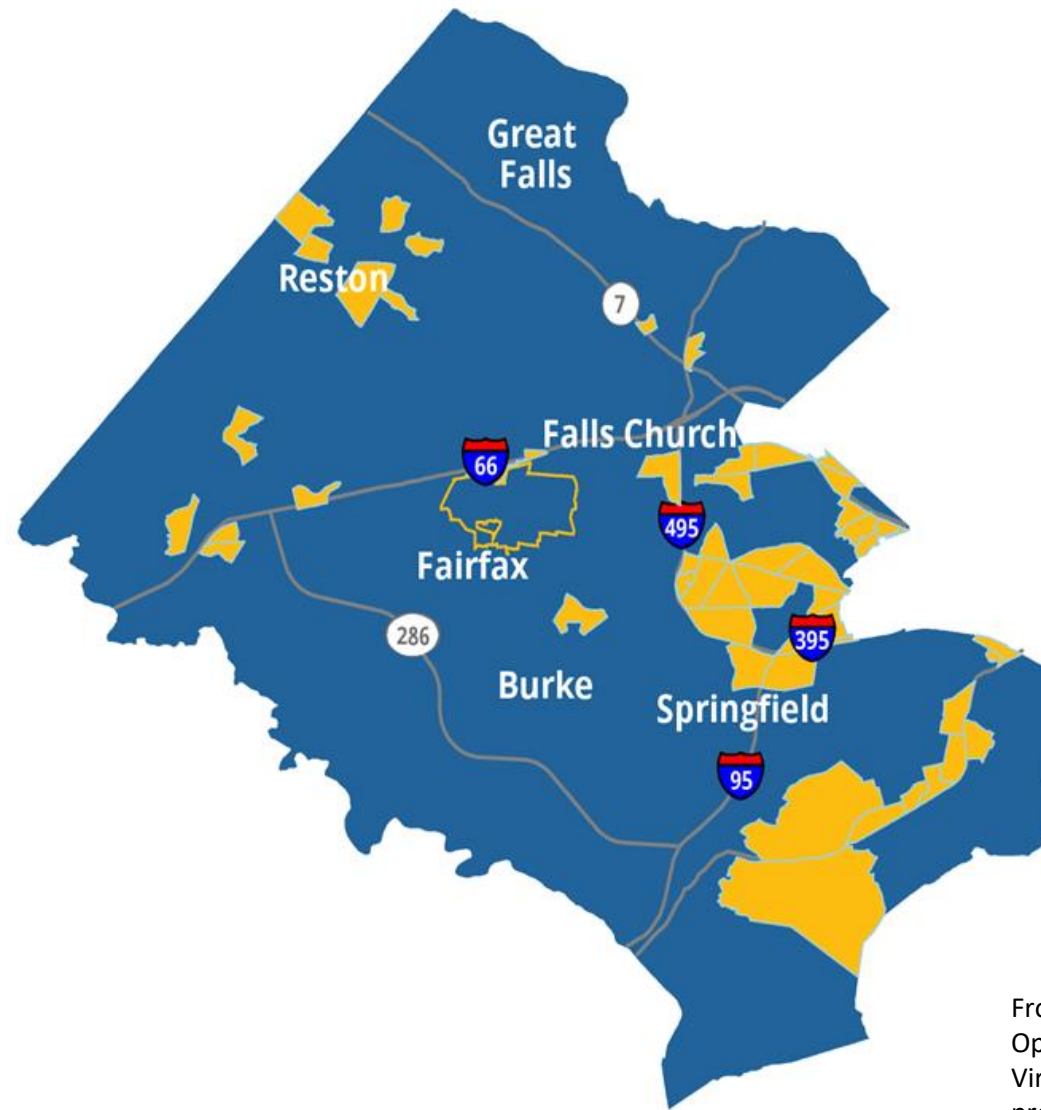# One Fairfax:
From Policy to Practice

Fairfax Area Commission on Aging
Karla Bruce, Chief Equity Officer, Fairfax County Government
Robin Wilson, Policy Director for One Fairfax
February 15, 2023

