2024

Countywide Strategic Plan
ANNUAL REPORT

www.fairfaxcounty.gov/strategicplan

LAUREL HILL MOUNTAIN BIKE TRAILS, LORTON

SHAPING THE
FUTURE
OF FAIRFAX
COUNTYWIDE STRATEGIC PLAN

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FAIRFAX COUNTY SUMMER CONCERT

Message from the County Executive

BRYAN J. HILL

It is my sincere pleasure to share the Year Two Annual Report for implementation of our Countywide Strategic Plan with all of you – our residents, elected officials, employees, and many others who contribute to shaping the shared future of Fairfax County together. The fundamental purpose of this work is to intentionally invest in the targeted areas that drive our organizational improvements, resulting in a government that is both highly effective (taking action to benefit our community members) and efficient (maximizing every available resource).

Since the Board of Supervisors adopted the planning framework in late 2021, the Countywide Strategic Plan is fundamentally changing how we make decisions as an organization. We actively use our key drivers of *Equity, Community Outcomes, Data Integration and Inclusive Engagement*, focusing on equity as our "super driver" that must be considered in everything we do. During these especially challenging budget times, improving our collective efforts in these areas has never been more critical.

Through plan implementation, we are intentionally moving from a tactical, transactional decision-making approach that limits our thinking and our results, to a data-informed, strategic process that allows us to prioritize actions that will have a direct and positive impact on the people and neighborhoods who need it most. To achieve this, we have developed and launched a number of new tools in the past year, including dashboards and data stories for the Economic Opportunity, Healthy Communities, and Mobility and Transportation outcome areas, with the remaining dashboards currently in development. These tools allow us to drill down to see how people in our community are faring in specific neighborhoods and population groups, and are supplemented by equity indices that highlight where county action is most needed. As these data insights inform our decision making, they can also assist our community partners as they develop new programs and services to complement county offerings, recognizing that government cannot do this work alone.

Looking ahead, we are fully aware that we still have a long way to go to achieve our vision of becoming One Fairfax. In Year Three, this remains a key focus, as we strategically target the formation of infrastructure and strategy that fosters collective action around neighborhoods as the primary environments in which individuals access key opportunity structures.

I want to express my sincere gratitude to our dedicated Fairfax County team, valued community partners, and our Board of Supervisors for their leadership and support. As the following report illustrates, we have built significant momentum in two short years – and with your active engagement, I am fully confident that this is only the beginning of the exciting and meaningful work we will continue to do together.

Sincerely,

Bryan J. Hill
County Executive

COUNTY EXECUTIVE PODCAST - The "Connect with County Leaders" podcast is hosted by County Executive Bryan J. Hill, and is a monthly opportunity to hear the county executive discuss opportunities, priorities, and issues with various leaders from around Fairfax County. Be sure to check it out: **www.fairfaxcounty.gov/podcasts**

Countywide Strategic Plan

BACKGROUND

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Countywide Strategic Plan
KEY DRIVERS

The ongoing implementation of the Countywide Strategic Plan is galvanized by **Four Key Drivers:** Our shared commitment to **equity** through our One Fairfax policy; implementation of strategies within the **Ten Community Outcome Areas** identified as most important by members of the community; an integrated approach to collecting and using **data**; and the **inclusive engagement** of all county residents, employees, and other key stakeholders. Each year, the community can review the Annual Report to see meaningful and measurable progress in all four areas:

EQUITY

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

COMMUNITY OUTCOMES

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

DATA INTEGRATION

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

INCLUSIVE ENGAGEMENT

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

GEORGE WASHINGTON'S MOUNT VERNON

Executive Summary

When the Board of Supervisors first adopted the strategic plan framework in late 2021, accountability for implementation was built in through the identification of Four Key Drivers: *Equity, Community Outcomes, Data Integration, and Inclusive Engagement.* The main purpose of the following report is to share our meaningful, collective progress to advance these drivers, which have been used from Day 1 of plan implementation to catalyze organizational change. These elements set a new foundation for the way different functions within county government work together under a shared vision, in pursuit of achieving real and sustained progress for the benefit of all people who choose to live, work, play, and learn in Fairfax County.

In Year One, every county department was actively engaged in the work of the plan, through informing key deliverables as designated subject-matter experts; making new connections between agency budget performance measures and the Board-adopted Indicators of Community Success; articulating how their work is starting to support "8 Key Questions" to promote a more effective and efficient government; using the new SharePoint tools and Communications Toolkit; and continuously seeking ways to align department-level strategic planning work with countywide plan elements.

In Year Two, new dashboards and data stories were produced for the Healthy Communities and Mobility and Transportation outcome areas, and a new process was developed to use the dashboards to inform recommendations on which strategies to pursue first. Ultimately, we must identify the actions that will impact our most critical community needs, and determine which are most feasible given our current budget challenges.

In Year Three, our collective efforts will center on the continued use of data that has been disaggregated by place and population, to highlight and respond to persistent issues of racial and social inequity. We will also continue the work of two previous pilot teams, implementing our new Inclusive Engagement and Communications Action Plan and improving countywide strategic planning through establishing a new Community of Practice. Details of plan implementation are available online at fairfaxcounty.gov/strategicplan.

KEY DRIVER HIGHLIGHTS INCLUDE THE FOLLOWING:

EQUITY – Equity-driven work is focused on the use of the Communities of Opportunity framework to operationalize the One Fairfax policy; the Central One Fairfax Team is focused on the implementation of department equity impact plans; new dashboards highlight disparities by population and place, where available.

COMMUNITY OUTCOMES – Under the guidance of the Countywide Strategic Plan Steering Committee, three cross department teams delivered recommendations on targeted strategies to improve economic opportunity, community engagement, and to align and support the strategic planning work within our departments for the purpose of countywide replication and building out tactical plans for implementation.

DATA INTEGRATION – Developed new dashboards and data stories for the Healthy Communities and Mobility and Transportation outcome areas, which use "headline metrics" disaggregated by place and population where possible; updated the existing Economic Opportunity dashboard and data story; remaining seven Community Outcome Areas are scheduled to be completed in the next year and a half.

INCLUSIVE ENGAGEMENT – Extended the use of Public Input, a public engagement platform being piloted to allow for more consistent and quality survey data to be collected from residents, employees, stakeholders, etc., resulting in standardized demographic and geographic information about survey participants to work toward equitable engagement across our community; developed an Inclusive Engagement and Communications Action Plan which began implementation in January 2024.

Countywide Strategic Plan
LEADERSHIP FRAMEWORK

FAIRFAX COUNTY COMMUNITY
Drives our community outcomes

BOARD OF SUPERVISORS
Adopts plan, sets strategic direction, and provides oversight

COUNTY EXECUTIVE
Accountable for plan implementation

DEPUTY COUNTY EXECUTIVES
Champions for the Ten Community Outcome Areas

CHIEF EQUITY OFFICER
Aligned to implement One Fairfax

Steering Committee identifies and deploys small, action-oriented teams of key staff for each of the Ten Community Outcome Areas, led by designated champions.

Strategic Planning Process
HOW IT ALL COMES TOGETHER

INPUT FROM THE COMMUNITY AND SUBJECT-MATTER EXPERTS

INPUT

EVALUATION FEEDBACK LOOP

VISION
INDICATORS OF COMMUNITY SUCCESS

VISION
Result of Inclusive Community Engagement
Establishes a "North Star"

STRATEGIES AND METRICS
DATA DASHBOARDS
EQUITY INDICES

FACTOR MAPPING
Identification of issues constraining wellbeing and access to opportunity

STRATEGIES AND METRICS
Distill down to the most relevant
Focus on disaggregation of data and targeted intervention

BUDGET PROCESS
DEPARTMENT PLANS
TACTICAL PLANS

ANNUAL BUDGET PLANNING
Deputy County Executive Cross-Department Planning
Community Outcome Area Focused Budgeting

EXECUTION

IMPLEMENTATION
Outcome Focused
Cross Department Collaboration
Include Staff at All Levels
Employee Development

MONITORING

MONITORING
Tracking and Reporting Performance
Continuous Improvement
Compliance with One Fairfax Policy

PROTECTING AND ENRICHING OUR QUALITY OF LIFE FOR PEOPLE, PLACES, AND DIVERSE COMMUNITIES

Countywide Strategic Plan
2024 UPDATES

Consistent with the intention that the framework of the plan would remain unchanged over the long term, but the details would be adapted as needed, the following adjustments will be made to the Countywide Strategic Plan in Year Three, and included in the FY 2025 Advertised Budget:

- **Update the Board of Supervisors membership** to reflect the two newly elected board members.

- **Update the Healthy Communities** and **Mobility and Transportation Sample Metrics** to reflect the identified Headline Metrics and dashboards.

- **Revise draft language within the Economic Opportunity strategies** to reflect the work of the Year Two Pilot Prioritization Team.

- **Revise existing language to reflect the Fairfax County Public Schools' (FCPS) new Strategic Plan,** which was adopted in June 2023.

- Include reference to the **Communities of Opportunity Index.**

UPDATED PLAN POSTED ONLINE

The updated version of the plan will be posted on the Countywide Strategic Plan website in June 2024.

UDVAR HAZY, CHANTILLY

Year One
IMPLEMENTATION MODEL

BACKGROUND AND YEAR ONE IMPLEMENTATION STRATEGY

In October 2021, the Board of Supervisors adopted the 10 Community Outcome Areas and Indicators of Success, with the understanding that the Proposed Strategies and Sample Metrics included in the plan needed to be further refined and must evolve in response to changing community conditions over time. The chart below itemizes the specific steps that were taken to move this work forward in Year One; a Year Two Implementation Model is included on page 10.

SMES IDENTIFIED

Steering Committee identified teams of **Subject Matter Experts (SMEs)** to contribute to three sets of deliverables.

3 HEADLINE METRICS

Data Analytics staff initiated a review process of the hundreds of sample metrics developed in 2019 to produce a curated list of "headline metrics."

SMEs were tasked with reviewing sample metrics and providing detailed feedback about the metrics that they view as most relevant and meaningful.

2 SURVEY REVIEW

Strategic Plan staff collected a list of 150+ department surveys.

SMEs were tasked with reviewing the list to identify areas where the community is already providing input.

1 SITUATION REPORTS

Strategic Plan staff produced 10 matrices, called Situation Reports, capturing highlights of the Community Outcome Area strategy updates since the plan was initially developed in 2019.

SMEs were tasked with reviewing draft Situation Reports and identifying additional high-level progress made to support the strategies.

CHAMPION PRESENTATIONS

Deputy County Executive Community Outcome Area Champions presented deliverables to the Steering Committee, to share progress and seek additional feedback.

4 DEPARTMENT ACTION #1

Departments were asked to respond to 8 Key Questions to show how their work was aligning with cross-cutting strategies included in the Effective and Efficient Government outcome area, supporting the idea that every county employee and official has an important role to play.

5 DEPARTMENT ACTION #2

Departments were asked to articulate how data currently reported for budget performance measures support the 43 Board-adopted Indicators of Community Success.

FIRST ANNUAL REPORT

Released in February 2023

6 DEPARTMENT ACTION #3

Departments were asked to start utilizing the Countywide Strategic Plan Communications Toolkit to "connect the dots" between plan elements and the daily work of county departments.

Year Two
IMPLEMENTATION MODEL

BACKGROUND – The Board of Supervisors adopted its first-ever Countywide Strategic Plan in October 2021. Throughout 2022, the Steering Committee focused on setting the conditions for meaningful change through the main drivers of Equity, Community Outcomes, Data Integration, and Inclusive Engagement. This was done through actively engaging county employees in all departments to complete the deliverables included in the Year One Implementation Model on the previous page. Year Two focused heavily on the use of an equity lens in strategic decision making, and includes greatly expanded opportunities for employee professional development and embedding the Countywide Strategic Plan framework across all departments. A Year Three Implementation Model is included on page 64.

ONE FAIRFAX EQUITY LENS

As a key purpose of the Countywide Strategic Plan is to help operationalize One Fairfax, the application of a racial and social equity lens was embedded in each of the following steps to determine where equity considerations must be identified and addressed.

1

UPDATED PLAN

Strategic plan staff updated the plan to include proposed changes, including the public website, internal SharePoint site, translated documents, and elements in the communications toolkit.

4

CONVENED YEAR 2 PILOT TEAM

Steering Committee identified staff leads and cross-functional team of SMEs in the area of Economic Opportunity (EO);

EO Champions provide leadership and support as the team reviews headline metric data, considers areas of existing momentum, and delivers a set of recommendations to the Steering Committee;

Work was refined through the pilot and will be replicated across all outcome areas as data tools are completed.

3

PRODUCED DASHBOARDS AND DATA STORIES

Used the completed Economic Opportunity dashboard as a replicable sample for two additional outcome areas (Healthy Communities and Mobility & Transportation);

Availability of data to inform metrics confirmed, collected, and analyzed, focusing on disaggregation by place and population to identify disparities;

Data stories were developed in collaboration with SMEs and dashboards were populated and published;

Plan for regular updates and ongoing analysis was initiated.

2

DESIGNATED LEAD SMEs

Steering Committee identified lead Subject Matter Experts (SMEs) for each of the Ten Community Outcome Areas;

Strategic Plan and Data Analytics staff coordinate with lead SMEs;

Lead SMEs are responsible for collaborating with additional SMEs to capture broad feedback and progress highlights.

5

LAUNCHED STRATEGIC PLANNING COMMUNITY OF PRACTICE

Steering Committee identified staff leads and cross-functional team of staff who currently lead strategic planning work within their departments;

Community of Practice leveraged best practices in the areas of promoting equity, data integration, and inclusive engagement;

Team representatives reported out current and future departmental alignment to the Steering Committee by the end of 2023.

6

LAUNCHED COMMUNICATIONS AND ENGAGEMENT TEAM

Steering Committee identified staff leads and a cross-functional team to work closely with related teams to complete a comprehensive review of communication elements that can/should align with the plan;

Team recommended updates to the Communications Toolkit, developed a process for how strategic plan elements will be included in communication at different levels of the organization, and recommended how the work of the Inclusive Community Framework can be maximized to inform the strategic plan over the long term.

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SECOND ANNUAL REPORT

Released in February 2024

LOVEWORKS INSTALLATION, LAKE ANNE PLAZA

Key Driver:
EQUITY

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

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

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

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

Alignment with
ONE FAIRFAX EQUITY POLICY

While Fairfax County is a great place to live, work, play and learn, persistent racial and social inequities remain, which result in significant disparities in community outcomes. To confront these realities, Fairfax County has embraced a vision of Fairfax: A declaration that all residents deserve an equitable opportunity to succeed, regardless of their race, color, sex, nationality, sexual orientation, religion, disability, income or where they live. In support of this vision, the county is 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, and to intentionally and strategically direct resources to fill the gaps. For the successful future of our community, it is critically important to address the root causes that limit opportunity for all that call Fairfax County home.

CELEBRATE FAIRFAX, SPRINGFIELD

The outreach and research used to develop the Countywide Strategic Plan highlight the complex and interconnected web of systems that can support or constrain access to opportunity. As we plan for the future success of Fairfax County, we are using data – both quantitative and qualitative – to plan and prioritize, building the productive capacities of all neighborhoods and residents, improving their connections to county assets and resources, and facilitating their full participation in and contribution to the county's economic and social vitality and readiness for the future.

PROMOTING ACCESS TO COMMUNITIES OF OPPORTUNITY

As the Countywide Strategic Plan is implemented, we will continually focus on transforming areas where residents face economic, educational, health, housing and other challenges to accessing opportunity more broadly by:

Understanding Opportunity and Vulnerability
Using data and analytical tools to better understand the dynamics of opportunity and vulnerability within Fairfax County.

Targeting Interventions to Build Opportunity
Facilitating the development of targeted, strategic interventions in low-opportunity areas to building and reinforcing critical support structures for residents and businesses.

Targeting Interventions to Connect to Opportunity
Intentionally connecting low-income and other marginalized residents and families to existing opportunities.

Encouraging the Development of an Inclusive Economy
Building on Fairfax County's strong economy while expanding opportunity for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being.

Use of Equity Information
DATA INFORMED DECISION MAKING

In support of the county's Strategic Plan, <u>interactive dashboards</u> are being developed for each of the Ten Community Outcome Areas that include headline metrics, supporting data, and a narrative for context.

