



FAIRFAX COUNTY DEPARTMENT OF
FAMILY SERVICES

2022

**This is Us:
The Department of Family Services
Strategic Framework**



This model represents the intersectionality between DFS initiatives, the County’s strategic framework, and our service to, and in partnership with, the community. Our **DFS Values** reflect the fundamental beliefs that form the base of our work. Our **Mission, Vision and Equity Plan**, literally “based” on our values, frame and operationalize our services, which feed into the County’s **Strategic Plan and One Fairfax Initiative**. Each of these parts fits together to strengthen and support **Community Well-Being** by ensuring **safety and protection, family resilience and quality of life, economic self-sufficiency, and effective and efficient government**.



CONTENTS

- Introduction 4**
- About Us. 4**
- DFS Mission, Vision, Values, & Commitment to Equity. 4**
 - Vision 5
 - Mission 5
 - Values 5
 - People-Focused 5
 - Equity 5
 - Accountability 5
 - Partnership 5
 - Innovation 5
 - Equity Impact Statement. 6
- Alignment with County Strategic Plan and One Fairfax 6**
 - Implementing One Fairfax. 6
 - Aligning With The County Strategic Plan 7
 - Conclusion 8
- Complete DFS Mission, Vision, Values, and Guiding Principles 9**
- 2022 Equity Impact Plan. 12**
- The Cornerstones Group. 38**
 - The DFS Senior Management Team 38

INTRODUCTION

The Department of Family Services' (DFS) strategic plan ended in June 2020. As we planned for this ending, we also recognized the need to reset our fundamentals to ensure that our planning for the future is set on a firm foundation. Core to this realignment is the integration of the county's Strategic Plan, the tenets of One Fairfax, and the design of the service delivery system for which the DFS is responsible. The Department has worked to align these areas and illustrate the common agenda and create a shared vision for our workforce.

The goal in resetting our foundation is to provide direction and focus for the work of the organization and focus our attention on the future state of the DFS as a strategic partner with other departments, community organizations, faith-based organizations, and education systems. To start this work, a team of more than sixty staff members worked over a period of five months to reconceptualize our vision, mission, and core value statements using the lens of One Fairfax and the goal of partnership in making a collective impact.

DFS is well postured to align our work with the countywide Strategic Plan and One Fairfax. Our biggest lever for change will be a fundamental shift in the way DFS values and regards our connections with and obligations to those we serve. DFS provides a mosaic of services, benefits, and supports to create pathways for individuals and families to access economic opportunities and achieve financial security.

ABOUT US

DFS administers a variety of programs and services designed to improve the well-being of individuals, families, and communities. DFS programs and services provide essential supports for the County's most vulnerable residents who face multiple, often overlapping, vulnerabilities. These programs and services range from food, medical, and financial assistance to protective services, adoption, and supportive services for older adults, caregivers, and people with disabilities. These essential services and benefits help strengthen and empower individuals and families to live independent lives to their fullest potential. While much of the work of DFS is shaped by state and federal laws and regulations, the local demand for DFS services remains high related to food insecurity, family violence, disconnected youth, and the demographic increases of people living below the poverty level and a growing aging population.

The services provided by DFS provide the framework for a strong, equitable, and resilient Fairfax County: safe communities, a thriving economy, improved quality of life, and opportunities for everyone to feel connected and engaged. DFS focuses on:

- ▶ Safety and protective services for children, older adults, people with disabilities, and victims of domestic and sexual violence, human trafficking, and stalking.
- ▶ Public assistance benefits and employment training to close income gaps and enable people to become economically secure.
- ▶ supportive programs that build on the strengths and resilience of families, children, people with disabilities, caregivers and older adults so they can thrive.

These services mitigate crime, abuse, and neglect; lessen the strain on public safety and judicial resources; increase the workforce and tax base; improve self-sufficiency and educational outcomes; and create an environment where all residents have opportunities to contribute to the success of the community. They are delivered collaboratively and with compassion, through people-focused practices that encourage innovation and demand accountability.

DFS MISSION, VISION, VALUES, & COMMITMENT TO EQUITY

The Department of Family Services focuses on the people and communities we serve. In 2020, DFS—through a workgroup representing a cross-section of employees—developed new mission and vision statements and defined a set of core values that serve as the foundation of our work to support our community. During this time DFS established and reaffirmed our equity impact statement.

Our **mission** statement defines who we are and what we do. Our **vision** statement defines what we aspire to be. Our core **values** are the guiding principles that shape our behavior and actions. Our **equity impact statement** frames

our approach to ensuring that policies and practices of the department are evaluated through an equity-centered lens. Together these principles create the cornerstones of the Department of Family Services' foundation from which programs are built, plans are developed, and services are provided.

Vision

Fairfax County is a community where everyone lives **their** success story and thrives.

Mission

The Department of Family strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services.

Values

Our values **are** the guiding principles that shape our behavior and actions to lead to better outcomes for the people served by DFS:

People-Focused

- ▶ We are committed to ensuring that employees have the tools to be successful in their roles, have opportunities to learn and employ new skills, and are supported in mastering their roles to provide exemplary service.
- ▶ Each employee of the Department of Family Services focuses on the people we serve to make a positive impact on their lives and communities in which they live.
- ▶ Each voice is vital to the success of the organization. No matter what role a person has in the Department, everyone is a valued contributor.

Equity

- ▶ We are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities.
- ▶ We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices.

Accountability

- ▶ We are dedicated public servants who exercise great care in our efficient and effective management of County resources.
- ▶ We serve with honesty and transparency.
- ▶ We accept responsibility and ownership for our work including our decisions, our successes, and our shortcomings.
- ▶ We engage in data-driven decision making, ensuring that our work is achieving desired results and monitor and adjust our approach and business processes accordingly.

Partnership

- ▶ We engage in strategic partnerships at all levels – with clients, co-workers, within and across departments, and with community partners and other jurisdictions are required.
- ▶ We seek opportunities to collaborate, plan and align our work at all levels for the benefit of the community.
- ▶ We are dedicated to ensuring a diversity of voices and experiences are included in decision making.

Innovation

- ▶ We strive for new, innovative, and more effective approaches for our work to advance the wellbeing of our community.
- ▶ We enhance existing partnerships and create new partnerships, funding sources, and service improvements.
- ▶ We actively seek input from and encourage full engagement of people with a diversity of perspectives.

Equity Impact Statement

Our core value of partnership solidifies and strengthens our relationships, our agency and community must move beyond empathy and solidarity to embrace the power of collective action. DFS recognizes that to make significant strides towards equity and physical and psychological safety for every person we serve and for those who serve them, there are operational changes and action steps that must be taken. As a team we are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. As a part of the broader County government, DFS is a supporter of the One Fairfax initiative and policy. Under this policy DFS has authored this Equity Impact Statement:

The Department of Family Services is committed to addressing institutional racism in its core responsibility to support the safety, health, and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery and outcomes for county residents.

ALIGNMENT WITH COUNTY STRATEGIC PLAN AND ONE FAIRFAX

The department took the opportunity to reconceptualize its strategic framework and approach to prioritizing and aligning our work with the Countywide Strategic Plan and the One Fairfax policy. Using a collective impact model, a team consisting of staff from all levels, programs, and divisions was created to support the integration of One Fairfax into the strategic and operational framework of the department. The team was charged with advancing equity as it relates to the work of the department, and quickly developed a high-level Equity Impact plan with shared goals preserving divisional and programmatic autonomy. The plan was built upon a model which gave way to recognition and understanding of the complexities of individual identity.

Implementing One Fairfax

DFS is a workforce that is compassionate toward everyone we are privileged to serve and work with, and while teamwork solidifies and strengthens our relationships, we realize the need to move beyond empathy and solidarity to embrace the power of collective action. The department recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken.

The department unequivocally rejects racism, bigotry, and violence in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices. We further reject the criminalization of people of color, both native-born and immigrant. We will collectively advocate for everyone's right to physical and psychological safety, justice, and access to opportunity. DFS commits to collectively move the system away from its oppressive underpinnings. We intentionally hold-high the torch of equity, illuminating where we can do better; we have begun to earnestly use an equity lens to focus our efforts to examine policies that impact our service delivery system and sharpens the tools used by our staff to work with community members to improve outcomes of those served by the agency.

To ensure that all staff members are aware of the various aspects of marginalization and systemic oppression, DFS has adopted an intersectional paradigm that shapes our approach to bring about understanding of the complex, overlapping cultural and social influences that form the individual.

DFS has adopted the ADDRESSING Framework (Hays, 2016) to move beyond a one-dimensional conceptualization of identity. This framework considers the multiple aspects of identity that are subject to marginalization and oppression and offers a perspective that describes the intersecting identities that are most aligned with power and privilege.

The ADDRESSING Framework identifies the following areas of cultural influence and helps us understand identity as a multidimensional combination of **A**ge, **D**evelopmental and acquired **D**isabilities, **R**eligion, **E**thnicity, **S**ocioeconomic status, **S**exual orientation, **I**ndigenous heritage, **N**ational origin, and **G**ender (including gender expression).

DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. Through the integration of strategy and equity, DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery.

DFS recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken. We are well-positioned to align our work with the Countywide Strategic Plan and One Fairfax to operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. DFS recognizes attempting to do this work in isolation will not generate the outcomes we seek to achieve; therefore, we strive to build partnerships with sister departments and community partners.