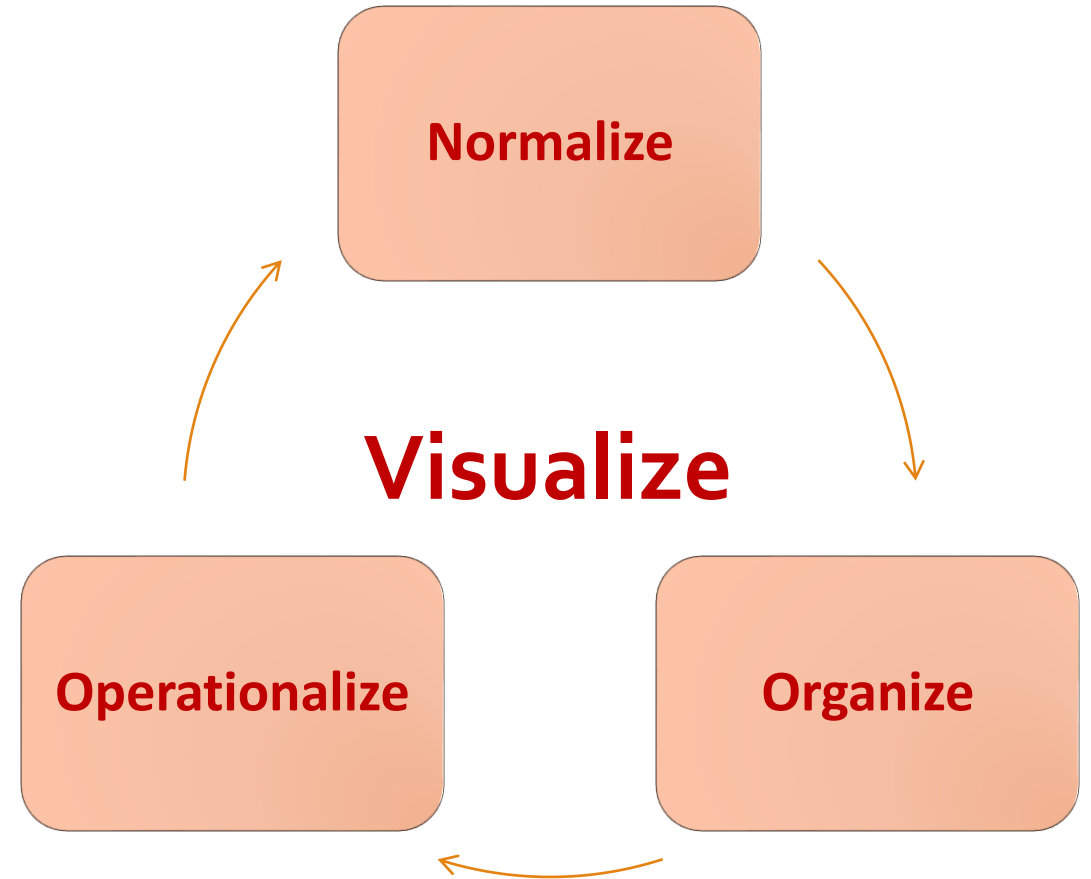# There is an "uneven opportunity landscape" in Fairfax County

- Reports from the *Northern Virginia Health Foundation, PolicyLink, and Urban Institute* and our own analysis document **variances in opportunity and vulnerability** within Fairfax County and across the Northern Virginia and Metropolitan Washington regions.

- The most effective solutions must be **place-based** and **system-focused** and **address the spatial inequities** that constrain opportunity and ensure equitable access to services and resources that **promote economic mobility**.

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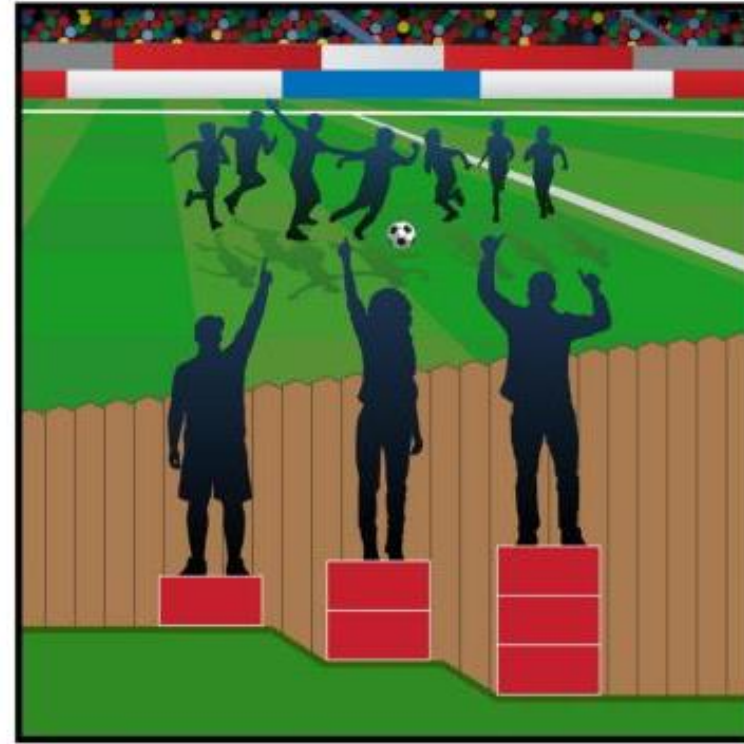
Governing & Managing to Advance Equity

- One Fairfax is a Racial and Social Equity Resolution and Policy committing the county and FCPS to intentionally consider equity when making policies, planning and delivering programs and services

- It's a way to think about and approach the governance and management of the county and involves:

  - Facing our **history** and our current reality
  - Understanding where we are now and **what we want for the future**
  - Establishing clear **priorities** and making explicit **choices**
  - Committing to **bold and innovative approaches**
  - Meaningfully **engaging community and key stakeholders**

