

Fairfax County Strategic Plan

Proposed to Board of Supervisors
February 2020

fairfaxcounty.gov/strategicplan

Shaping the Future 
Together
Fairfax County  Strategic Plan

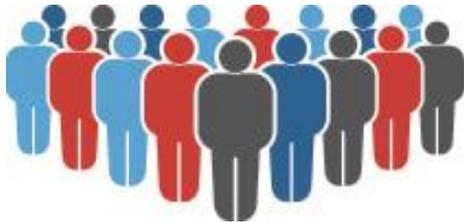


Table of Contents

About Fairfax County	2
Fairfax County Board of Supervisors	3
Note from County Executive Bryan J. Hill	4
Executive Summary	6
Alignment with One Fairfax Equity Policy	8
Guiding Principles	9
Nine Priority Areas	12
Cultural and Recreational Opportunities	13
Economic Opportunity	17
Effective and Efficient Government	22
Empowerment and Support for Residents Facing Vulnerability	28
Health and Environment	33
Housing and Neighborhood Livability	39
Lifelong Education and Learning	46
Mobility and Transportation	52
Safety and Security	57
Appendices	63
Appendix A: Inside the Process	64
Appendix B: Plans and Reports Consulted	66
Appendix C: Acknowledgements	67

About Fairfax County

Who we are...



1.2 Million People

- Median age is **38**
- **31.1%** foreign-born
- **39.92%** (age 5+) speak a language other than English at home
- **62%** w/bachelor's degree or higher
- **\$122,227** median household income
- Established in **1741**
- **10-member** Board of Supervisors
 - **4-year** terms
- **Urban County Executive** form of Government
- The average Fairfax County resident's commute takes **33 minutes**
- **Nearly all public roadways** in Fairfax County are commonwealth-maintained
 - **6.59 %** of Fairfax County residents live in poverty
- Over **50,000 acres** (approximately 20%) of the county is designated as open space
 - **89% of residents** ages 19-64 have health insurance
- **52.8% of Fairfax County's budget** is dedicated to Fairfax County Public Schools
 - Opioids are the **number one cause** of unnatural death in Fairfax County
 - Fairfax County Public Schools enrollment in 2019: **190,168**
 - The county's 9-1-1 center receives approximately **1 million calls annually**
 - 1 in 3 county residents spends **more than 30%** of their income on housing
 - In 2018 the **average monthly rent** was \$1,798
 - **56% of residents** live within a half mile of a county park entrance
- There are more than **400 miles of county** bicycle trails, lanes and other facilities
 - The county unemployment rate was **2.1%** as of December 2018

Fairfax County Board of Supervisors



Chairman, At-Large - Jeffrey C. McKay

Vice Chairman, Mason - Penelope A. Gross

Braddock - James R. Walkinshaw

Dranesville - John W. Foust

Hunter Mill - Walter L. Alcorn

Lee - Rodney L. Lusk

Mount Vernon - Daniel G. Storck

Providence - Dalia A. Palchik

Springfield - Pat Herrity

Sully - Kathy L. Smith

Note from County Executive Bryan J. Hill

Fairfax County is a remarkable place to live, work, play and learn. Over the last 30+ years, countless people have contributed to the sense of home and place we experience today.

As we acknowledge our past and current successes, **we must focus on the future and what we aspire to become as a community over the next 30+ years.**

The following communication will showcase our team's dedicated support for the process that has culminated in our proposed countywide strategic plan. This plan represents a future featuring nine priority areas, detailed strategies, indicators to show progress and specific metrics to track success. These nine priority areas are the central themes for seven guiding principles that will allow for our plan to be successful.

Our One Fairfax Equity Policy guided the development of this plan, while the plan is also infused with cross-cutting themes of access, affordability, sustainability, innovation, collaboration/engagement and placemaking. We've partnered closely with Fairfax County Public Schools as we create a sense of place for all. There must be a renewed focus on communication, collaboration, as well as innovation, to ensure success for the future of Fairfax County.

Our draft plan has already touched many people and areas throughout our vast county. For more than a year, we've invited residents, employees and stakeholders to help us shape the future together. I now present this plan to the Board of Supervisors and the community for more discussion and dialogue. We hope to implement this plan once refined and adopted by the Board of Supervisors.

Numerous people have asked – why do we need this plan? The answer is simple. The strategic plan will align existing government and community plans to drive outcomes and successes, while focusing our resources in a systematic fashion over the next 5, 10, 30 years and beyond.

This milestone of presenting Fairfax County's first-ever countywide strategic plan does not mark the end of the process. **In fact, it signifies the beginning of a new era, a new way to work, a new way to collaborate and a new way to think as we strive for efficient and effective service delivery.** The strategic plan will be an ongoing process that prioritizes government planning and helps all community decision-makers and residents understand where we're going together, how we are going to get there and what we plan to achieve. This proposed plan also will lead to other related work, such as reviewing the county's Capital Improvement Program to ensure we are aligning large facility and infrastructure investments with desired outcomes.



For our community, I invite you to see yourself in this plan, provide feedback now and through the years, and track success (or where we're falling short). This is a community plan, not just a government plan; it is a plan for all.

For our employees, you will be challenged to collaborate in new ways and think differently about addressing community issues. We need to move out of our departmental silos and instead work collectively to move the needle on indicators and implement strategies. The challenge is in front of us, the world has changed, we can no longer rest on our laurels.

For our Board of Supervisors, I'm excited to present this document to you, look forward to hearing your feedback and working with you to build upon previous successes for an even stronger future. Your insight and help developing our future priorities and goals will be key as we position ourselves financially to ensure greater successes as we "Shape the Future Together".

As I close this note, I'd be remiss if I didn't thank the nine strategy teams pictured below (and cited in Appendix C) that worked for nearly nine months drafting this plan. Your hard work, dedication and commitment to collaboration are noteworthy as a new way to work and deliver results to the community. Working together is a commitment we all should undertake. Without critics we never have success. I implore all to foster continued collaboration and continued flexibility in thinking, and most importantly, to be bold and think big as we move our county into the future.



On behalf of my Strategic Plan Steering Committee,

Bryan

County Executive's Strategic Plan Steering Committee

- Bryan Hill, County Executive
- Karla Bruce, Chief Equity Officer
- Tisha Deeghan, Deputy County Executive
- Rachel Flynn, Deputy County Executive
- Joseph Mondoro, Chief Financial Officer
- Dave Rohrer, Deputy County Executive
- Marty Smith, Chief Operating Officer, Fairfax County Public Schools

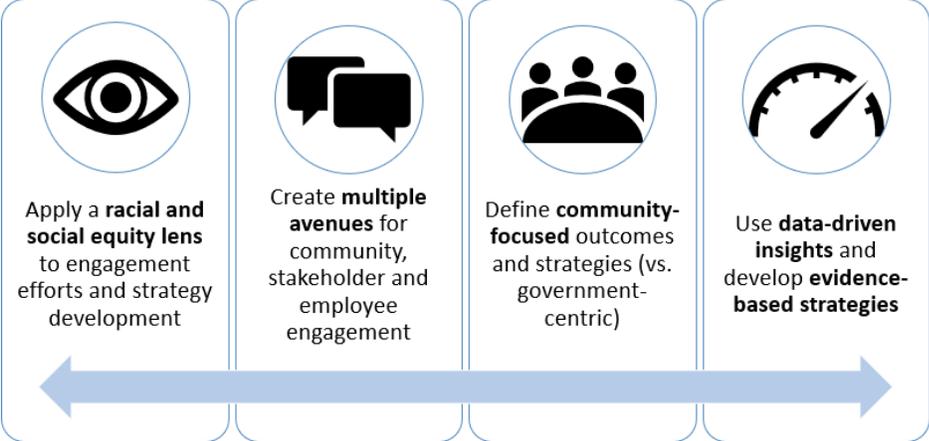
Executive Summary

In January 2019, Fairfax County embarked on an effort to develop its first Countywide Strategic Plan. At the heart of the effort was the realization that Fairfax County needs to evolve and find new and innovative ways to serve the community. While the county overall enjoys enviable national rankings in median income and school performance, as well as low crime rates and great parks, there are challenges that need to be addressed. Opportunity varies depending on who you are and where you live in the county, and there is a widening gap between those at the highest rungs of the economic ladder and those who struggle to get by; traffic congestion challenges the region’s economic and social vibrancy; higher rents and housing, taxes and other living costs threaten the ability for many to live here; and increased growth and urbanization strain our natural resources and built infrastructure. The intent of this strategic plan is to define a vision for our community, to prioritize the actions to address the most critical challenges and to move us toward that vision.

The following goals guided the strategic planning work:



And the following principles were followed:





One of the key principles was to create a plan focused on community-defined outcomes, so two rounds of community feedback were held. More than 16,000 people participated in our first round of engagement in spring 2019 either through in-person meetings or a countywide survey. Consistent with the One Fairfax racial and social equity policy, a focused effort was made to hear from all voices by engaging historically underrepresented segments of the community and to integrate the principles of equity throughout the plan. During engagement sessions, the community answered five questions:

1. What are the greatest challenges facing Fairfax County in the next 10 years?
2. What headlines do you want to read about Fairfax County in 10 years?
3. What does county government do well?
4. In what areas does county government need to improve?
5. What actions would you prioritize over the next three to five years?

Based on this community input, nine priority areas were identified:

- 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

The teams for each of the nine priority areas embarked on extensive research to review existing planning documents, previous community input, relevant scholarly work and the latest trends, and to benchmark the work of other communities. The teams also conducted additional targeted outreach to stakeholders and service provider partners to gain additional insight. In addition, Fairfax County Public Schools was a key partner and participant in developing the plan. Once the research was completed and draft strategies were developed, another round of community engagement was conducted in the fall of 2019. This draft plan represents a culmination of the work by the teams with input from the community.