Aligning With The County Strategic Plan

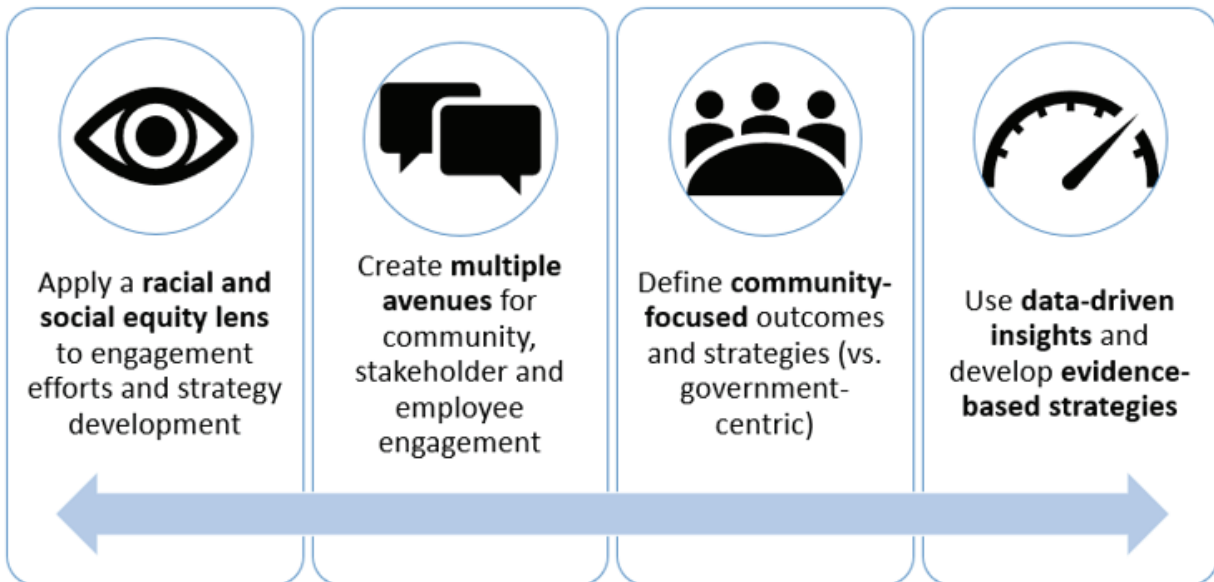
In January 2019, Fairfax County launched a process to develop its first-ever *Countywide Strategic Plan*. At the heart of this effort was the realization that Fairfax County must evolve and find new, better, and more innovative ways to serve the community. Through the lens of the One Fairfax racial and social equity policy, the County recognizes that access to opportunity varies significantly depending on who you are and where you live in the county, and there is a widening gap between those at the highest rung of the economic ladder and those who struggle to get by. Higher rents and housing, taxes, and other living costs prevent many people from living here, or from remaining in the community if they have called Fairfax County home for many years. And now the impact of COVID-19 on our community has created new challenges while also highlighting existing ones.

The intent of this strategic plan is to define a clear and compelling vision for our community, to prioritize the specific actions which address our most critical challenges, and to move us towards that vision while tracking and sharing our progress.

The following goals guided the strategic planning work:



And the following principles were followed:



Through a community-involved strategic planning process, nine priority areas emerged:

- ▶ Cultural and Recreational Opportunities
- ▶ Economic Opportunity
- ▶ Effective and Efficient Government
- ▶ Empowerment and Support for Residents Facing Vulnerability
- ▶ Health and Environment
- ▶ Housing and Neighborhood Livability
- ▶ Lifelong Education and Learning
- ▶ Mobility and Transportation
- ▶ Safety and Security

DFS is a multidimensional organization that serves the very young to the elderly and often those who are most likely to face vulnerabilities. DFS has chosen to not have a single strategic plan. Instead, we honor the robust efforts of the County's strategic planning work as well as that of the DFS divisions and offices by clearly showing the alignment between all of the plans. As the Board of Supervisors reviews and approves the County Strategic Plan, DFS will develop a crosswalk (Appendix C) that shows the relationship between the work of the departments within each division and the administrative operations offices that work to ensure efficiency and stewardship.

Department leadership will complete a crosswalk of the Countywide Strategic Plan with a focus on the priority areas in which our work appears. The core activities of this analysis will be to identify and consider the current performance and outcome measures to which DFS is accountable and how they align with the nine priority areas of the overarching strategic plan. Through partnership and collaboration, department and divisional leaders will analyze our current strategies and opportunities for partnership and integration to align with the Countywide Strategic Plan. During this process DFS will also identify innovative ways to engage in partnership with other County Departments and stakeholders to broaden our frame and improve service delivery.

Conclusion

The Department of Family Services will be guided by our vision and values when planning, making decisions, implementing strategies, and measuring results. As we envision a community where everyone lives their success story and thrives, we realize the need to be intentional in our efforts. The services offered through the divisions of Adult and Aging, Children, Youth, and Families, Domestic and Sexual Violence Services, and Self-Sufficiency help people in crisis and prevent future crises from occurring. We must continue to provide equitable opportunities as far upstream as possible—not just at the very end. The focus and alignment of our work with the One Fairfax policy and Countywide Strategic Plan is key to partnering with the community attain our highest level of health and well-being.

COMPLETE DFS MISSION, VISION, VALUES, AND GUIDING PRINCIPLES



Mission, Visions, & Core Values

A **mission** statement defines who we are and what we do. A **vision** statement defines what we aspire to be. **Values** are the guiding principles that shape our behavior and actions. Together this triad serves as the foundation for the Department of Family Services from which structures are built, plans are developed, and services are provided.

The strategic goals that we develop within our program areas—and in concert with the County’s strategic priorities—are what we strive to do in support of the values and our daily activities on behalf of the people we serve and those who serve them. Together these elements make our agency a stronger, focused organization.

MISSION

The Department of Family Services (DFS) strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through partnership, advocacy, outreach, and quality services.

VISION

*Fairfax County is a community where everyone lives **their** success story and thrives.*

CORE VALUES AND GUIDING PRINCIPLES

People-Focused

Meeting People Where They Are.

Each employee of the Department of Family Services focuses on the people we serve to deliver value and make a positive impact on their lives and communities in which they live. We recognize that the individual is the expert in their own life and with empathy and compassion, we work in partnership to resolve challenges.

Welcoming Every Voice.

This people-focused approach guides workforce development and employee engagement. Each DFS team member is engaged as a valued partner in our work. Each voice is vital to the success of the organization no matter what role a person has in the Department, everyone is a valued contributor. Each employee actively contributes to a culture of mutual respect, dignity, and service.

Investing in Employee Growth and Development.

Investment in employees’ success, professional growth, and development is central to the success of our organization. By making this investment, the department is committed to ensuring that employees have the tools to be successful in their roles, have opportunities to learn and employ new skills, and are supported in mastering their roles to provide exemplary service.

Equity

Embracing Collective Action.

DFS is a workforce that is overwhelmingly compassionate toward every individual we are privileged to serve and work with. While our core principle of teamwork solidifies and strengthens our relationships, we need to move beyond empathy and solidarity to embrace the power of collective action. DFS recognizes that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken. While we realize our individual efforts may be awkward and uncharted, DFS has long fought to secure equal footing for those we serve. We are well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities. As a part of the broader County government, DFS is a supporter of the One Fairfax initiative and policy. Under this policy DFS has authored this Equity Impact Statement:

The Department of Family Services (DFS) is committed to addressing institutional racism in its core responsibility to support the safety, health, and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery and outcomes for county residents.

Rejecting Oppression.

We unequivocally reject racism, violence, and bigotry in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices. DFS further rejects the criminalization of people of color, both native-born and immigrant. While we have specifically called out some forms of bigotry such as racism and xenophobia, we intentionally and collectively advocate for each person's right to physical and psychological safety, justice, and access to opportunity. DFS is committed to moving the system away from its oppressive underpinnings through critical self-examination and reflexive practice.

Accountability

Practicing Good Stewardship.

We are dedicated public servants and exercise great care in our efficient and effective management of County resources.

Acting with Integrity.

We always serve with honesty and transparency and pride ourselves in doing the right thing, even when no one is looking.

Taking Ownership.

We accept responsibility and ownership for our work, our decisions, our successes, and our shortcomings. We engage in proactive communication and use our voices to elevate challenges and actively seek solutions.

Managing with Data.

We engage in data-driven decision making, making sure our work is achieving the desired results, and monitor and adjust our approach and business processes accordingly.

Partnership

Embracing Partnership and Alignment.

We recognize that to achieve our mission and make our vision a reality, we are not able to make system-level nor client-level changes in isolation. Strategic partnership at all levels – with clients, co-workers, within and across departments, and with community partners and other jurisdictions are required. We seek opportunities to collaborate, plan and align our work at all levels for the benefit of our community members.

To move toward true partnership, in dialogue, planning, and management, the following Principles of Partnership are understood, integrated, and acted upon within the department, across county agencies, with community organizations, and with families. We recognize that true partnership requires:

1. operating from a place of mutual respect,
2. empathically listening,
3. focusing on the strengths of those involved,
4. critically analyzing the situations under consideration and reserving judgements,
5. acknowledging power differentials in relationships and ensuring that all voices are heard in the transactions.
6. recognizing that achieving true partnership is a process and moving toward true partnership must always be intentional.

Expect the Diversity of Perspectives.

We are dedicated to ensuring a diversity of voices and experiences. We are strengths-focused and strive in our inclusiveness to create the best outcomes for our community and its residents.

Innovation

Striving for Learning and Continuous Improvement.

We challenge the status quo and advocate for new and innovative approaches to our work to advance the effectiveness of our work and the wellbeing of our community. As a learning organization, we embrace failing forward – taking risks, learning from mistakes, and building on successes. We are bold and creative in problem solving. We encourage and empower employees to take measured risks.

Embracing New opportunities.

We constantly seek to enhance existing partnerships and create new partnerships, funding sources and service improvements. We adjust to changes in our environment with flexibility and agility.

Encouraging Diversity of Perspectives.

We will genuinely encourage and listen to all ideas without judgement. We will actively seek input from and encourage full engagement of people from all different levels and perspectives. Employee involvement is intentional, with representation across impacted areas.

2022 EQUITY IMPACT PLAN

Department of Family Services 2021 Equity Impact Plan

This Equity Impact Plan outlines what your department will do to advance equity. The document includes the following:

- ▶ Your department's equity guiding statement
- ▶ A description of the current context (trends and drivers)
- ▶ Long-term outcomes
- ▶ System-level infrastructure that will be needed across departments
- ▶ Short-term goals, and
- ▶ An action plan (the specific actions your department has planned in 2020 to advance equity)

The content in this plan should be based on what you have learned in our large-group sessions in 2019, your discussions with departmental leadership, and ideas generated by your equity team.

Equity Lead

Melanie Fenwick

Sr. Manager for DFS Strategic Initiatives

Leadership Sponsor

Michael A. Becketts

Department of Family Services Director

Departmental Equity Guiding Statement

The Department of Family Services (DFS) is committed to addressing institutional racism in its core responsibility to support the safety, health and wellness of county residents. DFS recognizes systemic oppression and institutional racism have contributed to disparities in opportunities for county residents to succeed. DFS will support equitable outcomes by examining its policies, practices, and procedures to eliminate disparities in service delivery and outcomes for county residents.

Context

The Department of Family Services unequivocally rejects racism, bigotry, and violence in all its forms, including the systemic racism directed at people of color which has been woven into the fabric of our policies, procedures, and practices. DFS further rejects the criminalization of people of color, both native-born and immigrant. Collectively, we speak up for everyone's right to physical and psychological safety, justice, and access to opportunity.

DFS strengthens the well-being of our diverse community by protecting and improving the lives of all children, adults, and families through assistance, partnership, advocacy, outreach, and quality services. We interact with and assist clients across all life domains with innumerable intersections.