Normalize

Visualize

Operationalize

Organize

LOCAL AND REGIONAL
GOVERNMENT ALLIANCE ON
RACE & EQUITY

Equity is **Fairness** not **Sameness**

EQUALITY

EQUITY

Not the people's "lack" preventing them from participating in the soccer game, it's the unjust system and structure.
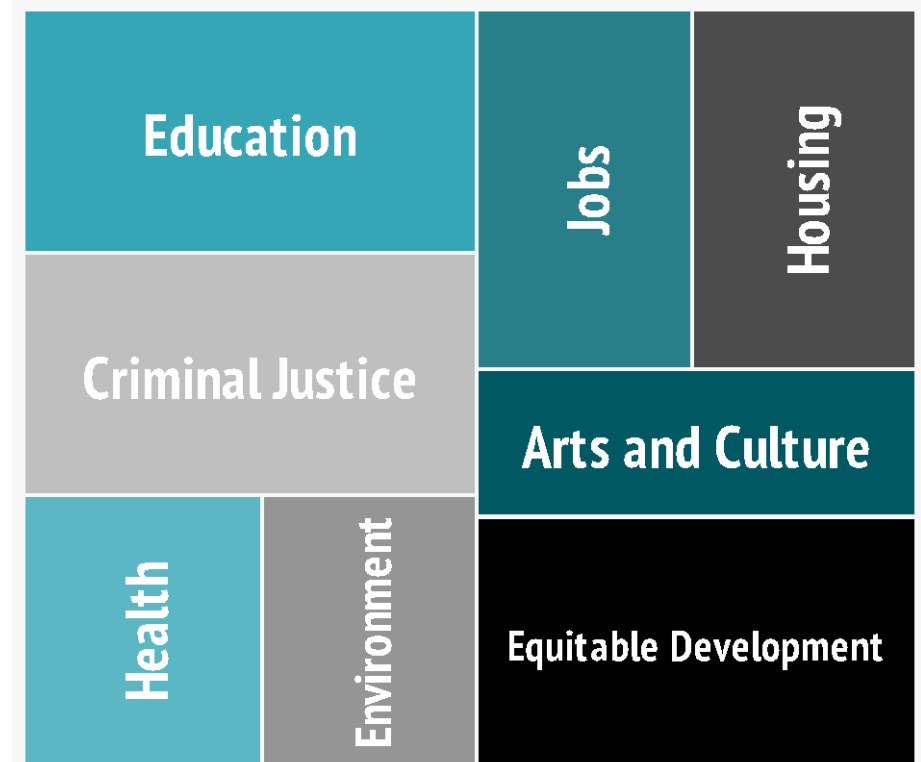
Racial Inequity in the U.S. (and Fairfax County)

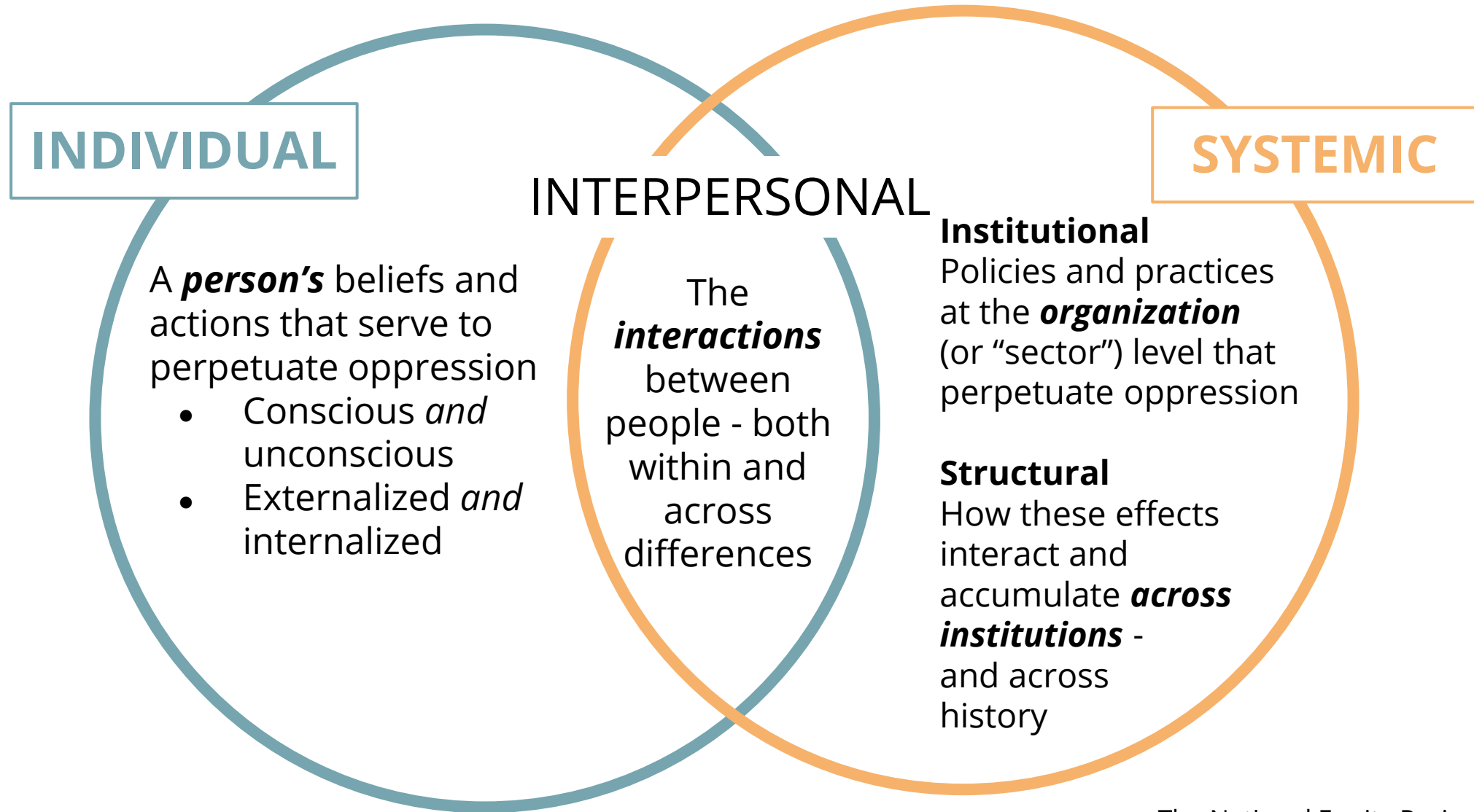Equity exists when one can no longer predict advantage or disadvantage by group identity.

