

SHAPING AN EQUITABLE FAIRFAX COUNTY THROUGH DATA-INFORMED PLANNING AND DECISION MAKING

One Fairfax
Countywide Strategic Plan
Countywide Data Analytics



January 2024

BACKGROUND

One Fairfax Racial and Social Equity Policy adopted in 2017

- **Acknowledges the presence of inequity based on race and other social identities** in Fairfax County
- **Commits the county and schools to consider equity** in planning and decision making
- **Building county government infrastructure:** Equity Leads, teams, and plans in 40 departments
- **Facilitating collective leadership** for equity through countywide initiatives such as early childhood, economic mobility, and digital equity



THROUGH ONE FAIRFAX...

The Board and our community have embraced a vision that Fairfax County will have an equitable opportunity to succeed

Your team has been considering equity when making decisions that impact our development and while delivering programs and services to our residents

We have built the infrastructure and an increasing capacity to —

- Understand the drivers of inequity in Fairfax County in a **historic and contemporary context**
- **Use tools to analyze equity impacts** and increasingly convey that information to the BOS (Annual Equity Impact Plans, Equity Impact Statements in BOS items, Vulnerability Index, Displacement Index)
- **Engage the community in more inclusive ways** – language access, virtual and digital participation

COUNTYWIDE STRATEGIC PLAN

The first-ever Countywide Strategic Plan was adopted by the Board of Supervisors in 2021, to achieve the following:

WHY A COUNTYWIDE PLAN?



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



Align and integrate existing departmental and issue-specific plans



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



Communicate progress on achieving measurable outcomes

KEY DRIVERS:



EQUITY

Apply a **racial and social equity lens** to engagement efforts and strategy development



COMMUNITY OUTCOMES

Align collective work with the **Ten Community Outcome Areas** and related **Indicators of Community Success**



DATA INTEGRATION

Use **data-driven insights**, disaggregating by place and population wherever possible



INCLUSIVE ENGAGEMENT

Create **multiple avenues** for community, stakeholder, and employee engagement

EQUITY IS THE “SUPER DRIVER” OF THE STRATEGIC PLAN

Past, present and future

1. Equity was a factor in **developing the original proposed strategies and metrics** through:
 - Focus groups
 - Surveys
 - Strategic planning teamwork
2. Equity is used as **one of two primary factors to prioritize** strategy implementation
3. Use of demographic data from the dashboards and equity indices (Vulnerability and Communities of Opportunity) to **target action to specific populations and neighborhoods, and to measure progress**



THROUGH THE STRATEGIC PLAN, WE ARE:

- **Connecting the dots** among related countywide initiatives;
- **Deploying a dynamic plan implementation structure** that actively engages staff at all levels and embeds key concepts of data-informed, equitable decision making;
- **Launching new data dashboards** to track relevant trends over time, highlighting demographic or geographic differences (assessing for equity), enabling the targeting of strategies, and providing a new way to measure effectiveness;
- **Embedding the strategic plan framework** throughout our organization, especially through the budget process;
- **Producing a constantly-evolving set of communication tools** to allow the community to see what the county is doing well, while staying transparent about the areas where we still have work to do.



WHAT DOES SUCCESS LOOK LIKE FOR FAIRFAX COUNTY?

Promoting the success of all neighborhoods and all populations in Fairfax County



10 COMMUNITY OUTCOME AREAS

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



5 KEY EQUITY DRIVERS

- Cradle to Career Success
- Community Safety and Justice
- Community Health and Wellbeing
- Equitable Community Development
- Inclusive Prosperity



HOW DO WE MOVE TOWARDS SUCCESS?