DFS is utilizing the ADDRESSING framework (Hays, 2011) to move beyond one-dimensional conceptualizations of identity to an understanding of the complex, overlapping cultural influences that form each individual. The ADDRESSING framework enables us to better recognize and understand cultural influences as a multidimensional combination of Age, Developmental and acquired Disabilities, Religion, Ethnicity and Racial Identity, Socioeconomic status, Sexual orientation, Indigenous heritage, National origin, and Gender:

- ▶ **Age and Generational Influences** – includes not just chronological age, but also generational roles that are important in a person's culture. For example, the role of eldest son in many cultures carries specific responsibilities, just as being a parent, grandparent, or aunt brings with it culturally based meanings and

purpose. Age and generational influences also include experiences specific to age cohorts, particularly experience that occurred during the cohort's childhood and early adulthood (i.e., the formative years).

- ▶ **Developmental or other Disability** – the broad category of disability includes disability that may occur at a time during a person's lifetime, for example, as a result of illness, accident, or stroke. Developmental disabilities are specifically those that affect a person's development from birth or childhood.
- ▶ **Religion and Spiritual Orientation** – In North America, the largest religious minority groups are Muslim, Jewish, Hindu, and Buddhist, and there are many small groups. Although some members of particular Christian religions (e.g., Mormon, Seventh-Day Adventist, Jehovah's Witness, and fundamentalist Christian) think of themselves as minority groups, they are still Christian groups and as such have privileges that non-Christian groups do not have. Similarly, some individuals with atheistic beliefs consider themselves part of a minority group; however, atheists still benefit from privileges related to the dominant sector.
- ▶ **Ethnicity and Racial Identity** – In the United States, the largest grouping of ethnic and racial minority cultures are Asian, South Asian, Pacific Islander, Latino, and African American. Also included are people who identify as biracial or multiracial and people of Middle Eastern heritage who are experiencing racism and other oppressive attitudes and behaviors from the dominant culture. Within each of these large cultural groupings, there are many specific groups. The definition of these cultures as minority groups is specific to the United States; what constitutes a minority group depends on the country and its dominant culture.
- ▶ **Socioeconomic Status** – usually defined by education, occupation, and income. Includes people who have lower status because of limited formal education and the occupations and lower income that usually go along with less education. This focus is on people who are living in poverty, often in rural and inner-city areas.
- ▶ **Sexual Orientation** – includes people who identify as lesbian, gay, and bisexual. In the United States, sexual minority groups often use an acronym that includes additional groups, such as LGBTQIA (lesbian, gay, bisexual, transgender, queer, intersex, ally or asexual), but because some of these groups are more related to gender, they are grouped under the influence of gender identity.
- ▶ **Indigenous heritage** – people of Indigenous, Aboriginal, and Native heritage. As of 2018, Virginia has seven federally recognized Native Americans tribes. Native American residents make up a population. In our community, non-natives have more power and advantages over their native counterparts.
- ▶ **National Origin** – includes immigrants, refugees, and international students. Language is often a strong cultural influence related to national origin, but it may also be related to the identity domains of ethnic and racial identity, Indigenous heritage, and disability.
- ▶ **Gender** – includes women and people of transgender, transsexual, intersex, gender questioning, androgyne, and other gender-nonconforming identities.

Using this intersectional approach to understand the complexity of individuals, we will work to evaluate policies, practices, procedures, and programs. Within the context of DFS's Equity Plan, it is critical that the value and strengths of the communities being served are a key factor when moving to implementation of any equity related strategy. Our communities are resilient and have unique strengths. As an agency, we are committed to working in partnership with communities across the county to achieve positive outcomes of economic opportunity, safety, health, and wellness.

The need to step into our mission, vision, and values is clear and leaders are making much-needed changes to focus on inclusion, making space and amplifying the voices of everyone in the workplace and community. There is an urgent need to increase the level of awareness and understanding of equity. Building capacity within the organization to ensure equity in all practices is a priority for DFS.

A review of DFS client demographics reveals that many clients fall into multiple groups that may be underserved or under-represented. While considering the context of disparities in our work, the DFS Equity team included the following areas to focus its Equity Impact Plan: the intersection of gender, socio-economic status, and age in the populations we serve.

The construct of masculinity in the United States indicates that men have certain qualities; specifically, they are providers and protectors for their families. When engaging with an organization like the Department of Family Services the typical social construct of masculinity is discordant with reasons that the man is engaged with the agency.

It is typical that, when in transaction with DFS, men are seeking supports like food assistance, employment assistance, caregiving assistance, services as a perpetrator of violence against others -intimate partners, children, and vulnerable adults. Seeking support from DFS or being required to work with DFS may conflict with the narrative of masculinity in our culture.

Contrary to this narrative, the services and supports offered by DFS is there to support wellness in families and with individuals. Accessing these services should be without shame or stigma as our services are to support resilience and self-sufficiency in families. Through our equity impact plan, we will consider how DFS can effectively shape our service delivery system to engage and support our male clientele.

While Fairfax County is one of the richest counties in the nation, many residents struggle with meeting basic needs such as food, healthcare, and housing. In 2017, 75,417 people lived below the poverty level. Of those, 49,128 were people of color.

While America long ago declared a “War on Poverty,” and billions have been invested to address these issues, poverty rates have barely budged. Over the last five years the median income in Fairfax County has increased greater than 10%, while poverty rates have remained constant at approximately 6%.

The current system penalizes individuals for making economic progress and does not provide strong enough outcomes. The “Benefits Cliff” is a well-documented phenomenon where low- income families lose eligibility for public assistance as their earned income increases.

By 2030, the number of adults older than 65 years of age is expected to increase to 72 million, boosting the aging population in this country to 20 percent, according to the U.S. Administration on Aging. In Fairfax County, the number of County residents aged 65 and up will increase to nearly 233,000 by 2035, a gain of 54 percent.

Dramatic growth in the older adult population brings both challenges and benefits. Older adults have disabilities and health problems. Many live alone, often in houses unsafe for their occupants. Those who can no longer drive may lose connections to friends and services. Some live on reduced incomes. Some become targets of criminal activity.

Thanks to improvements in health care and healthier lifestyles, people in their 50s, 60s, 70s, and 80s are living longer and better. They travel, they study, they volunteer, they start businesses. They use modern technologies. They engage with the arts. They patronize local restaurants and shops. They vote. With some social and physical supports, they can remain active in their communities for many years to come

Community members with disabilities face challenges accessing services that others would not face. As DFS engages in a review of policies, practices, procedures and programs, this aspect of our clients will be a focus to ensure equitable access.

DFS is a workforce that is compassionate toward everyone we are privileged to serve and work with. We recognize that if we are to make significant strides towards true equity and physical and psychological safety for our workforce and for every person we serve, there are operational changes and action steps that must be taken through the power of collective action. While we realize our individual efforts may be awkward and unchartered, DFS has long fought to secure equal footing for those we serve.

We intentionally hold-high the torch of equity, illuminating where we can do better; we have begun to earnestly integrate an equity lens into the foundation of our work. DFS is well-positioned to create and operationalize steps to reduce inequities and address systemic oppression which hampers the growth and wellbeing of our communities and has committed to collectively move the system away from its oppressive underpinnings

LONG-TERM OUTCOME

- ▶ Cultural and Recreational Opportunities
- ▶ Economic Opportunity
- ▶ Efficient and Effective Government
- ▶ Empowerment and Support for Residents Facing Vulnerability
- ▶ Environment
- ▶ Health
- ▶ Housing and Neighborhood Livability
- ▶ Lifelong Education and Learning
- ▶ Mobility and Transportation
- ▶ Safety and Security

SYSTEM-LEVEL INFRASTRUCTURE:

- ▶ Support from the Data Analytics Unit to disaggregate and analyze population specific data
- ▶ Support from Divisions' Business Analysts to collect and analyze population specific data
- ▶ Support from the Department of Human Resources regarding hiring
- ▶ Collaboration with the Commission on Aging to develop the 50+ Community Action Plan
- ▶ Collaboration with Department of Housing and Community Development to improve equitable approach to interdepartmental practices and services
- ▶ Collaboration with Health Department to improve equitable approach to interdepartmental practices and services
- ▶ Collaboration with Department of Neighborhood and Community Services to improve equitable approach to interdepartmental practices and services
- ▶ Collaboration with Fairfax-Falls Church Community Services Board to improve equitable approach to interdepartmental practices and services
- ▶ Collaboration with Juvenile and Domestic Relations Court to improve equitable approach to interdepartmental practices and services

DEPARTMENT OF FAMILY SERVICES 2022 EQUITY IMPACT PLAN

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
1. Implement Our Comprehensive Communication and Engagement Strategy to Increase Knowledge and Application of an Equity Lens	18	1.1 Continue executing a multidimensional, values-driven campaign to educate and inform staff about equity and how it relates to our work. <ul style="list-style-type: none"> 1.1.1 Use ADDRESSING and Values videos to educate and inform new and existing staff on the framework supporting the foundation of our equity work 1.1.2 Launch an equity resource webpage for DFS staff to include a glossary of terms and other relevant resources 1.1.3 Begin an Equity Book Club focused on collective action and the cost of institutional/structural racism 1.1.4 Continue offering One Fairfax trainings and explore other DFS equity—related training 	All staff	Q1—Q4 CY2022	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS COMM Team, IT Team, and POD Team, County Equity Office	DFS Equity Team, DFS IT, DFS Professional and Organizational Development, all people in DFS with supervisory responsibility	<ul style="list-style-type: none"> • Pending measure—percent of staff indicating strongly agree and agree on “I have a basic understanding of concepts related to racial equity” • Percentage of book club participants who can identify institutional racism as it relates to human services • Hold three sessions of One Fairfax or other DFS-related equity training. • Reviewed and updated Equity Impact Statement • Survey administered and results analyzed
		1.2 Evaluate the DFS Equity Impact Statement to ensure it aligns with DFS values	All staff	Q1 CY2022	DFS Equity Team, DFS Equity Leads, DFS SMT, DFS COMM Team	DFS Equity Team, TBD Equity Team Workgroup, DFS SMT	
		1.3 Work with GARE and the One Fairfax office to conduct a survey of employee’s knowledge, skills, and experiences related to race and equity.					
2. Build Internal Capacity to Consider Equity in Decision Making and Planning	10, 18	2.1 Use a values-driven approach to shaping the strategic work of the department to center on equity. <ul style="list-style-type: none"> 2.1.1 Continue structured dialogue series with DFS SMT. Focus discussions on overarching issues in human services. Reflect on group learning and identify opportunities for change to policies and practice. 2.1.2 Identify consultant services to establish strategic direction in focusing on Equity value and One Fairfax 2.1.3 Use data collected from survey about employee’s knowledge, skills, and experiences related to race and equity to shape ongoing and emerging strategies. 	All staff	Q1—Q4 CY2022	DFS Equity Team	SMT and Program Managers	<ul style="list-style-type: none"> • Number of DFS SMT and Program Managers demonstrating a deep level of understanding about barriers to opportunity and embedded racial inequities in their special area of focus—including critical data and information about how inequities are produced and how they can be reduced to impact positive outcomes for County residents serviced by DFS • Pending measure—percent of strongly agree and agree with the survey question “Leadership in DFS participates in and supports conversations about racial equity.” • List of Equity related interview questions available to all DFS hiring managers
		2.2 Apply a racial equity analysis to decision making planning, policy, and practice <ul style="list-style-type: none"> 2.2.1 DFS SMT to identify and pilot an equity analysis tool 2.2.2 Establish a workgroup to examine the intersections of gender, race, and socio-economic status as it applies to outcomes and our service delivery system. Identify and implement more gender supportive engagement practices. 2.2.3 Redesign child welfare group decision making to have more parity in Child Protective Services 2.2.4 Develop the SHAPE the Future of Aging plan through an equity lens 2.2.5 Survey knowledge of Hiring Managers of Implicit Bias and examine hiring practices to ensure an equitable approach. Share equity related interview questions broadly to all DFS hiring managers. 	All staff	Q1—Q4 CY2022	DFS Equity Team, DFS SMT	DFS Equity Team, DFS SMT, Male Engagement Workgroup, CYF Workgroup, Equity Team/HR Workgroup	