Efforts are now underway to lay the groundwork for implementation following Board of Supervisors' adoption. Future budgets and work by county staff will align with the priorities in this plan. Performance management systems will also be aligned to show the community how the needle is moving on desired outcomes and to hold county government accountable for results.

Alignment with One Fairfax Equity Policy

While the county is a great place to live, learn, work and play, persistent racial and social inequities and disparities in outcomes exist. To confront these realities, the county has embraced a vision of One Fairfax: the belief that ALL residents deserve an opportunity to succeed. The county has committed to considering equity as we create and implement county policy and practice – to intentionally, comprehensively and systemically identify and address barriers to and gaps in opportunity.

The research and outreach conducted for the Countywide Strategic Plan has shown the complex and interconnected web of systems such as housing, education, transportation, employment, health and other factors that can significantly shape an individual's or family's potential for life success. We are gaining a better understanding of how these opportunities vary depending on who you are and where you live in the county. As we plan for the county's success, we must prioritize building the productive capacities of all neighborhoods and residents, bolstering their connection to the county's assets and resources and facilitating their full participation in and contribution to the county's economic and social vitality and readiness for the future.

Creating Communities of Opportunity

As the strategic plan is implemented, we will strive to transform islands of disadvantage – areas where residents face economic, educational, health, housing, and other challenges – into communities of opportunity by:

Understanding Opportunity & Vulnerability

Use analytical tools to better understand and represent the dynamics of opportunity and vulnerability within the county.

Targeting Interventions to Build Opportunity

Facilitate the development of targeted, strategic interventions in low-opportunity areas to cultivate critical opportunity structures for residents.

Targeting Interventions to Connect to Opportunity

Affirmatively connect low-income and otherwise marginalized individuals and families to existing opportunity.

Encouraging the Development of an Inclusive Economy

Sustain our strong economy while expanding opportunity for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.

See Appendix B for reports and references for these concepts.



Guiding Principles

Fairfax County will be guided by the following set of overarching themes to help achieve the nine priority area outcomes outlined in this strategic plan. They will influence how the county makes decisions, sets policies, allocates resources, implements strategies and measures results.

Access

Fairfax County provides a wide variety of high-quality programs and services for our community. However, many residents face barriers — physical, economic, language-based, time-of-day and others — that prevent them from easily accessing these offerings. As the county moves forward implementing this strategic plan, it will incorporate the perspectives of those who face those barriers in designing solutions to address them. In this way, more members of the community are able to take advantage of the opportunities offered.

Affordability

The cost of living in the community will likely continue to rise. In the face of this challenge, Fairfax County will work to ensure that everyone in the county can afford to meet their most fundamental needs, such as housing, food, transportation, utilities and childcare. This will involve setting strategies and implementing policies that help keep the costs of those necessities — as well as the tax burden we place on individuals and businesses — reasonable. In addition, Fairfax County will pursue initiatives and programs that expand opportunities for individuals and families to increase their income and wealth so that they can remain here and thrive.

Collaboration and Engagement

The challenges and opportunities facing Fairfax County cannot and will not be solved by county government alone. The creativity, diversity and energy of our residents, businesses and community organizations will need to be harnessed if we are all to achieve success on the nine outcomes outlined in this plan. To accomplish this, the county will need to proactively create opportunities for collaboration and engagement that are inclusive, accessible and authentic — convening these partnerships in ways that enable a wide range of views and voices to be heard and that represent the diversity of all communities.



Innovation

The world is changing rapidly in a multitude of ways, and the residents and businesses of Fairfax County expect their county government to keep pace and deliver on their desired outcomes. This will require the county to embrace new ways of working, new technologies and new partnerships. Fairfax County will need to let go of comfortable, status quo approaches and seek new insights about what it will take to make performance even better. As the county pursues more innovative practices, it will need to become more agile and adaptive — constantly refining programs to acquire and process new information. To be as effective as possible, Fairfax County will need to be open to opportunities for learning and growth, and then adapt approaches accordingly.

Sustainability

Fairfax County is a steward of the community's resources, whether these are the funds provided through taxes and fees to deliver needed services, the natural environment everyone relies on to live or the human talent that works each day to serve the community. It is imperative for Fairfax County to manage those resources in ways that maximize their long-term health and sustainability, even as it acts to address the real-time, urgent needs of today. This means considering the impacts of our policies on future generations of residents, taxpayers and employees, and intentionally incorporating those insights into decisions.

Placemaking

The natural and built environments are foundational to a community's quality of life. Where people live is a major determinant in the opportunities they will experience. Does the area in which they live provide access to basic needs – affordable housing, healthcare, safety and security, employment, transportation, education? Does the area also provide diverse cultural/recreational opportunities that enrich their lives such as the arts, beautiful parks and social connection? Are these opportunities equitably shared?

Placemaking is about creating environments where people can thrive; where people want to be; and where businesses want to locate and grow. Placemaking recognizes that all areas have not historically experienced the same level of opportunity, and different levels of investment are needed. Placemaking strategies cut across all the priority areas in this plan and will require a thoughtful approach to how the multiple goals in this plan intersect.

Creating great places will require integrating land use planning with transportation choices and providing access to community amenities in a healthy, secure and environmentally sustainable



manner. Placemaking is also about providing choices – protecting and preserving the fabric of existing neighborhoods and building new vibrant, mixed-use, pedestrian friendly urban centers that celebrate our cultural diversity. As implementation of the plan is advanced, specific attention will be focused on placemaking and integrating strategies across the nine priority areas.

Nine Priority Areas

The nine priority areas outlined in the following pages provide the framework for the people and organizations of Fairfax County to shape the future together for 2020 and beyond:



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

Each priority area includes the following:

Outcome Statement: The aspirational future state for Fairfax County.

Introduction/Summary: Context about the priority area.

Challenge Questions: Describe the problem/opportunity people are experiencing informed by evidence, data, subject expertise, outside perspectives and realities.

Indicators: Ways to measure progress, both for the community at large and for county government. They are clear, quantifiable and they help manage progress.

Metrics: Specific data points to track whether Fairfax County is making progress.

Strategies: Actions that need to be taken to address identified challenges that “move the needle” on indicators and metrics.



Cultural and Recreational Opportunities

Outcome Statement

Fairfax County is a place where all residents, businesses and visitors are aware of and able to participate in quality arts, sports, recreation and culturally enriching activities.

Introduction/Summary

Cultural and recreational opportunities promote vibrant, thriving and inclusive communities. These opportunities are foundational to our community because they foster economic strength, social connectivity, diversity and healthy lifestyles. The strategies in this section emphasize the strength of the community's diversity and the need to celebrate that diversity through a variety of cultural offerings. The strategies seek to enhance the delivery of programs with a focus on quality, equity, program awareness and the removal of barriers to access. By positioning Fairfax County as an inclusive and thriving place for all to enjoy well-maintained, safe and diverse offerings, the county will help create a culturally rich environment that benefits generations to come.

Challenge Questions

1. How can we effectively and reliably connect the community to cultural and recreational opportunities?
2. How do we ensure equitable access to and utilization of the arts, parks, trails, open spaces and recreational opportunities regardless of race, ethnicity, ability, gender, age, education, geographic location and income level?
3. How do we inclusively honor and preserve Fairfax County's unique and diverse culture, history and traditions?
4. How does the county maintain, grow and support enriching and quality cultural and recreational opportunities?
5. How might we measure whether people have a "quality" cultural or recreational experience when that is such a subjective assessment?
6. How can the county best contribute to realizing new and/or renovated arts, cultural and recreational facilities that align with people's needs?

Indicators

1. Access to Cultural and Recreational Opportunities
2. Awareness and Appreciation of Diverse Cultures
3. Satisfaction with Cultural and Recreational Opportunities
4. Representation and Promotion of Diverse Cultures

Metrics

Indicator: Access to Cultural and Recreational Opportunities

Metrics:

- % of residents engaged in a cultural and recreational experience in Fairfax County within the past 12 months
- # of acres [or square miles] of recreational space available in the county
- % of residents who visited a park in Fairfax County within the past 12 months
- % of residents living within a half-mile walk of a park entrance
- % of residents who are satisfied with their proximity to a park
- % of residents living within a half-mile walk of a cultural/recreational center
- % of residents who feel cultural/recreational opportunities in the county are affordable to them
- % of residents who feel that county-sponsored cultural/recreational opportunities are offered at convenient times
- % of residents who indicate that it is easy to access information on cultural/recreational opportunities
- % of community organizations that feel Fairfax County Government is a trusted partner
- # of non-Fairfax County residents visiting a county-owned facility, park or attraction for a cultural/recreational opportunity

Indicator: Awareness and Appreciation of Diverse Cultures

Metrics:

- % of individuals attending a county-sponsored cultural/recreational opportunity who found it enriching
- % of residents who feel welcome at county-sponsored cultural/recreational opportunities

- % of residents who report that they attended a cultural/recreational opportunity in the past year that represented their culture(s)
- % of residents who say they have gained a greater understanding/appreciation for other cultures in the past year
- % of residents who believe their feedback on county-sponsored cultural/recreational opportunities is considered/valued/heard

Indicator: Satisfaction with Cultural and Recreational Opportunities

Metrics:

- % of residents who are satisfied with the amount/variety of cultural/recreational opportunities available in the past year
- % of residents saying they are satisfied with the quality of cultural/recreational opportunities offered by Fairfax County
- % of individuals participating in a Fairfax County cultural/recreational class/program/facility who report being satisfied with that class/program/facility
- % of residents who are satisfied with the cleanliness of county recreational facilities or parks
- # of social media geolocated tags/engagements in a county-sponsored cultural/recreational location or event

Indicator: Representation and Promotion of Diverse Cultures

Metrics:

- % of residents who feel the county is acknowledging, protecting and preserving their historical and cultural heritage
- % of Fairfax County cultural/recreational opportunities that are offered in languages other than or in addition to English
- # of county-sponsored cultural/recreational opportunities that are held in non-county spaces



Strategies

Improve Availability and Access to Cultural and Recreational Opportunities

- **CRO 1.** Collaborate with the business community to determine best practices to cross-promote programs/events at shared spaces.
- **CRO 2.** Evaluate transportation barriers to and from cultural and recreational opportunities and address gaps that limit residents' ability to access these opportunities.
- **CRO 3.** Evaluate the existing business models for agencies and organizations that support cultural and recreational opportunities with the goal of devising a consolidated funding methodology that ensures more affordable and equitable access.
- **CRO 4.** Ensure land development practices integrate the needs of the community to achieve equitable development of cultural and recreation facilities, areas and venues.

