g., Equality Virginia, The Trevor Project) Local organizations (TGEA, FCPS Pride) NoVA Salud Inova Pride Clinic AIDS Foundation UVA, GMU and other academic institutions for research support Healthcare providers specializing in LGBTQ+ care
	P1-G1-I5 Reduce barriers to accessing available healthcare resources such as transportation and	Number of Transportation Assistance Programs Implemented	Y1 (2026): 0 Y2 (2027): 0 Y3 (2028): 2	Identify existing transportation services and transit agencies providing healthcare	Fairfax Connector C Metro Access Local healthcare providers C community clinics

Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
		mobile health clinics.	After Year 3 of KPI #1: Increase in Utilization of Transportation Services	Y1 (2026): N/A Y2 (2027): N/A Y3 (2028): TBD	transportation services Advocate for mobile health clinics in low-access areas Promote telehealth options for underserved communities Research and compile an inventory of financially accessible healthcare options/programs	Ride-share companies (e.g., Uber Health, Lyft Up) Fairfax County Transportation, Health C Human Services, Neighborhood Community Services Departments Embassy of Mexico and other embassies and consulates – Programs for immigrants Local medical schools and colleges
			Number of alternative healthcare access options provided	Y1 (2026): TBD Y2 (2027): TBD Y3 (2028): TBD		



	P1-G2 Advocate for the safety and well- being of women and girls	P1-G2-I1 Enhance awareness and understanding of available services supporting survivor safety among key stakeholders (such as county supervisors). Explore and assess opportunities for working with new partners to enhance available services.	Number of Law Enforcement, Healthcare, and Social Service Organizations Engaged	Y1 (2026): 5 Y2 (2027): 8 Y3 (2028): 10	Identify and assess existing partners and relationships in the area of safety for survivors (leverage existing DSVS data) Look for areas of enhancement / improvements or opportunities for new for partnerships Advocate for needed changes in or new polices or programs Promote existing DSVS programs in front of county supervisors and broader community	DSVS Fairfax County Domestic Violence Action Center Commission on Domestic Violence (need to verify the name) Nonprofits (e.g., Polaris Project, Doorways for Women and Families) Local law enforcement and legal aid groups Virginia Coalition Against Human Trafficking
--	---	---	---	---	--	---

Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
					Collect more comprehensive domestic violence data from law enforcement.	Faith based organizations/ Interfaith organizations
		P1-G2-I2 Advocate for community safe spaces for women.	Number of partners engaged	Y1 (2026): 6 Y2 (2027): 9 Y3 (2028): TBD	Define various manifestations of community spaces (e.g., libraries, businesses, churches)	District Centers and libraries The Women's Center Girl Scouts Community Centers Recreation Centers Fairfax County Government Training Resources DSVS
			Number of safe spaces launched (including physical spaces and supporting programs)	Y1 (2026): 1 Y2 (2027): 2 Y3 (2028): 3	Collect data to identify key areas of needs Identify existing spaces and programs Explore various options for implementation Recommend Tier 1 training for CFW members	
P2 Combat Economic Inequality and Advance Financial Empowerment for Women C Girls	P2-G1 Enhance outreach, advocacy and education about economic and financial resources	P2-G1-I1 Advance women's economic equity in Fairfax County through a multi-phase financial	Number of Workshops Conducted Total Number of Participants Attending Workshops	Y1 (2026): 1 Y2 (2027): 2 Y3 (2028): 3 Y1 (2026): 15-20 Y2 (2027): TBD Y3 (2028): TBD	Develop a curriculum covering financial literacy, business capital access, and leadership skills	Fairfax County Economic Development Authority Women's Business Center



	available to and for women and girls in need	empowerment initiative offering financial literacy, business capital access, and leadership development. In partnership with key organizations, the effort will culminate	Number of Attendees at the Summit	Y1 (2026): researching partnerships Y2 (2027): researching partnerships Y3 (2028): at least 50 attendees	Organize structured workshops with post-event resources Offer mentorship opportunities for attendees Provide multilingual resources to reach diverse women	Local credit unions and banks (e.g., Virginia Credit Union) Small Business Administration (SBA) Chamber of Commerce and economic
--	--	---	-----------------------------------	--	--	--

Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
		in a countywide summit to drive policy dialogue and expand economic mobility for women, especially in low-wage industries.	Number of Employers Engaged in Discussions C Commitments Made	Y1 (2026): 1 employer Y2 (2027): 5 employers Y3 (2028): 10 employers	Plan a multi-panel summit featuring expert discussions Engage low-wage industry workers in skill-building sessions Advocate for policy changes on fair wages and workplace protections Recognize and award partners and sponsors Develop post-summit action plans for attendees	development groups Public Assistance and Employment Services (PAES) Reaching out to Bright Path NOVA Labor ACLU Virginia UVA, GMU C other academic partners Workforce development agencies Neighborhood and Community Services
		P2-G1-I2 CFW to partner with community groups to publish a report highlighting 20+ local employers with strong family-	Completion C Public Release of the Report	Y1 (2026): Building report Y2 (2027): Building report Y3 (2028): Report completed C published	Women's history month breakfast – awards (reward) for business which support the initiative. (highlights	Fairfax County Economic Development Authority Local employers and corporate HR teams

		friendly policies. A public event will follow to promote best practices and advocate for wider adoption.	Media C Public Engagement Metrics	Y1 (2026): N/A Y2 (2027): N/A Y3 (2028): N/A	businesses every month) Conduct employer surveys to identify best practices Publish an annual report highlighting top employers Organize a public engagement event featuring business leaders and policymakers Advocate for expanding these policies to more businesses	Working families' advocacy organizations Journalists, news organizations, FAIRFAX Co. Public Affairs Office
--	--	--	-----------------------------------	--	---	---



Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
	P2-G2 Assist in increasing the overall availability of affordable housing	P2-G2-I1 Household income varies across Fairfax County's magisterial districts, so affordable housing policies should reflect these differences. Compare two allocation methods—household living budgets and Area Median Income (AMI), the County's current standard. Findings suggest that payment calculations for affordable housing should account for income disparities.	Percentage of increase in diversity of housing available in Fairfax County	Y1 (2026): N/A Y2 (2027): N/A Y3 (2028): N/A	Partner with housing organizations to track affordability trends (buying and renting) Advocate for increased investment in affordable housing projects Assess the state of affordable housing by partnering with organizations to learn details on progress. Identify and assess affordable Housing Units (# of bedrooms) Conduct research comparing affordability measures Engage economists and policymakers in discussions Identify actions (e.g., Advocacy around affordable housing (e.g., Fairfax Country to educate citizens around what	Fairfax County Housing C Community Development Local housing advocacy groups Nonprofits like Cornerstones and Shelter House Real estate and urban development experts Fairfax County Housing Authority

					affordable housing is and isn't why it's needed) (Conduct research comparing affordability measures Engage economists and policymakers in discussions Identify actions (e.g., Advocacy around	
--	--	--	--	--	---	--



Priority Area	Goal	Initiative	KPI	Target	Potential Action	Key Partner
					affordable housing (e.g., Fairfax County to educate citizens around what affordable housing is and isn't why it's needed)	

APPENDIX C: CFW SWOT ANALYSIS

We started the strategic action planning process by conducting a thorough SWOT analysis to highlight the current state of CFW and its work in advancing the status of women and girls in Fairfax County. A summary of the SWOT Analysis is captured in the table below.

Strengths	Weaknesses
<p>Proven capability in planning and executing impactful events.</p> <p>Strong relationships with County leadership, agencies, and community-based organizations.</p> <p>High level of collective expertise and professional knowledge among Commission members.</p> <p>Deep passion, dedication, and commitment from individual members</p>	<p>Limited meeting frequency (monthly), which restricts momentum and continuity.</p> <p>Insufficient public visibility and communication, leading to limited community awareness.</p> <p>Gaps in understanding of broader county-wide initiatives and activities.</p> <p>Limited authority and influence constrain the Commission's ability to take direct action.</p> <p>Inadequate budgetary control and slow fiscal processes hamper agility.</p> <p>Unclear identification of primary stakeholders and strategic partners.</p> <p>Uneven participation and engagement levels across members.</p> <p>Inconsistent follow-up and implementation after events or initiatives.</p> <p>Constraints imposed by Dillon Rule and other regulatory limitations.</p> <p>Bureaucratic delays in county financial approvals.</p>



Opportunities	Threats
<p>Strengthen and expand collaborative networks with other County entities and Boards, Authorities, and Commissions (BACs).</p> <p>Increase frequency and quality of engagements with the Board of Supervisors.</p> <p>Host public listening sessions to inform and involve the community.</p> <p>Promote public education and awareness on key issues (e.g., immigration, health equity, economic opportunity) and dispel misinformation.</p> <p>Enhance policy advisory role by proactively offering recommendations to County leadership.</p> <p>Use digital platforms and tools to expand outreach and engagement.</p> <p>Shift toward a more proactive posture in community outreach and advisory efforts.</p>	<p>Legislative and political challenges, including rollbacks of reproductive and LGBTQ+ rights.</p> <p>Potential reductions or restrictions in County funding.</p> <p>Shifting federal, state, or local policies that limit the Commission's scope of action.</p> <p>Risk of personal or public attacks on members due to the Commission's visibility and advocacy.</p> <p>Changing public sentiment that could undermine support for the Commission's mission.</p>