Goals	One Fairfax Area of Focus	Actions	Stakeholders	Timeline	Resources and Supports	Responsible Parties	Performance Measures
3. Interdepartmental Stakeholder Engagement to Identify Intersections and Improve Practices and Services	10	<p>3.1 Partner with other departments with a similar customer base to map out common strategies for engaging County residents seeking supports from HHHS agencies</p> <p>3.1.1 Use an equity lens to analyze existing program partnerships and understand gaps to identify potential improvements</p>	All staff County HHHS Agencies	Q1—Q4 CY2022	DFS Equity Team DFS SMT	DFS Equity Team, DFS SMT, DFS Managers	• Number of interdepartmental practices and services identified for improvement
4. Implement Economic Mobility Project to Support Low Income Families with Pathways to Economic Opportunity	1	<p>4.1 Partner with county-wide Economic Mobility design teams to develop an implementation plan for the Guaranteed Basic Income (GBI) pilot initiative.</p> <p>4.1.1 Participate in implementation planning process alongside Economic Mobility Design Teams</p> <p>4.1.2 Engage with community advisors (diverse residents living in targeted opportunity neighborhoods who have lived experience with poverty) and participating nonprofits in developing implementation plans</p> <p>4.1.3 Hire and orient implementation project staff in the GBI initiative’s “trust and invest” approach to supporting participating beneficiary families</p>					
		4.2 Develop a menu of voluntary and holistic economic mobility support services available to participating families, with new policies, processes and procedures that reflect the “trust and invest” project approach					
		4.3 Develop plans to collect qualitative and quantitative information in partnership with participating families to give voice to their experiences and to support and inform the broader learning agenda for the GBI pilot initiative					

CROSSWALK OF DFS WORK WITH STRATEGIC PLAN

The following four outcome areas represent the issues of greatest important to the Department of Family Services and the Fairfax County community:

- ▶ Economic Opportunity
- ▶ Empowerment and Support for Residents Facing Vulnerability
- ▶ Effective and Efficient Government
- ▶ Safety and Security

ECONOMIC OPPORTUNITY

Fairfax County is a place where all people, businesses, and places are thriving economically.

ADULT & AGING (A & A)

Individuals with disabilities have often been overlooked for employment opportunities often because of a lack of training or networking skills. Adult and Aging partnered with the Department of Rehabilitative Services and a private donor to create the John Hudson Internship Program. The program is named after a former DFS employee. While the State no longer funds the program, the county has committed some funding and the program continues. Three summer interns are provided an opportunity for on-site/on the job training and skill building for long-term employment.

Success Indicator:	Metric:	
Preparing People for the Workforce	# of individuals participating in Fairfax County—supported internships	A&A supports three summer internships through the <i>John Hudson Internship</i> program. This program provides individuals with disabilities paid internship opportunities across County agencies.

Current Strategies

Improve Access to Employment Supports

EO2. Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in the workforce and employment-related programs.

Senior Express provides transportation for older adults, so caregivers do not have to take time off from work for medical and shopping appointments.

*Disability Rights & Resources' (DRR) Summer Internships provide an opportunity for persons with disabilities to learn employment skills. Individuals who want to participate in this opportunity can find resources on Fairfax County Website, under the *John Hudson Internship Program*.*

Leverage Partnerships, Collaboration and Competition

EO10. Facilitate improved connection of employers to qualified talent by increasing awareness of workforce services and incentives

DRR partners with local Department of Aging & Rehabilitative Services (DARS) staff to improve employment access for people with disabilities.

*A&A, in collaboration with *Northern Virginia Family Services' Training Futures* program, a workforce development program, helps under and unemployed adults secure entry level work. A&A uses this program to recruit administrative staff across the division.*

EO11. Partner with businesses, universities, research institutions and incubators to foster innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce, and stimulates economic growth.

A&A is working with Neighborhood and Community Services (NCS) who has contracted with GMU to explore protective factors that support the health and wellness of older adults. A literature review has been conducted, and the next phase of the project involves focus groups of older adults and adults with disabilities, community-based organizations, and county staff. Goals include building competencies in the workforce that supports older adults and adults with disabilities.

CHILDREN, YOUTH & FAMILIES (CYF)

Ensuring that our children and youth thrive and reach their fullest potential requires the collaborative effort of the entire Fairfax community. CYF assists at-risk youth and youth transitioning from foster care to adulthood with employment preparation to improve their vocational success and self-sufficiency.

Success Indicator:	Metric:	
Preparing People for the Workforce	# of individuals participating in Fairfax County—supported internships	CYF supports youth employment through the annual summer EYE (Educating Youth Through Employment) program. The program is operated jointly between DFS Public Assistance and Employment Services and the SkillSource Group. In 2020, 19 youth participated. In 2021, 16 youth participated.

Current Strategies

Improve Access to Employment Supports

EO1. Provide residents with a comprehensive inventory of available services and resources to promote individual and family economic opportunity and facilitate broad access through proactive community engagement

CYF staff stay informed of resources available within DFS, other County departments and the community and connect clients to appropriate services to support achievement of their case goals. CYF collaborates with the WIOA Youth Program to provide incentives for positive outcomes achieved by foster care youth. Outcomes include education completion, receiving a credential or obtaining employment.

DOMESTIC & SEXUAL VIOLENCE SERVICES (DSVS)

Economic abuse impacts the lives of many victims of domestic and sexual violence. A primary reason someone may return to their abuser is because they do not have the relevant job skills or training to earn an adequate income. DSVS assists victims and survivors with employment-related supports.

Current Strategies

Improve Access to Employment Supports

EO1. Provide residents with a comprehensive inventory of available services and resources to promote individual and family economic opportunity and facilitate broad access through proactive community engagement

Through Advocacy services, DSVS provides information, referrals, and case management to victims and survivors to include available resources and services that promote economic opportunity and independence.

EO2. Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in the workforce and employment-related programs.

Advocacy services provide housing and economic services, linkages to affordable childcare and transportation to assist victims and survivors of interpersonal violence to participate in workforce and employment-related activities

PUBLIC ASSISTANCE & EMPLOYMENT SERVICES (PAES)

Providing Health Care, Food Security, and Child Care are vital for individuals to attain gainful employment. If these basic needs are not met, then families will not be able to achieve economic self-sufficiency. PAES provides programs, services, and referrals to individuals and families to help meeting these needs and also provide job skills training through our Employment and Training programs, that helps keep them competitive in the work force.

Success Indicator:	Metric:	
Economic Stability and Upward Mobility for All People	% of households with income at or below federal poverty level	County demographics such as these are used for strategic planning purpose. One tool is the Northern VA Health Foundation Report "Getting Ahead – The Uneven Opportunity Landscape in Northern Virginia."
	% of individuals/families whose hourly wages meet or exceed the MIT living wage definition for their family size	The employment services programs support living wage efforts through job training and job placement activities.
	% of participants in Fairfax County-supported economic opportunity services who report that those services meet expectations	DFS manages four career centers open to the public and collects customer satisfaction data that can be shared to support this metric. Final-Program-Report-January-2022.pdf (vcwnorthern.com)
Preparing People for the Workforce	# of individuals participating in Fairfax County-supported internships	The annual summer EYE program operated jointly with DFS and SSG provides opportunities for internships and paid work experiences for low-income youth and others facing challenges. Typically, up to 200 youth are served each summer.
	and % of participants in Fairfax County-supported employment programs who achieve a positive employment-related outcome	Employment Services track outcomes for the following employment programs: VIEW, SNAPET, WIOA. These include participation metrics, completion metrics, satisfaction metrics, as well as job placement and retention. Final-Program-Report-January-2022.pdf (vcwnorthern.com)

Current Strategies

Improve Access to Employment Supports

EO1. Provide residents with a comprehensive inventory of available services and resources to promote individual and family economic opportunity and facilitate broad access through proactive community engagement.

Residents and community partners can access the county's Human Service Resource Guide for an extensive list of available services. Partner and public trainings, our website, ES monthly trainings, CPST involvement have all combined to increase awareness of PAES offerings. The VDSS CommonHelp platform provides a one stop application for most public assistance services.

EO2. Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in the workforce and employment-related programs.

Employment Services and the TANF/VIEW program are able to help with Childcare and Transportation. All customers enrolled in TANF are referred to OFC/CCAR. In response to COVID-19, programs such as VIEW and SNAPET, have loosened guidelines to allow flexibility in participating remotely in work programs and activities focused on assisting residents in obtaining gainful employment.

EO3. Integrate evidence-based interventions in the areas of wealth building and personal financial coaching into existing county and community programs that are designed to promote economic self-sufficiency.

Employment Services connects clients with the Financial Empowerment Centers in Alexandria and Woodbridge. The VITA tax preparation program supports maximized refunds and/or accurate financial planning. DFS is a local IRS partner for special populations including people who generally make \$58,000 or less, persons with disabilities, and limited English-speaking taxpayers.

Leverage Partnerships, Collaboration and Competition

EO10. Facilitate improved connection of employers to qualified talent by increasing awareness of workforce services and incentives.

Employment & Training holds job fairs and as part of the Business Services Unit have established partnerships with employers, etc.)

EO11. Partner with businesses, universities, research institutions and incubators to foster innovation that supports high-impact entrepreneurship, attracts capital, creates jobs, builds a relevant workforce, and stimulates economic growth.

Employment & Training operates the public workforce development system and connects via Virginia CareerWorks Board to identify and support services that contribute to the workforce development system.

Build a Strong Workforce and Support Competitive Skills Attainment for Residents

EO15. Develop and implement a roadmap that enables our most economically disadvantaged residents to build fundamental workforce competencies, including technology acumen and English proficiency, in alignment with employer requirements and through leveraging existing county and community resources.