Heighten Awareness, Appreciation and Promotion of Diverse Cultures

- **CRO 5.** Ensure cultural and recreational amenities are included in placemaking designs for development and/or revitalization in targeted areas.
- **CRO 6.** Regularly inventory and evaluate cultural and recreational programs provided by the county and its partners based on how they address identified service gaps and how well they positively impact equity.
- **CRO 7.** Build awareness of volunteer opportunities and recruit a diverse volunteer base to support cultural/recreational opportunities.
- **CRO 8.** Provide varied modes and forums to engage and involve diverse community voices to determine the types of offerings/programming/supports the community is seeking. Utilize the feedback to modify programs to ensure greater participation.
- **CRO 9.** Provide comprehensive, up-to-date, accessible information to the public about local artists, creative cultural industries, places of cultural and natural heritage, events and spaces and facilities.

Provide Quality Programs

- **CRO 10.** Evaluate and strengthen standards for agencies to establish and sustain quality cultural and recreational opportunities.



Economic Opportunity

Outcome Statement

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

Introduction/Summary

Fairfax County is well known for its world-class public schools, high median income, low unemployment, public safety system, concentration of corporate headquarters and other key indicators of community health and economic prosperity. The county's competitive advantage is routinely confirmed by regional, state and national data measures. At the same time, data analysis at the local level reveals that many people, businesses and places within the county face barriers and lack the supports to address basic needs and are thereby prevented from realizing economic growth and sustained prosperity. The strategies in this section seek to build upon economic strengths while improving the economic opportunity for those in need. Achieving sustained economic vitality requires the economic stability of all people, businesses and places throughout Fairfax County. There are strategies that seek to improve economic mobility for residents, support start-ups and small businesses, invest in the workforce and continue to support actions that make Fairfax County the premier place to live, work and play.

Challenge Questions

1. How can we continue to transform Fairfax County into an innovative economic center that can successfully compete nationally and globally?
2. How can we ensure all workers are well-positioned to attain the skills that will be needed to meet the requirements of the jobs of the future?
3. How do we continue to expand non-federal sectors of the local economy?
4. How do we position ourselves to best compete in, collaborate with and maximize economic opportunity within the regional economy?
5. How do we continue to support a culture of entrepreneurship and small business development where all have opportunities to thrive?
6. How will we cultivate the full economic potential of all community members and places across all areas of the county, leveraging diversity as a competitive advantage for our economy?

Indicators

1. Business Health and Industry Diversification
2. Personal/Family Economic Stability and Mobility
3. Workforce Readiness
4. Economic Innovation
5. Economic Vibrancy of Communities

Metrics

Indicator: Business Health and Industry Diversification

Metrics:

- # of jobs created by businesses in Fairfax County
- # of jobs created by Fairfax County as a result of county contracts
- # of businesses located in Fairfax County, broken down by size, industry and ownership demographics
- # of businesses relocating to Fairfax County and the corresponding # of new jobs created
- % of businesses participating in Fairfax County business support programs or services that report high satisfaction with those programs or services

Indicator: Personal/Family Economic Stability and Mobility

Metrics:

- % of households with income at or below federal poverty level
- % of individuals/families whose hourly wages meet or exceed the MIT living wage definition for their family size
- % of residents who are employed
- % of Census Designated Places in Fairfax County that have a median income equal to or greater than the countywide median income
- # and % of participants in Fairfax County-supported personal financial capability programs who achieve a positive financial capability-related outcome
- % of participants in Fairfax County-supported economic opportunity services who report that those services meet expectations

Indicator: Workforce Readiness

Metrics:

- % of residents with a post-secondary degree/certification
- # of jobs in Fairfax County that remain unfilled for more than six months
- # of individuals participating in Fairfax County-supported internships
- # and % of participants in Fairfax County-supported employment programs who achieve a positive employment-related outcome

Indicator: Economic Innovation

Metrics:

- # of patents issued to Fairfax County-based inventors
- # of businesses located in Fairfax County owning intellectual property
- # of new startups located in Fairfax County, broken down by industry
- # of dollars of new capital investment in Fairfax County-based businesses
- Return on county investment in innovation-related activities (e.g., Economic Opportunity Reserve projects, etc.)
- # of new jobs created by high-growth startup businesses participating in Fairfax County programs
- # of dollars invested by Fairfax County in partnerships that advance innovative initiatives
- % of county-supported initiatives aimed at assisting high-growth start-up businesses that achieve their specified performance targets

Indicator: Economic Vibrancy of Communities

Metrics:

- % of vacant commercial/industrial space
- % of working-age residents who both work and live in Fairfax County
- Ratio of assessed value of non-residential real estate to residential real estate
- # of dollars of Fairfax County investment in targeted activity areas and centers
- % of land development projects that exceed benchmark review time goals, broken down by project types in the land development process and benchmarked against industry norms

- % of administrative review requests/applications related to land development completed within 30 calendar days

Strategies

Improve Access to Employment Supports

- **EO 1.** 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.
- **EO 2.** Focus efforts on removing barriers such as lack of affordable housing, childcare and transportation that limit participation in the workforce and employment-related programs.
- **EO 3.** 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.

Promote an Agile Policy and Regulatory Environment

- **EO 4.** Implement transparent and flexible land development policies, regulations and processes that keep pace with market conditions and innovations.
- **EO 5.** Streamline the land development process to reduce time to market.
- **EO 6.** Enhance the county's capacity to gather and use high-quality socioeconomic and other relevant market data, making it available and consumable for improved data-driven decision making, especially related to land development and investments in communities with the greatest need to improve economic opportunity.

Attract and Support Businesses

- **EO 7.** Collaborate with the Economic Development Authority and the business community to explore innovative approaches to enhance efforts to attract, retain, support and expand businesses, particularly in target industries and across various types and sizes.
- **EO 8.** Advance the skills of new business owners by assessing currently available county and community services and building a more coordinated and impactful network of expertise and support.

Leverage Partnerships, Collaboration and Competition

- **EO 9.** Identify, and work to remove at the state level, obstacles to targeting economic opportunity enhancement and sustainability in areas such as local procurement.
- **EO 10.** Facilitate improved connection of employers to qualified talent by increasing awareness of workforce services and incentives.
- **EO 11.** 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.

Prioritize Placemaking

- **EO 12.** Focus land development efforts on creating a variety of vibrant, transit-connected, walkable mixed-use destinations throughout the county that meet the needs of residents, employers and the workforce.
- **EO 13.** Prioritize the use of innovative and evidence-based regulatory, financial and other incentives to transform areas where residents face numerous economic and social challenges into communities of opportunity.

Build a Strong Workforce and Support Competitive Skills Attainment for Residents

- **EO 14.** Develop and execute a compelling marketing strategy to support efforts by Fairfax County businesses to recruit and retain talented employees, highlighting and promoting the competitive advantages of the county and the region.
- **EO 15.** 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.
- **EO 16.** 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.



Effective and Efficient Government

Outcome Statement

Fairfax County is a place where all people trust that their government responsibly manages resources, provides exceptional services and equitably represents them.

Introduction/Summary

A community where all can thrive includes a government that effectively and efficiently manages resources to deliver results. To anticipate the needs of the evolving community, the county needs well-functioning facilities, technology and infrastructure, a workforce ready to meet future demands and services that exceed customer and stakeholder expectations. The county government needs a culture that encourages innovation and collaboration with public and private partners. Leadership and staff must effectively communicate, continuously engage and build trust with everyone in the community.

Challenge Questions

1. How do we keep the county on a sustainable fiscal path necessary to meet the needs of a population with increasingly diverse demographic and socio-economic characteristics?
2. How do we transform government culture, policies and business practices to align with community goals and priorities and support changing demands?
3. How do we attract, retain and develop a highly skilled, talented and diverse county government workforce that advances a culture of engagement and excellence?
4. How might we improve engagement with residents so that we include voices of marginalized communities and capitalize upon the assets of our diverse residents and businesses?
5. How do we maximize the use of evolving technologies and the increasing amount of countywide data to exceed our residents' and other stakeholders' expectations, while appropriately managing the related risks?
6. How do we manage county infrastructure — including our buildings, land, technology and tools — to better meet current and future needs of county residents and workers in an environmentally and fiscally sustainable manner?
7. How do we equitably and comprehensively gather and analyze internal and external feedback in a timely and transparent manner to drive process and service improvements?

Indicators

1. Customer Satisfaction
2. Community Engagement
3. County and School Workforce
4. Technology and Facilities
5. Financial Sustainability and Trustworthiness

Metrics

Indicator: Customer Satisfaction

Metrics:

- % of residents who rate the overall quality and accessibility of Fairfax County Government services as excellent or good
- % of customers of individual Fairfax County Government services (internal and external) who report they were satisfied with the service they received
- % of transactions that meet a specified service or performance standard (for those that have a standard)

Indicator: Community Engagement

Metrics:

- % of residents who feel they have authentic opportunities to participate in Fairfax County Government decision-making
- Difference between the demographics of appointed officials and the demographics of the population
- % of registered voters in Fairfax County who voted in the most recent local election

Indicator: County and School Workforce

Metrics:

- Difference between the demographics of the county government workforce and the demographics of the community
- % of Fairfax County Government positions filled within a defined period of time

- % of hiring managers who are satisfied with the applicant pool they were provided when filling a position
- # of positions that are reposted within x weeks of the original posting due to not being filled initially
- % of new hires who feel they were onboarded effectively and prepared for their positions
- % of employees who report high levels of engagement at work
- Rate of voluntary and involuntary turnover (excludes retirements)
- % of county government and school district employees who live in Fairfax County

Indicator: Technology and Facilities

Metrics:

- % of county facilities, technology, infrastructure and assets with a rating of “good” or better
- % of county space available for community use that was used during the times it was available/open
- % of users of county facilities who rate them as accessible, safe and well maintained
- Energy consumption at county facilities per square footage
- % of IT projects that are rated by project sponsors and end users as successfully meeting the project requirements

NOTE: In this section of metrics, ‘county’ refers to all taxpayer-funded facilities— government buildings, board offices, community centers, parks, libraries, schools, etc.