Implement the Countywide Strategic Plan with universal goals and strategies with targeted interventions by place and population to address disparities and areas of inequity

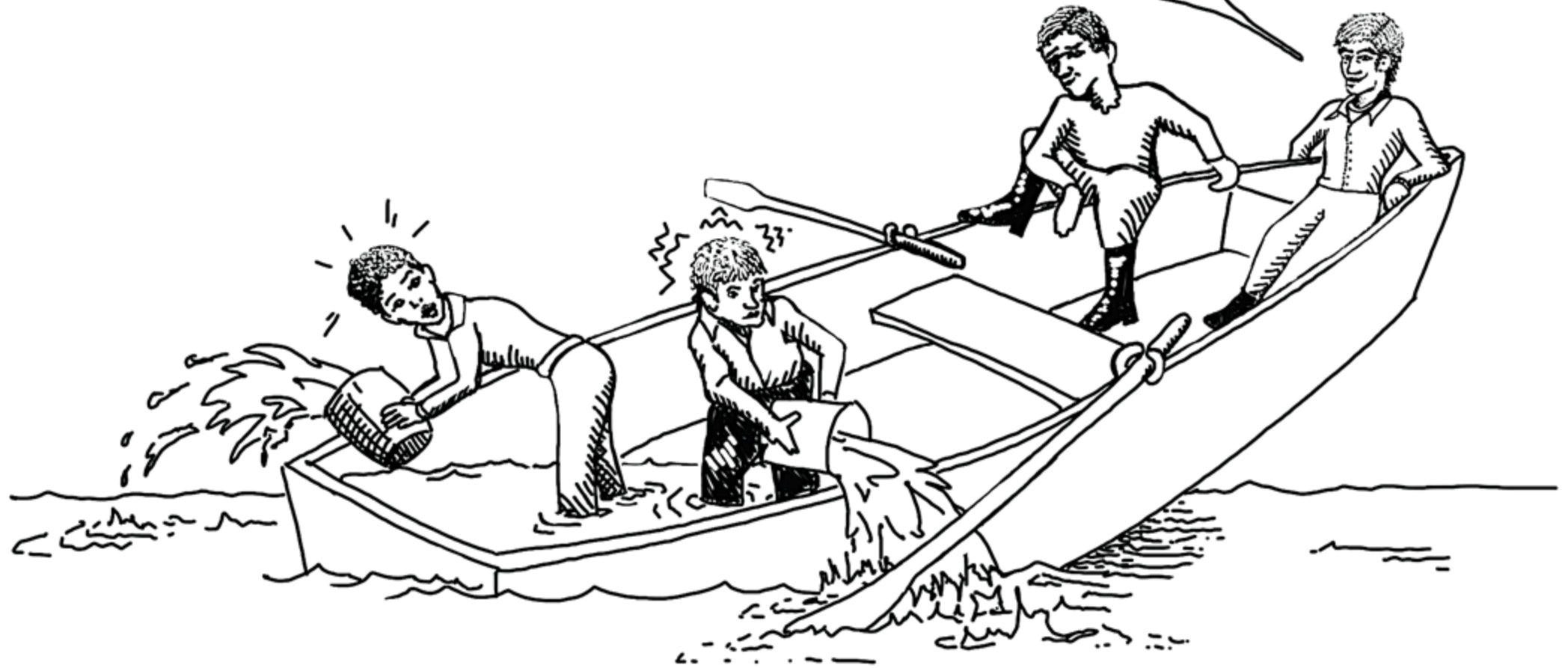


Focus on inclusive community engagement



Review progress on plan implementation and adjust as needed

Sure glad the hole isn't at our end.



TECHNICAL PROBLEMS VS. ADAPTIVE CHALLENGES

The single biggest failure of leadership is to treat adaptive challenges like technical problems.