Employment & Training program are focused on competency building through training dollars allocated for skill enhancement. Stackable credentials, specifically in the IT field, have yielded positive results for participants.

EO16. Leverage the county's position as a large employer to build a diverse, representative workforce, continually developing the skills of existing employees; increasing internships and other work-based learning opportunities for youth; and providing access to key employment supports such as affordable housing, childcare, and transportation.

The Employee Learning & Growth Cornerstone is an example of how the PAES division is implementing this strategy internally. Our employment programs, specifically the VIEW program, approaches employment and job retention with a wraparound approach. Supportive services including childcare transportation and other needs are provided to support those efforts.

EMPOWERMENT AND SUPPORT FOR RESIDENTS FACING VULNERABILITY

Fairfax County is a place where all residents facing vulnerability are empowered and supported to live independent lives to their fullest potential.

As an agency, we recognize that individuals are the experts in their own lives, and we work in partnership with each individual and family to resolve challenges. Using a robust intake and assessment system and collaboration and coordination within DFS, other human service agencies, and community partners, we identify risks factors for food insecurity and engage residents in the home delivered meals, congregate meals, and SNAP programs. DFS engages through social media, media, volunteers, and in partnership with schools and community organizations. Our engagement efforts are aimed at reducing fear and stigma and increasing community knowledge about available resources. Opportunities exist to integrate the soft hand off into the system to steward clients to other services to promote self-sufficiency.

ADULT & AGING (A & A)

The Division of Adult & Aging (A & A) promotes and supports a high quality of life for older persons and adults with disabilities by offering a mixture of services, provided through public and private sectors, which maximize personal choice, dignity, and independence.

The A & A Division organizes, coordinates, and offers community-based services and opportunities for older adults, adults with disabilities, and family caregivers, leveraging an extensive network of volunteers and partners. Services, outreach, and education include Home Delivered Meals, Congregate Meals and Transportation Services, Health and Wellness Programs, Caregiver Programs, Insurance Counseling, Golden Gazette and Outreach, Information and Referral, and Case Management Services. Each program area maximizes safety and independence, as well as enhances family and social supports, with an emphasis on community education and volunteer resources. These people-focused supports and services allow older adults and adults with disabilities to live independent lives to their fullest potential.

The Adult Services program provides case management and other screenings and assessments that allow older adults and adults with disabilities to age in place. The majority of Adult Services clients remain in their own homes following case management services. The principal program which positively impacts vulnerable clients' ability to age in place is the Home-Based Care program which provides for contracted in-home bathing, laundry, and light housekeeping services for functionally and financially eligible clients. Grocery and pharmacy drop offs are included to ensure these critical client needs are met.

A & A recognizes the critical role and needs of caregivers and provides information, consultation, and support for caregivers of older adult family members.

The Aging, Disability and Caregiver Resource line handles calls for all aging programs to connect this vulnerable population to an array of supports and services.

The DFS Disabilities Rights and Resources unit is instrumental in advocating and serving as a resource to those who identify as having a disability. The DRR unit promotes the self-sufficiency and well-being of people with disabilities through advocacy, education, and consultation regarding legal rights and protections, solution management, and by connecting people to resources and services

Success Indicator:	Metric:	
All People Are Respected, Understood and Connected	# of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives	The Home Delivered Meals program served 1,115 participants and 372,306 meals in FY 2021. The Congregate Meals program served 791 participants and 217,735 meals in FY2021.
	% of individuals/families whose hourly wages meet or exceed the MIT living wage definition for their family size	The Homebased Care Services (HBC) asks a question related to feeling respected and supported, "How satisfied are you with the way your aide treats you?" with a follow up question and comment box if the respondent indicates dissatisfied.
	% of participants in Fairfax County-supported economic opportunity services who report that those services meet expectations	The Congregate Meals and Volunteer Solutions programs have survey questions about whether participants feel connected to the community. The Congregate Meals survey asks, "Because I participate in the Congregate Meals Program, I have opportunities to meet people". In FY 2019 of the 472 participants who responded 97% felt, "better connected to the community because of their participation in the Congregate Meal Program." The Volunteer Solutions survey asks, "I feel a stronger connection to my community through my volunteer service." In FY 2021 99% of the Volunteer Solutions program participants felt, "a stronger connection to their community through their volunteer service."

Success Indicator:	Metric:	
Services Are Easy to Access and Use	% of residents who are scheduled for and/or receive a screening or assessment for services within the applicable mandated time frame and/or agency benchmark	Data is collected for this metric for the following programs: Adult Protective Services and Adult Services Long Term Services and Supports. Adult Protective Services is mandated to complete investigations within 45 days (90% County target). In FY 2021, 85% of the cases met the 45-day standard. Long Term Services and Supports (LTSS) screenings are completed to determine eligibility for nursing home or community-based waiver programs. Adult Services staff are expected to complete LTSS screenings within 30 days of requests (State target of 100%). The Health Department has recently begun tracking this data and it will be reported in future budget performance reports.
	% of residents who begin receiving services within the applicable mandated time frame and/or agency benchmark	Adult Protective Services is required to complete initial visits to clients within 7 calendar days of the date of the report, and within 24 hours for emergency reports. Data reporting for this is in development by our state partners and availability is anticipated by 2023.
Services Are High Quality and Coordinated	% of residents receiving county services who report that those services improve their ability to be more self-sufficient	A&A collects data on Adult Services clients who remain in the home after a year of services (case management services). The target is 80%. In FY 2021, 92% of the clients remained at home after one year of case management. Home Based Care provides critical assistance with activities of daily living and instrumental activities of daily living for persons who are functionally dependent in those areas and have low income. These services allow older adults and adults with disabilities to remain living at home, and a waiting list or disenrollment would leave these vulnerable adults without critical services, putting them at risk of being institutionalized in a nursing home and assisted living facility. The Home Delivered Meals annual survey asks participants: "Because of the meals I receive, I can continue to live at home." In FY 2019, 95% of the participants who responded agreed with the statement. The Home-Based Care annual survey asks participants: "Do you believe the in-home care services you receive helps you to remain in your home?" In FY 2019, 96 % of the clients who participated in the survey responded "yes" to the question.

Current Strategies

Identify, Respect and Proactively Engage Residents Experiencing Vulnerability

ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.

A &A conducts Community Outreach events regularly (i.e., speaking engagements to the public). The Golden Gazette, a publication by the A&A, targets older and vulnerable adults and shares information about services and resources. The publication reaches 26, 000 subscribers in Fairfax County monthly.

Volunteer Solutions conducts community & multicultural outreach to schools, non-profits, faith-based organizations, and private businesses. As volunteers are recruited and partnerships are formed, information is shared regarding services and resources to older and vulnerable adults.

Caregiver Support outreach is conducted through a texting subscription. Caregivers receive text alerts that inform them of county offerings for caregivers of adults.

Prenotification 911 is an initiative of the 50+ Community Action Plan and supported by the Commission on Aging. The Office of Public Affairs and A&A market the information.

The Silver Shield program is a multiagency effort with DPD, Police and APS that conducts financial exploitation training to organizations and County staff. It provides education on financial exploitation awareness and provides resources to agencies and the public.

ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.

Aging Disability and Caregiver Resources (ADCR) operates the No Wrong Door model for Aging Services. Staff and the public utilize ADCR as the point of entry for aging services where social services specialists who are well informed about many County services and programs perform intake and initial assessment for appropriate client referrals.

ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.

Information and data on emerging and existing unmet need and service gaps will be made available through Community Assessment Survey for Older Adults.

Mitigate Barriers and Improve the Access and Utilization of Service

ESRFV 5. Pursue legislative initiatives to amend federal, state and local laws and regulations that create barriers to the provision of programs and services for residents facing vulnerability.

A&A/DFS contributes to the Board of Supervisors' Human Services Issues Paper included in the BOS legislative package. Fairfax COA/AAA and the four other Northern Virginia COAs/AAAs work with the Northern Virginia Aging Network to develop their legislative platform.

ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations frequently needed by those facing vulnerability and through the use of access points in community locations such as schools and libraries, and recreation, shopping and community centers.

Three departments are co-located (DFS, NCS and Health Department) at the Lincolnian Senior Center and the Glens. Services provided include congregate meals to participants who are at the senior centers, assisted living facilities, and/or adult day health care centers.

Medical Respite staff are co-located with CSB and Health Department staff at shelters to support homeless clients with temporary acute medical care and case management needs. Additionally, there are two A&A liaisons located in two County owned Assisted Living Facilities (Lincolnian and Willow Oaks).

ESRFV 8. Redesign and implement a comprehensive intake, interview and screening process so that residents are only required to "tell their story" to county government one time.

Aging Disability and Caregiver Resources (ADCR) operates the No Wrong Door model for Aging Services. Staff and the public utilize ADCR as the point of entry for aging services where social services specialists who are well informed about many County services and programs hear clients' stories once and perform intake and initial assessment for appropriate client referrals and conduct "warm handoffs" where appropriate.

Provide High-Quality, People Centered, Integrated Services

ESRFV 10. Build upon the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which organizational door they enter.

Aging Disability and Caregiver Resources (ADCR's) No Wrong Door approach is currently utilized where callers can reach all aging programs through a single point of entry. The Long-Term Care Cross Agency workgroup involving DFS A&A, NCS, Health Dept, CSB, HCD meets regularly to examine practices and to ensure a comprehensive approach to services that streamlines service delivery and provides integrated and high-quality services is utilized.

ESRFV 11. Use system navigators to perform needs assessments of residents seeking assistance and help them navigate the multitude of services and programs offered by all county agencies and community-based partners.

Aging Disability and Caregiver Resources (ADCR) operates the No Wrong Door model for Aging Services. Staff and the public utilize ADCR as the point of entry for aging services where social services specialists who are well informed about many County services and programs hear clients' stories once and perform intake and initial assessment for appropriate client referrals and conduct warm handoffs to case management staff, where appropriate.

ESRFV 13. Evaluate existing service in comparison to industry best practices to ensure the most effective, people-centered approaches are utilized to meet the needs of residents facing vulnerability.

CASOA evaluates and measures performance across the nation. The survey provides information on trends at the national level.

Financial exploitation taskforce conducts benchmarking and looks for national trends and interventions around financial exploitation.

Fairfax AAA is a member of V4A – Virginia's Area Agencies on Aging coalition, which utilizes networking and state benchmarking to ensure the most effective, people-centered approaches are utilized.

CHILDREN, YOUTH, & FAMILIES (CYF)

CYF programs are designed to protect children from harm; prevent child abuse and neglect; support families and help them remain together safely for the long-term emotional and physical health of the children; and provide services to children and families involved with foster care and adoption programs. These vulnerable families have complex needs, including mental health challenges, substance misuse concerns, and domestic violence. CYF staff support vulnerable families by providing clinical case management services and linking families and children to numerous County and community-based services to help them ensure safety, permanency, and well-being.