Indicator: Financial Sustainability and Trustworthiness

Metrics:

- % of residents who rate Fairfax County Government as trustworthy
- % of residents who report they understand the budget process and how the county spends money
- Amount of local taxes collected, as a % of household income
- % of audit findings in which auditors have verified the desired corrective action was fully implemented
- # of settlements and # of dollars paid out by Fairfax County Government and Fairfax County Public Schools in settlements, fines and legal judgments

Strategies

Provide an Excellent Customer Experience

- **EEG 1.** Implement a human-centered design approach across county and school programs and services to improve the customer experience.
- **EEG 2.** Implement a comprehensive approach to consistently solicit customer feedback on their service experience and share results regarding the quality of the county's programs and services.

Ensure Inclusive Community Engagement, Representation and Governance

- **EEG 3.** Enhance communication and outreach to the community by using all available communication methods and tailoring messaging to individual needs.
- **EEG 4.** Improve public participation and engagement opportunities to ensure all facets of the community are represented and have physical and technological access to engage and participate in community discussions and decisions.
- **EEG 5.** Increase volunteerism to enhance county, school and community service delivery and coordinate efforts to enable one-stop identification of volunteer opportunities.
- **EEG 6.** Review and improve the structure, operations and impact of county boards, authorities and commissions to better meet the current needs and demographics of the community.

Attract and Develop a Great Workforce

- **EEG 7.** Improve the county's competitiveness as an employer to recruit, hire and retain a diverse, highly qualified workforce.
- **EEG 8.** Make the onboarding process for all new employees streamlined, consistent and compelling, so that staff have the information, tools and technology they need to begin their county careers effectively.
- **EEG 9.** Enhance countywide succession planning and ensure continuity of operations by focusing on key positions and critical functions where effective knowledge transfer and smooth workforce transition need to take place.

- **EEG 10.** Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.

Develop a Strong Workplace Culture

- **EEG 11.** Initiate a regular, countywide process for conducting organizational assessments and employee surveys and then implementing identified changes that will lead to improved employee engagement.
- **EEG 12.** Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.
- **EEG 13.** Provide more flexibility in the areas of workplace environment, benefits, career progression and nontraditional employment arrangements to compete more effectively with surrounding private and public sector employers for the next generation of employees.

Continuously Improve Process Effectiveness

- **EEG 14.** Re-engineer county practices and procedures to improve performance, reduce cost and eliminate redundancies.
- **EEG 15.** Pursue professional and industry accreditations for all applicable county and school programs, implement recommendations and promote accreditation, once achieved.
- **EEG 16.** Create "communities of practice" around areas of functional expertise (such as human resources, financial management, data analytics, or performance measurement) to foster innovation, increase collaboration and share best practices across the county workforce.
- **EEG 17.** Strengthen the use of data-informed decision making through regular data collection, evaluation and distribution.

Be Responsible Stewards of County Resources

- **EEG 18.** Evolve the budgeting process to align resource allocation to those programs and activities that will most effectively advance the outcomes outlined in the strategic plan.
- **EEG 19.** Increase the transparency and understandability of the county and school budget to provide greater access to information and receive more community input regarding spending priorities.
- **EEG 20.** Pursue policy, fiscal and legislative options to provide county leaders with the flexibility and tools needed to respond to the challenges associated with becoming an increasingly urban county.

Leverage Technology to Accelerate Results

- **EEG 21.** Implement a data governance policy that standardizes and strengthens how the county collects, analyzes, warehouses and shares data across departments and with the community.
- **EEG 22.** Implement a consolidated county and school technology plan to enable innovative solutions, reduce operational costs and deliver exceptional outcomes.

Modernize and Ensure Full Utilization of County Facilities (Defined to include all taxpayer funded facilities — government buildings, board offices, community centers, parks, libraries, schools, etc.)

- **EEG 23.** Increase utilization and shared use of county facilities so that residents are better able to access needed services within their neighborhoods and facilities can support community use and satellite service delivery.
- **EEG 24.** When building new county facilities and infrastructure, incorporate design that results in multi-use spaces, promotes efficient use of sites and maximizes return on investment.
- **EEG 25.** Increase resiliency and energy efficiency of existing and new county facilities and infrastructure to improve performance, reduce building maintenance costs and increase the ability for facilities to self-sustain during emergencies.
- **EEG 26.** Equitably assess and perform ongoing maintenance, upgrades and replacement of county facilities, infrastructure and equipment so that they can meet future demands and provide a safe and healthy environment for residents.



Empowerment and Support for Residents Facing Vulnerability

Outcome Statement

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

Introduction/Summary

Fairfax County's vision for empowering residents facing vulnerability is a collective partnership between the community and local government that identifies and engages the most vulnerable in a way that mitigates barriers while providing a comprehensive, integrated, and streamlined approach to service delivery. Vulnerabilities emerge, evolve and resolve. Residents may face multiple, often overlapping vulnerabilities. Each situation is unique, and what constitutes 'self-sufficiency' can vary greatly. The strategies in this section seek to provide a coordinated and individualized plan for people facing vulnerabilities to live their lives to their fullest potential. The strategies recognize the critical role and needs of caregivers (friends or family providing assistance) in their lives. These caregivers provide an invaluable service and have unique insights that should be included in information sharing and decision making to the extent possible by law and the desire of the resident facing vulnerability. The strategies also focus on providing services that are more holistic, proactive and person based to address the unique needs of each individual in an equitable and respectful manner.

Challenge Questions

1. How will we ensure that we identify residents facing vulnerability?
2. How will we proactively engage residents facing vulnerability?
3. How will we identify and mitigate factors that impede residents facing vulnerability from living independent lives to their fullest potential?
4. How do we ensure that residents facing vulnerability are able to access needed services within a system that is comprehensive, responsive and built around hearing their story one time?
5. How will we ensure that residents facing vulnerability are stewarded on a path to self-sufficiency in a way that recognizes their existing strengths?
6. How will we promote sustained self-sufficiency among residents facing vulnerability in our community?

Indicators

1. Respect, Understanding and Engagement of Residents Facing Vulnerability
2. Access and Utilization of Services
3. Integration and Quality of Services
4. Self-Sufficiency

Metrics

Indicator: Respect, Understanding and Engagement of Residents Facing Vulnerability

Metrics:

- # 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
- % of residents who report feeling a stronger connection to their community through their participation in Fairfax County Government services and programs
- % of residents utilizing services who feel that their input is strongly considered as part of designing the services they receive

Indicator: Access and Utilization of Services

Metrics:

- % of residents who feel needed services are easy to access
- % of residents who feel they experience barriers in accessing and utilizing Fairfax County Government services to the point that it limits their ability to live their life to its fullest potential
- % of residents who apply for a county service who are initially placed on a waiting list
- % of residents placed on a waiting list who do not begin receiving services within the applicable mandated time frame and/or agency benchmark
- % 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
- % of residents who begin receiving services within the applicable mandated time frame and/or agency benchmark

Indicator: Integration and Quality of Services

Metrics:

- % of residents who report they received the information and/or connection to the services they were seeking during their initial contact with county staff
- % of residents receiving county services who report that those services improve their ability to be more self-sufficient
- % of residents receiving multiple services who report that they experience those services as well integrated

Indicator: Self-Sufficiency

Metrics:

- % of households with income/wages below the following:
 - 100% of the federal poverty level
 - 200% of the federal poverty level
 - MIT Living Wage Calculator for Fairfax County
- % of people completing a county-funded employment readiness program who become and remain employed for at least 90 days
- % of Coordinated Services Planning (CSP) clients who do not seek basic needs assistance for the same service, from CSP within six months of receiving assistance
- # of county households whose income falls below the MIT living wage but exceeds the federal poverty level

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

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.
- **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.
- **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.
- **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.
- **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.

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.
- **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.
- **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.

- **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.

Sustain Self-Sufficiency

- **ESRFV 14.** Evaluate and revise county-controlled program eligibility requirements to ensure that residents do not fall off the “benefits cliff.”
- **ESRFV 15.** Maintain ongoing engagement with residents who have faced vulnerability and been served by the county in order to proactively mitigate potential setbacks.



Health and Environment

Outcome Statement

Fairfax County is a place where all people can attain their highest level of health and well-being within a healthy sustainable environment.

Introduction/Summary

The well-being of residents is inextricably linked to the environment in which people live and the access to affordable healthcare and healthy living opportunities. Everyone deserves the opportunity to thrive. The strategies in this section advance equitable access to health services and healthy living resources such as healthy food, parks, green space and trails. The strategies also seek to protect, conserve and sustain environmental resources to promote clean air, water and soil. Improving the resilience of natural resources and community infrastructure is an important strategy to confront the challenges of climate change. Finally, the strategies also stress the importance of sustainable choices and behaviors, and the role of education and access to support this effort.

Challenge Questions

1. How will we proactively create the community conditions that ensure equitable opportunities for all to attain their highest level of health and well-being?
2. How will we remove barriers and ensure equitable access to and utilization of needed health resources and services (physical, oral, mental, developmental and substance use) across our community?
3. How will we promote behaviors that contribute to positive health outcomes and make healthy options more readily available, especially in communities facing the greatest health inequities?
4. How will we maintain and improve the quality of our air, water and land for the protection of our environment and our residents, and foster a thriving biodiversity as our population grows, changes and densifies?
5. How will we engage with our residents and businesses, while holding ourselves accountable to adopt conservation practices that address climate change and foster environmental sustainability?