TECHNICAL PROBLEMS

1. Easy to identify
2. Often lend themselves to quick and easy (cut-and-dried) solutions
3. Often can be solved by an authority or expert
4. Require change in just one or a few places; often contained within organizational boundaries
5. People are generally receptive to technical solutions
6. Solutions can often be implemented quickly—even by edict

ADAPTIVE CHALLENGES

1. Difficult to identify (easy to deny)
2. Require changes in values, beliefs, roles, relationships, & approaches to work
3. People with the problem do the work of solving it
4. Require change in numerous places; usually cross organizational boundaries
5. People often resist even acknowledging adaptive challenges.
6. “Solutions” require experiments and new discoveries; they can take a long time to implement and cannot be implemented by edict

THE “STRATEGIC” USE OF DATA



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

Strengthen the use of **data informed decision** making through regular data collection, evaluation, and distribution

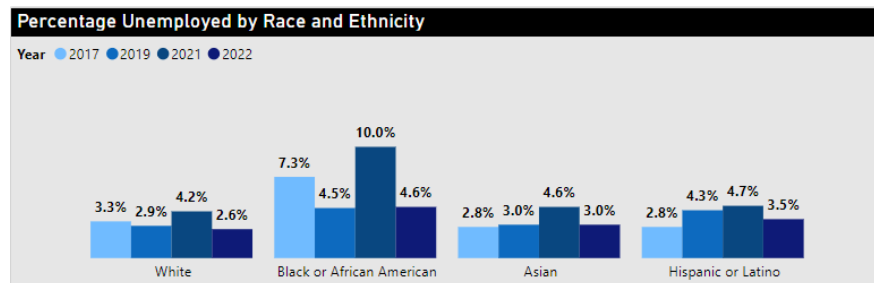
Implement a standardized, coordinated approach to **data collection and sharing** among county agencies and contracted service providers that incorporates best practices for data governance

KEY DATA DEFINITIONS

Population-Level Information

- Describes community conditions and outcomes for Fairfax County residents and communities
- Highlights community challenges and disparities by demographics and geography
- Includes data from community engagement efforts
- Often from national or state level data sources, but includes local government data

Estimate/Forecast	2022	2025	2030	2035	2040	2045	2050
Households	418,769	431,512	451,227	467,049	482,453	497,547	510,774
Housing Units	426,412	439,631	460,049	476,417	492,342	507,947	521,625
Population	1,172,646	1,202,424	1,247,472	1,283,719	1,318,975	1,353,568	1,383,972



Performance-Level Information

- Bridges population-level data and strategy implementation
- Communicates program and service specific efficiency, effectiveness, accessibility, equity, and outcomes
- Shows Fairfax County Government's contribution in helping to address community outcomes
- Identifies disparities by demographics and geography

Example: % of participants in employment programs who achieve a positive employment-related outcome