CYF supports enhanced strategies in to ensure more one-stop-shops for County and community services, in neighborhoods where they are most accessible, better alignment of priority populations among key County human service agencies so we can 'wrap around' families in need, increased affordable and supportive housing, more resources and services to prevent the need for deep-end services, and strengthened mandated reporter training to reduce disproportionality in children reported to Child Protective Services (CPS).

Success Indicator:	Metric:	
Services Are Easy to Access and Use	% of residents who are scheduled for and/or receive a screening or assessment for services within the applicable mandated time frame and/or agency benchmark	CPS measures the timeliness of first contact with an alleged victim child to assess their safety. CYF has consistently exceeded the state target of 90%. In FY 2020, CYF responded timely to 96% of CPS referrals. These data are available through the VDSS Local Agency Dashboard at https://fusion.dss.virginia.gov/orp/ORP-Home/RECURRING-REPORTS/Local-Agency-Dashboard
	% of residents who begin receiving services within the applicable mandated time frame and/or agency benchmark	CYF measures the timeliness of initiating the first service plan with families who open In-Home Services cases. The latest quarter shows 94% of initial service plans completed timely, exceeding the state's Performance Improvement Plan (PIP) target of 42.7%. These metrics are tracked through SafeMeasures, the state's child welfare reporting tool.

Current Strategies

Identify, Respect and Proactively Engage Residents Experiencing Vulnerability

ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.

At the start of the pandemic, DFS created a Parent Support Line where parents could call for in-the-moment support with parenting challenges to respond to the needs of the community. The Parent Support Line was promoted in both English and Spanish through many of our partners, including other human services agencies,

the nonprofit community, and Fairfax County Public Schools. The PSL continues to be staffed daily M-F from 8-4:30 to provide support to parents and caregivers and it now also serves as our referral line for Prevention services.

Additionally, CYF implemented the Child Outreach Project shortly after the pandemic began to share information about signs and symptoms of child abuse and neglect with community members and professionals who may have had in-person contact with children at the time. The Outreach campaign provided information on how to report concerns to the CPS Hotline, and potentially reached 800,000 people. This campaign ended with the return to in-person schooling, and CYF's targeted mandated reporter trainings have resumed to do outreach to key reporting sources.

ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability.

CYF is fully implementing the Safe & Connected™ practice model. This emphasizes a strong clinical approach to working with children and families to best keep children safe and families connected. Some key tenets include partnership with families, respect for culture, use of intentional language, and enhanced critical thinking skills

ESRFV 3. Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice, and target interventions to prevent vulnerability.

CYF's Equity Workgroup is comprised of ten employees across programs and levels within the Division. The team is developing a plan to transition CYF into an equity informed agency where all interactions and interventions are done through an equity lens. They have developed an Equity Informed Lens checklist and are beginning their focus with two of our major strategic initiatives: full implementation of the Safe & Connected practice model, and redesign of our Child Welfare Institute. Next steps involve communication with staff and partners, and development of measures to track progress and impact.

Mitigate Barriers and Improve the Access and Utilization of Service

ESRFV 5. Pursue legislative initiatives to amend federal, state and local laws and regulations that create barriers to the provision of programs and services for residents facing vulnerability.

CYF supports advocacy in these two arenas: support for kinship financial assistance to support relatives in caring for children outside of the foster care system when the children's parents are not able to safely do so; and support for services for undocumented youth.

CYF is supporting the following proposed bills in the 2022 legislative session: HB 733: Juvenile records, identification of children receiving coordinated services; HB 717: Unaccompanied homeless youths, consent for housing services; HB 349: Foster care, housing support for persons between ages 18 and 21; SB 56- Foster Care Prevention Program: gives payments to kin caregivers who meet certain criteria (concerns though that this is an unfunded mandate); and SB 314 Foster care, placement and discharge requirements.

Sustain Self-Sufficiency

ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.

CYF follows up with youth formerly in foster care through the National Youth in Transition Database (NYTD) survey. This survey provides opportunities to reach out to youth ages 17, 19 and 21 who were formerly in foster care. While the primary purpose is to track outcomes for youth who have left foster care, staff does engage the youth in conversation and links them to services when appropriate and available.

DOMESTIC & SEXUAL VIOLENCE SERVICES (DSVS)

The Division of Domestic and Sexual Violence Services (DSVS) offers compassionate and comprehensive state-accredited programs for adults, teens and children who have been affected by domestic and sexual violence, stalking and human trafficking. We also offer services to coordinate and improve systems and communities' responses to domestic and sexual violence, human trafficking, and stalking.

DSVS administers a variety of programs and services designed to improve the safety and well-being of individuals, families, and communities. These programs and services provide essential support for County residents who face multiple, often overlapping, challenges and vulnerabilities. DSVS' services are offered virtually and in person at multiple sites in Fairfax County.

The services directly provided by DSVS and in partnership with community organizations provide the framework for a strong, equitable and resilient Fairfax County: safe communities, a thriving economy, improved quality of life, and opportunities for everyone to feel connected and engaged.

Success Indicator:	Metric:	
All People Are Respected, Understood and Connected	# of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives	
	% of residents utilizing services who report feeling respected and supported when receiving county- and community-based services	DSVS collects data related to this metric from the Documenting our Work (DOW) , ADAPT, Counseling, and Crisis-Line Program surveys. All surveys measure whether residents feel respected and received needed support.
	% of residents utilizing services who feel that their input is strongly considered as part of designing the services they receive	In October 2021, as a part of the Underserved Populations Learning Collaborative (UPLC), DSVS conducted a focus group with student government leaders from Northern Virginia Community College. The feedback will be incorporated into DSVS program design for college-aged students accessing services on campus.
Services Are Easy to Access and Use	% of residents who are scheduled for and/or receive a screening or assessment for services within the applicable mandated time frame and/or agency benchmark	Data is collected about time-lapsed between service inquiry and various program engagement milestones. The division excels and maintains high performance in this area often above the objectives and targets.
	% of residents who begin receiving services within the applicable mandated time frame and/or agency benchmark	Data is collected to inform this metric. DSVS excels and maintains high performance in this area often above the objectives and targets.
Services Are High Quality and Coordinated	% of residents receiving multiple services who report that they experience those services as well integrated	As a part of the 2022-2025 Office on Violence against Women (OVW) grant, DSVS will begin to measure the quality of the referral process among DVAC partners.

Current Strategies

Identify, Respect and Proactively Engage Residents Experiencing Vulnerability

ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.

Community Outreach and Engagement Services and County-wide Coordination develop targeted outreach and marketing strategies to victim/survivors of interpersonal violence. Outreach materials are translated into various languages and are developed at an accessible reading level. Outreach strategies involve community partners and target specific populations facing vulnerabilities.

ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated, and comprehensive approach to meeting the needs of residents facing vulnerability.

DSVS approaches to client care and service-delivery are grounded in coordinated, individualized, and trauma-informed services based on client choice.

ESRFV 3. Identify the root causes of vulnerabilities affecting residents and use those insights to inform policy and practice, and target interventions to prevent vulnerability.

DSVS led county and community partners through a court process walkthrough to understand the gaps and root causes of persons' challenges in seeking court relief. This walkthrough was developed into an action plan to improve access and DSVS is facilitating workplan implementation. DSVS is also leading the equity subcommittee of the Council to End Domestic Violence and is conducting data landscaping to understand who is being served in Fairfax County.

ESRFV 4. Use all available sources of data to identify and understand emerging and existing vulnerabilities in order to proactively engage impacted residents, identify service gaps and efficiently allocate resources.

DSVS uses police data, crimes stats, emergency shelter stats and other respected repositories to understand the full picture of persons impacted by interpersonal violence in Fairfax in order to identify needed programs, services, and resources.

Mitigate Barriers and Improve the Access and Utilization of Service

ESRFV 5. Pursue legislative initiatives to amend federal, state, and local laws and regulations that create barriers to the provision of programs and services for residents facing vulnerability.

DSVS is actively engaged in legislative initiatives to reduce barriers for residents facing vulnerability. DSVS collaborates with the Action Alliance and other experts in the field to stay abreast of new legislation. DSVS participates on several workgroups such as the firearms surrender workgroup, the Sexual Assault Response Team, the State Advisory Board, and the Court process workgroup to identify federal, state, and local laws that create barriers.

ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations frequently needed by those facing vulnerability and through the use of access points in community locations such as schools and libraries, and recreation, shopping and community centers.

DSVS is co-located with INOVA Forensic Assessment and Consultation Teams (FACT) department to provide hospital accompaniment services. DSVS is also co-located with NCS and CSB in County buildings to provide Counseling, ADAPT, and DVAC services. DSVS collaborates with schools on youth programming and is co-located in community centers with several community-based services through DVAC and the DV network.

ESRFV 8. Redesign and implement a comprehensive intake, interview and screening process so that residents are only required to "tell their story" to county government one time.

DSVS Advocacy Services partners with police through its Lethality Assessment Protocol and with Shelter House to screen for emergency shelter eligibility. Residents needing emergency shelter can access shelter by being assessed through either portal.

ESRFV 9. Evaluate all county programs and services that have waiting lists to determine whether capacity within our network of community partners can be expanded through system redesigns, public-private partnerships and/or resource leveraging.

Advocacy Services and Domestic Violence Action Center (DVAC) partners routinely collaborate to provide victims/survivors with a menu of options of available services and programs which provides choices to residents and also can reduce the time they must wait to access services.

Provide High-Quality, People Centered, Integrated Services

ESRFV 10. Build upon the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that connects residents facing vulnerability to the information and services they are seeking regardless of which organizational door they enter.

DVAC is a collaboration of 15 government and non-profit organizations that works to improve access to services and ensures there are no wrong door to entry. The County-wide coordination team works at a systems' level with various Coordinated Community responders to reduce barriers and make accessing services easier for residents

ESRFV 11. Use system navigators to perform needs assessments of residents seeking assistance and help them navigate the multitude of services and programs offered by all county agencies and community-based partners.

DSVS has court and hospital accompaniment services to help clients navigate systems. The DSVS Crisis Line Program connects residents with resources and helps them navigate the multitude of services

ESRFV 12. Close critical service gaps by coordinating county safety-net efforts with state, regional and community-based partners to ensure that services are integrated, efficient and non-duplicative.

DSVS county-wide services work alongside other county and community-based programs to identify gaps in services and find solutions to make programs and services more integrated and effective.

ESRFV 13. Evaluate existing service in comparison to industry best practices to ensure the most effective, people-centered approaches are utilized to meet the needs of residents facing vulnerability.

DSVS employs best practices and seeks regular consultation with industry experts such as Virginia Action Alliance, the Confidentiality Institute, and the National Council of Juvenile and Family Court Judges to improve service delivery and approaches.

Sustain Self-Sufficiency

ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.