Indicators

1. Access to Health-Promoting Services and Infrastructure
2. Physical and Behavioral Health Conditions
3. Health-Related Behaviors
4. Air, Water and Land Quality
5. Environmental Policies and Practices

Metrics

Indicator: Access to Health-Promoting Services and Infrastructure

Metrics:

- # of health service providers per 10,000 residents
- % of residents who have seen a primary care provider within the last 12 months
- Rate of preventable hospital stays
- % of residents experiencing food insecurity
- % of households living in neighborhoods with walkability scores and bikeability scores above 50 out of 100

Indicator: Physical and Behavioral Health Conditions

Metrics:

- % of residents who are overweight or obese
- Hospitalization rate due to asthma
- % of residents who report having a chronic physical or behavioral health condition
- % of residents reporting depressive symptoms
- % of residents who have seriously considered or attempted suicide
- # of emergency department visits for opioid-related overdose
- Variance in rates of premature deaths in different populations

Indicator: Health-Related Behaviors

Metrics:

- % of residents engaging in physical activity
- % of residents eating fruits and vegetables
- % of residents who use tobacco products
- % of residents who use alcohol or drugs

Indicator: Air, Water and Land Quality

Metrics:

- # of unhealthy air quality days annually
- # of heat advisory days annually
- % of Total Maximum Daily Load (TMDL) Chesapeake Bay pollution reduction target met
- # of linear feet of streams rehabilitated
- # of negative occurrences (back-ups and overflows) per 100 miles of water/wastewater/sewer service
- # of homes reporting flooding following a storm event
- % of county covered by tree canopy
- % of trees that are less than 6 inches in diameter

Indicator: Environmental Policies and Practices

Metrics:

- # of kilowatt hours of energy consumed in county buildings and facilities
- % of energy used in county facilities that comes from renewable sources
- % of square feet of county building space that is in a facility that meets Leadership in Energy and Environmental Design (LEED) or similar energy efficiency standard
- % of square miles of Fairfax County that are impervious surface (e.g., roofs, paved surfaces)
- # of tons of waste material that is diverted through reuse, repurposing or recycling
- % of employees who work compressed schedules or telework at least 20% of their work week
- % of vehicles registered to Fairfax County households that are electric-powered

Strategies

Support Healthy Communities

- **HE 1.** Integrate considerations of health, well-being and equity into the development, implementation and evaluation of land use, transportation and housing policies and ordinances.
- **HE 2.** Create walkable, bikeable, transit-oriented, dense, mixed-use and connected places that make inviting and vibrant communities with opportunities for recreation and active living for individuals of all ages and abilities.
- **HE 3.** Create healthier environments on county properties through policies such as the expansion of tobacco-free zones and healthy vending options.
- **HE 4.** Promote healthy eating by implementing policies and initiatives that increase access to fresh, affordable and nutritious food options especially in the geographic areas of the county with the highest rates of food insecurity.
- **HE 5.** Use enhanced data analysis to better quantify and monitor differences in health outcomes among groups of people to inform the work to close the gap on health inequities.
- **HE 6.** Foster individual and family resiliency to withstand, adapt to and recover from chronic stress and adverse experiences through early intervention, prevention and trauma-informed care.

Expand Access to Health Services and Information

- **HE 7.** Identify barriers to accessing health services for residents in need and align county and community resources to address the underlying factors contributing to underutilization, and to eliminate gaps in services.
- **HE 8.** Integrate the delivery of health services (physical, mental, oral and substance use) for those in need through co-locating services and redesigning care providers' practices and business processes.
- **HE 9.** Attract health service providers to underserved geographic areas by incentivizing the provision of care that is culturally and linguistically appropriate, accessible, high quality and affordable.
- **HE 10.** Address substance use through coordinated education efforts for prevention, expanded treatment options and harm reduction actions in collaboration with community partners.

- **HE 11.** Implement a comprehensive, coordinated, evidence-based healthy living campaign that is tailored to reach, inform, educate and motivate people to increase health-promoting behavior across all communities.
- **HE 12.** Expand our capacity to effectively reach and engage residents in the design and implementation of health promotion initiatives through strategic partnerships and collaborations.
- **HE 13.** Explore innovative financing mechanisms to bolster the flexibility, scalability and sustainability of community health and wellness initiatives.

Promote and Ensure Environmental Sustainability

- **HE 14.** Reduce the county's contribution to greenhouse gases through better coordination of energy and climate best management practices throughout all county agencies, including items such as environmental stewardship and biodiversity of landscaping at county facilities, vehicle selections, building design, utilities and energy consumption.
- **HE 15.** Reduce greenhouse gas emissions and vehicle miles traveled by incentivizing walkable, bikeable and transit-oriented development patterns, adding more mass transit and on-demand travel options, and discouraging single occupancy automobile use.
- **HE 16.** Improve water quality and meet Chesapeake Bay clean water requirements through upgrading stormwater management facilities. Incorporate recreational facilities such as trails into stream restoration projects to better connect residents with the environment.
- **HE 17.** Improve the health of county waterways through maintaining effective stormwater controls and regulating development to protect environmentally sensitive areas to lessen adverse community impacts.
- **HE 18.** Prioritize stormwater and wastewater infrastructure and capacity reinvestment decisions to support development and redevelopment of more dense communities.
- **HE 19.** Reduce waste volumes through maximizing reuse/recycling, enhancing composting, phasing out single use plastics and packaging items and clarifying guidance to the community in the face of evolving practices.
- **HE 20.** Promote county policies, practices and regulatory programs to protect, conserve, establish and rehabilitate natural resources (e.g., tree cover, open green spaces, parkland) that provide ecological and health benefits.

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- **HE 21.** Promote the use of solar and other green building technology through incentives and resources to encourage homeowners and commercial building owners to maximize energy efficiency.
 - **HE 22.** Develop a climate action plan to improve community health and resilience, and to prepare for anticipated changes in weather patterns, rainfall intensities, residential and river flooding, and tidal impacts. Improve community resilience through better planning, mitigation and response to increasing severity of weather events.



Housing and Neighborhood Livability

Outcome Statement

Fairfax County is a place where all people live in communities that foster safe, enjoyable and affordable living experiences.

Introduction/Summary

Healthy, livable communities and reasonably priced housing form the basis of a safe, enjoyable, high quality of life. There is a desire to protect and preserve existing neighborhoods, to revitalize older business districts and to build vibrant new mixed-use urban centers. No single action can fulfill residents' expectations for affordable, connected neighborhoods with needed amenities. Instead, these features must be fostered through the consistent application of the following strategies that promote equitable access to housing, community assets and transportation options. Implementation of this plan must take place in alignment with the actions outlined in the Countywide Housing Strategic Plan. Strategies in this section also seek to address the needs of people experiencing homelessness and those needing short-term shelter.

Challenge Questions

1. How can we encourage, developers and builders (for-profit and non-profit, faith-based landowners, etc.) to increase the amount of affordable housing and create a broad range of housing options while maintaining the quality and desirability of built communities, both new and redeveloped?
2. How can we support both re-development and preservation, so that housing and neighborhoods maintain the residents and the desired features/elements, while addressing evolving wants and needs?
3. In light of the projected aging of our community, how can we ensure that all older adults have the livability resources to age in community or otherwise stay within the county?
4. How can we encourage healthy placemaking and, subsequently, healthy living without homogenizing, while continuing to welcome new residents of different ages, family status and economic status and ensuring the availability of desired housing?
5. How can we provide a framework that allows: a) higher density development where it is most appropriate (e.g., near transit) and b) thoughtful transitions to less densely developed areas, while promoting the delivery of affordable units?

6. How can we support the creation/evolution of communities where people can live, work and recreate so that residents can reduce their reliance on cars and walk, bike, or take transit more frequently? What can we do to incentivize living near work?
7. How can we better respond to the need for transitional housing for those who are experiencing homelessness or require near-term shelter?
8. How can we ensure more residents have access to the many livability and affordable housing resources available in the county (transit, public facilities, housing voucher program, etc.)?
9. How can we establish and integrate permanent supportive housing (housing with services to support residents facing vulnerabilities) into neighborhoods and communities for those who need it?

Indicators

1. Housing Affordability and Quality
2. Housing Quantity and Availability
3. Accessibility to Amenities that Promote Healthy Neighborhoods
4. Flexibility and Adaptability of Land Use Regulations
5. Homelessness

Metrics

Indicator: Housing Affordability and Quality

Metrics:

- % of households that spend greater than 30% and greater than 50% of their income on housing
- # of net new housing units added that are affordable to households earning 60% of the Area Median Income (AMI) and that are directly attributable to a county government policy, program or subsidy
- % of county renters who report their rent increased more than 3% over last year in the same place of residence
- % of eligible first-time homebuyers who receive financial assistance for a down payment or closing costs
- % of residents rating the quality of their housing as safe and decent



Indicator: Housing Quantity and Availability

Metrics:

- % of all approved and % of all newly constructed housing units in the county that are multi-unit
- # of new accessory dwelling units established in the county
- # of new affordable dwelling units and workforce dwelling units constructed
- % of older adults and residents with disabilities who report they are able to stay in the community consistent with their desires
- # of older adults who seek to relocate to an affordable assisted living facility in Fairfax County but are unable to do so
- % of new housing permits submitted that meet universal design and/or single-floor living standards
- # of acres of land and # of housing units that are dedicated to the County Redevelopment and Housing Authority or a community land trust for permanent affordable housing

Indicator: Accessibility to Amenities that Promote Healthy Neighborhoods

Metrics:

- % of county residents who live within a mile of a transit stop and a fresh food option
- % of residents living within a half-mile walk to a park entrance or a recreational facility
- # of linear feet of dedicated sidewalks and multi-use paths
- % of residents who report being actively engaged in their community (for example, volunteering, participating in community activities or having a membership in local organizations)

Indicator: Flexibility and Adaptability of Land Use Regulations

Metrics:

- % of land use permit and plan applicants whose interaction with the Fairfax County Government process and staff meets or exceeds their expectations for timeliness and customer service
- % of residents who feel they have the opportunity to meaningfully participate in the land development process
- % of acreage in Fairfax County zoned to a mixed-use district

Indicator: Homelessness

Metrics:

- # of individuals experiencing homelessness, sheltered and unsheltered
- Ratio of # of homeless shelter beds to # of people experiencing homelessness
- # of permanent supportive housing units (or beds)
- % of households in shelters who move to permanent affordable housing

Strategies

Expand Affordable Housing Opportunities

- **HNL 1.** Produce, preserve and improve affordable housing units through partnerships with traditional and innovative housing developers consistent with the recommendations in county policies and plans. Track new units, lost units and total units as a means of measuring the preservation of affordable units in the county.
- **HNL 2.** Identify and create opportunities for additional affordable rental and homeownership units, including modifying housing policies, guidance, and communication strategies for people facing barriers (low to moderate incomes, credit problems, past criminal history or prior evictions) in order to make a variety of housing program options accessible to all residents.