In alignment with One Fairfax, the data included in the dashboard are disaggregated when available to help Fairfax County understand if our outcomes are equitable, regardless of demographic differences or geographic location across the county. The icon to the right can be found in the dashboard to easily identify which headline metrics on each main page have disaggregated data available. More information on the dashboards is included on page 60.
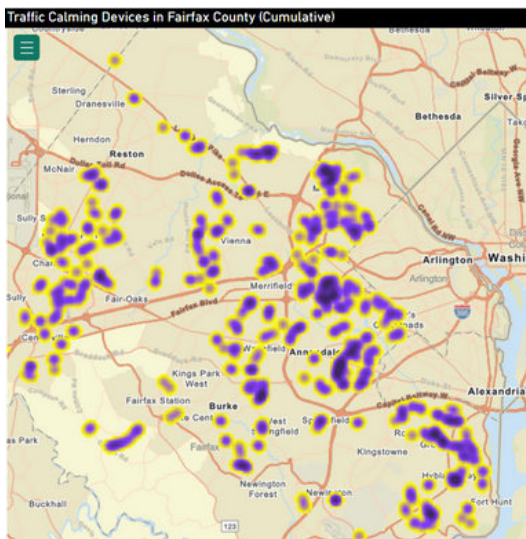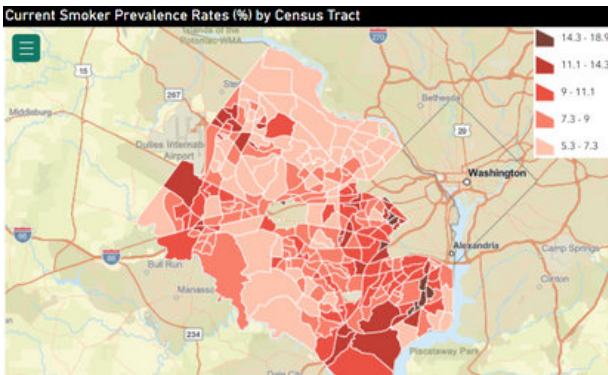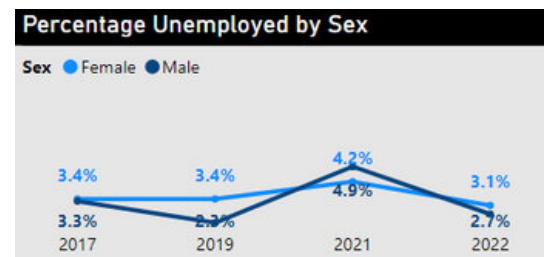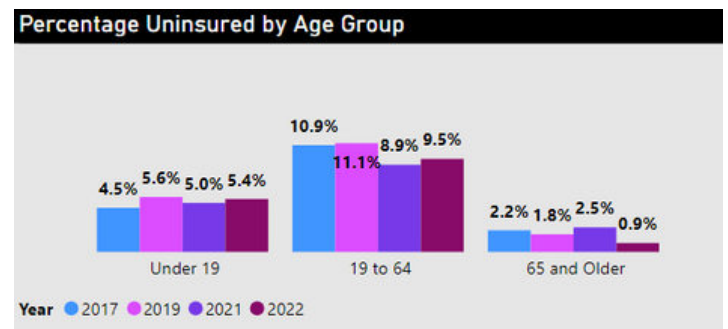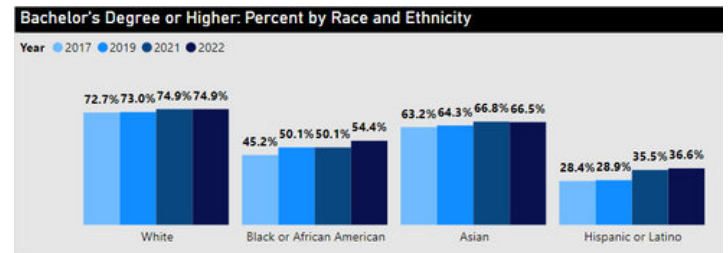
EQUITY ICON

The following icon is used on the dashboards to indicate an **Equity Focus / Disaggregated Data Available.**

EXAMPLES OF METRICS DISAGGREGATED BY LOCATION

Current Smoker Prevalence Rates (%) by Census Tract

14.3 - 18.9	
11.1 - 14.3	
9 - 11.1	
7.3 - 9	
5.3 - 7.3	

Traffic Calming Devices in Fairfax County (Cumulative)

EXAMPLES OF METRICS DISAGGREGATED BY DEMOGRAPHICS

Bachelor's Degree or Higher: Percent by Race and Ethnicity
Year ● 2017 ● 2019 ● 2021 ● 2022

White: 72.7% 73.0% 74.9% 74.9%
Black or African American: 45.2% 50.1% 50.1% 54.4%
Asian: 63.2% 64.3% 66.8% 66.5%
Hispanic or Latino: 28.4% 28.9% 35.5% 36.6%

Percentage Uninsured by Age Group

Under 19: 4.5% 5.6% 5.0% 5.4%
19 to 64: 10.9% 11.1% 8.9% 9.5%
65 and Older: 2.2% 1.8% 2.5% 0.9%

Year ● 2017 ● 2019 ● 2021 ● 2022

Percentage Unemployed by Sex
Sex ● Female ● Male

Female: 3.4% (2017) 3.4% (2019) 4.2% (2021) 3.1% (2022)
Male: 3.3% (2017) 2.3% (2019) 4.9% (2021) 2.7% (2022)

Communities of Opportunity
INDEX

Spatial data is being used to inform our understanding of the variation in opportunity and wellbeing across Fairfax County. Building on the work to create the Countywide Strategic Plan and on past reports showing differences in outcomes across Fairfax County, the One Fairfax Data Group was convened to develop a set of indicators for Communities of Opportunity. Indicators were chosen based on disaggregation, relevance, a reliable and quality data source, and other characteristics. The indicators were separated into two categories:

Population Wellbeing
This refers to how people are doing in education, health, employment, housing, and other areas. It answers the question: How are people in Fairfax County doing?

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

Access to Opportunity
This refers to access to amenities, goods, and services (e.g., childcare and early childcare education; parks, open space, trails; community facilities; fresh food; health care and pharmacy; financial services; internet service); access to housing opportunity; access to employment opportunity; transportation (e.g., public transport – reliability and frequency, bikes), and other related areas. It answers the question: *Where we can take collective action?*

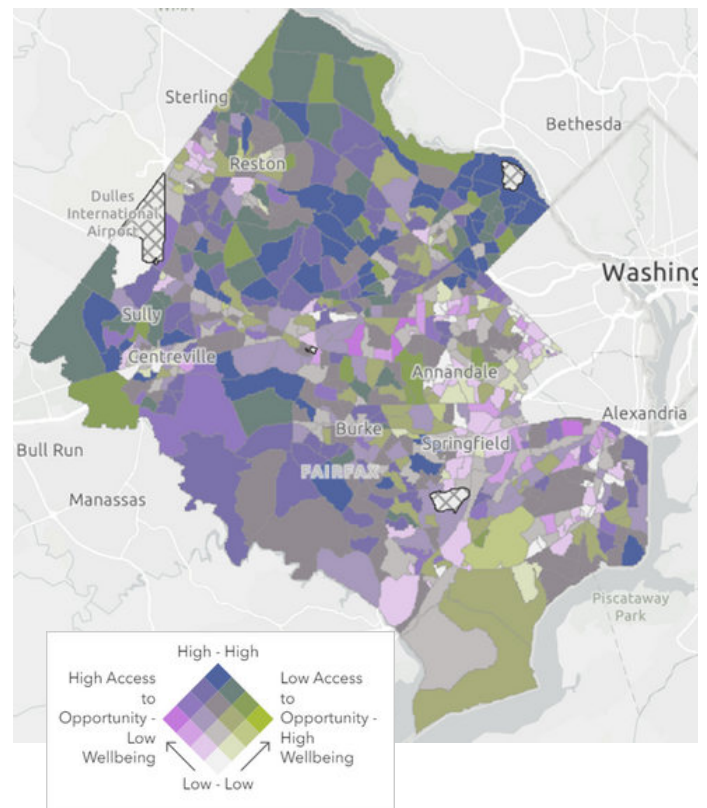**Access to Opportunity Indicators**
- Homeownership
- Labor Force Participation Rate
- Post-Secondary Education
- Preschool Enrollment
- Property Appreciation
- Internet Subscription
- Access to Public Transportation

EQUITY FOCUS

Throughout this report, there are light blue boxes like this one called *Equity Focus* for each of the 10 Community Outcome Areas. While dashboards are still in development for some of the Community Outcome Areas, disparities by population and place are described in the boxes, where available.

COMMUNITIES OF OPPORTUNITY DASHBOARD MAP

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

NOTE:

All ten outcome areas are related to each other, and may have some overlap in the way community needs are identified and addressed (for example, the provision of adult job training is central to both Economic Opportunity and Lifelong Education and Learning; Healthy Communities and Environment and Energy are closely linked; and both Effective and Efficient Government and Empowerment and Support for Residents Facing Vulnerability cross multiple issue areas). In the interest of clarity and to minimize duplication as much as possible, progress highlights in each section have been included in the areas that they are most closely connected to, with the understanding that the strategic planning process must consider challenges, root causes, and strategies in a holistic way that allows for a coordinated and integrated countywide response.

The following ten outcome areas reflect the priorities of the community, and provide a focus now and into the future

Key Driver:
COMMUNITY OUTCOMES

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

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

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

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

Cultural and Recreational Opportunities

The overarching vision for Cultural and Recreational Opportunities in Fairfax County is that all residents, businesses, and visitors are aware of, and can participate in, quality arts, sports, recreation, and culturally enriching activities. To support this vision, the Board of Supervisors adopted Indicators of Community Success which direct the county to focus on providing access to local arts, sports, and cultural activities; ensuring satisfaction with these activities; building awareness and appreciation of diverse cultures; and ensuring representation of diverse cultures.

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the Cultural and Recreational Opportunities Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Cultural and Recreational Opportunities Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated, and a Cultural and Recreational Opportunities team will be launched to:
- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3 to 5 strategies to recommended to the Steering Committee for initial implementation.

The following Cultural and Recreational Opportunities highlights identify high-level progress that has been made to support this area in 2023:

PROGRESS HIGHLIGHTS:

- Launched an RFP to select a consultant to conduct a **Heritage Resources Survey** of the Gum Springs community, the oldest free sustained African American community in Fairfax County, to support the preservation of this important community and to ensure its ongoing vitality.

- Surveyed resources associated with **African American history in Fairfax County** as part of a Virginia Department of Historic Resources program to ensure these sites are preserved.

- Developed the **Parks, Recreation, Open Space, and Access Plan (PROSA)**, an equity tool that assesses the quality, quantity, and access to parks throughout the county, with a particular focus on the opportunity areas in the county. The One Fairfax Vulnerability Index was used and built upon to develop the **Park Authority Race and Equity Index (PAREI).** These tools will be accessible to all employees and will guide acquisitions and capital improvements in the future.

- Launched the **Child Care Provider Grant** program, providing $2.5 million in grants for Fairfax County child care providers. Funding is intended to bolster, support, and preserve existing providers and services within the county.

- Addressed the growing demand to expand pickleball opportunities by **adding 14 new dedicated courts and 14 new shared use courts** to the inventory of offerings.

EQUITY FOCUS - Fairfax County is home to a diverse community. Here, people from different neighborhoods, backgrounds, and perspectives can come together to enjoy arts, culture, fitness, wellness, enrichment and a host of other community building experiences, which bring the opportunity to forge new and positive connections to each other. To make this a reality, it is important to address barriers to designing and participating in cultural and recreational activities across the county by geography and by population.

CRO PROGRESS HIGHLIGHTS CONTINUED:

- Developed and implemented the **Extreme Heat Response Plan** to ensure that residents have access to cooling centers, transportation, and supplies and to mitigate risks of heat-related illnesses during extreme heat days.

- Completed allocation of $7.09 million in **Nonprofit Sustainability Grants** to 166 nonprofit organizations, 22 houses of worship, and five nonprofit childcare organizations supporting Fairfax County residents.

- Awarded the third round of **Food Access Program (FAP)** grants, totaling $4.0 million, to community food providers. Funding through the three rounds of grants supports both direct food provision and infrastructure investments.

- Opened the **12-acre North Hill Park,** transforming the North Hill from an underutilized parcel to a vibrant residential community. The park incorporates a variety of community amenities, including a large community playground, outdoor fitness area, basketball and pickleball courts, and a large open lawn and pavilion.

SKATE THE WAKE, ANNANDALE

- **Resurfaced Franconia Park racquet and basketball courts.** This project included the removal and replacement of asphalt surfaces, goals, fencing, and related court amenities as well as the conversion of one of the existing tennis courts to four permanent pickleball courts and a second tennis court dually lined for use as a tennis court or two pickleball courts. The project cost was approximately $473,413.

- Launched **RCC on Wheels**, an offsite outreach program that brings services beyond the Reston Community Center's two physical locations and into the underserved community. Programs include everything from concerts and workshops to fitness classes and educational programs.

- Launched **80 new programs at the Sully Community Center**, serving 1,107 registrants within the first year of opening. A sliding fee scale was piloted for specialty summer camps, increasing access to those who lacked the financial means to pay the full registration cost. 92 percent of FY2023 survey respondents strongly agreed that participation in the pilot program exposed their child to new recreation activities (FY 2023).

- Opened the **Woodlands Stewardship Education Center at Eleanor C Lawrence Park**. This new interpretive center is designed to educate the community on stewardship actions the county is taking to preserve and protect natural and cultural resources and inspire visitors to be land stewards at home.

- **Expanded the award-winning Park Authority Summer Camp program, offering 1,035 summer camps** at locations throughout the county. The summer offerings served 28,925 registrants, a 7 percent increase over the previous year. 85 percent of FY2023 survey respondents reported being satisfied with the quality of services provided.

- **Recreational Centers continue to build back membership** following a significant decline during the COVID-19 pandemic, growing to 11,176 active members in FY 2023.

CRO PROGRESS HIGHLIGHTS CONTINUED:

- Served the diverse needs of the community by **providing 13,003 Park Authority programs** ranging from STEAM to environmental stewardship and sports skill development and everything in between. Youth classes alone served 6,779 unique customers under the age of 18 (FY 2023).

- Held sensory-friendly weekly summer events at **Our Special Harbor spray park** at Franconia Park, allowing individuals with special considerations and disabilities the opportunity to cool off in a fun, enjoyable, and accessible way.

- Partnered with the First Tee of Greater Washington, DC, to offer **The First Tee Life Skills Experience classes and camps** at Laurel Hill Golf Club, Oakmont Golf Center (formerly Oak Marr), and Twin Lakes Golf Courses. Young people ages 7-18 learn the game of golf, rules and etiquette, as well as how to manage emotions, set goals, resolve conflict and effectively communicate with others. Scholarships are available to those who are unable to pay to allow greater participation.

- Opened the **Hybla Valley Community Center**. Previously a private, members-only tennis club, this space was transformed into a center of community activity in the Richmond Highway Corridor. The multi-use space offers recreation, education, youth programming, and workforce development opportunities.

- Opened the **Annandale Community Center,** a 2,100-square-foot center featuring two multipurpose rooms, a small lounge, a kitchen, and restrooms. Partnering with the Boys & Girls Club of Greater Washington (BGCGW), the center offers affordable youth programming and afterschool activities; additional programs and resources will continue to be added.

- Established a **Public Arts Master Plan Taskforce with ArtsFairfax,** the nonprofit designated as the local arts agency for Fairfax County. The taskforce launched a new web application designed to identify and map public art in Fairfax County. The interactive app empowers county residents to share what they see as public art in their community.

- Redeveloped **Patriot Park North**, installing six synthetic turf diamond fields, batting cages, warm-up areas, lighting, a 360-degree press box and deck, live streaming capability, concession stands, stormwater management, trails, playground, parking lot, and other site amenities. The $22.7 million facility was funded through developer proffers and voter-approved 2016 and 2020 Park Bonds. The economic impact for the county is estimated between $162,000 to more than $1 million per tournament, depending on attendance and the duration of the event.

- The Board of Supervisors adopted the **Fairfax County Master Arts Plan,** which provides a blueprint for cultural facilities and for public art throughout the county to reflect its diversity, consider existing facilities, and anticipate future growth.

VIRGINIA NATIVE AMERICAN FESTIVAL AT RIVERBEND PARK, GREAT FALLS

CRO PROGRESS HIGHLIGHTS CONTINUED:

- Created the **Capital One Hall Community Arts Partnership**. On behalf of the county, ArtsFairfax manages the online application process for community arts use of Capital One Hall. Through specially negotiated rates for Fairfax County-based nonprofit arts and culture groups, as well as arts-related programming by Fairfax County agencies and Fairfax County Public Schools, Capital One Hall invites its local community to use their spaces for performances, rehearsals, and other arts activities.

- The County Arts Committee initiated the discussion of **Art Support Spaces**, identifying availability of art activities as well as gaps in services to include geography, finances, participant engagement, and countywide best practices.