The DSVS Crisis Line Program and Advocacy Services provide an open-door to residents seeking services. The Underserved Populations Learning Collaborative (UPLC) provides for focus groups to seek ongoing engagement. Advocacy services are community-based and engages with community partners on an ongoing basis.

PUBLIC ASSISTANCE & EMPLOYMENT SERVICES (PAES)

The Public Assistance and Employment Services (PAES) Division provides public assistance and employment services to help individuals and families become self-sufficient and secure a more stable family life. The division administers a variety of federal and state employment and training programs that assist individuals with their employment needs, including job search assistance, skills assessment, career training, and job placement through programs such as the Virginia Initiative for Education and Work (VIEW) and the Workforce Innovation and Opportunity Act (WIOA). Additionally, DFS provides financial and medical support through federal, and state funded public assistance programs such as Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), and Medicaid to eligible low-income households. The division also provides childcare eligibility and case management for the Child Care Assistance and Referral program which is administered by the Department of Neighborhood and Community Services.

The PAES Division plays an important role in ensuring residents facing vulnerability are able to afford adequate food, medical care, employment supports, and to meet other basic needs.

Success Indicator:	Metric:	
All People Are Respected, Understood and Connected	# of residents who accessed and utilized Fairfax County Government services and programs as a direct result of targeted outreach initiatives	Prior to the pandemic, outreach workers went in person to various events and activities to share information. This data has been tracked and continues to be tracked in a virtual world. We have successfully transitioned and developed an internal committee to manage outreach and communication efforts on behalf of the division. This has helped with having a further reach to the community as well as to our specific partners that we typically engage with to include food banks, health centers, and community centers.
	% of residents utilizing services who report feeling respected and supported when receiving county- and community-based services	This is collected in the DFS Customer Satisfaction Survey. The survey is under review to ensure alignment with DFS values and Countywide priorities.

Success Indicator:	Metric:	
Services Are Easy to Access and Use	% of residents who feel needed services are easy to access	Throughout the pandemic, the PAES division was intentional in having various access points for customer choice. Through intensive outreach efforts, we informed and continue to inform, the community and our partners of the various ways to access our services. This includes in person, online, by phone, by mail, by drop off box, as well as information sessions to inform the public how to access PAES services.
	: % of residents who are scheduled for and/or receive a screening or assessment for services within the applicable mandated time frame and/or agency benchmark	The VIEW program tracks the timeliness of assessment for participation, this must occur within 30 days of the referral. In addition, our applications must be processed typically 97% timely with varying timeframes for completion which we meet and exceed each year.
	% of residents who begin receiving services within the applicable mandated time frame and/or agency benchmark	Timeliness is tracked for most programs in relation to state standards. SNAP applications must be processed within 30 days and if determined to be expedited within seven days. TANF applications must be processed within 30 days and Medicaid applications processed within 45 days unless a pregnant Medicaid applicant in which the application must be processed within 10 days. The division excels and maintains high performance in this area often above the state standard of 97% timely.
All People Can Meet Their Basic Needs	% of people completing a county-funded employment readiness program who become and remain employed for at least 90 days	Our VIEW WIOA and SNAPET programs all track employment retention. During the pandemic, most work requirements have been suspended and data is not available at this time to indicate employee retention. However, within the WIOA program, there are external data efforts with the Virginia Employment Commission database to match those people we have worked with to assess their job retention

Current Strategies

Identify, Respect and Proactively Engage Residents Experiencing Vulnerability

ESRFV 1. Develop targeted marketing and outreach strategies, in coordination with community-based partners, to proactively engage residents facing vulnerability.

A PAES essential role is being the front door for many families and individuals who are seeking assistance during difficult times. From our call center to our front desk to our workers, we work together so that clients are directed to the appropriate place whether in person, online, by phone, we connect people to needed services, and make referrals to NCS CSP - coordinated services planning - for emergency needs. In addition, the employment services teams lead the one stop effort for workforce development. The one stop concept is that people need only seek assistance from one place, and they are connected to other services they may need depending on the circumstances. During the assessment process, these needs are connected and put in service plans to support employment and job retention. Our partnership with CSB is an example of this. We have created a streamlined process to connect applicants for Medicaid to be more quickly determined and we are collaborating with CSB employment services specifically in their supported employment program to look for processes to make warm hand offs for clients.

ESRFV 2. Foster a county workforce culture that emphasizes a person-centered, integrated and comprehensive approach to meeting the needs of residents facing vulnerability.

PAES has an intentional focus on employee learning and growth through our Cornerstone structure. Involving staff in the process has been important and contributes to service integration at the front line. Employees increase their knowledgeable about the community resources with the department and community and how to make appropriate referrals.

Mitigate Barriers and Improve the Access and Utilization of Service

ESRFV 5. Pursue legislative initiatives to amend federal, state and local laws and regulations that create barriers to the provision of programs and services for residents facing vulnerability.

Although the PAES division does not create policy at the state or federal level, we have been successful in influencing it on behalf of our customers. Most recently, there were efficiencies that we recommended to the state in serving the Afghan refugee population to make it more efficient and easier to use for applicants. They took our recommendations into consideration and made some improvements in how refugees are connected with public benefits. In addition, there are PAES liaisons on the DFS Senior Policy Team to influence General Assembly state actions.

ESRFV 6. Implement a standardized, coordinated approach to data collection and sharing among county agencies and contracted service providers that incorporates best practices for data governance.

There have been ongoing discussions about having one system for information sharing between human service agencies. Although this has not taken off the ground, we are working with partners on an HHSIT system to replace Harmony which our financial assistance programs and IV-E foster care utilize.

ESRFV 7. Facilitate better access and utilization of services frequently needed by those facing vulnerability through greater co-location of county departments and community-based organizations frequently needed by those facing vulnerability and through the use of access points in community locations such as schools and libraries, and recreation, shopping and community centers.

The premise of the One Stop Career Center system is that employment services partners are co-located together to streamline and encourage cross collaboration on behalf of clients. PAES has been successful in this area and has resulted in frequent and deliberate interactions with partners in the community around issues such as employment, skills training, and special needs for populations who have specific barriers such as a criminal record. In addition, outreach efforts for public assistance increased significantly over the pandemic. As a result, we are better connected with organizations who may be serving the same client. The new Lee District Innovation Center is an example where DFS will work with community partners to support job seeking and training efforts for youth. Our HAAT(health access and assistance team) plays an important role in connecting with health entities in the community including the health department, Kaiser, anthem, and they operate the MCCP program by determining eligibility. There is also a contract with Inova for us to work on Medicaid applications submitted through their system.

ESRFV 8. Redesign and implement a comprehensive intake, interview and screening process so that residents are only required to “tell their story” to county government one time.

The division participated in the front door project that was intended to meet this goal. Unfortunately, these efforts ended with leadership changes and other transitions in the structure of the county. Within DFS, we do share information between programs to diminish clients having to retell their story again.

ESRFV 9. Evaluate all county programs and services that have waiting lists to determine whether capacity within our network of community partners can be expanded through system redesigns, public-private partnerships and/or resource leveraging.

PAES services are primarily mandated and as such we cannot maintain waiting lists for service. Sometimes there are backlogs but we always work through them. Our collaborative process with CSB for Medicaid is an example of the openness of the division to work with partners to streamline processes. In addition, the recent Afghan refugee situation provided opportunities for us to align and streamline our interactions with the refugee agencies in the community to better serve the needs of this specific population.

Provide High-Quality, People Centered, Integrated Services

ESRFV 10. Build upon the existing framework and county agency cross-collaboration efforts in order to ensure a comprehensive system that

A PAES essential role is being the front door for many families and individuals who are seeking assistance during difficult times. From our call center to our front desk to our workers, we work together so that clients are directed to the appropriate place whether in person, online, by phone, we connect people to needed services, and make referrals to NCS CSP - coordinated services planning - for emergency needs. In addition, the employment services teams lead the one stop effort for workforce development. The one stop concept is that people need only seek assistance from one place, and they are connected to other services they may need depending on the circumstances. During the assessment process, these needs are connected and put in service plans to support employment and job retention. Our partnership with CSB is an example of this. We have created a streamlined process to connect applicants for Medicaid to be more quickly determined and we are collaborating with CSB employment services specifically in their supported employment program to look for processes to make warm hand offs for clients.

ESRFV 11. Use system navigators to perform needs assessments of residents seeking assistance and help them navigate the multitude of services and programs offered by all county agencies and community-based partners.

The Coordinated Services Planning Division of NCS is an important partner for PAES and performs screening information and referral to services for unmet needs. During the pandemic, PAES has placed Lobby Navigators in our offices to assist with directing people who have questions and connecting them with services. In addition, the DFS Call Center plays a vital role in providing navigation assistance to residents.

ESRFV 12. Close critical service gaps by coordinating county safety-net efforts with state, regional and community-based partners to ensure that services are integrated, efficient and non-duplicative.

DFS is an important partner in the NCS led Community Strategic Partnership meeting. This meeting allows the division to share information and learn about services in the county to enhance coordination. In addition, our outreach efforts have increased significantly which has led to partnerships with CSB, NCS, Health Department and nonprofits to educate about PAES services.

ESRFV 13. Evaluate existing service in comparison to industry best practices to ensure the most effective, people-centered approaches are utilized to meet the needs of residents facing vulnerability.

PAES benchmarks regularly on performance outcomes with neighboring localities. The Division is often invited to present information to other agencies about the Quality Triad approach to process improvement. In addition, PAES led Quality Roundtables with neighboring jurisdictions doing the same work to share best practices.

Sustain Self-Sufficiency

ESRFV 14. Evaluate and revise county-controlled program eligibility requirements to ensure that residents do not fall off the "benefits cliff."

Work was done related to this by the Data Analytics Unit and the Data Analytics Fellowship Academy in 2017. The income limits of many of our programs were used in this analysis. of the benefits cliff. Although program eligibility requirements are set by the state and federal government, we do operate the MCCP and General Relief programs which are locally operated.

ESRFV 15. Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.

PAES Employment Services Teams follow along with clients after services are delivered to mitigate setbacks. Specifically, in the WIOA, VIEW and Bridges programs, relationships are maintained with participants to assist with job retention including assistance by offering supportive services such as help with transportation, tools and equipment needs and emergency housing stabilization.

SAFETY AND SECURITY

Fairfax County is a place where all people feel safe at home, school, work and in the community.

ADULT & AGING (A & A)

Adult and Aging prioritizes the safety and security of older adults. Adult Protective Services conducts investigations and protects older adults and incapacitated adults from abuse, neglect, or exploitation through the provision of casework services, home-based care assessments and coordination, and Medicaid and Auxiliary Grant pre-admission screenings. Agency staff and DFS Communications collaborate with the Police Department and other community partners on workgroups and the Silver Shield initiative to address community education and protection from financial exploitation. Staff and the Commission on Aging also support Dementia Friendly trainings to provide community education about interactions with people with dementia.