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- **HNL 3.** Encourage mixed-income and diverse types of housing developments near transit hubs, transit routes and revitalization areas that meet affordability requirements for a range of income levels, especially units large enough to accommodate families.
 - **HNL 4.** Identify and execute creative opportunities to develop affordable housing throughout the county and especially in revitalization areas, including flexible criteria for accessory dwelling units, building reuse and repurposing and establishing community land trusts in communities that feature mobility options and walkable neighborhood amenities.
 - **HNL 5.** Leverage county/school/park/private business land and facilities (existing and new) and develop non-traditional partnerships to achieve efficiencies to produce more units.
 - **HNL 6.** Expand innovative land development solutions, such as by-right accessory dwelling units, home sharing, co-housing and smaller lot sizes, while incentivizing first floor, or entry floor living, universal design and energy efficiency.
 - **HNL 7.** Expand the home repair program for older adults and ensure tax assistance programs keep pace with those improvements to help maintain quality, affordable housing for the aging population.
 - **HNL 8.** Explore policies to moderate rent increases, including a rental stabilization program and a homestead requirement, so that all income levels can afford to live in Fairfax County.

Develop Housing Supportive Policies

- **HNL 9.** Encourage adoption of a countywide proffer policy to include contributions from job-generating commercial and other nonresidential developments for use in affordable housing production.
- **HNL 10.** Encourage the study and potential adoption of an ordinance, pursuant to state code, to enable transfer of development rights to increase affordable housing development.
- **HNL 11.** Update codes, regulations, policies and procedures related to land and housing development to reduce administrative costs for affordable housing providers, keep pace with national and regional trends, and improve review quality and efficiency.
- **HNL 12.** Conduct regular updates to the affordable dwelling unit and workforce dwelling unit policies based on the changing market, affordability and building trends in the county,



and communicate any updates or changes to the public as part of an outreach and education effort.

- **HNL 13.** Develop a proactive rental inspection program that includes landlord licensing and property registration to ensure quality of all rental properties.

Strive to End Homelessness

- **HNL 14.** Expand the availability of permanent supportive housing units and services for people experiencing homelessness, including both individuals and families.
- **HNL 15.** Provide incentives so that nonprofit and for-profit housing developers and landlords will set aside units for people experiencing homelessness.

Expand Innovative Funding Opportunities

- **HNL 16.** Explore innovative and sustainable funding sources to develop a rental grant program that assists working households who may not be eligible for federal assistance.
- **HNL 17.** Seek ways to finance development in nontraditional ways, such as venture capital investments, partnerships with large corporate employers, and faith-based and non-profit communities.
- **HNL 18.** Establish a housing assistance fund to provide resources for people to acquire housing, such as money for required deposits.

Create Great Places

- **HNL 19.** Identify areas of the county with the greatest presence of community amenities, including transit, retail, recreation, arts and human services providers, and then revise zoning and other policies to allow for an increase in the number of housing units affordable to low and moderate income and senior households in those areas.
- **HNL 20.** Encourage and enhance a sense of place, with a special focus on revitalization areas, by establishing community gathering spaces and by analyzing where people are underserved by community amenities and business services and providing information and support to businesses to locate in those areas.

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- **HNL 21.** Link the county’s public health and equity agenda to a public space agenda by updating the Comprehensive Plan to create healthier environments where access to basic needs, transit, affordable housing and healthy food is available.

Improve Mobility

- **HNL 22.** Increase walkable access to park entrances, facility entrances or trailheads so that residents have no more than a 10-minute walk to nature and recreational experiences. Prioritize implementation of this strategy in areas with disparate health and equity outcomes.
- **HNL 23.** Expand the Fairfax County Active Transportation Plan to prioritize the quality and consistency of neighborhood connectivity (e.g., sidewalks and multi-use paths, with an emphasis on those that are lighted) and select implementation areas based on equity and health measures.



Lifelong Education and Learning

Outcome Statement

Fairfax County is a place where all residents at every stage of life are taking advantage of inclusive, responsive and accessible learning opportunities that enable them to grow, prosper and thrive.

Introduction/Summary

Fairfax County is the home of respected learning institutions, a prospering business community and a richly diverse population. In addition, many residents are highly educated, gainfully employed and welcomed members of a thriving community. The goal of this priority area is to ensure lifelong learning opportunities and the achievement of educational goals are within the reach of all residents at every stage of life, regardless of age. These strategies and metrics were crafted to address existing disparities, while also expanding programming at some of the most critical, important and formative learning stages in our residents' lives. Fairfax County will lead in collaboration, growth and opportunity for all.

Challenge Questions

1. How will we ensure that all children have access to quality early learning opportunities?
2. How will we adapt our approach to effective lifelong education and learning as our county experiences changing demographics and gaps in language/communication proficiencies?
3. How will we ensure that we equitably and effectively support all county residents seeking to acquire the career and technical skills that employers want?
4. How will we ensure that social and racial factors do not predetermine residents' access to quality lifelong learning opportunities?
5. How will we more effectively engage partners (FCPS, technical schools, higher education and employers) to provide education to meet the demand of the market and provide opportunities for all county residents?
6. How will we keep up with and provide equitable access to new and innovative learning technologies (whether within schools, at home or in public learning arenas)?

Fairfax County Public Schools

Fairfax County fosters world-class education that includes full support and alignment with Fairfax County Public Schools (FCPS) and its strategic plan. FCPS serves more than 190,000 students and is a primary contributor to our vision of building an educated, skilled, compassionate and culturally competent community. The FCPS strategic plan lays out the specific goals, metrics and strategies that will lead to student success, and the School Board, staff and families of FCPS are working diligently to implement that plan. In addition, Fairfax County Government will continue to seek and communicate opportunities to collaborate with our school system, enhancing ways to support their educational efforts while advancing strategic community objectives such as:

- Integrating the delivery of county services and school services to create a more accessible and seamless experience for students and their families
- Sharing data and information about the needs of students and families to ensure more proactive and effective services, as appropriate
- Coordinating and consolidating administrative functions to achieve efficiencies and improved service
- Convening conversations of elected officials, residents and other stakeholders to raise awareness around critical issues and to set a shared direction for how the community should respond to those issues
- Identifying more coordinated opportunities to better attract, develop and retain the collective workforce of more than 50,000 employees across the entire FCPS/county organization

Indicators

1. Early Childhood Education
2. Academic Attainment
3. Career-Based Education Attainment
4. Participation in Learning Opportunities
5. Technology and Learning
6. Language Proficiency

Metrics

Indicator: Early Childhood Education

Metrics:

- % of 0 to 5-year-olds enrolled in an early childhood development program

- % of children entering kindergarten who meet age-appropriate developmental expectations
- # of households using parent/family center services
- # of 0 to 5 year-olds participating in county-funded early childhood development programs
- % of children enrolled in FCPS and Head Start early-childhood development programs who attend at least 90% of scheduled days
- % of eligible children participating in county-provided early childhood development programs

Indicator: Academic Attainment

Metrics:

- % of students who are reading at grade level by third grade
- % of students passing eighth-grade Algebra I
- % of high school students who either pass a college-level exam or earn an industry certification before graduation
- % of students conversant in more than one language
- % of full-time high school and post-secondary students who graduate on time
- % of families indicating the support they receive from family leaders, parent liaisons and/or other county and FCPS staff is useful and high quality

Indicator: Career-Based Education Attainment

Metrics:

- % of high school students who believe there is a realistic path to pursue meaningful career opportunities
- # of students enrolled in and % who successfully complete county-coordinated career and technical education programs
- % of residents with some form of post-secondary degree/certification
- # of county-provided post-secondary programs designed for residents with special needs.
- % of students with special needs who are employed after high school

Indicator: Participation in Learning Opportunities

Metrics:

- % of residents who report they are aware of county-offered lifelong learning opportunities
- % of participants in county-offered lifelong learning programs who rated those programs as achieving their desired learning objective
- % of residents who are library cardholders and used it in the past year
- % of adult residents engaged in lifelong learning on a regular basis
- % of residents who report their county-provided training program was able to accommodate their special need(s)

Indicator: Technology and Learning

Metrics:

- # of households who do not have internet access at home
- % of residents who believe they have the technology and competency needed to be effective digital learners
- % of instructors in FCPS and other county-supported learning environments who feel they have the technology needed to deliver a quality learning experience

Indicator: Language Proficiency

Metrics:

- % of residents who report their English language proficiency is a barrier to success for themselves and their family
- % of residents whose primary language is other than English who report they felt included in and had access to learning opportunities
- # of adult participants in language-proficiency classes/programs offered through libraries and community partners
- % of adult participants of language-proficiency classes/programs offered through libraries and community partners who report their language proficiency improved

Strategies

Expand Equitable Offerings of High-Quality Early Development Programs and Learning Experiences as well as Related School Readiness Supports

- **LEL 1.** Leverage Fairfax County’s full complement of social service agencies, community nonprofits, faith groups, homeowners associations and business leaders to promote awareness of the positive impact that early childhood education has on the child, their family and community.
- **LEL 2.** Create a plan and resource model to ensure access to high-quality early childhood education.
- **LEL 3.** Ensure early childhood educators have access to effective professional learning and development informed by evidence and best practices.