- Approved the award of $20,000 in grant funding to help fund the renovation of a playground at **McLean Central Park**, located within the Dranesville District. Funds were awarded through the **Park Authority's Mastenbrook Volunteer Matching Fund Grant Program**. The total cost for the project is estimated at $442,609. In addition to the contributions from the McLean Central Playground Team and the $20,000 in grant funding, the county will be providing the remaining $175,939, which was originally allocated for the renovation of the school-aged playground alone. Work is projected to be completed by winter of 2024 to 2025.

- **Baron Cameron and South Run**, two off leash dog parks, were named among the region's best in a popular vote among readers of Northern Virginia Magazine.

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast where Fairfax County Executive Bryan Hill is joined by Tony Skinn, the men's basketball coach at George Mason University.

NATIONAL MUSEUM OF THE UNITED STATES ARMY, FORT BELVOIR

Economic Opportunity

The overarching vision for this outcome area is that all people, businesses, and places in Fairfax County are thriving economically. To support this vision, the Board of Supervisors adopted new Indicators of Community Success that direct the county to focus on supporting healthy businesses in a diverse mix of industries; promoting economic stability and upward mobility for all people; preparing people for the workforce; promoting innovation in the local economy; and promoting economic vibrancy in all parts of the county.

The Countywide Strategic Plan Steering Committee identified a set of underlined metrics for the Economic Opportunity outcome area, populated by data and supplemented by context-setting narrative. This data is disaggregated by place and population to highlight disparities and will be used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation. The Economic Opportunity Dashboard and Data Story were used as templates to develop similar tools for the Healthy Communities and Mobility and Transportation Community Outcome Areas, with the remaining seven areas to be completed over the next year and a half. More information on the Economic Opportunity dashboard is included on page 50 and 51.

EQUITY FOCUS - While Fairfax County demonstrates strength and resilience across multiple economic indicators, such as unemployment, poverty, and higher education, there are disparities by race and geography. Black and Hispanic residents have higher rates of unemployment. Entrepreneurship can be a catalyst for economic mobility, but barriers exist for people of color and other marginalized groups. The pandemic exacerbated disparities for minority-owned businesses and workers who are people of color, low-income, or had relatively low levels of formal education and training. Creating conditions for economic mobility fosters a robust economy.

The following Economic Opportunity highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS:

- Implemented the use of **Fairfax County's Planning and Land Use System (PLUS),** allowing customers to create and submit applications online, pay fees, track application status, and receive electronic notifications.
  - To make it more accessible, several PLUS **tutorial YouTube videos** on how to get started have been added to the system. These have also been **translated into seven languages.**
  - Held weekly **PLUS Webinar Wednesdays** for customers to help with the initial transition to PLUS.
  - Developed a **system to capture customer and staff feedback** that identifies and prioritizes issues and enhancements, increasing productivity and customer satisfaction.

- **Developed a comprehensive permit library** for each building and site-related record type available in **PLUS.** Within the permit library, customers can find an intuitive and user-friendly webpage devoted to each record type providing guidance through the application and approval process.

- Launched the **Fairfax County Economic Mobility Pilot (FCEMP),** an evidence-based, equity-focused intervention to promote economic mobility and social capital. FCEMP provides monthly cash payments to eligible, randomly selected households in addition to optional financial wellness support, to promote economic mobility and social capital. FCEMP focuses on ALICE, a United Way acronym for Asset Limited, Income Constrained, Employed population, that earn more than the Federal Poverty Level, but less than the basic cost of living for the county/state in which they live.

EO PROGRESS HIGHLIGHTS CONTINUED:

- Launched first cohort of **Fairfax Founders Fund pilot program** to provide capital to startup companies, targeting early-stage technology companies with technical assistance grants to help them prepare for later-stage investments. Participants received up to $50,000 in grant funding to provide a significant boost to their ventures, help them grow in Fairfax County, and showcase the region's dynamic and thriving startup ecosystem. Fairfax Founders Fund outreach and marketing included intentional and extensive engagement with under-represented founders and the start-up network. Of the 40 applicants for Fairfax Founders Fund, 53 percent identified as woman-owned, 10 percent were veteran-owned, and 13 percent were persons with a disability. 70 percent of applicants identified as minority-owned.

- The Board of Supervisors **allocated $200,000 to the 2023 Innovation Fund**. There will be a total of six awards: two awards at $50,000 each and four awards at $25,000 each. The fund will provide one-year seed funding to businesses and non-profits to start a new social impact initiative or to enhance a current initiative with the understanding that grantees will pursue non-county funding to sustain the initiative beyond the first year.

- Launched **THRIVE, a technical assistance program dedicated to small business growth**. Through this program, approximately 600 businesses will receive targeted consulting services valued up to $10,000 to help them achieve unique business goals and continue their post-pandemic recovery. At every stage in the planning and execution of THRIVE, the Department of Economic Initiatives has focused on strategies to engage and serve racially and ethnically diverse business owners and underserved small businesses.

- Approved three **Economic Incentive Program** applications for economic development located in two Commercial Revitalization Districts, that collectively incentivized a total of 403 new multi-family residential dwelling units, approximately 13,000 square feet of retail space, and 42,000 square feet of new office development.

- The Board of Supervisors **adopted the Signs Part II Zoning Ordinance Amendment**, expanding placemaking and economic development opportunities for commercial and industrial developments by allowing a process to modify sign regulations, coordinate submission requirements and review procedures for sign modification applications, and ensure a streamlined and consistent application review.

FAIRFAX FOUNDERS FUND PARTICIPANTS

EO PROGRESS HIGHLIGHTS CONTINUED:

- **Coordinated $4.17 million Virginia American Rescue Plan Act (ARPA) Tourism Recovery Program** grant to help local tourism recover from the aftereffects of the pandemic, promoting benefits in associated employment, related economic impacts, and ultimately increasing visitation to local attractions.

- Reinstated the work requirement for the **Virginia Initiative for Education and Work (VIEW)** in January 2023, more than doubling the clients served from the previous fiscal year.

- Launched **Talent Up Fairfax,** a work-based learning program that matches local employers with qualified local talent through paid internships for in-demand jobs. Talent Up seeks to be an on-ramp for Fairfax County jobseekers looking to improve their economic mobility, as well as expanding talent pools in the county for employers and promoting more inclusive hiring practices.

- The Board of Supervisors or the Board of Zoning Appeals **approved 19 Home Child Care applications,** allowing a greater number of children to be cared for in their own communities.

- The Board of Supervisors **approved the pilot program, Paint It! Fairfax,** allocating $300,000 to complete at least two murals in the county's Commercial Revitalization Districts and Areas.

- Launched the **Think Big for Kids Metro DC Chapter** providing career exploration, mentoring, internships, and job readiness for Fairfax County Public School (FCPS) students. A 13-member company advisory board was recruited to support the program, which held 21 career showcases across multiple industries and includes a plan to host an additional 30 during the second half of the 2023-2024 school year.

- Launched the **Total Military Community Alliance (TMCA)** under the **NVRC Military Partnership**, a community of public-private entities focused on cross-sector collaboration to improve employment outcomes for transitioning service members, military spouses, and veterans in Northern Virginia. In 2023, the TMCA held dozens of job fairs, networking opportunities, and resume reviews, resulting in over 5,300 veterans and military spouses being hired, including 4,000+ in Fairfax County. These efforts increased the number of Virginia Values Veterans companies from 700 to 1,400.
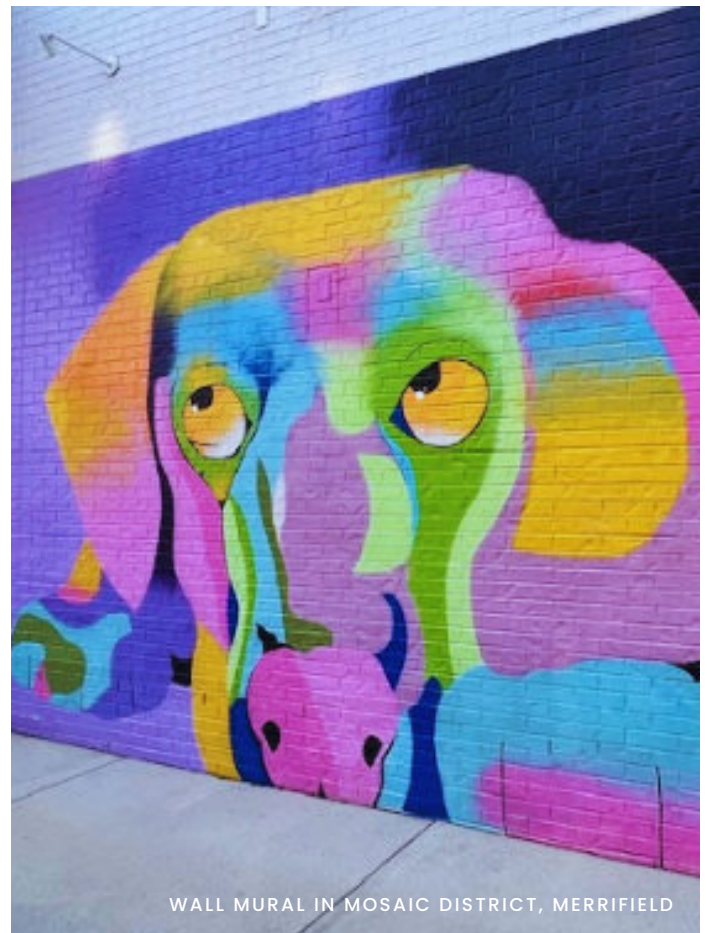
WALL MURAL IN MOSAIC DISTRICT, MERRIFIELD

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast where Fairfax County Executive Bryan Hill is joined by Rebecca Moudry, Director of the Fairfax County Department of Economic Initiatives, and Victor Hoskins, President & CEO of the Fairfax County Economic Development Authority, to talk about building an economic future for all residents.

Pilot Team One
ECONOMIC OPPORTUNITY

A pilot implementation team for the Economic Opportunity (EO) Community Outcome Area was chartered from June 2023 to February 2024. The team's purpose was to make recommendations to the Strategic Plan Steering Committee on the 3 to 5 EO strategies that should move forward immediately to implementation, grounded in a comprehensive analysis of relevant data and other factors.

The team worked under the direct guidance of the EO Champions, Deputy County Executive Rachel Flynn and Chief Financial Officer Christina Jackson. Additional consultation with Deputy County Executive Chris Leonard and Chief Equity Officer Karla Bruce was also provided in the areas of human services and equity, respectively. The team built on the work that was completed by two previous EO strategic planning teams convened in 2019 and 2022, and will be followed by another project team which will be tasked with the actual implementation of the 3 to 5 selected strategies.

TEAM MEMBERS

- **Scott Sizer,** Department of Economic Initiatives (Co-Lead)
- **Joe LaHait,** Department of Management and Budget (Co-Lead)
- **Robin Wilson,** One Fairfax
- **Javier Jaramillo,** Department of Management and Budget (Countywide Data Analytics)
- **Jesse Ellis,** Department of Management and Budget
- **Mark Thomas,** Department of Management and Budget
- **Daniel Mekibib,** Department of Family Services
- **Patricia Arriaza,** Department of Neighborhood and Community Services
- **Chris Caperton,** Department of Planning and Development
- **Dennis Batts,** Department of Land Development Services
- **Alex Iams,** Economic Development Authority

SCOPE OF WORK

The team was tasked with the following:

- Review strategic framework and analyze EO data to identify the issues in this outcome area that require immediate action.
- Review proposed strategies and identify any proposed modifications.
- Recommend 3 to 5 strategies for initial implementation.

As a pilot project, the "how" of this work was continuously refined to develop a model that optimized the use of staff resources and available data as the ten outcome areas move into implementation.

PILOT TEAM ONE CO-LEADS AT WORK

Effective and Efficient Government

The overarching vision for this outcome area is that all people in Fairfax County trust that their government responsibly manages resources, is responsive to their needs, provides exceptional services, and equitably represents them. To support this vision, the Board of Supervisors adopted new Indicators of Community Success, which direct the county to focus on ensuring customer satisfaction with county services; promoting inclusive community engagement; developing an effective and representative county and school workforce; maintaining effective technology and quality facilities; and retaining an unwavering focus on financial sustainability and trustworthiness. Note: While specific county departments, such as Management and Budget, Human Resources, Information Technology, Public Affairs and others factor prominently in this outcome area, **the focus on Effective and Efficient Government is a broadly shared responsibility among all county employees and elected officials.**

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the <u>Effective and Efficient Government</u> Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Effective and Efficient Government Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated and an Effective and Efficient Government team will be launched to:

- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3 to 5 strategies to recommended to the Steering Committee for initial implementation.

The following Effective and Efficient Government highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS:

- **Recruitment, compensation, and retention:**
  - Implemented the largest-ever **5.44 percent Market Rate Adjustment** (cost of living increase) for County employees, along with merit and longevity increases resulting in average increase of general County employees of 7.5 percent and 7.83 percent for uniformed public safety. (FY 2024)
  - Implemented **salary increases** for over 80 job classes due to compensation benchmark studies. (FY 2024)
  - Successfully negotiated **collective bargaining agreements** with multiple unions;
  - Implemented **hiring incentive bonuses** of up to $15,000 for over 50 job classes to address staff recruitment and retention issues.

EQUITY FOCUS - Fairfax County must ensure that the diverse, and sometimes competing needs and interests of its residents, employees, and stakeholders are considered and addressed in ways that are timely, well-targeted, fair, and transparent. Further, 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 continued success. To accomplish this, the county and community will need to jointly work together to promote inclusive, equitable and authentic community engagement across Fairfax County to ensure all voices, including historically underrepresented communities, are welcome in the county's planning and decision-making processes.

EEG PROGRESS HIGHLIGHTS CONTINUED:

- As part of developing a **language access plan**, a baseline survey was sent to departments and agencies about their language access services to learn about current practices and identify areas for improvement.

- Conducted an **overhaul of public safety recruiting and retention programs** by updating and streamlining the recruitment process to ensure the county attracted the best candidates. As a result, the largest and most diverse recruitment class in decades was enrolled in the Police Criminal Justice Academy.

- **Increased the diversity of the applicant pool** through a combination of efforts focused on broader advertisement to job boards, including partnering with DiversityJobs.com and receiving a Diversity Jobs badge (Committed to Diversity in the Workplace), as well as upgrading the DCJOBS service agreement. These efforts resulted in a more efficient and cost saving method for posting ads and connecting with thousands of diverse organizations and community groups as well as promoting job opportunities to a wide spectrum of prospective candidates.

- Developed and continued to refine **Countywide Strategic Plan dashboards and data stories** that provide the most current information in various key areas, such as position vacancies, salaries, and turnover. A range of filters can be applied to this data, including age, race, gender, position type, and agency, allowing county management to effectively analyze the information, identify trends and issues, and support informed decision-making.

- Continued to integrate equity into the budget development process by requiring agencies to **address the equity impact of all proposed new spending and budget reductions**. Those impact assessments are incorporated into the review, discussion, and decision-making at key points of the budget development process with staff, county leadership, and the Board of Supervisors.

- Launched a cadre of staff who can **lead root cause analysis,** a tool used for identifying causes of disparities and strategies that address the root causes identified.

- The calendar year **2023 Trust Policy Compliance Process** was completed; all Fairfax County agencies subject to the Trust Policy are in compliance.

- Streamlined the review process for issuance of **Nonresidential Use Permits (NonRUPs)/Certificates of Occupancy** with the use of **Fairfax County's Planning and Land Use System (PLUS)**. These permits are jointly issued by the Zoning Administrator and the Building Official to ensure compliance with both the Zoning Ordinance and Building Code prior to occupancy of a building. The administrative functions related to reviewing and issuing NonRUPs was transferred to the agency that has the staff and expertise to help applicants navigate the review process, creating a much more efficient workflow for staff and customers.

- Included **Equity Impact Statements** on items to inform the Board of Supervisors of the actual or anticipated effects, positive and negative, of proposed policies, practices, programs, plans, and budgetary actions related to equity. An Equity Impact Assessment is an examination of how a proposed activity or decision will affect the population categories identified in the One Fairfax Policy and it informs the development of the Equity Impact Statement that is included in the template for Board items.

- Improved the **Same Day Voter Registration (SDR) process** at polling places. SDR went into effect shortly before the November 2022 election and was very challenging for all elections offices statewide. As a result, a manager was hired to oversee the countywide SDR process, a SDR Specialist Election Officer was placed at every precinct, and all Chief Election Officers and SDR Specialist Election Officers were required to take an updated training. These changes led to a smooth and streamlined process for the 2,313 voters that chose to register on the same day they voted.

- **Redesigned the absentee ballot envelope** to meet new state requirements mandated by the General Assembly. The design featured an intuitive privacy flap concealing Personal Identification Information while maintaining a single return envelope, reducing unnecessary costs of additional materials and postage. Over 70,000 absentee voters received the new envelope during the November 2023 election.