APPENDIX D: LGBTQIA+ & AFAB SURVEY RESPONSE SUMMARY

Survey Report: Experiences and Needs of LGBTQ+ C AFAB Individuals in Fairfax County

Conducted by: SHZ Consulting, LLC

Date: January 27 – February 19, 2025 Purpose

This survey was conducted to better understand the experiences, needs, and challenges faced by LGBTQ+ and assigned female at birth (AFAB) individuals living in Fairfax County.

Survey Overview Total Responses: 69

Survey Duration: 24 days (January 27 – February 19, 2025)

Key Focus Areas:

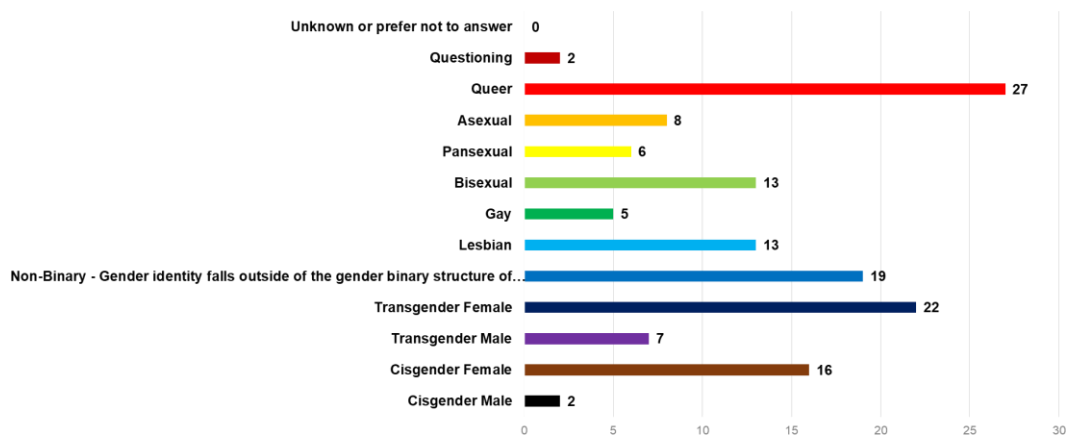
- Healthcare
- Employment
- Safety
- Community Support

Respondent Demographics

Fairfax County Residency: 93% of respondents live in Fairfax County most of the time.

Age: 95% of respondents are 18 years or older.

Gender Identity and Sexual Orientation: Representation includes transgender male, transgender female, pansexual, queer, and other identities.





Healthcare Access s Needs

Participants identified several concerns related to accessing healthcare. Many reported a fear of discrimination from healthcare providers, which contributes to hesitancy in seeking care.

Respondents also expressed frustration over the limited availability of LGBTQ+- friendly healthcare services in the area. A significant concern raised was the possibility of being refused care due to their gender identity or sexual orientation.

Employment s Economic Opportunities

Respondents reported facing several challenges in the workplace. Many experienced discrimination or bias on the job, which impacted their sense of safety and inclusion. Others noted difficulty in finding employers who are openly inclusive and supportive of LGBTQ+ and AFAB individuals. Additionally, limited access to career advancement opportunities was a common concern, with some participants feeling that their identity created barriers to professional growth.



Safety s Violence

A significant portion of respondents—71%—reported experiencing some form of discrimination, whether verbal, physical, or systemic. These experiences highlight ongoing concerns about safety and opportunity within the community.

Top Priorities s Resources for the Community

Respondents emphasized the need for equal treatment in both public spaces and healthcare settings. There was also a strong call for increased legal protections to guard against discrimination based on gender identity and sexual orientation. In addition, participants highlighted the importance of improving access to mental health services and broader social support systems.



APPENDIX E: CORE STRATEGIC ACTION PLANNING COMMITTEE MEMBERS

COMMISSION FOR WOMEN STRATEGIC ACTION PLANNING TEAM MEMBERS:

Helen Cole
Amber Beichler
Jordan Tautges

Alyssa Batchelor-Causey
Alesia Taylor-Boyd

FAIRFAX COUNTY - DEPARTMENT OF FAMILY SERVICES STAFF MEMBERS:

Keesha Coke

Alexandra Hernandez

SZH CONSULTING TEAM MEMBERS:

Salima Hemani

Autumn Kocis