DATA DASHBOARDS

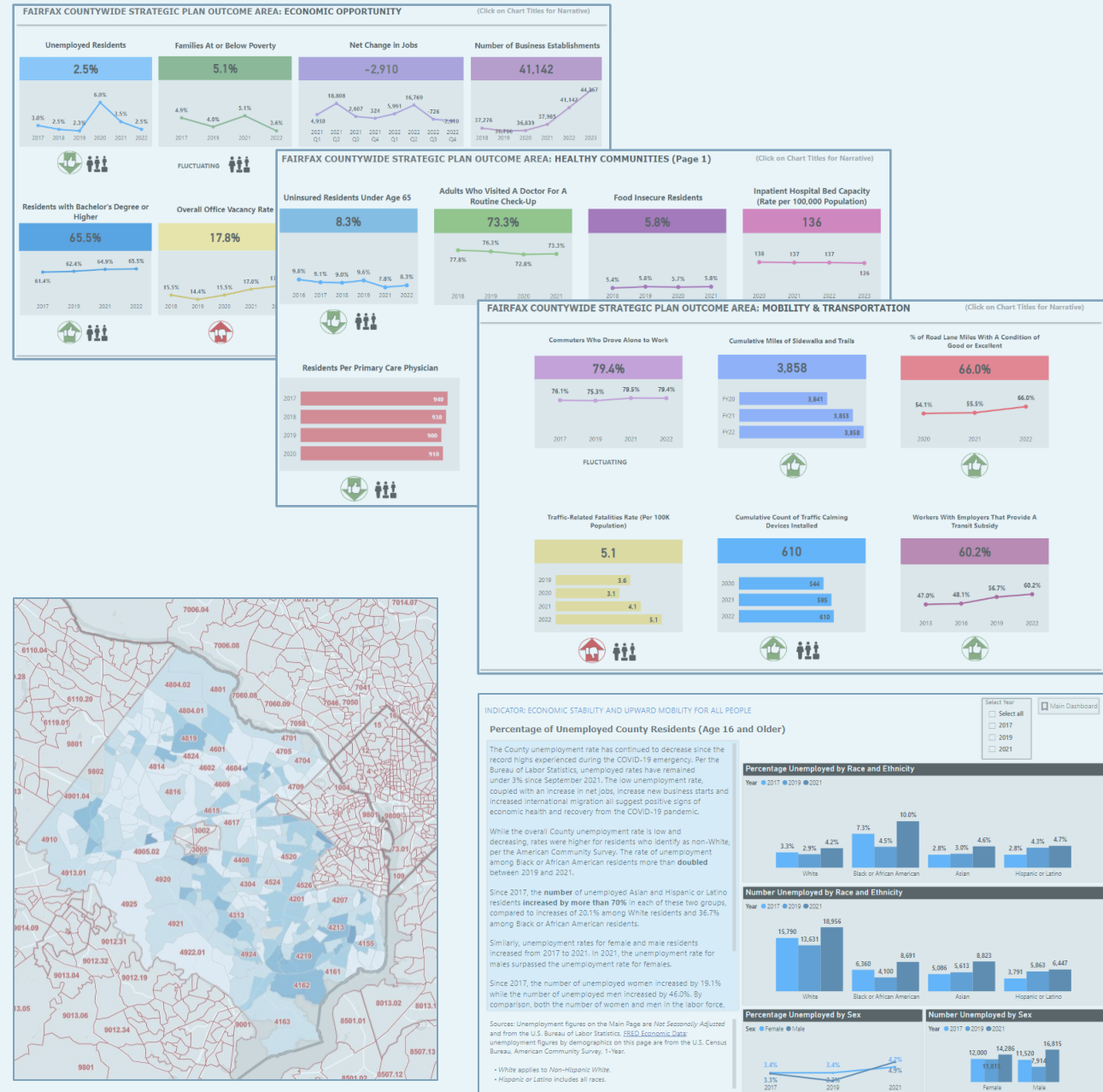
The data dashboards:

Track data trends over time using headline metrics

Co-locates related data for easy access and collective storytelling

Highlight demographic or geographic differences (assessing for equity)

Enables the targeting of strategies and provides a new way to measure effectiveness



MOBILITY & TRANSPORTATION DASHBOARD—COMMUNICATION STRATEGIES—COMMON MESSAGES, MANY VOICES

NewsCenter Article Published December 11

MOBILITY AND TRANSPORTATION DASHBOARD GOALS



These four indicators contain six headline metrics related to

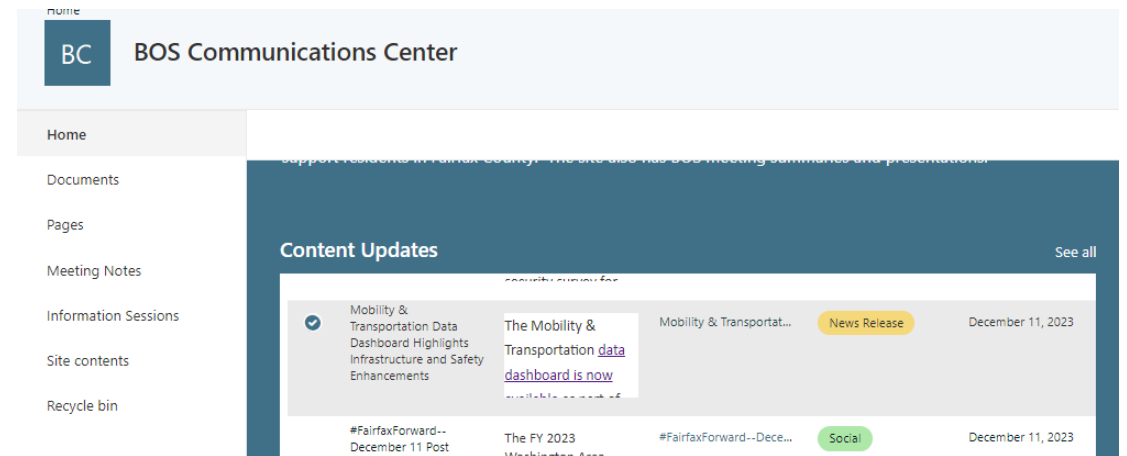
commuting patterns, sidewalks and trails, road lane conditions, traffic crashes, traffic calming devices and transit subsidies.