Prepare All Residents to Become Digitally Savvy Learners

- **LEL 4.** Expand and enhance the technology skills of learners of all ages.
- **LEL 5.** Identify and eliminate barriers to digital access through partnerships with local businesses and digital service providers.
- **LEL 6.** Expand the capacity for digitally enhanced and distance learning so that educators are successful in that environment.
- **LEL 7.** Expand year-round literacy and science, technology, engineering, arts and math (STEAM) programs, with a focus on widening the interest and participation of underrepresented students.

Strengthen the Connection Between Our Schools and Our Community

- **LEL 8.** Champion initiatives that encourage family engagement in educational activities within and beyond the classroom.
- **LEL 9.** Engage with adults and the 50+ community to serve as volunteer mentors, educators and career coaches.
- **LEL 10.** Increase and enhance lifelong learning opportunities for the 50+ community, especially programs with a technology focus.



Support the Success of a Diverse Student Population

- **LEL 11.** Support recruitment and hiring pathways that are designed to bring instructor and teacher demographics more closely in alignment with student demographics.
- **LEL 12.** Expand county/community partnerships, including family supports and interventions, to foster student (learner) social, emotional, behavioral and academic competencies.

Expand Opportunities for All County Residents to Acquire the Skills They Need to Succeed in a Modern Economy

- **LEL 13.** Promote career and technical education and associated career paths — including apprenticeship and internship programs — across schools, postsecondary institutions and workforce development organizations.
- **LEL 14.** Identify and address common barriers that prevent many residents from accessing career and technical education.
- **LEL 15.** Increase the supply and improve the quality of career and technical education — including apprenticeship and internship programs — by expanding comprehensive public-private coalitions across schools, postsecondary institutions and workforce development organizations.

Strengthen Our Portfolio of Lifelong Learning Programs, Technology and Events that Support English Proficiency

- **LEL 16.** Engage businesses, nonprofit service groups, faith-based organizations and social services agencies to expand the number of English-language learning opportunities.



Mobility and Transportation

Outcome Statement

Fairfax County is a place where all residents, businesses, visitors and goods can move efficiently, affordably and safely throughout the county and beyond via our well-designed and maintained network of roads, sidewalks, trails and transit options.

Introduction/Summary

Reducing congestion and improving mobility is one of the greatest challenges facing the county's urbanizing community. County residents desire a variety of transportation and mobility options that are easily accessible, affordable, safe, and promote healthy living and environmental stewardship. The strategies in this section seek to improve the condition and capacity of our current transportation systems while also reducing our reliance on single occupancy vehicles. The strategies also seek to reduce the car-centric approach to building communities and transportation infrastructure. There is a greater focus on active transportation options that include pedestrian and bike friendly facilities connected to mass transit. Finally, there are strategies to continue to improve land use planning that incentivizes transit-oriented developments that support fewer car trips, healthier living and more connected and vibrant communities.

Challenge Questions

1. How will we implement and maintain a comprehensive multimodal transportation network that serves all users equitably while adapting to the projected growth within the county and region?
2. How will we better collaborate with businesses, community organizations, government partners and residents to plan and deliver transportation solutions that reduce demand, promote smart growth and serve the region?
3. How will we construct and maintain transportation options that are financially and environmentally sustainable?
4. How will we incorporate advances in technology to create "smart" transportation alternatives that adapt to changing needs and are accessible to all users?

5. How will we maintain a safe and secure transportation system and lower the risk of travel-related injuries?
6. How will we leverage our land use regulations and economic development strategies to improve connectivity and efficiency within our transportation network?

Indicators

1. Multi-Modal Transportation Efficiency
2. Infrastructure Condition, Sustainability and Environmental Impact
3. Traveler Safety
4. Accessibility, Affordability and Equity

Metrics

Indicator: Multi-Modal Transportation Efficiency

Metrics:

- % of residents with a commute of 30 minutes or less
- % of trips in a single-occupancy vehicle
- % of commuters using non-auto travel mode options (e.g., transit, bike, walk)
- # of cars on the road daily per lane mile
- # of vehicle miles traveled per capita
- % of county residents and in-county workers who rate the amount of congestion as good/improving
- % of county residents and county-based employees who work compressed schedules or telework at least 20% of their work week
- % of residents who live within a half-mile of a viable, non-car transportation option transit stop or bike trail
- % of residents who feel they have effective connectedness to community hubs and multi-modal transportation
- # of mode transfers per public transit commuter
- # of smart city initiatives (e.g., autonomous vehicles, electric vehicles, smart signalization) incorporated in the county

Indicator: Infrastructure Condition, Sustainability and Environmental Impact

Metrics:

- # of new sidewalk miles with a width of at least 5 feet
- % of road lane miles with a condition of “good” or better
- # of road miles that meet "Complete Street" program criteria

Indicator: Traveler Safety

Metrics:

- # of traffic-related fatalities and injuries by mode per capita
- Crime rate in public transportation facilities
- % of bus stops with a shelter
- % of intersections with adequately marked and/or signaled pedestrian crossings
- # of streets with safe speeds for pedestrian and bicycle travel through implementation of traffic calming techniques, road diets, enforcement, etc.
- % of households living in neighborhoods with walkability scores and bikeability scores above 50 out of 100
- % of children who live close enough to walk or bike to school safely
- % of residents who feel safe while driving, riding, walking or biking within Fairfax County

Indicator: Accessibility, Affordability and Equity

Metrics:

- % of households that spend more than 15% of household income on transportation
- % of residents who feel transit is affordable to them
- % of workers based in Fairfax County who work for employers that provide a transit subsidy

Strategies

Encourage Sustainable Multi-Modal Transportation

- **MT 1.** Promote further dense, transit-oriented and mixed-use development within existing urban areas and in other areas of the county, where appropriate, to allow residents and employees more opportunities to walk, bike and use transit and reduce auto dependency to meet their daily needs.
- **MT 2.** Further develop and expand the multimodal network by a) increasing the number of routes and frequency of service connecting urban hubs and amenities, b) enhancing services on highly traveled corridors to reduce car volume in those corridors and c) improving pedestrian and bicycle access to transit services and activity centers.
- **MT 3.** Revise the methodology of how traffic impact analysis is assessed by transitioning from the automobile-focused level of service methodology to a multi-modal approach.
- **MT 4.** Educate, encourage and incentivize employers to offer telecommuting options to their employees and use other transportation demand management opportunities to reduce peak-hour traffic and auto-dominated travel.
- **MT 5.** Facilitate more active transportation (walking and biking) by adding, improving and maintaining sidewalks and shared-use paths; enhancing bike facilities throughout the county; addressing “first/last mile” challenges; and educating the community on how to increase their use of active transportation modes safely.
- **MT 6.** Advocate for and implement policies that motivate people to reduce their use of single-occupancy vehicles, including travel demand management (TDM), reducing minimum parking requirements, managing parking and roadway pricing, and other TDM financial and non-financial programs and policies.

Improve and Modernize Transportation Infrastructure

- **MT 7.** Explore a transfer of road ownership, design and maintenance responsibilities from the Virginia Department of Transportation to the county, with a corresponding transfer of revenue to accommodate the increased cost to the county.
- **MT 8.** Prepare now for the gradual incorporation of autonomous vehicles and other innovative transportation technologies into Fairfax’s transportation network and



infrastructure, such as smart traffic lights, public transit apps, drop-off/pick-up curb space and changes in parking-related development requirements as a result of reduced parking demand.

- **MT 9.** Create and retrofit more great places through quality street design that more equitably balances the goals of automobile throughput and the experience and comfort level of pedestrians, cyclists and transit riders.
- **MT 10.** Conduct a cost-benefit analysis of transportation infrastructure costs and economic development impacts as a part of future land use planning efforts.

Improve Traveler Safety

- **MT 11.** Develop and implement a multi-faceted plan to reduce and ultimately eliminate traffic-related deaths and injuries (e.g., Vision Zero) that will include, but not be limited to, pedestrian-oriented street design, traffic-calming techniques, public education and enhanced enforcement.

Enhance Accessibility and Equity

- **MT 12.** Update the transportation element of the County's Comprehensive Plan with a strong focus on transit, pedestrian and bicycle connectedness.
- **MT 13.** Prioritize safe, healthy, accessible transportation options for all with a focus on equitable access for residents facing economic, health, housing and other challenges.



Safety and Security

Outcome Statement

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

Introduction/Summary

Creating a safe and secure community is about developing a place that is attractive to live, work and visit. Residents and visitors want a community where people can go about their daily activities in an environment without fear, risk of harm or injury. Creating a safe community is not only about reducing and preventing injury and crime, it is about building strong, cohesive, vibrant, participatory communities where people are free to live to their full potential. To meet the diverse needs of our residents, the county must ensure a comprehensive and inclusive approach to public safety and justice. The strategies included in this priority area aim to promote fair policing and prosecution practices, strengthen the relationship between public safety and community members, reduce reliance on incarceration, strengthen prevention and preparedness programs and enhance infrastructure.

Challenge Questions

1. How do we adapt public safety services to meet the challenges associated with technology, urbanization and a growing diverse population?
2. How do we ensure that criminal justice is administered in ways that are consistent with the goal of racial and social equity?
3. How do we cultivate relationships with communities to ensure a proactive and integrated approach toward disaster and emergency preparedness, response, recovery and mitigation efforts?
4. Given potential threats related to cyber security and other security risks, how do we reduce the vulnerabilities of our mission-critical infrastructure and ensure that they will be resilient?
5. Considering the dramatic rise in information outlets, how do we align the public's perception of community safety and security with more objective data and information?