From infant mortality to life expectancy, race predicts how well you will do

So, our focus is on Racial Equity…
- Improving **Outcomes**
- Closing **Racial Gaps**

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Types of Racism

INDIVIDUAL

INTERPERSONAL

SYSTEMIC

A **person's** beliefs and actions that serve to perpetuate oppression
- Conscious *and* unconscious
- Externalized *and* internalized

The **interactions** between people - both within and across differences

Institutional
Policies and practices at the **organization** (or "sector") level that perpetuate oppression

Structural
How these effects interact and accumulate **across institutions** - and across history

The National Equity Project

History of Government and Race

Initially explicit	Became implicit	Government for racial equity

Government explicitly creates and maintains racial inequity

Discrimination illegal, but "race-neutral" policies and practices perpetuate inequity

Proactive policies, practices and procedures that advance racial equity

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RACE & EQUITY

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

Collective Leadership
Leadership embodiment of the shared values and vision of One Fairfax

Housing	Transit	Public Safety	Parks & Recreation	Courts	Land Use	Health & Human Services	Core Functions

Departmental Equity Leads and Teams
Supporting the development of leadership and capacity to facilitate departmental and collective action

Strategically Integrated Policy and Practice
Focused on unlocking the potential of every resident in every area of the county

Key Elements of a Community of Opportunity

EDUCATION

ECONOMY

MOBILITY

FOOD

RECREATION/CULTURE

HOUSING

JUSTICE

HEALTHCARE

DIGITAL ACCESS

QUALITY CHILDCARE

Understand Vulnerability & Opportunity

Target Interventions to *Build* Opportunity

Communities of Opportunity

Target Interventions to *Connect* to Opportunity

Encourage the Development of and Participation in an Inclusive Economy

One Fairfax in Practice: Conducting an Equity Analysis

Seek population level change, but know people and places are situated differently

Targeted Universalism

Doing something and want to anticipate inequitable impacts

GARE's Racial Equity Tool

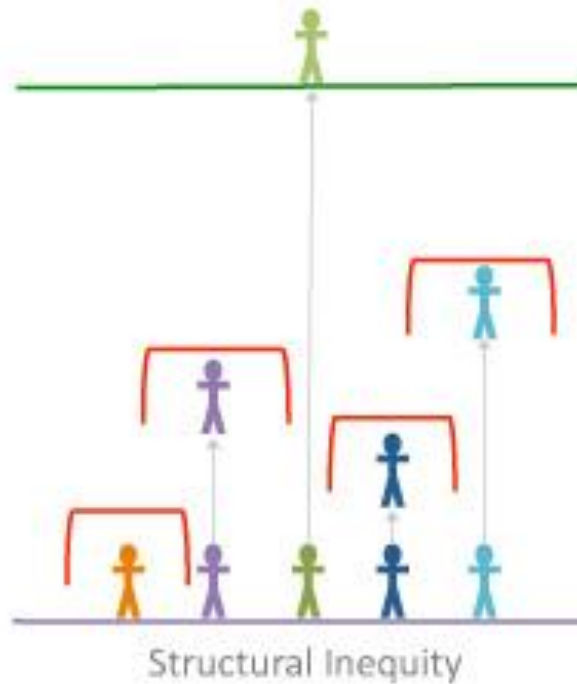See data that concerns us about a population or place and want to know why

Back Mapping/ Root Cause Analysis

The Principle of Targeted Universalism:

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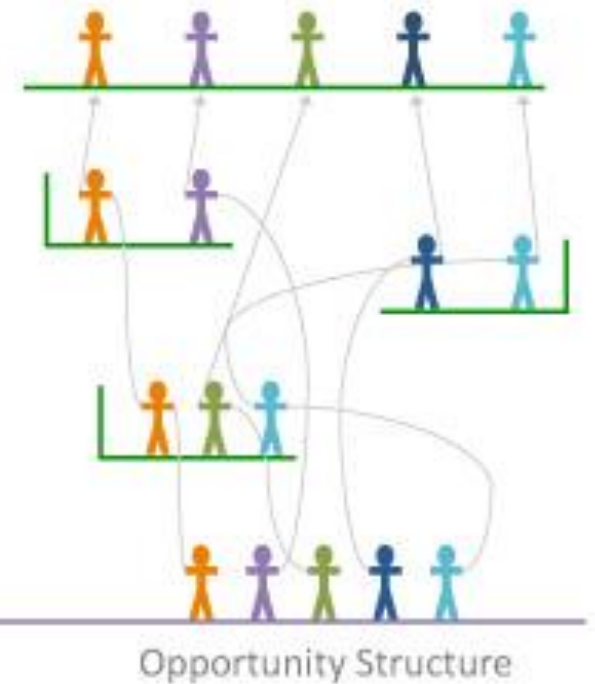

Universal Goal with Targeted Solutions

Structural Inequity produces consistently different outcomes for different communities.
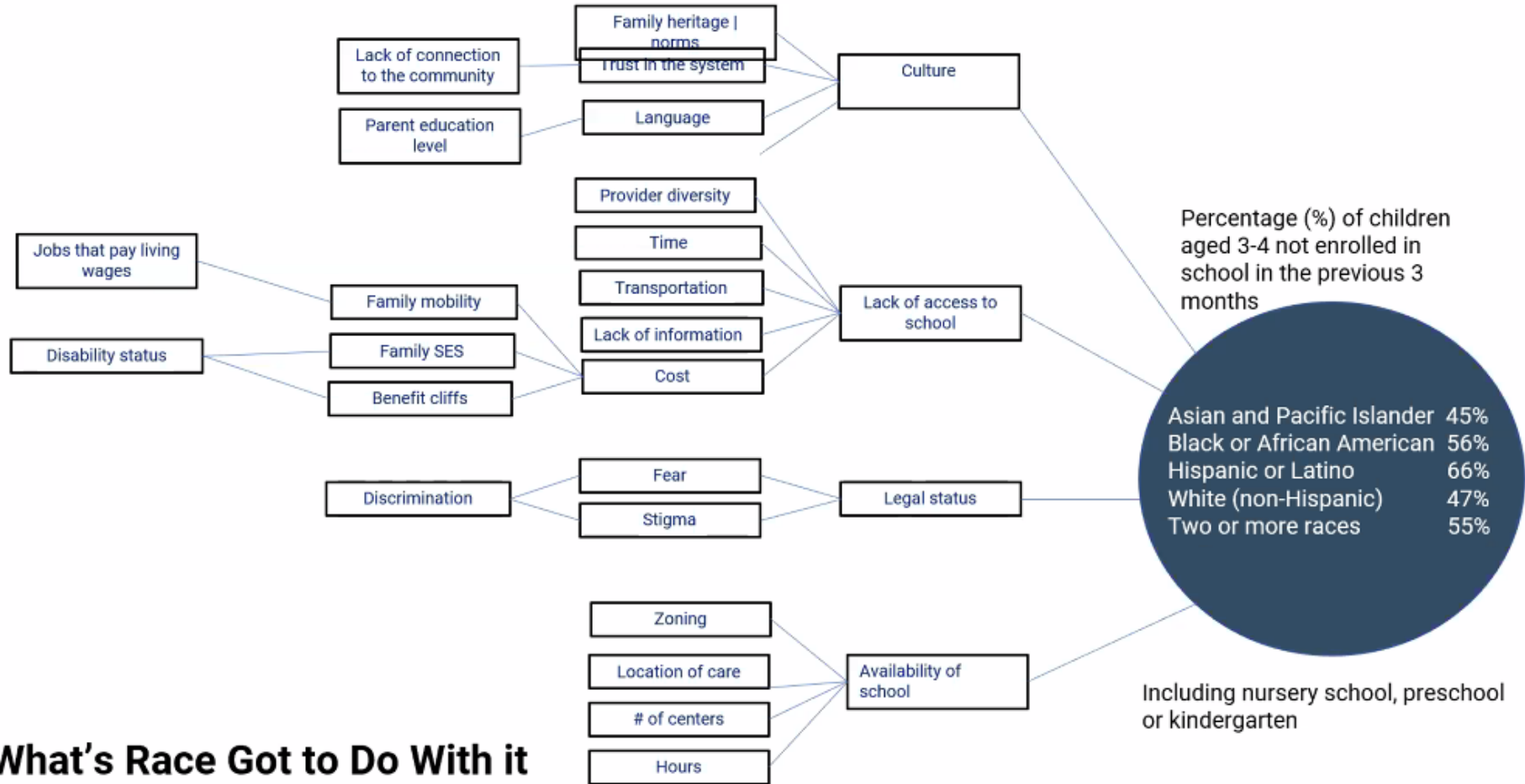
Opportunity Structures respond with necessary resources and multiple paths needed for different communities & individuals to thrive.

VS.