The dashboard is designed to:

- Inform residents and stakeholders
- Monitor progress over time
- Identify any demographic or geographic disparities among residents
- Guide community leaders, practitioners, and advocates in making data-driven decisions.

Overall, the metrics included in the dashboard help to evaluate the goals of reducing the reliance on single-occupancy vehicles and making the county more walkable to improve residents' physical health and reduce traffic-related accidents.

Mobility & Transportation Dashboard Article Posted on the BOS Communications Center



MOBILITY & TRANSPORTATION DASHBOARD—SOCIAL CONTENT

Fairfax County Government @fairfaxcounty

The Mobility & Transportation dashboard is the third dashboard now published to support the implementation of our Countywide Strategic Plan.

Data points include commuting patterns, traffic fatalities, and traffic calming features.

Learn more: bit.ly/3RFIdAx



fairfaxcounty

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Learn more: fairfaxcounty.gov/news...



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Fairfax County Government Published by Hootsuite · 3h ·

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Data points include commuting patterns, traffic fatalities, and traffic calming features.

Learn more: <https://bit.ly/3TW2ZvW>



WTOP—HOW FAIRFAX COUNTY IS USING DATA PATTERNS TO HELP MAKE ROADS SAFER



Scott Gelman | sgelman@wtop.com
January 15, 2024, 1:31 PM



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The number of fatal crashes in Fairfax County, Virginia, increased from 2020 to 2022, according to the county's new [mobility and transportation data dashboard](#).

There were 60 fatal crashes in the county in 2022, the dashboard shows, and crashes of all types increased over that same period of 2020 to 2022.

The dashboard has been launched as part of the county's strategic plan, County Executive Bryan Hill told WTOP. The county has also rolled out an economic opportunity dashboard and healthy communities dashboard.

In collaboration with the Board of Supervisors, Hill said, the data will be evaluated to inform future decisions about community needs.

"We're just trying to ensure that [residents] know we are trying to make this the most safe and user-friendly, vehicle-friendly, mobility-friendly county in the jurisdiction," Hill said.

The mobility and transportation dashboard is divided into what the county is calling "key indicators." They include:

- Efficient and varied transportation options
- Infrastructure condition, sustainability and environmental impact
- Traveler safety
- Increased accessibility, affordability and equity

There were 2,923 crashes in Fairfax County in 2022, according to the dashboard, the most since 2019, when there were over 3,500 recorded.

What Makes a Community

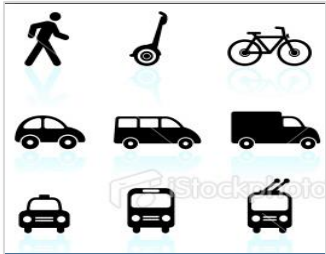
A COMMUNITY OF OPPORTUNITY?