- Provided an internal **Disability Etiquette and Inclusion Training** to an identified group of county employees to improve their ability to communicate with those with a disability.

EEG PROGRESS HIGHLIGHTS CONTINUED:

- **Channel 16 video-on-demand** was accessed 331,817 times, averaging 900 views a day, and reached an increasingly diverse community by offering programs translated into Amharic, Arabic, Chinese, Farsi, French, Korean, Mandarin, Spanish, Urdu, and Vietnamese, as requested by County agencies (FY 2023).

- Provided **English closed captioning** to all Channel 16 programming, further increasing public access and engagement within the County and contributing to the 230 percent increase in viewership from the previous year (FY 2023).

- The **Fairfax County website had 18 million visits** and 54 million pageviews, with the top three languages other than English being Spanish (52,359), Chinese (15,525), and Korean (12,698). The website also received a **design refresh,** which included the expansion of the Chat Box service to include Spanish.

- The **Fairfax County Government App** was downloaded 5,167 times with 632 push notifications enabled. Across all Fairfax County social media accounts, there were 1.53 million followers/fans, 31,000 posts, and 123 million impressions with engagement from 4.9 million (FY 2023).

- Launched the **#FairfaxForward campaign**, highlighting positive news on social media and communications platforms.

- Launched **Govdelivery,** a new subscriber service replacing County listservs. Since the conversion, Fairfax County has gained over 70,000 subscribers, with more than 1,000 coming from a shared network approach with Fairfax County Public Schools.

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast: Navigating Challenges and Building Partnerships. Fairfax County Executive Bryan Hill is joined by Tim Hemstreet, County Administrator of Loudoun County, to discuss the importance of regional collaboration.


CHANNEL 16 LIVE AT THE GOVERNMENT CENTER

Effective and Efficient Government
BUDGET ALIGNMENT AND INTEGRATION

The Department of Management and Budget (DMB) continued to take steps to incorporate the strategic plan framework into the annual budget development process. Budget presentations to the Board of Supervisors and community were structured around the Community Outcome Areas to illustrate how the community's priorities are directly being addressed. Similarly, the Overview Volume presented funding decisions associated with each Community Outcome Area in the Adopted Budget Summary and the County Executive's message, along with information on the continuation of the Countywide Strategic Plan and the community engagement process in the Strategic Linkages section.

Beginning in the FY 2024 Adopted Budget Plan, DMB aligned most General Fund agency budget narratives (Volume 1) and many capital and operating fund narratives to the Community Outcome Areas best represented by their work. Additionally, to support the direction and progress of the Countywide Strategic Plan, DMB continued to work with county agencies to align and connect Key Performance Indicators (KPIs) and the Indicators of Community of Success to identify opportunities and gaps within the community. This collaborative effort will continue to provide insights about opportunities and challenges with available data necessary to inform future work with both program data and reporting for the Countywide Strategic Plan.

Moving forward, DMB will continue to look for innovative ways to incorporate the Countywide Strategic Plan into its processes and publications. As a measure of the quality of its budget preparation, Fairfax County was awarded the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award by meeting rigorous criteria for the budget as a policy document, financial plan, operations guide, and communications device for the 39th consecutive year. The department will continue to build on this success by continuing to enhance accountability, transparency, and usefulness of the budget. Fairfax County has also been awarded the International City/County Management Association (ICMA) Certificate of Excellence, its highest level of recognition for excellence in performance measurement, for 13 consecutive years.
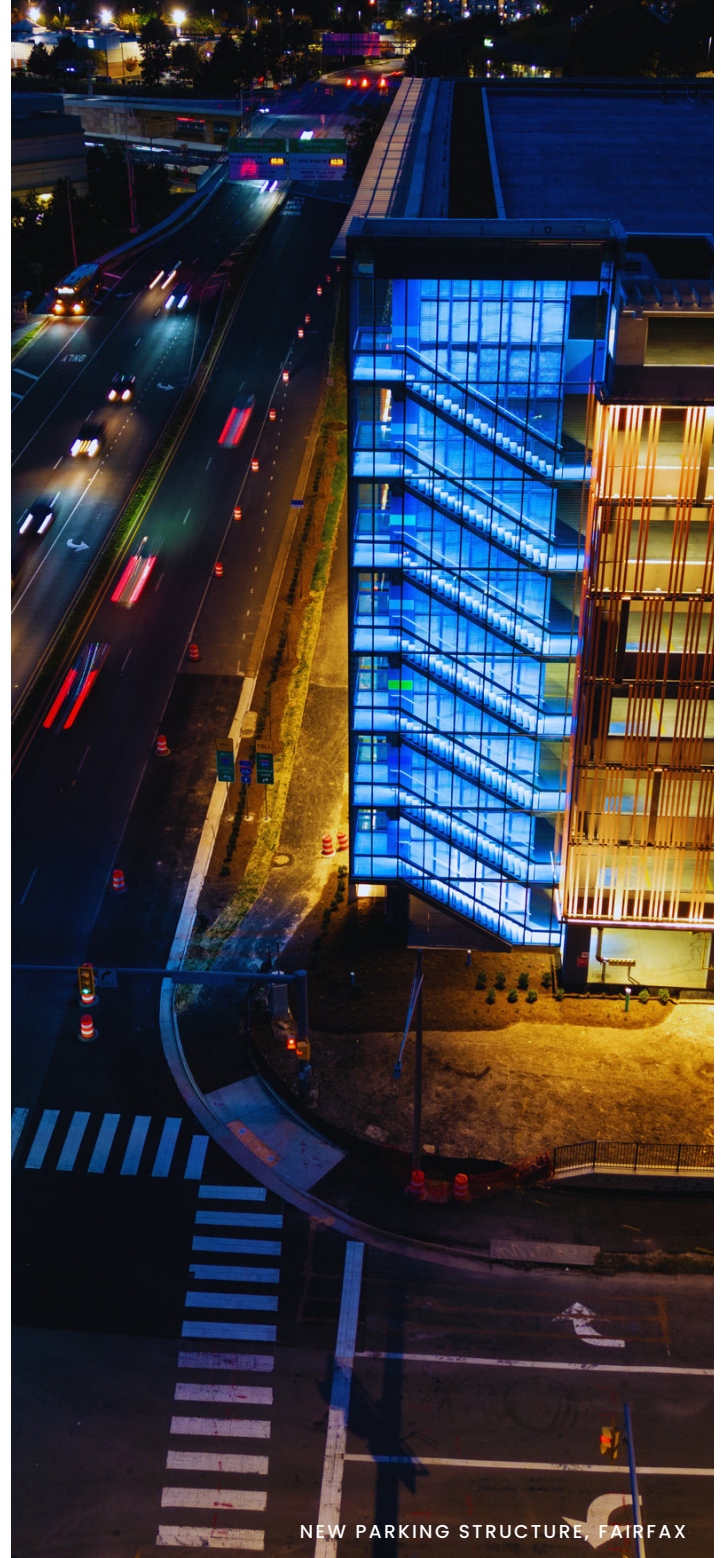
NEW PARKING STRUCTURE, FAIRFAX

Effective and Efficient Government
LINKAGES TO THE BUDGET

PET VACCINATION CLINIC, FAIRFAX

The underlined annual budget includes links to countywide strategic initiatives; to achieve these connections, agency budget narratives include discussions of agency strategic planning efforts; program area summaries include cross-cutting efforts and benchmarking data; and the Key County Metric presentation demonstrates how the county is performing as a whole. As a result, the budget information is presented in a user-friendly format and resource decisions are more clearly articulated to Fairfax county residents. Relevant sections include:

- **Agency Narratives:** Individual agency narratives identify strategic issues, which were developed during the agency strategic planning efforts, link core services to the Countywide Strategic Plan and expand the use of performance measures to clearly define how well the agency is delivering a specific service. Agency narratives are included in budget Volumes 1 and 2.

- **Program Area Summaries:** Summaries by Program Area (such as Public Safety, Health and Welfare, Judicial Administration) provide a broader perspective of the strategic direction of several related agencies. This helps to identify common goals and programs that may cross over departments. In addition, benchmarking information is included on program area services to demonstrate how the county performs in relation to other comparable jurisdictions. Program area summaries are included in budget Volumes 1 and 2.

- **Key County Measures:** Beginning in FY 2024, the Key County Measures outlined in the budget have been aligned with the Countywide Strategic Plan Community Outcome Areas to give the reader a high-level perspective on how the county is doing as a whole. The information included in future budget documents will continue to evolve as headline metrics and data for the Countywide Strategic Plan are defined and analyzed. In FY 2023, headline metrics and data were developed for the Economic Opportunity Outcome Area and that information is reflected in the documentation that follows; in FY 2024, dashboards and data stories were added for the Healthy Communities and Mobility and Transportation outcome areas.

Pilot Team Two
STRATEGIC PLANNING COMMUNITY OF PRACTICE

A Strategic Planning Community of Practice pilot team was chartered from June 2023 to February 2024. The purpose of this team was to help departments answer the question, "we have a Countywide Strategic Plan – now what?" The team worked under the direct guidance of Deputy County Executive Thomas G. Arnold with additional consultation from Chief Equity Officer Karla Bruce.

The preliminary scope of work includes a 3-step process:

Step 1: Build a shared understanding of the Countywide Strategic Plan, including relevant background, and elements that comprise the framework (the drivers of equity, data integration, community outcomes, and inclusive engagement). Presentations were made to the pilot team by staff in the Countywide Data Analytics Unit and One Fairfax, plus any others that were identified by the team.

Step 2: Engage departments to share best practices within their own strategic planning processes, and how they are specifically connecting their plans to the countywide framework.

Step 3: Use the insights gained in Step 2, combined with any gaps identified by the team, to develop an online SharePoint site that will be made available to all county staff. At the end of the pilot period, the team will present any recommendations for future work to the Steering Committee. A screenshot of the SharePoint site is included on page 29.

TEAM MEMBERS

- **Laurie Stone**, Fire and Rescue Department (Co-Lead)
- **Doug Miller**, Fairfax County Public Library (Co-Lead)
- **Karla Bruce**, One Fairfax
- **Chloe Lee**, Department of Management and Budget (Countywide Data Analytics)
- **Elisa Matos**, Department of Neighborhood and Community Services
- **Lila Vizzard**, Health Department
- **Greg Fried**, Fairfax County Police Department
- **Brian Heffern**, Department of Information Technology
- **Greg Zebrowski**, Department of Emergency Management and Security
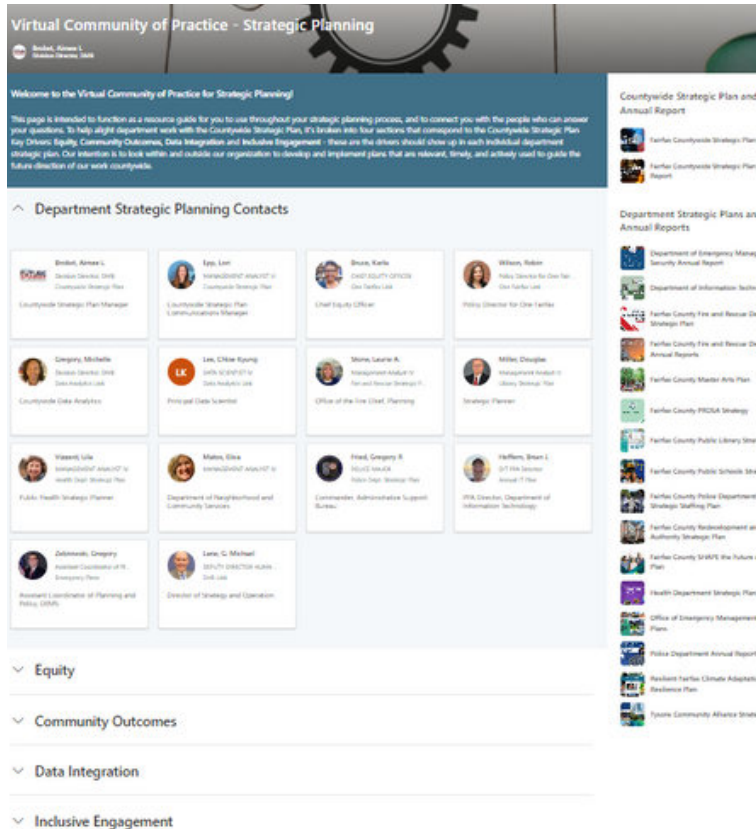- **Michael Lane**, Department of Human Resources

PILOT TEAM TWO CO-LEADS AT WORK

Strategic Planning Community of Practice
TEAM RECOMMENDATIONS

SHAREPOINT SCREENSHOT

TEAM RECOMMENDATIONS

RECOMMENDATIONS PRESENTED TO THE STEERING COMMITTEE:

- Recommend to continue the team in a new format with expanded membership and fewer meetings.
- Consider an annual meeting or event to bring people together in person or virtually.
- Current and future members are designated ambassadors for the work of the strategic plan.
- Create an email list to keep members in the loop on relevant county resources that may benefit their work and continue to build out and customize the Virtual Community of Practice (SharePoint site).
- Review cross agency team membership in data analytics, communication, inclusive engagement, and equity.

PILOT TEAM TWO TEAM MEETING

Empowerment and Support for Residents Facing Vulnerability

The overarching vision for this outcome area is that all people facing vulnerability in Fairfax County are empowered and supported to live independent lives to their fullest potential. To advance this vision, the Board of Supervisors adopted new Indicators of Success, which direct the county to focus on ensuring that all people are respected, understood and connected; that services are easy to access and use; that services are high quality and coordinated; and that all people can meet their basic needs.

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the <u>Empowerment and Support for Residents Facing Vulnerability</u> Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Empowerment and Support for Residents Facing Vulnerability Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated, and an Empowerment and Support for Residents Facing Vulnerability team will be launched to:
- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3 to 5 strategies to recommended to the Steering Committee for initial implementation.

The following Empowerment and Support for Residents Facing Vulnerability highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS:

- In support of the **Trust Policy**, procedures for the acceptance of Community ID cards have been developed to include specific standards and requirements that issuing non-profit organizations must meet to prevent fraud, ensuring that an individual's identity is verified.

- Achieved timely processing **of 97 percent of Medicaid, 99 percent of Temporary Assistance for Needy Families (TANF), and 99 percent of Supplemental Nutrition Assistance Program (SNAP) applications/renewals**, even with elevated caseloads due to the expiration on pandemic-era eligibility expansions. This was an important accomplishment and provided basic needs assistance to the 216,040 residents, primarily children, who were eligible for help with food, medical coverage and finances.

- Resolved over **25,000 more calls internally** than the previous year in the public assistance call center though additional staff training and increased system access, resulting in an increase from 57 percent in FY 2022 to 74 percent in FY 2023.

- Partnered with local telecommunication companies and foundations to help **close the digital divide** by issuing over 50 donated laptops to qualified job seekers who are supported through our Virginia Career Works job centers.

EQUITY FOCUS - While Fairfax County is one of the wealthiest counties in the nation, many residents struggle with meeting basic needs such as food, healthcare, and housing. Of those living in poverty, people of color are disproportionately represented. To address this, we must prioritize building the productive capacities of all neighborhoods and residents, expanding opportunity for more broadly shared prosperity, especially for those facing the greatest barriers to advancing their well-being. When it comes to service delivery, we must ensure that community members can access services at the places convenient to and in the ways relevant to them.

ESRFV PROGRESS HIGHLIGHTS CONTINUED:

- The Board of Supervisors adopted the **SHAPE the Future of Aging plan**, a community strategic plan to make the Fairfax area a better place to age, and for older adults to live safely, independently, and with dignity. Since the plan's approval, implementation activities are underway in partnership with stakeholders, driven by data trends and community feedback.

- Implemented the **Safe and Connected Practice Model**, designed to promote resilience and inclusion, prevent childhood adversity and trauma, and ensure the safety and wellbeing of every child and family served.

- Created a **multi-agency countywide working group** to implement the goals and strategies outlined in the Metropolitan Washington Regional Fair Housing Plan. Intentionally targeting historically underrepresented, underserved, and marginalized communities, the Plan aims at affirmatively furthering the goals of fair housing, including accessibility, affordability, and equity.

- Developed the **Equitable Stormwater Management Engagement Framework** to guide stormwater-related engagement processes, ensuring adherence to the One Fairfax policy and the Fairfax County Inclusive Community Engagement Framework (or Engage Fairfax).

- Launched the **Fairfax County Economic Mobility Pilot (FCEMP)**, an evidence-based, equity-focused intervention to promote economic mobility and social capital. FCEMP provides monthly cash payments to eligible, randomly selected households in addition to optional financial wellness support, to promote economic mobility and social capital. FCEMP focuses on ALICE, a United Way acronym for Asset Limited, Income Constrained, Employed population, that earn more than the Federal Poverty Level, but less than the basic cost of living for the county/state in which they live.