Indicators

1. Adherence to Laws and Regulations
2. Timeliness and Quality of Emergency Response
3. Effectiveness and Equity of Administration of Justice
4. Safety-Related Prevention and Preparedness
5. Reliability and Security of Critical Infrastructure

Metrics

Indicator: Adherence to Laws and Regulations

Metrics:

- % of Fairfax County residents, workers and visitors who feel safe in their community
- # of violent crimes per 1,000 residents. (homicide, sex offenses, robbery and aggravated assault)
- # of bias crimes and incidents per 1,000 residents
- # of drug and narcotic incidents per 1,000 residents
- # of property crimes per 1,000 residents (burglary, larceny, motor vehicle theft, arson, destruction)
- % of code compliance violations that are resolved/corrected by property owner within 30 days
- % of county employees that pass internal information technology phishing tests

Indicator: Timeliness and Quality of Emergency Response

Metrics:

- % of recipients of emergency services who feel the response to their emergency was delivered timely and effectively
- % of emergency calls for service that are responded to within industry or county standards/benchmarks
- % of use of force incidents that are deemed “in compliance”
- % of public safety calls for service that result in arrest vs. no arrest

- % of public safety personnel who feel they have the proper training and equipment to effectively perform their job
- % of first inspections conducted within five business days after code compliance complaint is received
- % of residents who believe Fairfax County police officers to be fair and just
- # of total days spent in foster care by Fairfax County children ages 0-18

Indicator: Effectiveness and Equity of Administration of Justice

Metrics:

- % of released offenders from jail who do not reoffend within three years
- Variance of enforcement efforts, arrests, prosecution, convictions and sentencing rates among different demographic populations
- % of cases diverted from formal court process to alternative criminal justice programs
- % of people (victims, accused and witnesses) who feel they were treated fairly during enforcement and judicial processes

Indicator: Safety-Related Prevention and Preparedness

Metrics:

- % of Fairfax County Government employees who have completed emergency management training (mitigation, preparedness, response and recovery)
- % of residents who subscribe to Fairfax County Government's emergency notifications
- % of residents who report they are prepared for 72 hours after an emergency

Indicator: Reliability and Security of Critical Infrastructure

Metrics:

- % of critical infrastructure assets with positive performance ratings
- # of county facilities that meet minimum security standards
- # of legacy information technology systems identified to be retired/replaced with more secure and modern alternatives

- % of residents who experience disruption in critical infrastructure after an event

Strategies

Provide Timely and Quality Services

- **SS 1.** 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.
- **SS 2.** Strengthen community relations and trust through outreach, community engagement, partnerships, and active recruiting and hiring of qualified personnel who reflect the communities they serve.
- **SS 3.** Strengthen the partnership between Fairfax County schools and law enforcement in ways that focus on creating positive interactions and trust between students, families, staff and police; promote a safe learning environment from elementary grades through high school and provide readily available resources in the event of an emergency.
- **SS 4.** Provide timely, quality protective services to mitigate the risk of harm and ensure the safety of children and vulnerable adults.

Improve Adherence to Rules and Regulations

- **SS 5.** Bolster programs and resources that reduce recidivism and support successful offender re-entry programs into the community.
- **SS 6.** Partner with community and business organizations to strengthen code compliance education of property owners in order to increase their voluntary compliance and accurate reporting.
- **SS 7.** Implement proactive outreach programs in areas of the county identified as having the highest volume of calls and code violations.



Improve Community Resilience Through Better Prevention, Preparedness and Recovery

- **SS 8.** 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.
- **SS 9.** Strengthen individual, family, employee, school and community capability to facilitate effective emergency preparedness, mitigation, response and recovery.
- **SS 10.** Leverage state, business, volunteer and community partnerships to enhance preparedness, response and recovery to disasters.
- **SS 11.** Enhance continuity of operations planning and training to ensure capability and continuity of essential government services in the event of an emergency.
- **SS 12.** Ensure coordinated post-incident human services and recovery assistance including case management, emergency housing, behavioral health and family reunification.
- **SS 13.** Develop and implement a comprehensive action plan to strengthen physical security, associated security policies, and the training and education of staff to ensure county facilities and parks are safe for employees and visitors.

Ensure Equitable Administration of Justice

- **SS 14.** 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.
- **SS 15.** 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.



Strengthen Resiliency of Critical Infrastructure

- **SS 16.** Conduct a comprehensive risk analysis of critical infrastructure and systems in the county and develop an action plan for the purpose of enhancing protection and resiliency.
- **SS 17.** Proactively test and assess the county’s information technology systems to identify weaknesses and reduce the risks associated with cyber attacks.

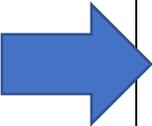
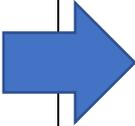
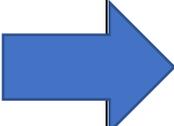
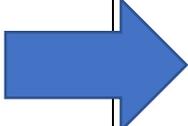
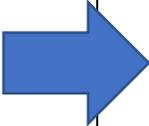
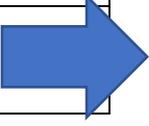


Appendices

- A. Inside the Process
- B. Plans and Reports Consulted
- C. Acknowledgements

Appendix A: Inside the Process

The process to develop this plan began in January 2019. It featured many phases:

Strategic Plan Development Timeline	2019				2020
	Jan - Mar	Apr - Jun	Jul - Sep	Oct - Dec	Jan - Apr
Engage in Community and Staff Conversations <ul style="list-style-type: none"> Robust engagement with residents, businesses, higher education, philanthropic, BACs, staff. Townhall meetings, online survey, extensive outreach to historically under-represented populations 					
Define Priorities <ul style="list-style-type: none"> Define top priorities based on community input. Brief Board of Supervisors on findings (March 26). Establish strategy teams for each priority area. 					
Conduct Research for Each Priority Areas <ul style="list-style-type: none"> Review existing plans and efforts by Fairfax and others. Review data and other evidence. Conduct a strengths, weaknesses, opportunities, threats (SWOT) analysis to identify key challenges/opportunities. Identify factors that affect outcomes and indicators of success (outcome measures). 					
Develop Initial Strategies <ul style="list-style-type: none"> Identify evidence-based strategies to achieve desired outcomes and metrics to measure progress. Re-engage community and other stakeholders to review draft strategies and metrics. 					
Finalize Proposed Strategic Plan <ul style="list-style-type: none"> Finalize strategies and metrics based on community and stakeholder feedback. Final review with county senior management. Align FY21 Budget with community priorities. 					
Present Proposed Plan to Board of Supervisors <ul style="list-style-type: none"> Presentation concurrent with FY21 budget (Feb. 25). Board review and community engagement. 					

Community Feedback

Extensive community feedback and stakeholder engagement in the spring and fall of 2019 helped shape the plan, including:

- 1,674 in-person meeting participants
- 17,355 survey responses
- Intentional outreach to underrepresented communities
- Feedback from Boards, Authorities and Commissions, as well as the business community



Implementation of the Plan

Following additional community feedback this spring, the Board of Supervisors will adopt the fiscal year 2021 budget and a final version of this strategic plan. Staff will then initiate efforts to implement the Board-identified priorities of the strategic plan (not all strategies and indicators will be started at the same time). Specific workplans will be established with defined deliverables and targets to measure progress. Regular updates will be provided to the Board and community. Community and stakeholder engagement will continue to be a core focus of our efforts. Each successive fiscal year budget will link to the strategic plan and the identification of prior year accomplishments, along with goals and targets for the coming year.

Appendix B: Plans and Reports Consulted

Many existing plans and documents were consulted to develop this proposed strategic plan. Going forward, these plans will work in concert and be aligned with the countywide strategic plan.

- **Fairfax County Public Schools Strategic Plan (2019)**
- **One Fairfax Policy**
- **Fairfax Economic Success Strategic Plan (2015)**
- **Communitywide Housing Strategic Plan (2018)**
- **Fairfax County Health and Human Services Needs Assessment (2019)**
- **Fairfax County Environmental Vision (2017)**
- **LiveHealthy Fairfax Community Health Improvement Plan (CHIP) (2019-2023)**
- **Fairfax County Park Authority Parks and Recreation System Master Plan (2017)**
- **FY 2020-2025 Fairfax County Transportation Priorities Plan**
- **FY 2019-2023 Public Safety Staffing 5-Year Plan**
- **FY 2019-2023 Capital Improvement Program (CIP)**
- **Fairfax County Comprehensive Plan**
- **Lines of Business (LOBs) (2016)**
- **FY2020 Fairfax County Adopted Budget**
- **Fairfax County Annual Demographic Reports (2018)**
- **Fairfax County Economic Development Authority Demographics**
- **Fairfax County Youth Survey**
- **Fairfax 50+ Community Survey and Action Plan**
- **Fairfax County Equitable Growth Profile, PolicyLink and USC Program for Environmental & Regional Equity (June 2015)**
- **Getting Ahead: The Uneven Opportunity Landscape in Northern Virginia, Northern Virginia Health Foundation (November 2017)**
- **Communities of Opportunity: A Framework for a More Equitable and Sustainable Future for All, Kirwan Institute for the Study of Race and Ethnicity (January 2007)**

Electronic versions of these plans and reports can be found on the Strategic Plan website at <https://www.fairfaxcounty.gov/strategicplan/current-plans-initiatives> and on the One Fairfax website at <https://www.fairfaxcounty.gov/topics/one-fairfax>.

Appendix C: Acknowledgements

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James Patteson

Cultural and Recreational Opportunities

- Team Lead: Lloyd Tucker
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Core Team Support:

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Protecting and enriching our quality of life for people, neighborhoods, and diverse communities.

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