EDUCATION



ECONOMY



MOBILITY



FOOD



RECREATION/
CULTURE



HOUSING



JUSTICE



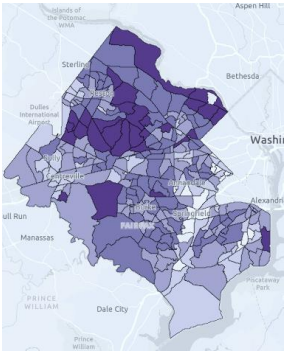
HEALTHCARE



DIGITAL ACCESS



QUALITY
CHILDCARE



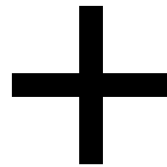
COMMUNITIES OF OPPORTUNITY INDEX

ACCESS TO OPPORTUNITY SUBINDEX

Shows access to opportunity based on place – the settings in which people live and work

Where can we take collective action?

- Homeownership*
- Labor Force Participation Rate
- Post-Secondary Education*
- Preschool Enrollment
- Property Appreciation
- Internet Subscription
- Access to Public Transportation



WELLBEING SUBINDEX

Shows wellbeing outcomes for populations

How are people in Fairfax County doing?

- Heat Vulnerability Index
- Health Insurance Coverage*
- Life Expectancy at Birth
- Housing Cost Burdened for Homeowners and Renters*
- Overcrowding
- Median Household Income*
- Travel Time to Work

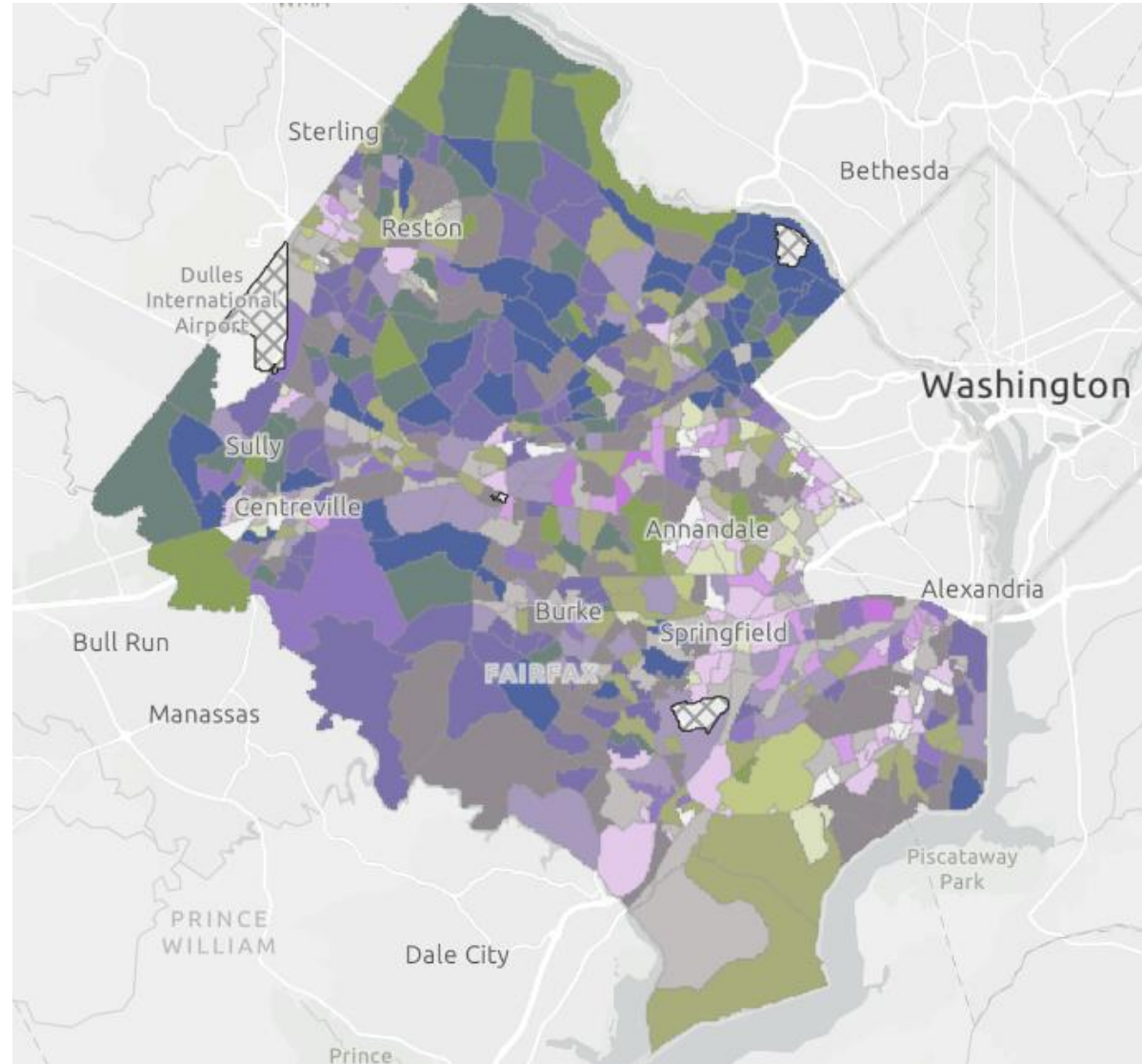
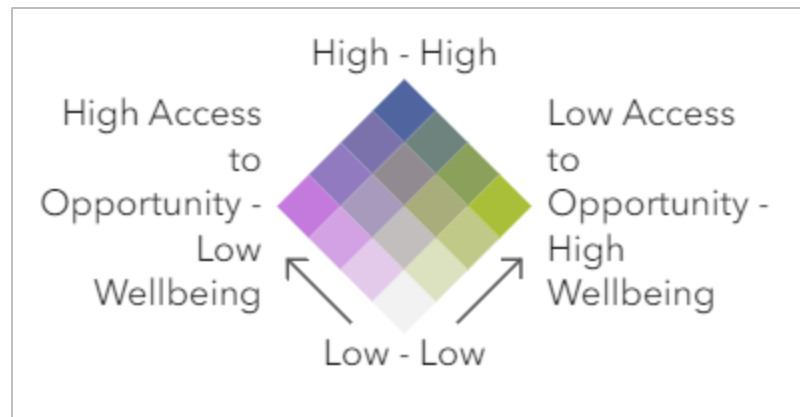
Has some similarities to the Vulnerability Index