RIVERBEND PARK VISITOR'S CENTER, GREAT FALLS

Environment and Energy

The **overarching vision for this outcome area is that all people in Fairfax County live in a healthy, sustainable environment.** To support this vision, the Board of Supervisors adopted new Indicators of Community Success, which direct the county to focus on promoting air, water and land quality while also supporting sound environmental policy and practices.

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the Environment and Energy Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Environment and Energy Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated and an Environment and Energy team will be launched to:
- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3 to 5 strategies to recommend to the Steering Committee for initial implementation.

The following Environment and Energy highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS:

- Published the **Climate Action Dashboard,** a single site for explaining and sharing progress with the community on the county's ambitious climate action goals. The long-term goals include achieving community-wide carbon neutrality by 2050, energy neutrality for county government operations by 2040, and boosting resilience to climatic hazards, such as flooding, severe storms, and extreme heat.

- Launched the **Interagency Climate Team**, which is composed of over 150 staff across more than 25 agencies. The Interagency Climate Team is responsible for implementing all three of the county's climate plans: the Community-wide Energy and Climate Action Plan or CECAP (for emissions reduction in the community), the Operational Energy Strategy (for emissions reduction in government operations), and Resilient Fairfax (for resilience to the effects of climate change).

- Received an **Award for Excellence in Sustainability by the American Planning Association (APA)** for the Resilient Fairfax plan. Also honored by APA's Virginia Chapter with the **2023 Resilient Virginia Community of the Year Award**, which recognizes a community's effort and commitment to building resilience through responsible planning practice and innovation.

EQUITY FOCUS - Low-income communities and communities of color have historically been disproportionately exposed to climate and environmental impacts through the implementation of unjust social, economic, and environmental policies. Exposure to such impacts has often contributed to or exacerbated economic and public health concerns within these communities. Localized climate projections and a climate vulnerability and risk assessment were conducted as part of Resilient Fairfax, confirming vulnerable populations are at higher risk for exposure to extreme heat and cold, flooding, and severe storms. More work is needed to drill down on this data to identify which specific communities or neighborhoods in Fairfax County are most vulnerable to climate impacts. Further coordination with county agencies and other stakeholders is needed to determine the root causes of these vulnerabilities.

EE PROGRESS HIGHLIGHTS CONTINUED:

- Released the **"Recycling Right" awareness campaign** featuring posters of Route One local leaders recycling a variety of different items. The posters were located in 30 different bus shelters, receiving approximately 1.7 million impressions each week from people who use or drive past the bus shelters.

- Received the **Virginia Energy Efficiency Council's 2023 Leadership Award** for two energy projects **at the South Run and Cub Run Rec Centers.** Since November 2022, when the projects were completed, Cub Run has experienced more than a 55 percent savings in energy consumption and South Run has experienced a 39 percent savings compared to the same period in the previous year. Cub Run and South Run are also on track to see nearly $170,000 and $51,000 in total utility costs avoidance this year due to these project improvements.

- Approved partial funding to support the restoration of six acres of meadows at **Cub Run Stream Valley Park** and 12 acres at **Laurel Hill Park.** The restoration, which is part of the ecological restoration program, **Helping Our Lands Heal,** will restore native plant communities and ecosystem functions.

RECYCLING RIGHT CAMPAIGN POSTER, RICHMOND HIGHWAY

- Expanded the **Operation Stream Shield** program, which helps the county meet its mandate to keep streams clean through the removal of litter and non-native invasive plant species, maintenance of the county's pedestrian trail system, assistance to the county's Noman M. Cole, Jr. Pollution Control Plant, I-66 Transfer Station, I-95 Landfill Complex, and engaging in assigned special projects as they become available. **Operation Stream Shield also plays a critical role in the lives of participants who are experiencing homelessness** by providing a nominal stipend, developing workforce skills, and helping them pursue a positive trajectory toward improving their circumstances.

- Launched or expanded four community programs to support climate action in the community: **Green Business Partners** (recognizes businesses that are actively engaging in or interested in sustainable business practices), **Charge Up Fairfax** (helps community associations with accessing electric vehicle charging) the **Energy Conservation Assistance Program** (provides nonprofit organizations and common interest communities with technical assistance and reimbursement grants for energy and resiliency updates to buildings and property), and the **Climate Champions Pilot** (helps places of worship take climate action).

- Implemented the second phase of the **Bike to Parks** program, continuing to work towards the goal of installing 60 bike racks at 20 parks near trails and in high-density, socially vulnerable parts of the county.

- **Phased out the purchase of gas-powered blowers**, exclusively investing in battery-powered alternatives in the FY 2024 budget; set to replace 55 gas-powered leaf blowers with electric ones to reduce the county's carbon footprint.

- **Installed vehicle kiosks at four county facilities** to encourage vehicle sharing and, in collaboration with other departments, installed charging stations at eight county facilities and two public parking garages, bringing the total number of charging ports to 102 at county facilities.

EE PROGRESS HIGHLIGHTS CONTINUED:

- Purchased two **waste collection and transportation electric vehicles** (EVs), the first in region, and related electric vehicle charging infrastructure through an **Electric Vehicle and Charging Pilot** grant. The electric vehicles are used in daily trash and recycling collections and for transporting waste from the I-66 Transfer Station to Covanta, a waste-to-energy plant. Also added eight battery-electric buses to the Fairfax Connector fleet, with another eight battery-electric buses to come by 2025. As of 2023, there are a total of 274 low-emission vehicles in the county fleet, including 50 electric vehicles (EVs) and 224 hybrid vehicles.

- Continued to implement the **Invasive Management Area (IMA) Program,** a community-based program designed to reduce invasive plants in county parks. Approximately 20,000 to 22,000 trained volunteers have contributed between 67,000 and 80,000 hours of service annually since the program's inception in 2005, improving over 1,000 acres of parkland.

- Launched and **expanded composting programs** for the community and county employees, including the **composting pilot programs at the I-95 Landfill and I-66 Transfer Stations,** as well as the **expansion to all Farmers Markets** for the 2023 season. Composting continues to be offered to county employees at select facilities, including the **Government Center,** where composting bins are available in the cafeteria and department kitchenettes.

- Initiated landmark improvements at the Spring Hill Rec Center to significantly reduce the building's energy use. The project features rooftop solar panels, ground-source heat pumps, and other efficiency upgrades to reduce annual energy consumption by 19 percent for electricity and 29 percent for natural gas with about $67,000 in annual savings. Altogether, these systems will reduce our carbon footprint, which is the equivalent of removing more than 110 cars from the road each year.

- Continued to lead the county's **evaluation of a Green Bank or similar clearinghouse** for energy efficiency and clean energy projects. This initiative is intended to offer technical guidance and information on available incentives for energy efficiency, renewable energy, and electrification technologies for residents and businesses. This initiative will advance the One Fairfax policy by making a focused effort to improve access to energy efficiency and clean energy among members of the community who often encounter barriers to realize these opportunities.

HIDDEN OAKS NATURE CENTER, NATURE PLAYCE, ANNANDALE

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast where Fairfax County Executive Bryan Hill is joined by John Morrill, acting director of the county's Office of Environmental and Energy Coordination (OEEC), to discuss the county's goals and strategies related to environmental sustainability, energy use and climate change mitigation.

Healthy Communities

The overarching vision for this outcome area is that all people in Fairfax County can attain their highest level of health and well-being. To support this vision, the Board of Supervisors adopted new Indicators of Community Success, which direct the county to focus on ensuring access to health services, improving physical and behavioral health conditions, and promoting health-related behaviors.

The Countywide Strategic Plan Steering Committee identified a set of underlined metrics for the Healthy Communities outcome area, populated by data and supplemented by context-setting narrative. This data is disaggregated by place and population to highlight disparities and will be used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

The Healthy Communities Dashboard contains 15 headline metrics related to physical and behavioral conditions such as obesity, substance use, physical inactivity, access to services through health insurance coverage or availability of medical providers, as well as topics such as food insecurity and life expectancy. More information on the Healthy Communities Dashboard is included on page 50 and 51.

The following Healthy Communities highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS

- Launched **the Stable Families, Thriving Futures program**, providing support to future and present mothers and fathers ages 14-25 as they achieve their educational goals, improve confidence as parents, ensure a pathway to economic self-sufficiency and employment, and organize their lives. The program is 100 percent funded by the U.S. Department of Labor.

- Completed the **2023 Community Health Assessment (CHA)**, which gives community stakeholders comprehensive information about the health status of Fairfax County residents. The CHA will help to inform the development of a **Community Health Improvement Plan**, which is driven by the community prioritizing issues and working collaboratively with the local public health system to allocate resources that best meet community needs.

- Expanded the **Public Health Youth Ambassadors Program** to increase diversity in the public health and health care fields by training High School students as certified Community Health Workers, empowered as trusted messengers of health information in their families and communities.

EQUITY FOCUS - There are social, economic, and environmental disparities among communities of color, which lead to inequitable health outcomes. Black/African American and Latino populations experience a disproportionate burden of children living below the poverty level compared to whites. The percentage of uninsured individuals is over 8 times higher in the Hispanic/Latino community compared with the white, non-Hispanic community. Life expectancy varies by six years, with lower life expectancy among Black and white populations, in comparison with Asian and Hispanic/Latino populations. Disparities also exist in a range of population health outcomes, including low birthweight, obesity, food insecurity, and chronic disease. Regarding mental health, the highest rate of suicide-related emergency department visits is among Black/African Americans, while whites have the highest rate of death by suicide. Rates of non-fatal opioid overdose emergency department visits are highest in the Black/African American and Hispanic/Latino communities.

HC PROGRESS HIGHLIGHTS CONTINUED:

- Launched the new **Cannabis and Psychosis Education (CAPE)** group which provides information and support about the link between cannabis and psychotic symptoms for individuals with serious mental illnesses and cannabis use disorder.

- Celebrated the first graduation of the newly established **Veterans Docket track**, serving veterans who have a low risk to recidivate, usually first-time offenders, with significant treatment needs.

- The Board of Supervisors approved funding for several projects with **opioid settlement funds** to expand and enhance the county's cross-systems opioid response. These projects include a substance use prevention campaign, community dialogue sessions on root causes of youth substance use, expanded supports for and research on the jail-based medication for opioid use disorder program, an additional Drug Court coordinator to create a track tailored for 18-25 year olds, and expanded youth substance use treatment capacity.

- Partnering with other Northern Virginia Community Services Boards, the county was awarded funds from the Virginia Opioid Abatement Authority to bring youth substance use withdrawal management and residential treatment services to the Northern Virginia region.

- Received an award from the **National Association of Counties (NACo) for innovative addiction treatment and recovery programs,** spotlighting efforts made to provide meaningful support and recovery resources to those struggling with substance use disorders (SUDs).

- Established a **Data Warehouse** to support reporting from multiple data sources to the State's Department of Behavioral Health and Developmental Services and other key decision-making entities.

- Redesigned **Home Delivered Meals** services to ensure a greater emphasis on social connection between clients and volunteers, helping to reduce social isolation and loneliness.

BRADDOCK BARK, LAKE ACCOTINK PARK IN SPRINGFIELD

HC PROGRESS HIGHLIGHTS CONTINUED:

- Partnered with Fairfax County Public Schools (FCPS) to enhance vaccination rates and promoted vaccine equity among school-aged children through **offering extended evening clinic hours and conducting mass vaccination events** at the beginning of the school year.

- FCPS held a **"Future of FCPS Student Food Show,"** inviting more than 200 students from 24 different schools to sample and provide feedback on various breakfast and lunch recipes that reflected the diverse student body. The event provided the feedback necessary for FCPS staff to create nutritional and scratch-made meal options for every student.

- Fairfax Food Council task force developed the **Real Food for Real Change Toolkit**, a middle-school targeted program to increase youth consumption of fruits and vegetables through a link to youth values around a healthy planet. A fun, activity-oriented curriculum, the Food Council seek to have it incorporated and implemented in a variety of youth settings.

- Expanded capacity of the **Community Response Team (CRT)**, providing additional outreach and care coordination to individuals who have unmet medical and behavioral health needs and who frequently request public safety services.

- **Co-located clinicians (Behavioral Health Liaisons) within the 9-1-1 Call Center** to support behavioral health resource gaps. The Behavioral Health Liaisons help to distinguish calls for service that are appropriate for referral, field consultation, or intervention through the Regional Crisis Call Center, Mobile Crisis, Community Response Team, and other behavioral health resources, and/or public safety (law enforcement and Fire and Rescue) or Co-Responder teams.

- Increased available services to meet the community needs at the **Sharon Bulova Center by adding 23-hour beds** to provide crisis stabilization and ongoing assessment in a safe and therapeutic environment that is less restrictive than hospitalization.

- Expanded the **Co-Responder Program,** adding additional teams comprised of a Crisis Intervention Team (CIT) trained Fairfax County Police Officer and a CSB Crisis Intervention Specialist. Teams respond to public safety calls for services related to behavioral health issues and provide crisis de-escalation, resources, and linkages to needed services.

COX FARM, CENTREVILLE

PODCAST ALERT! Be sure to check out the <u>Connect with County Leaders Podcast.</u> Fairfax County Executive Bryan Hill is joined by Dr. Stephen Jones, President and CEO of Inova Health System to discuss the future of medical care and economic development in Fairfax County.

Housing and Neighborhood Livability

The overarching vision for this outcome area is that all people in Fairfax County live in communities that foster safe, enjoyable and affordable living experiences. To support this vision, the Board of Supervisors adopted Indicators of Community Success which direct the county to focus on access to affordable and quality housing; adequate quantity and availability of housing; access to amenities that promote healthy neighborhoods; flexibility and adaptability of land use rules; and a mission to prevent and end homelessness.

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the Housing and Neighborhood Livability Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Housing and Neighborhood Livability Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated and a Housing and Neighborhood Livability team will be launched to:
- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3-5 strategies to recommended to the Steering Committee for initial implementation.

The following Housing and Neighborhood Livability highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS

- Included an Equity subsection in the **Reston Plan Amendment**, which outlines the vision for an equitable community for Reston and provides a list of actions to help achieve that vision.

- The Board of Supervisors **doubled the county's goal from producing a minimum of 5,000 units by 2034 to producing 10,000 net new units of affordable housing** for households earning up to 60 percent of the area median income. As of December 2023, over 3,000 homes have been created or are in the pipeline. Data on the number of affordable units preserved and produced is monitored through the Affordable Housing Dashboard.

- Opened the **Eileen Garnett Civic Space** in central Annandale. The park offers a civic plaza, a vibrant demonstration garden, and a playground, and is capable of hosting pop up community events. The civic space creates a community gathering space in a county neighborhood that lacked such amenities, due in part to a legacy pattern of land use development. The park offers a positive example of how economic revitalization and place-based economic development can foster inclusive and equitable access to a more livable, healthy, and vibrant neighborhood.

- Selected to participate in the **Virginia Department of Historic Resources' Cost Share Survey and Planning Grant Program** in 2022. As part of this, a historic resource survey was launched in 2023, documenting Midcentury Modern architecture across Fairfax County. The survey captured approximately 152 individual properties, neighborhoods, and commercial developments constructed between 1950 and 1985.

- **Funded the acquisition of Telestar Court,** an adaptive reuse of a former office property into 80 units of affordable housing.

- Issued a request for proposals for affordable housing with a notice of more than **$36.3 million in local funding available for affordable housing projects.**

HNL PROGRESS HIGHLIGHTS CONTINUED:

- Announced the availability of an estimated **$357,000 in funding under the federal HOME Investment Partnerships program.** Project proposals were solicited to acquire, develop, and rehabilitate affordable rental housing to further advance the Fairfax County Board of Supervisors' goal of producing a minimum of 10,000 new units of affordable housing by 2034.

- Broke ground at **The Exchange at Spring Hill Station (formerly Dominion Square)** which consists of two 20-story mixed-use buildings, featuring 516 residential units and a publicly accessible community center. In addition to delivering crucial affordable housing for families with low to moderate income levels, this development will benefit the greater Tysons community with services and programs. The residential units are guaranteed to remain affordable for the next 99 years. The project is in partnership with Arlington Partnership for Affordable Housing and is being financed with a wide variety of sources, including a $50 million loan from the Amazon Housing Equity Fund.

- Recent **approval of RZ 2022-PR-00017** permitted the adaptive reuse of underutilized or vacant office buildings in the Merrifield Community Revitalization Area (CRA) to residential multifamily homes, including 82 Workforce Dwelling Units.