Structural Inequity

Opportunity Structure

Othering & Belonging Institute

Backmapping/Root Cause Analysis

Lack of connection to the community

Parent education level

Family heritage | norms

Trust in the system

Language

Culture

Jobs that pay living wages

Disability status

Family mobility

Family SES

Benefit cliffs

Provider diversity

Time

Transportation

Lack of information

Cost

Lack of access to school

Discrimination

Fear

Stigma

Legal status

Zoning

Location of care

# of centers

Hours

Availability of school

Percentage (%) of children aged 3-4 not enrolled in school in the previous 3 months

Asian and Pacific Islander 45%
Black or African American 56%
Hispanic or Latino 66%
White (non-Hispanic) 47%
Two or more races 55%

Including nursery school, preschool or kindergarten

What's Race Got to Do With it
A Tool from the Race Matters Toolkit

Created by Dr. Joanna Shoffner Scott
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GARE Racial Equity Tool

- **The Proposal:** What is the policy, program, practice or decision under consideration?

- **Desired Results:** What are the outcomes we want to achieve? What are the community-level conditions we aim to impact?

- **Assumptions:** What are our beliefs and ideas about the issue, situation, and people involved? How can we counter implicit bias?

- **Analysis of Data:** What data do we have? What data do we need? What does it tell us?

- **Community Engagement:** How have the people affected by the proposal been engaged? Are there opportunities to expand engagement?

- **Strategies for Equity:** Who will benefit from or be burdened by this action? What strategies will address vulnerability or build opportunity? How can we mitigate unintended consequences?

  - **Implementation:** Is the plan feasible? Is it adequately resourced? How can we think and act creatively to make "it" happen? What opportunities exist for partnership and alignment?

  - **Contextual Factors:** What factors might influence the proposal? What factors are in and/or out of our control? What factors can be addressed by partners or other stakeholders?

  - **Accountability:** How will impacts be documented and evaluated? Are anticipated outcomes being achieved? How can we course correct to achieve desired results?

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RACE & EQUITY

Government can't do this work alone. Those outside of government:

- Articulate how the doors of opportunity have been opened or closed and provide a deeper understanding of the drivers and roots of inequity
- Shape the shared community values and assumptions necessary for the whole community to embrace the strategic importance of achieving equity
- Co-create solutions and cultivate the accountability to advance progress toward an equitable Fairfax County

INSIDE — one FAIRFAX — OUTSIDE

ENGAGE FAIRFAX COUNTY
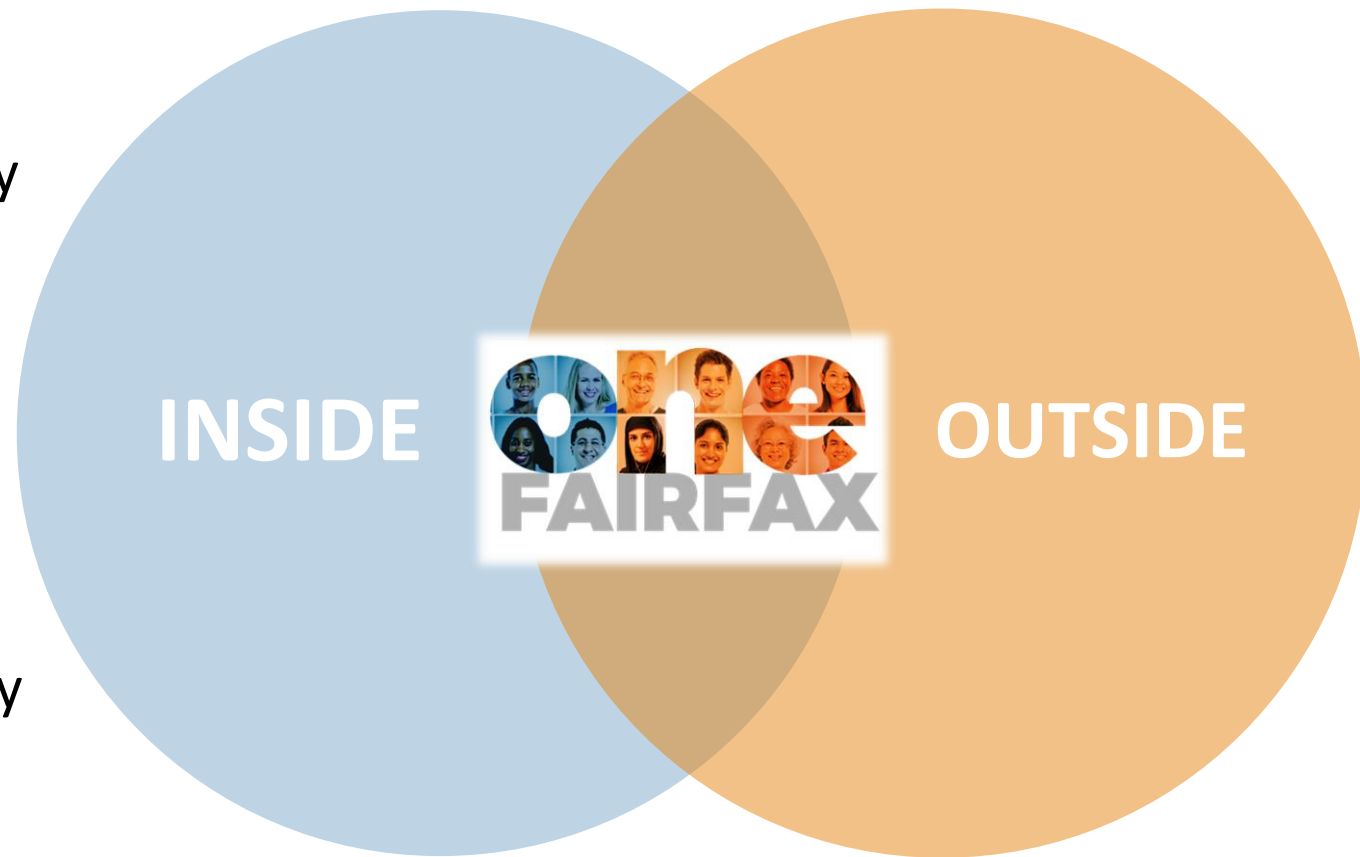
Fairfax County Community Engagement Spectrum