**Indicators in Vulnerability Index*

COMMUNITIES OF OPPORTUNITY EQUITY MAP

Based on the Communities of Opportunity Index

Reflects progress toward all areas of the county being communities of opportunity



COMMUNITIES OF OPPORTUNITY LINK:

<https://fairfaxcountygis.maps.arcgis.com/apps/dashboards/9afad2587a174810bfe476c270059d5c>

WE LOOK TO THE BOARD TO...

Regularly review disaggregated data (quantitative and qualitative) on the 10 Community Outcome Areas to inform decision making

Acknowledge disparities by place and population in Fairfax County, root causes of disparities, and government's role in addressing those differences in outcomes

Focus on inclusive community engagement, recognizing which voices are being heard and not heard

Request what you need to make equitable and informed decisions (e.g., quantitative or qualitative data, asking questions about equity impacts) and to assess progress on Countywide Strategic Plan implementation and our transition to becoming One Fairfax

TOGETHER, THE COUNTYWIDE STRATEGIC PLAN & ONE FAIRFAX PROVIDE YOU WITH

A more comprehensive picture of the complex context in which you govern

- Different situations and conditions within and across magisterial districts
- Often competing interests of advocates and external stakeholders
- Difficult budget environment
- Regional, state, and national dynamics

And a framework for:

- Assessing and forecasting change
- Considering the intersecting and integrated nature of the county's work
- Prioritization of needs
- Evaluating the need for a course correction
- Continuing to set our conditions for success because we are in position of strength

QUESTIONS AND DISCUSSION