- The Board of Supervisors initiated the **Black/African American Historical Marker Program** in 2021 to recognize African Americans and historic Black resources in Fairfax County. Six nominations were selected in 2023: Lillian Blackwell, Annie Harper, Gunnell's Chapel, Louise Archer, Colin Powell, and the West Springfield 16. The historical markers are currently being fabricated for installation in 2024.

- Opened the **Residences at North Hill** community with 279 affordable homes, a 12+ acre public park, and a host of on-site amenities including a community room, fitness center, playground, and recreational plaza. The Residences at North Hill includes a mix of apartment sizes within five garden-style buildings each with 63 homes specifically designed for older adults. All the apartments are affordable at 30 percent to 60 percent of the Area Median Income level. Along with the affordable homes, the site also includes 175 for-sale townhomes.

OAKWOOD MEADOW SENIOR RESIDENCES, ALEXANDRIA

EQUITY FOCUS - The supply of affordable housing opportunities is the critical foundation to support stability and success of all residents, businesses, and places within Fairfax County. Community engagement efforts by county staff and associated with the work of the Affordable Housing Resources Panel, the Affordable Housing Preservation Task Force, the Chairman's Task Force on Equity and Opportunity, and the Virginia Chamber, among others, have identified an acute affordable housing need affecting one or more of the following populations: Individuals and families experiencing homelessness, households with low to extremely low incomes, special needs populations to include seniors and people with disabilities, workforce essential to economic health and growth, residents of manufactured housing communities, and public safety personnel.

People of color are disproportionately negatively impacted by the lack of available affordable housing within Fairfax County. White residents own homes at a rate greater than their share of the population, while residents of all other races and Hispanic residents own homes at rates less than their share of the population. Improving our affordable housing policies, support programs, and administrative practices with innovations that support the needs of our customers through the preservation of existing affordable housing and the aggressive production of new affordable housing is critical to ensure equitable access to a range of affordable rental and ownership opportunities for all residents, including people experiencing homelessness.

HNL PROGRESS HIGHLIGHTS CONTINUED:

- The Board of Supervisors adopted the **2023 Comprehensive Plan Amendment Work Program** listing authorized planning studies and amendments. The Work Program is organized for the first time with a tiering system to allow for identification of those planning studies and amendments that are of highest priority for allocation of staff resources. The adoption of the 2023 Work Program followed a new countywide Site-Specific Plan Amendment process. The majority of the Tier 1 items are located in the county's mixed-use centers.

- The Board of Supervisors approved the **Residences at Government Center II project**, sponsored by the FCRHA under the provisions of the Public-Private Education Facilities and Infrastructure Act of 2002, as amended (PPEA). The development on county-owned property in Fairfax will include two, five-story buildings serving residents from 30 percent to 70 percent of the Area Median Income (AMI). The development will also contain an approximately 15,000 square foot community space that will be used to provide a daycare facility and other resident and community-based services.

- The Board of Supervisors approved $33.3 million to acquire approximately four acres on **Old Meadow Road (the Somos development)**, in the Tysons urban center, to support the development of approximately 450 units of affordable housing. The Somos zoning was approved in October 2022, and a site plan for the development is under review.

- The Board of Supervisors readopted the **Modernized Zoning Ordinance (zMOD),** originally adopted in 2021 and subsequently amended over the next two years. This action comes after the Virginia Supreme Court ruled that the virtual adoption method used in 2021 was invalid. The readoption on May 9, 2023, took effect immediately allowing residents and businesses to move forward with zoning applications, plans, and permits that were submitted under the 2021 zMOD Ordinance that was declared void by the Supreme Court.

- The Board of Supervisors **transferred multiple county-owned parcels to the FCRHA,** for the purpose of producing new affordable housing units. The Fairfax County Redevelopment and Housing Authority (FCRHA) is a political subdivision of the Commonwealth of Virginia and acts as Fairfax County's local financing agency. These parcels include East County and Dulles Greene, which together could produce several hundred units of affordable housing.

- The Board of Supervisors and the FCRHA **adopted the new Regional Fair Housing Plan,** which was developed through a partnership led by the Metropolitan Washington Council of Governments. The Fair Housing Plan includes regional and local goals to affirmatively further fair housing.

- Opened the **Ovation at Arrowbrook in Herndon,** featuring 274 affordable apartment homes with 38,000 square feet of community retail space that will be home to uses like a grocery store, bakery, a brewery, and more. Residents have easy access to playgrounds, athletic fields, an outdoor entertainment pavilion, and a dog park. The property's 10,000 square feet of amenity space houses a fitness center, business center, club and

OVATION AT ARROWBROOK, HERNDON

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast. Fairfax County Executive Bryan Hill is joined by Kerrie Wilson, CEO of Cornerstones, to discuss affordable housing opportunities in Fairfax County.

Lifelong Education and Learning

The vision for Lifelong Education and Learning in Fairfax County is that 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. To support this vision, the Board of Supervisors adopted new Indicators of Community Success which direct the county to focus on providing access to early childhood education; supporting academic achievement; supporting career-based training; facilitating participation in learning opportunities; ensuring access to quality technology; and increasing English language proficiency.

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the Lifelong Education and Learning Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Lifelong Education and Learning Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated, and a Lifelong Education and Learning team will be launched to:
- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3 to 5 strategies to recommended to the Steering Committee for initial implementation.

The following Lifelong Education and Learning highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS

- Provided public digital access at county government and Fairfax County Public Schools (FCPS) locations through the **Institutional Network (I-Net) fiber optic network.** Locations were provided video, high-speed data, and voice services via the I-Net, the backbone of the county Enterprise-Wide Network. The I-Net is composed of more than 4,000 kilometers of fiber linking over 400 county and FCPS locations.

- Worked with Cox Communications to co-host the **Digital Equity Summit as part of National Digital Inclusion Week** to help drive connectivity into the communities that need it most. Leaders from across local government, private industry, and community organizations led panel discussions highlighting efforts to close the digital divide and engage with community partners to address the issue.

- Expanded outreach resulted in a 50 percent increase in eligible Fairfax County enrollees in the **Affordable Connectivity Program**, a program created through the Bipartisan Infrastructure Law to lower internet costs.

EQUITY FOCUS - There are disparities in access, affordability, and quality for early childhood education. At school age, the percent of Black and Hispanic students reading at or above grade level in 3rd grade is lower than other groups, and the percent of Hispanic students graduating from high school is lower than other groups. In addition, multiple outcomes related to children and youth, ranging from academic achievement to juvenile justice and child welfare system involvement to physical and behavioral health issues, are marked by significant racial and ethnic disparities. Beyond early childhood and youth, adults also need ongoing education to further their career or to change careers, leading to economic prosperity for the family and the community. Implementation of all of the strategies in this outcome area will be informed by population data to appropriately target strategies.

LEL PROGRESS HIGHLIGHTS CONTINUED:

- The **Early Childhood Development and Learning Program** received $1.5 million to expand early childhood education services for approximately 72 children, ages birth to 5 years, in early childhood programs located in community-based settings.

- Provided education through volunteers to support **IT-On Call services for older adults and people with disabilities**. This program helps adults by encouraging the use of technology, helping older adults remain engaged, thereby increasing accessibility and strengthening connections to the community.

- Approved funding of $1.0 million to help **bridge the digital divide in Fairfax County for older adults and people with disabilities** by addressing gaps in accessibility, affordability, and technical ability. Funds will also be used to increase engagement and connection through the enrichment of resources available at senior centers, adult day health care centers, community centers, teen centers, and Head Start and Neighborhood Initiative Programs.

- **Herndon Fortnightly Library opened their new Maker Lab**, becoming the third such space across the county's library system. These spaces are designed to allow library visitors free and equal access to space, expertise, and resources for learning and creating a variety of projects.

- Offered more than 3,000 **educational and literacy programs**, services and materials for our diverse communities through the public libraries. The programs recorded attendance of 86,490 people across all library branches, with over 98 percent attendance being in-person.

- Redeveloped and **expanded the Spanish language physical and digital collections** at the public libraries. The Spanish print collection increased by 69 percent (11,000 to over 18,600 items) and a new Spanish Young Adult level collection was released, contributing to the increase in the numbers of languages supported at the children's level from 4 to 8 with no added funding.

- Hosted the **18th annual 50+ Volunteer Fair** with over 1,000 attendees. By expanding services, opportunities were created for 39 government and community non-profits to recruit older adult volunteers, adults with disabilities, and family caregivers.

- Offered 2,015 **programs to support English language learners.** These programs recorded attendance of 9,709 people across 20 library branches as well as being offered in a virtual format.

NOTE ABOUT FAIRFAX COUNTY PUBLIC SCHOOLS

In June 2023, FCPS adopted a 2023-2030 Strategic Plan. To develop this plan, the division engaged 117,089 parents/caregivers, staff, students, and community members to share their diverse perspectives and voices. The plan includes 5 student-centered goals, each with equity commitments to support each and every student in attaining the goals. There are also 4 pillars that serve as the foundation of the division's work to organize and structure efforts to attain the goals of the plan. The new FCPS Strategic Plan was designed as a seven-year journey which allows for focus on different priorities over time along with continuous cycles of development, implementation, and monitoring. More information on the FCPS Strategic Plan is available on their website.
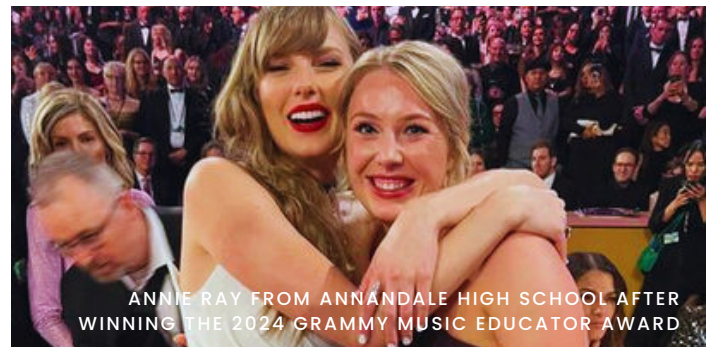
ANNIE RAY FROM ANNANDALE HIGH SCHOOL AFTER WINNING THE 2024 GRAMMY MUSIC EDUCATOR AWARD

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast: Making Fairfax County Public Schools a Beacon of Excellence. Fairfax County Executive Bryan Hill is joined by Dr. Michelle Reid, Superintendent of Fairfax County Public Schools.

Mobility and Transportation

The vision for Mobility and Transportation is that 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. To achieve this vision, the Board of Supervisors adopted new Indicators of Success, which focus countywide efforts on the provision of efficient and varied transportation options; optimizing infrastructure condition, sustainability and environmental impact; improving traveler safety; and increasing accessibility and equity for all residents and visitors.

The Countywide Strategic Plan Steering Committee identified a set of underlined metrics for the Mobility and Transportation Community Outcome Area, populated by data and supplemented by context-setting narrative. This data is disaggregated by place and population to highlight disparities and will be used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

The Mobility and Transportation Dashboard contains six headline metrics related to commuting patterns, sidewalks and trails, road lane conditions, traffic crashes, traffic calming devices and transit subsidies. More information on the Mobility and Transportation dashboard has been included on page 50 and 51.

The following Mobility and Transportation highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS:

- The Board of Supervisors has **allocated over $56 million for active transportation projects** between FY 2022 and FY 2023, following up on a 2021 commitment to provide an additional $100 million for bicycle and pedestrian improvements over six years.

- Completed 13 active transportation projects and 14 bus shelter/bus stop improvement projects, providing **1.1 miles of new sidewalk improvements** primarily for the **Kirby Road Walkway**, and seven miles of trails and shared use path improvements primarily for the **Mount Vernon Memorial Highway Trail**.

- The Board of Supervisors approved the **Route 7 Bus Rapid Transit (BRT) Plan Amendment** and changes to the county's **Comprehensive Plan**, defining the bus rapid transit route connecting the West Falls Church Metro Station to Tysons along Route 7. A necessary and important milestone, the **Route 7 BRT** will provide enhanced transit in the corridor between Tysons and the Mark Center in the City of Alexandria.

EQUITY FOCUS - Disparities in access to quality, affordable, and efficient transportation and mobility options limit access to economic opportunities, housing, and community amenities and services. In addition to access to transportation, crash-related fatalities are concentrated in vulnerable areas of the county. Fairfax County continues to work with local, state, and regional partners to enhance equity in community outreach and engagement efforts and increase the ability for all residents and stakeholders to influence decision making in transportation systems planning, design and implementation. By developing and fostering partnerships with community organizations and county agencies, a specific focus will be made to engage people who may be at a disadvantage based on historical decisions regarding existing transportation framework and infrastructure. In addition, considering equity in countywide planning will allow for targeted interventions to expand transportation options in communities where they can be improved.

MT PROGRESS HIGHLIGHTS CONTINUED:

- Began work on the **Richmond Highway Bus Rapid Transit (BRT) project**, with land rights acquisition in process and construction projected to be completed by 2031. The Richmond Highway BRT system will provide a critical transit option for people who live, work, and visit the Richmond Highway area.

- The Board of Supervisors adopted the **Parking Reimagined project**, focused on reviewing and modernizing the off-street parking and loading requirements for new development and redevelopment in the county. Approved changes include tiered parking with rate reductions in transit areas, residential right-sizing, streamlined loading requirements, and new requirements for bicycle parking.

- Opened the highway portions of the **66 Parallel Trail**, a shared-use path that spans 11 miles in Fairfax County, that will ultimately connect Cedar Lane to Centreville. The pedestrian and bike trail is incorporated along the I-66 corridor that connects Merrifield, the Fairfax County Government Center, Fair Lakes, Centreville, and Cub Run, and offers new options for multi-modal travel throughout the county. Efforts to design and construct the remaining segments of trail that are off the I-66 highway right-of-way are currently underway.

- Completed the **Route 28 Widening Project**. Despite ongoing construction activities, crucial segments of the project are already open to traffic, contributing to improved accessibility and safety for commuters. While continuing efforts are directed toward pending construction items, such as completing construction of noise barriers, storm water management facilities, shared-use paths, and improvements on a few side streets, the project continues to demonstrate its potential in significantly enhancing regional transportation infrastructure.

- Fairfax Connector implemented the **Transit Ridership Incentive Program (TRIP)** which provides half price bus fare for existing clients and customers of the county's human service agencies who qualify for the discount.

- Launched the **Gallows Road Multimodal Study** with a goal of providing and enhancing bicycle, pedestrian, and transit access and connectivity, while improving traffic flow along the Gallows Road corridor and in and around the Merrifield Suburban Center. The study also will identify opportunities to provide access to the Merrifield Suburban Center with bicycle and pedestrian connectivity across I-495.

- Deployed the first fleet of **Battery-Electric Buses (BEBs)**, a pilot program that is part of the county's commitment to sustainability and green innovation. The BEBs help reduce air pollution and combat climate change, paving the way for future alternative-fuel vehicles in Fairfax County.

- The Board of Supervisors approved a fare policy change for **Fairfax Connector Bus** service that allows all children under twelve years old to ride free with a paying adult. In addition, a stroller policy change was implemented to permit children in strollers to remain in the stroller, with parents securing the stroller during the bus ride.

- Developed the **Spot Improvement Screening Program**, a data-driven process to prioritize locations for future spot transportation projects in the county. Safety, equity, and multimodal factors were identified as important focus areas. Stakeholder coordination was a key component in developing the framework criteria by which spot locations would be prioritized. **Using safety data, multimodal data, and the county Vulnerability Index**, a list of priority spot locations was developed. It is anticipated that the prioritized list of locations will be used to either inform future project selection under existing funded programs like the Transportation Priorities Plan (TPP), or to implement a future stand-alone program to address high-priority locations.

PODCAST ALERT! Be sure to check out the [Connect with County Leaders Podcast]. Fairfax County Executive Bryan Hill is joined by Randy Clarke, Washington Metropolitan Area Transit Authority (WMATA) CEO to discuss the current state and future outlook of Metro transit in the region.

Safety and Security

The overarching vision for this outcome area is that all people in Fairfax County feel safe at home, school, work and in the community. To achieve this vision, the Board of Supervisors adopted new Indicators of Community Success which direct the county to focus efforts on ensuring laws and regulations are followed; managing the timeliness and quality of our emergency response; promoting effective and equitable administration of justice; prioritizing safety-related prevention and preparedness; and maintaining reliable and secure critical infrastructure.

Over the next year and a half, the Steering Committee will identify a set of headline metrics for the Safety and Security Community Outcome Area, populated by data and supplemented by context-setting narrative. This data will be disaggregated by place and population to highlight disparities and used in combination with other decision-making factors, to identify targeted strategies that will move forward to implementation.

Under the leadership of the Safety and Security Champions and Chief Equity Officer, the year two pilot prioritization framework will be refined and replicated, and a Safety and Security team will be launched to:
- Review headline metric data;
- Consider areas of existing momentum; and
- Identify 3 to 5 strategies to recommended to the Steering Committee for initial implementation.