CORE PRINCIPLES: Equitable · Trusted · Data-Driven · Meaningful · Transparent · Accessible

Engage

The county's commitment to the community is to be clear about the level of engagement expected for decisions.

Various relationships, capacity building, community outreach, communications and marketing happen constantly and concurrently to support the engagement levels noted to the right.

Engagement Level	Community Role ⟷	Fairfax County Role
Understand	Listen and ask questions to comprehend and grasp significance.	Provide the community with balanced, objective information.
Contribute	Share concerns and aspirations, and consider the concerns and aspirations expressed by others.	Listen to and acknowledge concerns and aspirations expressed by community and ensure they are considered.
Collaborate	Partner with the county in the development of alternatives and the identification of preferred solutions.	Look to the community in the formulation of solutions and incorporate into decision making to the maximum extent possible.
Decide	Accept trust of county and community to respect and represent their interests in the decision-making process.	Strategically delegate decision-making as appropriate, such as with some BACs.

How do we make our engagement more inclusive?
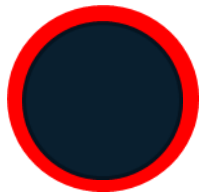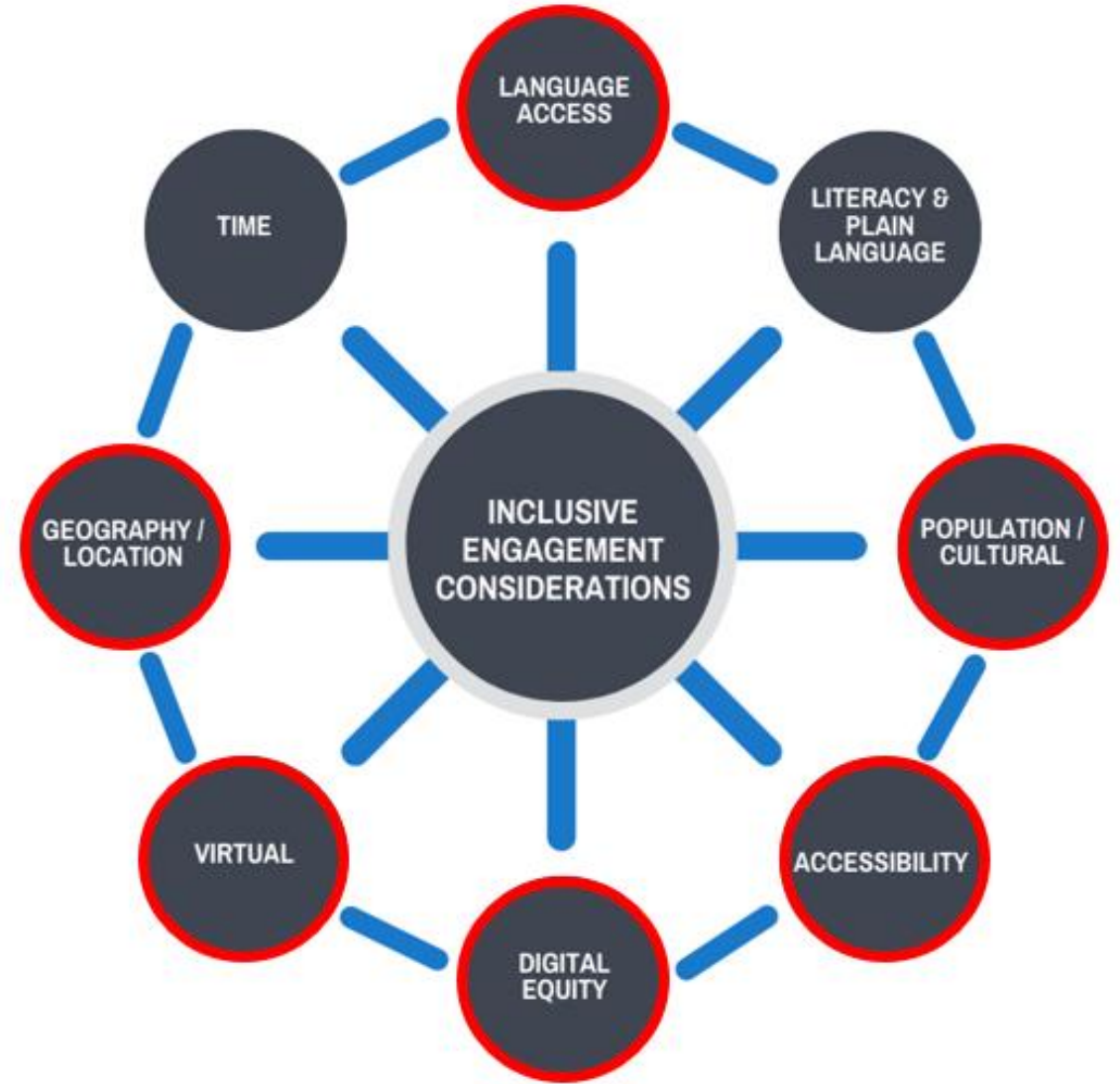
= Will require additional infrastructure and resources