Adult and Aging and the Fairfax County Police Department collaboratively manage the Financial Exploitation Taskforce

Success Indicator:	Metric:	
Timeliness and Quality of Emergency Response	% of emergency calls for service that are responded to within industry or county standards/benchmarks	Adult Protective Services (APS) initiates emergency reports within 24 hours, the state mandated time frame. Data reporting is in development by state partners and we anticipate it being available by 2023

Current Strategies

Provide Timely and Quality Services

SS1. Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services and develop ways to measure and report on the quality of those services.

APS provides training on appropriate reporting and response on abuse, neglect, and exploitation at the Police Academy. This collaboration also ensures ongoing dialogue between A&A and the law enforcement.

SS4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

APS conducts investigations of reports where adults are alleged to have been abused, neglected, or exploited. APS is required to complete the initial visit to client within 7 calendar days and within 24 hours for emergency investigations.

Ombudsman provides investigations in long term care facilities related to violations of resident rights.

Improve Community Resilience Through Better Prevention, Preparedness and Recovery

SS9. Strengthen individual, family, employee, school and community capability to facilitate effective emergency preparedness, mitigation, response and recovery.

With the support of numerous agency volunteers, the Meals on Wheels (MOW) program partners with the Office for Emergency Management (OEM) to distribute emergency kits, and to provide information on emergency preparedness and Fairfax emergency alerts to older and vulnerable adults.

SS10. Leverage state, business, volunteer and community partnerships to enhance preparedness, response and recovery to disasters.

During emergencies such as COVID and fires, A&A plays a role in leveraging County and community resources around meals, home health services, transportation, grocery, and prescription pick up and IT support for older and vulnerable adults.

SS12. Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health and family reunification.

A&A plays a role in coordinating individual repatriation case management services for vulnerable adults who are being repatriated to the United States. This service is conducted by A&A staff through a request by the state Office of New Americans. Services include case management, food assistance, transportation, emergency housing and family reunification, where possible.

CHILDREN, YOUTH & FAMILIES (CYF)

CYF is the primary Fairfax County service addressing the safety of children in their homes. Through the provision of Child Protection Services, and related In-home and Foster Care services, CYF is charged with ensuring that children can safely live in their homes.

CYF advocates that this priority area is of equal emphasis on safety within the home as well as public safety within the community.

Success Indicator:	Metric:	
Timeliness and Quality of Emergency Response	% of emergency calls for service that are responded to within industry or county standards/benchmarks	CPS measures the timeliness of first contact with an alleged victim child to assess their safety. CYF has consistently exceeded the state target of 90%. In FY 2020, CYF responded timely to 96% of CPS referrals. These data are available through the VDSS Local Agency Dashboard at https://fusion.dss.virginia.gov/orp/GRP-Home/RECURRING-REPORTS/Local-Agency-Dashboard
	# of total days spent in foster care by Fairfax County children ages 0-18	CYF has not seen this measure calculated in this way in the child welfare field. Our metric for this is the # of years spent in foster care for those leaving care in a given year. In FY 21, children leaving foster care had spent an average of 1.54 years in care. This is significantly lower than the 2.48-year average length of stay for children leaving foster care in FY 20.

Current Strategies

Provide Timely and Quality Services

SS1. Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services and develop ways to measure and report on the quality of those services.

CYF is redesigning its entire professional development program through the Child Welfare Institute: Partner, Align, and Redesign project. This redesign is intended to promote more effective services that will help us attract and retain staff and achieve positive outcomes. These professional development activities build on the mandated VDSS trainings child welfare practitioners must take.

SS4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

CYF provides: Child Protective Services to assess allegations of child abuse and neglect and protect children from harm; In-home Services to strengthen families and keep children safely with their parents and relatives; Foster Care and Adoption services to provide care and support to children who cannot safely remain with their families.

DOMESTIC & SEXUAL VIOLENCE SERVICES (DSVS)

DSVS administers a variety of programs and services designed to improve the safety and well-being of individual, families, and communities. DSVS offers comprehensive programs for adults, teens and children who have been affected by domestic and sexual violence, stalking and human trafficking and services to coordinate and improve systems and communities' responses to domestic and sexual violence, human trafficking, and stalking.

Success Indicator:	Metric:	
Timeliness and Quality of Emergency Response	% of emergency calls for service that are responded to within industry or county standards/benchmarks	DSVS has a broad reach throughout the county, annually providing services to over 4,300 individuals, and an estimated 14,497 family members including children and partners impacted by domestic and sexual violence. Each month in Fairfax County, the Domestic Violence Crisis Line receives, on average, 125 calls. Additionally, victims request 68 family abuse protective orders, and 13 families escape to an emergency domestic violence shelter. In FY 2021, Fairfax County's Domestic Violence Action Center (DVAC) served 924 victims and 983 children living in homes where domestic violence was present (80 percent were 12 years old or younger). Also, in FY 2021, Fairfax County police responded to 353 Lethality Assessment Program (LAP) calls; 90 percent were identified as at high risk for being killed by their intimate partner. During FY 2021, DSVS served nearly 4,000 clients through survivor and ADAPT services.

Current Strategies

Provide Timely and Quality Services

SS1. Ensure public safety agencies have the training, equipment and resources needed to deliver timely and effective services and develop ways to measure and report on the quality of those services.

DSVS provides ongoing training dedicated to Lethality Assessment Programs, interpersonal violence response and roll-out of LAP expansion to law enforcement trainings/roll calls dedicated to LAP; interpersonal violence response; roll-out of LAP expansion to dating relationships.

SS4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

DSVS crisis-line services; Advocacy services, Lethality Assessment Program (LAP), ADAPT services, and hospital accompaniment mitigate risk of harm to persons and families impacted by interpersonal violence.

Improve Adherence to Rules and Regulations

SS7. Implement proactive outreach programs in areas of the county identified as having the highest volume of calls and code violations.

DSVS LAP team works to identify high call areas. Advocacy expands services into areas with high DV call volume. Community outreach and engagement provides training and education in high call volume areas. StepUp4 Kids expanded education, training, and counseling in two high call volume communities.

Improve Community Resilience Through Better Prevention, Preparedness and Recovery

SS11. Enhance continuity of operations planning and training to ensure capability and continuity of essential government services in the event of an emergency.

Crisis-Line Services has a plan in place to ensure continuity of operations in the event of technology disruptions.

Ensure Equitable Administration of Justice

SS14. Work collaboratively to increase access to services and identify alternatives to adjudication and incarceration (e.g., diversion programs, specialty dockets) while protecting victims' and witnesses' rights.

DSVS is receiving technical assistance to expand into the community to create co-responder and alternate approaches to accountability

SS15. Develop and implement recommendations to ensure that all community members are treated fairly and equitably in the enforcement of laws and their experiences with the adult and juvenile justice systems, whether they are defendants, victims of crime, or witnesses.

DSVS' led county and community partners through a court process walkthrough to understand the gaps and provide recommendations for improvement. DSVS with the support of DFS data analytics provided recommendations for improvement related to prosecution of certain misdemeanors that impacted survivors/ victims of interpersonal violence

PUBLIC ASSISTANCE & EMPLOYMENT SERVICES (PAES)

PAES plays an important role in providing access to basic supports to ensure the stability and safety of individuals and families. PAES supports community resilience and recovery by administering disaster food programs and supporting the County's human services emergency response function.

Current Strategies

Provide Timely and Quality Services

SS4. Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

All the basic supports that PAES provides are important to family stability and safety including access to food, medical and financial assistance, and job placement and training services.

Improve Adherence to Rules and Regulations

SS5. Bolster programs and resources that reduce recidivism and support successful offender re-entry programs into the community.

Incarcerated or formerly incarcerated individual are provided services through the Career Works one stop employment services system. PAES has partnerships with OAR (Offender Aid Restoration) to assist ex-offenders with gaining employment and reentering the world of work. The PAES Employment Services team works with the Fairfax Alternative Incarceration Branch (AIB) Center soon to be released individuals to reduce recidivism. PAES Employment Services team manages the prerelease career center located in the county jail.

PAES administers federal and state policies to ensure eligible offenders continue medical assistance coverage or are connected with medical assistance when they are released.

PAES operates the WIOA Youth Program which works with juvenile justice involved youth. The Pay for Performance (P4P) initiative jointly administered with the SkillSource Group provides incentives for positive outcomes achieved by those involved with the juvenile justice system. Outcomes include education completion, receiving a credential or obtaining employment.

Improve Community Resilience Through Better Prevention, Preparedness and Recovery

SS8. Develop and implement risk-reduction programs to prevent or mitigate the loss of life, property and resources associated with emergencies and other disasters within a community.

In the event of a natural disaster, PAES administers the Disaster SNAP (D-SNAP) program and utilizes existing SNAP policy to replace food loss or damage due to power outages or natural disasters.

SS10. Leverage state, business, volunteer, and community partnerships to enhance preparedness, response and recovery to disasters.

PAES staff serve as a part of the Emergency Response team that supports the county during emergencies. This includes providing assistance and in person support for Emergency Support Function 6 (ESF6) functions of mass care, emergency sheltering and human services in the event of a disaster incident.

SS12. Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health and family reunification.

The PAES team plays a critical role in Emergency Operations with Repatriation, Refugee Assistance, and Disaster SNAP. These just in time financial and medical assistance benefits are provided to eligible applicants in emergency situations including natural disasters.

THE CORNERSTONES GROUP

This group represents a cross section of the Department of Family Services, including all divisions and a wide variety of job classes. Over several months, with feedback from their coworkers, these employees spearheaded the development of our Mission, Vision and Values.

Alaha Ahrar	Ellen Gilchrist	Stephen Principe
Sophia Andrews	Ferdous Hakim	Jeannine Purdy
Nesamet Berhane	Terri Henderson	Lina Rodriguez
Marcelles Brown-Roquet	Linda Hernandez-Giblin	Joshua Rohrer
Kimberley Carr	Twana Johnson	John Ruthinoski
Erin Clark	Eduardo Leiva	LaDonna Sanders
Keesha Coke	Maha Martin	Gretchen Soto
Diana Cottrill	Maggie Moreland	Amy Telles
Michael Cox Jr	Mena Nakhla	Lynn Thompson
Ana Ealley	Teebe Negasi.	Tara Turner
Crystal Ford	Dai Nguyen	Jeanetta Vinson
Christopher Garit	Stephanie Pegues	Sandra Zacarias

The DFS Senior Management Team

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Janet Bessmer	Trina Mayhan-Webb
Alycia Blackwell	Lisa Tatum
Theresa Byers	Margaret Travers
Amy Carlini	Robyn Walden
Oriane Erikson	Marinela Zamfir
Melanie Fenwick	Toni Zollicoffer
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