EQUITY FOCUS - As a diverse county, having a public safety workforce that reflects the community it serves will better position it to respond to safety and security issues. Fairfax County will continue to analyze data and address identified disparities and will use disaggregated data to predict risks and emergencies and tailor communications and responses to populations and communities accordingly.

The following Safety and Security highlights identify high-level progress that has been made towards completing the strategies in 2023:

PROGRESS HIGHLIGHTS:

- Opened the new **Public Safety Wellness Center** with a focus on mental health for the county's First Responders. The center is the first of its kind in this area, housing a number of highly skilled mental health professionals and additional resources for police officers, firefighters, and other public safety staff. The center was designed to provide a welcoming and inclusive environment equipped with comfortable waiting areas, private counseling areas, and areas for group counseling.

- ·Soft opening of the **Lorton District Police Station** building. Once able to fully staff the new Lorton station with police officers and administrative staff, the police department will be able to provide support for the busy residents of the southern part of the county. The new 30,000 square foot police station will eventually allow for the department to re-organize into smaller patrol areas that ultimately seek to decrease response times throughout the county. Two community rooms are also available for resident meetings.

- Transitioned and equipped patrol officers with **less-lethal "Bean sock" Kinetic Energy Impact Devices.** After reviewing data, discussing use-case issues, and surveying patrol districts, it was determined that department shotguns could be better utilized in a less-lethal capacity. This new solution provides officers with an additional less-lethal option they can use whenever faced with situations that may not require the use of deadly force.

SS PROGRESS HIGHLIGHTS CONTINUED:

- Created an **advanced IT architecture** that can be completely resilient and allow for continuity of operations. Added an additional $3.0 million in American Rescue Plan Act (ARPA) funding for cyber security defense-in-depth to protect enterprise systems.

- Launched a new program to **gauge community perceptions about policing though the use of Axon My90** by placing ads on social media and local news websites with a link to a brief survey allowing community members to express their perception of how their police department is doing. Axon My90 directly allows community members who have contact with the police department to fill out a brief survey describing their experience with FCPD officers. The feedback enables the police department to holistically understand neighborhood safety issues and improve responsiveness to residents' priorities.

- Opened the **Animal Shelter Lorton Campus,** a 23,000 square-foot facility with 44 double-sided dog kennels, 42 cat condos, 2 patios, and a state-of-the-art veterinary clinic. There is also a 20,000-square-foot outdoor space for the animals.

- Conducted the **first functional emergency management exercise** since pre-COVID-19 pandemic. The six-hour exercise was intended to test an Emergency Operations Center (EOC) activation by simulating an active shooter scenario in a county government building. The scenario triggered the activation of the county EOC and Joint Information Center (JIC). Throughout the exercise, 80 participants and observers worked together to identify and operationalize plans to respond to the simulated active shooter scenario to ensure the well-being and continuity of services for county employees, residents, and visitors.

- Kicked-off the **2023 Summer Crime Prevention Initiative**, successfully decreasing retail thefts and shoplifting offenses. Patrol officers and selective enforcement group efforts were aligned to address specific, data-informed crime trends across Fairfax County. Efforts were made using a three-prong approach: Proactive Patrol, Increased Community Engagement, and Connecting with Businesses.

EXAMPLE OF MY90 RESULTS

Link: https://fcpdnews.wordpress.com/2023/06/09/fcpd-releases-quarterly-my90-results/
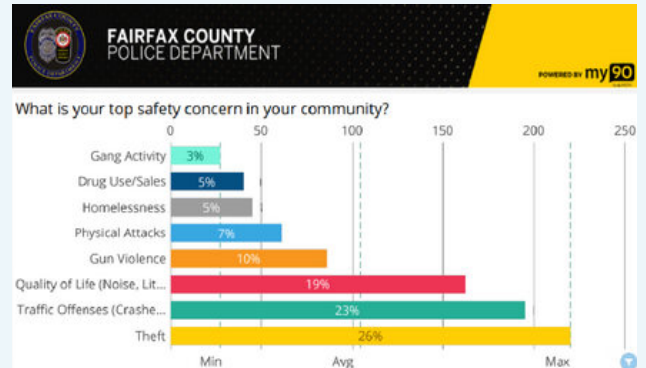
- Developed an **e-Summons** system to reduce time required for police officers to complete traffic stops and eliminate manual data entry for citation information.

- Partnered with the American Red Cross for the fire safety initiative, Sound the Alarm, to install **smoke alarms and carbon dioxide devices in vulnerable communities.** Piloting with the Audubon Estates Mobile Home Park, the success of the multi-lingual event will be replicated in other communities within the county. Over 1,000 smoke alarms have been installed in Audubon Estates through this program.

- Implemented a new **Emergency Medical Protocol** to ensure the specific need is properly understood, and the appropriate resource(s) is dispatched to handle that emergency. This is in response to a study evaluating the Emergency Medical Services dispatch protocol and Service Delivery and Development.

- Received **Accredited Agency status with the Commission on Fire Accreditation International (CFAI)** for meeting the criteria established through the CFAI's voluntary self-assessment and accreditation program. With this, the county is one of more than 300 agencies to achieve Internationally Accredited Agency status with the CFAI and the Center for Public Safety Excellence, Inc. (CPSE).

SS PROGRESS HIGHLIGHTS CONTINUED:

- Improved and enhanced departments through the use of data analytics and improved data sharing. Two important improvements include:
  - **Suppression Quality Assurance Program:** Provides fire officers feedback on their operational effectiveness on the fireground based on measuring and tracking established doctrinal benchmarks to improve communication and decision making.
  - **Survey 123:** A platform replacing legacy methods of data collection, such as hard copy forms and manual notifications. The platform enhances and provides faster responses from first responders to the community on items such as notifications to other agencies, fire safety issues, and public education.

- Held the **first Public Safety Open House event** with approximately 1,000 residents in attendance. Children could get a Child ID, see the Emergency Operations Center, and take-home emergency preparedness kits, as well as tour the 9-1-1 call center and do mock 9-1-1 calls.

- County staff participated in a **Stepping Up Community of Practice (CoP),** comprised of jurisdictions across the country. The Stepping Up initiative aims to address the overrepresentation of people with behavioral health issues in local jails. This CoP, an extension of a 2022 cohort, focused on equity indicators, exploring practices and policies that impact racial equity. Throughout the CoP, counties discussed jurisdiction and program policies, service successes and challenges, stakeholder engagement, and tracking prevalence indicators for individuals with behavioral health issues who are incarcerated, as well as pre and post arrest options and services. The CoP, hosted by the Council of State Governments Justice Center, in partnership with the National Association of Counties and the American Psychiatric Association Foundation, provided an opportunity to learn about equity practices across the country.
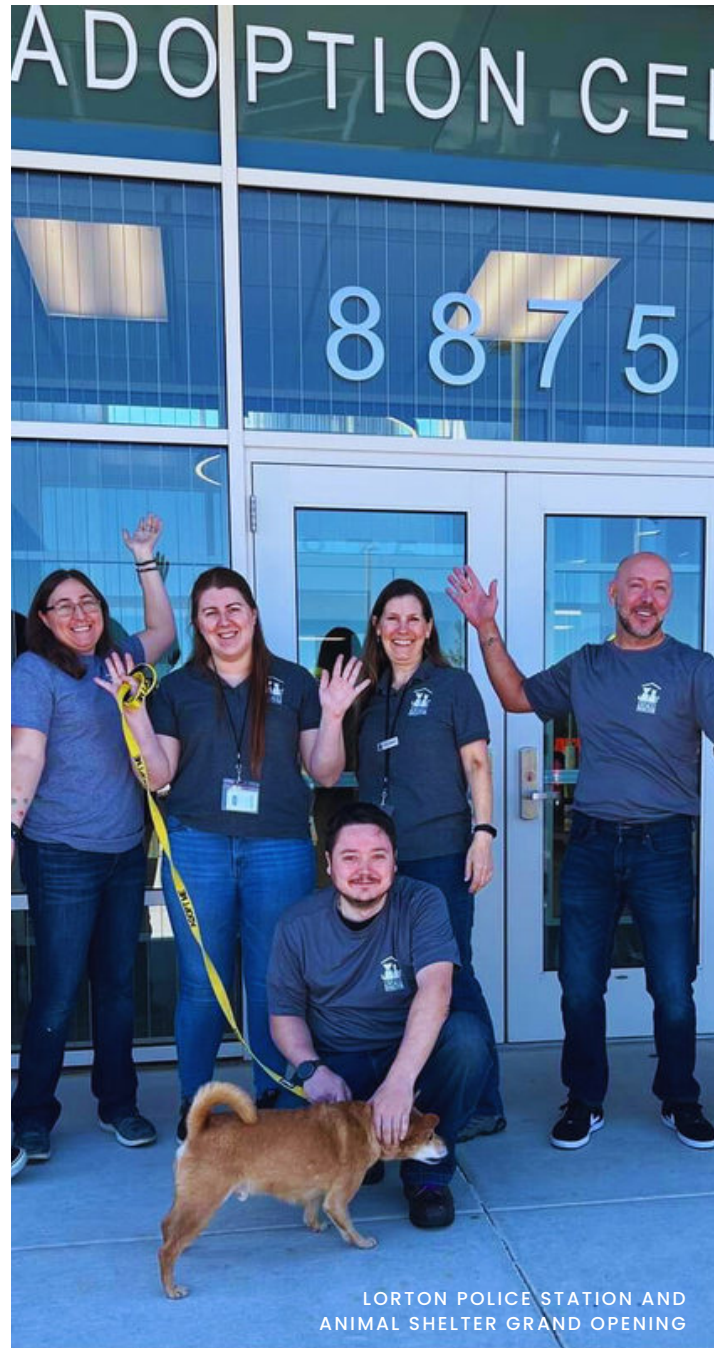
LORTON POLICE STATION AND ANIMAL SHELTER GRAND OPENING

PODCAST ALERT! Be sure to check out the Connect with County Leaders Podcast. Fairfax County Executive Bryan Hill is joined by Police Chief Kevin Davis and Fire and Rescue Chief John S. Butler for discussion about innovative approaches and progress in public safety.

LAKE FAIRFAX, RESTON

Key Driver:
DATA
INTEGRATION

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

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

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

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

Community Outcome Area
DASHBOARDS AND DATA STORIES

The Countywide Strategic Plan requires data to assess community outcomes, identify disparities, and inform strategies. This data will inform each of the 10 Community Outcome Areas and be shared in the form of dashboards. Aligned with One Fairfax, data will be disaggregated as part of the Countywide Strategic Planning process to help the county understand if our outcomes are equitable, regardless of demographic differences or geographic location across the county.

The following three dashboards were published during 2023:

- Economic Opportunity
- Healthy Communities
- Mobility and Transportation

The interactive dashboards may be accessed from the main Countywide Strategic Plan web page under the respective outcome area. Each dashboard contains one or two main pages of headline metrics. Each headline metric also features a detail page, like the two samples to the right, that includes trends, disaggregated data, and a narrative for context and clarity about the data.

To help users learn how to fully navigate and use the dashboards, a Strategic Plan Dashboard Tutorial video was also created this year. Additionally, in partnership with the Office of Public Affairs, in order to promote and advertise the dashboards, social media posts and Fairfax County Government NewsCenter articles were written to coincide with the publication of the Mobility and Transportation and Healthy Communities dashboards. NewsCenter articles and social media will continue to be used to increase visibility for each of the remaining dashboard publications moving forward.

The dashboards have also been featured in local news stories, including FFXnow and a WTOP article in which County Executive Bryan Hill was interviewed.
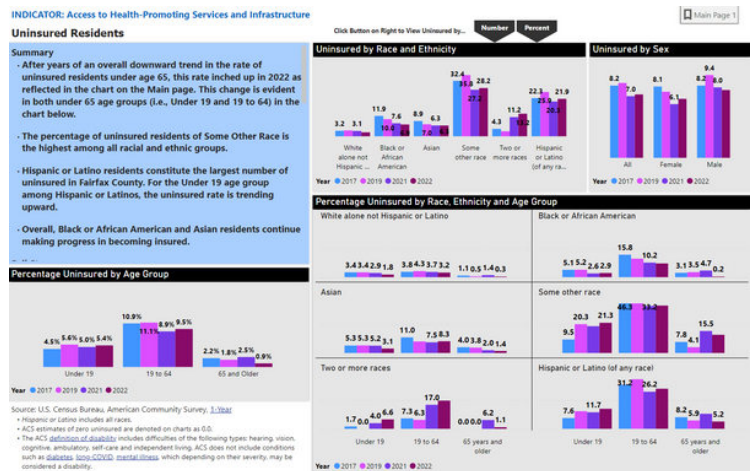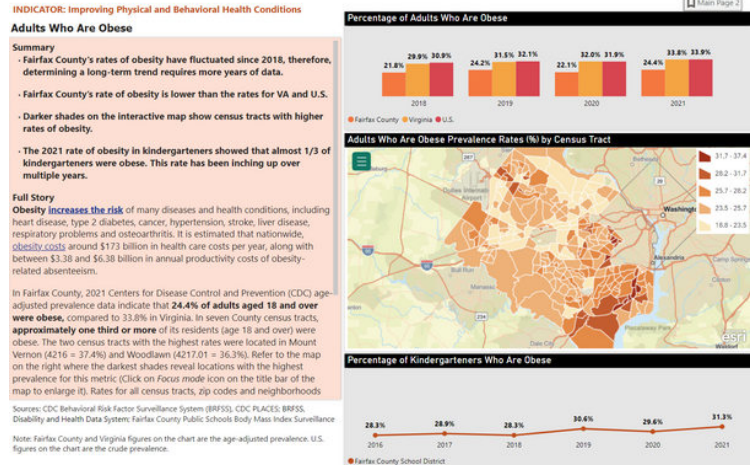
DASHBOARDS AND DATA STORIES CONTINUED

The <u>Economic Opportunity Dashboard</u> contains eight headline metrics related to various economic factors, including employment, poverty, education, job growth, business establishments and office vacancy rates, among others. Overall, the metrics included help to evaluate the economic vitality of the community, including residents and businesses.

The <u>Healthy Community Dashboard</u> contains 15 headline metrics related to physical and behavioral conditions such as obesity, substance use, physical inactivity, access to services through health insurance coverage or availability of medical providers, as well as topics such as food insecurity and life expectancy. Overall, the metrics included help to evaluate the goal of improving the health of all Fairfax County residents.

The <u>Mobility and Transportation Dashboard</u> contains six headline metrics related to commuting patterns, sidewalks and trails, road lane conditions, traffic crashes, traffic calming devices and transit subsidies. Overall, the metrics included help to evaluate the goals of reducing the reliance on single-occupancy vehicles and making the county more walkable to improve residents' physical health and reduce traffic-related accidents.

The Effective and Efficient Government and Safety and Security Dashboards are currently in progress. All published dashboards will be updated yearly to continue to determine trends and monitor progress.

DASHBOARD LEGEND

The following icons may be found in the dashboard to help show the trends in data and identify the metrics that have disaggregated data available:

 Disaggregated data available

 Desirable upward trend in data

 Desirable downward trend in data

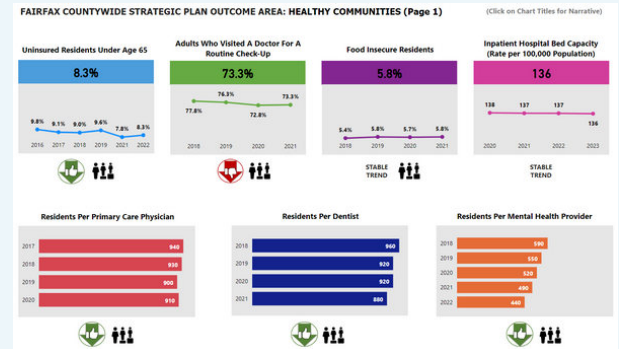 Undesirable upward trend in data

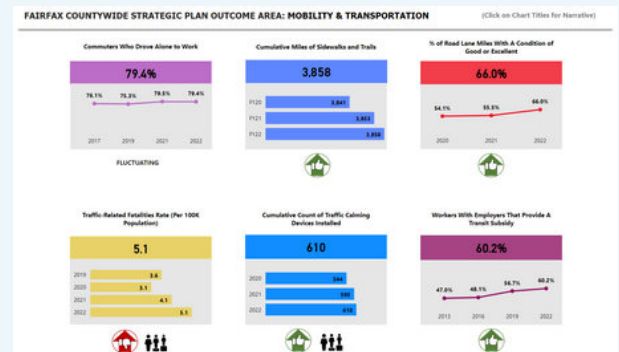 Undesirable downward trend in data

DASHBOARD SCREENSHOTS

ECONOMIC OPPORTUNITY DASHBOARD
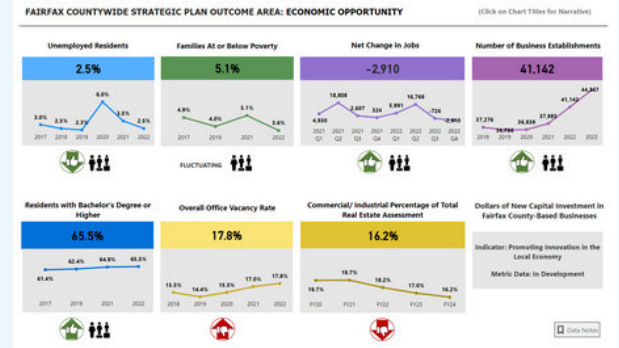
HEALTHY COMMUNITIES DASHBOARD

MOBILITY AND TRANSPORTATION DASHBOARD

Year Three Data Integration
PHASES OF WORK

The Countywide Data Analytics team in the Department of Management and Budget plays a principal role to align data with indicators and metrics and provide comprehensive analysis and information to inform community outcomes. The process to integrate data to inform the Countywide Strategic Plan began in 2022. The phases of work to incorporate data for all ten Community Outcome Areas are listed below.