When you combine what's happening within government with what's happening in the community…
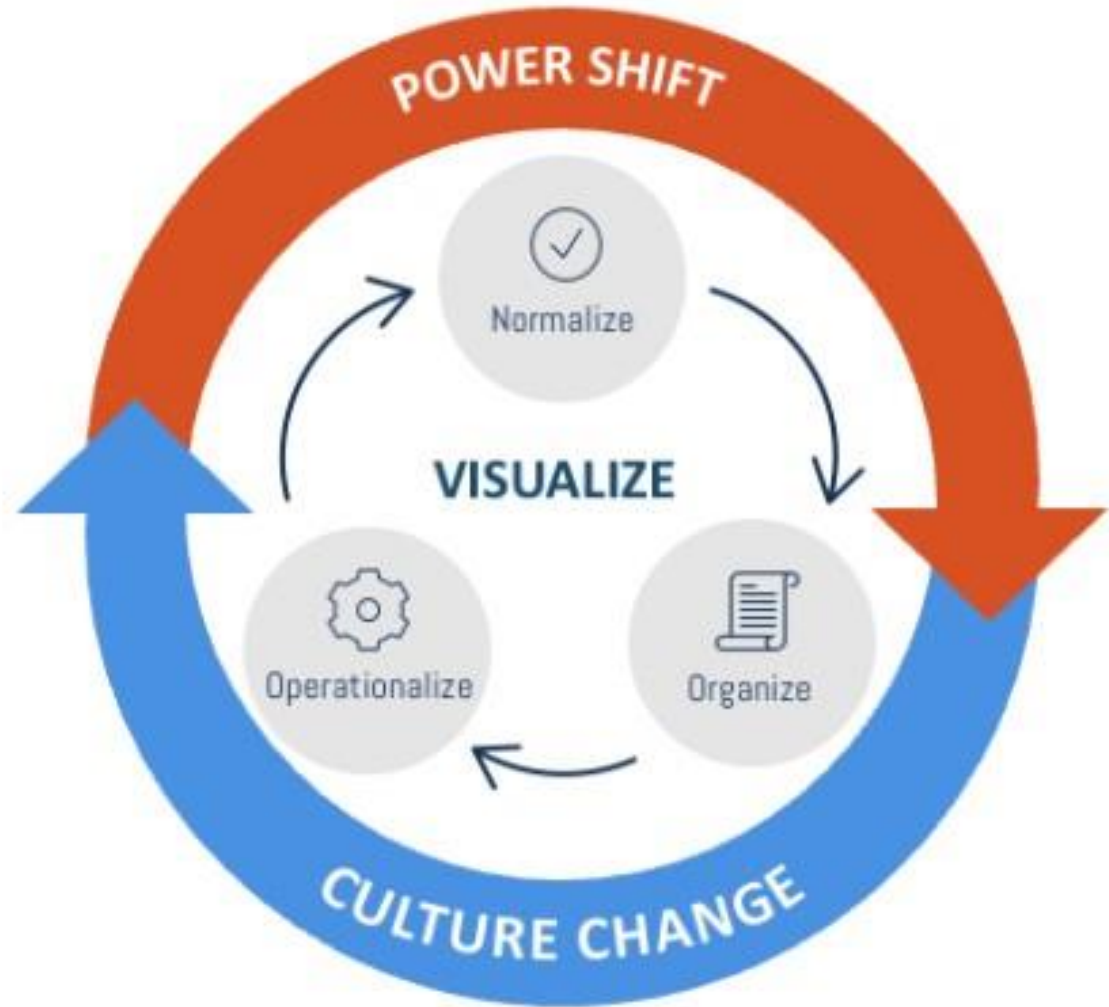
Assessment/Data Collection

- Disaggregate data by place and population
- Collect quantitative (numbers) and qualitative data (observations)
- Examine root causes of disparities with the people most affected

Plan Development

Strategies should…

- Address root causes
- Be tailored for each group based on how they are doing
- Be developed with the people most affected
- Address vulnerability and/or build opportunity

Performance measures should…

- Directly tie to strategies
- Address outputs and outcomes – changes in:
  - skills/knowledge (e.g., how to find information)
  - attitude/opinion (e.g., sense of belonging in a community)
  - behavior (e.g., volunteering)
  - circumstance (e.g., access to transportation)

Implementation

- Identify differences in outcomes among groups by population and place
- Engage with community members about what is working and not
- Make changes as needed

Equity Considerations in Strategic Planning

Questions & Discussion