Dashboards for the remaining seven outcome areas will be developed during 2024 and early 2025. The chart to the right shows the Community Outcome Areas that have been completed, and those that are scheduled for a future release date.

PHASES OF WORK

01. Review SMEs feedback about headline metrics	**02.** Research and evaluate data availability
03. Identify data sources to inform headline metrics	**04.** Share with Champions to determine headline metrics
05. Analyze data to describe current conditions and assess for equity	**06.** Present data and findings with dashboard and story

COMMUNITY OUTCOME AREA COMPLETION CHART

COMPLETED OUTCOME AREAS
(2023)

- Economic Opportunity
- Healthy Communities
- Mobility and Transportation

REMAINING OUTCOME AREAS
(2024 AND EARLY 2025)

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

SAMPLE OF DATA IN THE MEDIA

LUNAR NEW YEAR CELEBRATION, FALLS CHURCH

Key Driver:

INCLUSIVE ENGAGEMENT

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

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

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

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

Pilot Team Three
COMMUNICATIONS AND INCLUSIVE ENGAGEMENT

The Communications and Inclusive Engagement pilot team was chartered from June 2023 to February 2024. The purpose of the team was to:

- Formulate specific actions to leverage the work of existing communications teams and channels;
- Effectively establish strategic plan connections and messaging as a core element of countywide communications; and
- Articulate a proactive and consistent approach to engaging the community and county employees in the ongoing work of the plan.

The team worked under the direct guidance of the Deputy County Executive Champion Ellicia Seard-McCormick, with additional consultation from Chief Equity Officer Karla Bruce.

The main team deliverable is an action plan, considering the Inclusive Community Engagement Framework and the following 3 questions:

1. How can we take a more proactive, consistent, and systematic approach to integrating the strategic plan framework and toolkit into **countywide communications?**
2. What are the best ways to **engage employees** in the work of the strategic plan - when should this occur, and who should these messages come from?
3. What are the best ways to **engage the community** in the work of the strategic plan, and how can the Engage Fairfax: Inclusive Community Engagement Framework be used in a practical sense to regularly update the plan in alignment with what residents and other stakeholders want to see (to include the expansion and systemic utilization of Public Input)?

The approved action plan included on pages 55-58 includes 28 recommendations: 10 are already completed or are in progress; 10 are determined to be feasible for immediate implementation, and; 8 can be considered for future implementation but are not current priorities.

TEAM MEMBERS

- **Tony Castrilli**, Office of Public Affairs (Co-Lead)
- **Evan Braff**, Office of the County Executive (Co-Lead)
- **Karol Escalante**, One Fairfax
- **Greg Licamele**, Office of Public Affairs
- **Katie Han**, Office of Public Affairs
- **Melissa Jun**, Department of Management and Budget
- **Alex Krafchek**, Department of Management and Budget (Countywide Data Analytics)
- **Katina Matthews**, Department of Neighborhood and Community Services
- **Lucy Caldwell**, Health Department
- **Jill Cooper**, Department of Clerk Services
- **Robin Baker**, Department of Human Resources
- **Pamela Gardner**, Department of Cable and Consumer Services

PILOT TEAM THREE MEMBERS

Communications and Inclusive Engagement
ACTION PLAN

KEY ACTIONS FOR CONSIDERATION	TIMEFRAME	FOCUS AREA	UPDATES
Timeframe: Quick Hit			
1. Embed the Countywide Strategic Plan into the **New Employee Orientation.**	Quick hit (Ongoing/In-Progress)	Internal Communications	Developed orientation presentation and materials to incorporate Countywide Strategic Plan into each session, presented by plan staff
2. Increase awareness of Countywide Strategic Plan Community Outcome Area **dashboards** (by way of annual reports, budget documents, News Center, Channel 16, etc.).	Quick hit (Ongoing/In-Progress)	Internal and External Communications	Worked with Channel 16 to produce Dashboard video. Posted on YouTube, Countywide Strategic Plan and Channel 16 websites, and articles sent out through NewsCenter and NewsLink. Information posted on the Board Communications link and connected departments are asked to share as well.
3. Identify opportunities to integrate Countywide Strategic Plan into existing **employee trainings.**	Quick hit (Ongoing/In-Progress)	Internal Communications	Working with OD&T to design and deliver a one pager/slide with "quick hits" and "fun facts" that are connected to elements of the Countywide Strategic Plan to be used while employees wait for class to begin, either in person or via Teams.
4. Identify county **public forums, meetings, groups and events** where there are opportunities to highlight and discuss Countywide Strategic Plan elements and progress with the community.	Quick hit (Ongoing/In-Progress)	Structure and Implementation, External Communications, Inclusive Community Engagement (Engage Fairfax)	Presenting at BACs, Neighborhood College, BOS community meetings, agency advisory groups, and to other community groups that have been historically overlooked.
5. Collect data on all applicable Communication and Engagement efforts as a standard practice, including the collection of demographic or geographic information of participants in adherence to the **Policy to Collect and Report Data Regarding Race, Ethnicity, Gender, and Language.** Applicable engagement efforts should be tracked and included in the Data Asset Inventory and will help to inform the Countywide Strategic Plan by way of the dashboards and data stories.	Quick hit (Ongoing/In-Progress)	Structure and Implementation, Internal Communications, Inclusive Community Engagement (Engage Fairfax/One Fairfax)	Sharing new policy countywide and working with departments to capture data in the asset inventory. Revised asset inventory is in development; revisions include demographic and geographical information. Policy is being integrated into Public Input engagement platform.
6. Promote the use of **consistent and quality survey data** to be used countywide and by the Public Input engagement platform. If possible, collect demographic and geographic information on survey participants to ensure equitable engagement.	Quick hit (Ongoing/In-Progress)	Structure and Implementation, Internal and External Communications, Inclusive Community Engagement (Engage Fairfax/One Fairfax)	Multi-year pilot of the Public Input platform includes 6 participating departments, with additional agencies coming online in the next 12 months; explore the use of PI for the system-wide collection, analysis, and use of community feedback to inform the plan on an ongoing basis (strategic plan staff should be included by NCS/OPA as key stakeholders in this work)

APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	TIMEFRAME	FOCUS AREA	UPDATES
Timeframe: Quick Hit			
7. Present at the **County Communicators meeting** bi-annually to inform them about latest updates and additions to the Countywide Strategic Plan.	Quick hit (Ongoing/In-Progress)	Internal Communications	Scheduled to attend Quarterly Communicators meeting following the release of the annual report (April 2024)
8. Produce **10 -15 second video promos** for each of the 10 Community Outcome Areas in multiple languages (considering cultural competency).	Quick hit (Ongoing/In-Progress)	External Communications	Submitted 2024 Channel 16 Request for Communications Assistance to Complete. Considerations will be made around cultural competency and translation options.
9. Produce a 3 –5 minute Countywide Strategic Plan **annual report video**, highlighting notable progress. Create open captions in multiple languages and consider cultural competency.	Quick hit (Ongoing/In-Progress)	External Communications	Submitted 2024 Channel 16 Request for Communications Assistance to Complete. Considerations will be made around cultural competency and translation options.
10. Increase awareness of Countywide Strategic Plan Community of Practice SharePoint site.	Quick hit (Ongoing/In-Progress)	Internal Communications	Year Two Pilot Team 2 completed the internal SharePoint site. Updates will continue to be made, to include the addition of information, resources, and agency Strategic Planners.
Timeframe: Short Term (1-2 Years)			
11. Design and deliver a short, required **e-learning course** on the Countywide Strategic Plan.	Short Term (1-2 Years)	Internal Communications	Countywide Strategic Plan staff and Human Resources will collaborate to create a short, interactive training using the new NEO presentation as a template. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
12. Create **short, engaging videos** (no longer than thirty seconds) that highlight interesting **"fun facts"** about the 10 Community Outcome Areas. Produce in multiple languages and consider cultural competency.	Short Term (1-2 Years)	Inclusive Community Engagement (Engage Fairfax/One Fairfax)	Submitted 2024 Channel 16 Request for Communications Assistance to Complete. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
13. Create an **"I am Fairfax" campaign** featuring residents and stakeholders explaining why they love living in/working for Fairfax County and align with the Countywide Strategic Plan (example: bus stop campaign by DPWES). Produce in multiple languages and consider cultural competency. Each video would be no less than two minutes.	Short Term (1-2 Years)	External Communication, Inclusive Community Engagement (Engage Fairfax/One Fairfax)	Countywide Strategic Plan staff, Office of Public Affairs Language Access staff, Channel 16 and Department of Neighborhood and Community Services/Inclusive Engagement Team will collaborate, using the multicultural resident ambassadors as an opportunity to move this work forward while considering translation and cultural competency. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.

APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	TIMEFRAME	FOCUS AREA	UPDATES
Timeframe: Short Term (1-2 Years)			
14. Identify elements of the **Countywide Strategic Plan to translate into the most commonly spoken languages in Fairfax County,** starting with the Communications Toolkit and Annual Report.	Short Term (1-2 Years)	Inclusive Community Engagement (Engage Fairfax/One Fairfax)	The Countywide Strategic Plan staff and Office of Public Affairs Language Access staff will convene after the release of the annual report, coinciding with the implementation phase of the Communications and Inclusive Engagement Team.
15. Refresh the **#FairfaxForward campaign** using outcome area highlights from the second annual report.	Short Term (1-2 Years)	External Communications	The Countywide Strategic Plan staff, OPA and Channel 16 will collaborate to refresh/create an image, social media and video campaign. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
16. Incorporate the Countywide Strategic Plan into the **County Exec Trek**, e.g., logos on giveaways, event shirt, etc.	Short Term (1-2 Years)	Internal Communications	Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
17. Educate and train Boards, Authorities and Commissions (BACs), advisory groups, etc. on the Countywide Strategic Plan.	Short Term (1-2 Years)	External Communications	A video tutorial on how to navigate and use the Countywide Strategic dashboards (intended for the BACs and public) was released on 11/27/23; strategic plan staff currently provide presentations to BACs and other groups, but this can be expanded.
18. Revise names of fairfaxcounty.gov taxonomy categories to align with Outcome Areas when reasonable connection is apparent (ex: Transportation to Mobility and Transportation, Public Safety to Safety and Security). This would then allow for News Center tagging to align with these same taxonomy categories.	Short Term (1-2 Years)	Structure and Implementation	Countywide Strategic Plan staff, Office of Public Affairs and Department of Information Technology will collaborate to revise the current names. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
19. Create playlists aligning with the 10 Community Outcome Areas on the county **YouTube channel;** embed each of the playlists into respective .gov pages.	Short Term (1-2 Years)	Structure and Implementation	Countywide Strategic Plan staff, Office of Public Affairs and Department of Information Technology will collaborate to revise the current names. Planning would begin in the implementation phase of the Communications and Inclusive Engagement Team.
20. Connect **Public Input** engagement platform results to each of the 10 Community Outcome Areas for system-wide data analysis.	Short Term (1-2 Years)	Inclusive Community Engagement (Engage Fairfax/One Fairfax), Structure and Implementation	The Countywide Strategic Plan staff, Office of Public Affairs and Public Input will pilot what this would look like with several outcome areas. Full implementation would happen in the next phase of work with the Communications and Inclusive Engagement Team.

APPROVED ACTION PLAN CONTINUED

KEY ACTIONS FOR CONSIDERATION	TIMEFRAME	FOCUS AREA	UPDATES
Timeframe: Mid-Range (3-5 Years)			
21. Include Strategic Plan note **on all Board items.**	Mid-Range (3-5 Years)	Internal Communication, External Communication	
22. Incorporate a **Strategic Plan connection component into each department's homepage,** both internally and externally.	Mid-Range (3-5 Years)	Internal Communication, Structure and Implementation	
23. Connect the Board of Supervisors subcommittees to the Community Outcome Areas when the opportunity permits.	Mid-Range (3-5 Years)	Structure and Implementation	
24. Show **linkages to the Countywide Strategic Plan** on BACs website, newsletters, action plans, annual reports, etc.	Mid-Range (3-5 Years)	Internal Communication, External Communication	
Timeframe: Long Term (To be considered at a later date)			
25. Consider integrating the Strategic Plan into the County's **Pay for Performance structure.**	Long-Term (5+ Years)	Structure and Implementation	
26. Recommend that the Board of Supervisors send out their newsletter intentionally **highlighting a success story** featuring a Community Outcome Area.	Long-Term (5+ Years)	Internal Communication, External Communication	
27. Plan and run a **photography contest** encouraging Fairfax County community members to submit photos of what makes our county and its communities great. Make accessible to a diverse community.	Long-Term (5+ Years)	External Communication	
28. Actively involve businesses in the Countywide Strategic Plan implementation process, harnessing their expertise, resources, and networks.	Long-Term (5+ Years)	Structure and Implementation	

Alignment with the Fairfax County
INCLUSIVE COMMUNITY ENGAGEMENT FRAMEWORK

Supported by the One Fairfax policy, the Fairfax County Inclusive Community Engagement Framework was developed to help provide a consistent, meaningful approach to improve current community engagement practices, enabling departments to replicate effective strategies and to integrate concepts that expand and deepen meaningful participation.

CULTURAL FESTIVAL, FAIRFAX COUNTY

SIX CORE PRINCIPLES

During Year Two of implementation, strategic plan staff will work with One Fairfax to align engagement efforts with the following six core principles:

PRIORITIZE EQUITY
In prioritizing equity, it is critical that we acknowledge and address intentional and unintentional inequities as we move toward a more inclusive engagement process.

ESTABLISH AND MAINTAIN TRUST
Work with communities in an honest and transparent manner, considering and respecting history, culture and trauma.

DEVELOP DATA-DRIVEN PROCESSES
Equip staff and residents to utilize data to inform all aspects of the engagement process.

ESTABLISH CLEAR EXPECTATIONS
Develop clear and transparent processes to achieve expected outcomes for the community. Identify appropriate roles and responsibilities.

ENABLE ENGAGED COMMUNICATION
Communicate clearly and openly for meaningful public input, broad community participation, and engagement in the decision-making process.

PROMOTE AND CREATE ACCESSIBLE GOVERNMENT
Collaborate with the community to ensure public engagement processes are broadly accessible to all members of the public to promote meaningful participation.

ELEMENTS OF INCLUSIVE COMMUNITY ENGAGEMENT

Intentional community engagement includes key, interconnected pillars that must be considered in order to ensure our work is truly inclusive.

LANGUAGE ACCESS - Provide accurate communication with members of the public, regardless of their level of English proficiency; provide translated materials, translators, and when possible facilitate in the majority of the audience's language.

LITERACY AND PLAIN LANGUAGE - Consider audience's ability to read/understand material and provide in multiple learning styles; language that is plain to one set of readers may not be plain to others. Material is in plain language if the audience can find what they need, understand what they find the first time they read or hear it, and use what they find to meet their needs.

POPULATION/CULTURAL- Consider needs, traditions, and values of diverse ethnic, racial, and cultural groups.

ACCESSIBILITY - Consider accommodations and modifications needed for people of all abilities to participate

DIGITAL EQUITY - Affordable digital hardware and connections, awareness of digital resources and services, access to specific digital tools, advancement of digital literacy skills to increase participation.

VIRTUAL - Essential remote access to meetings and events

GEOGRAPHY/LOCATION - Population focused, and place-based.

TIME - Consider time chosen for meetings and gatherings.

INCLUSIVE COMMUNITY ENGAGEMENT SPECTRUM

Many of the problems and dilemmas associated with community participation and engagement can be traced to a lack of clarity about the role of government and the role of the community. An important element of the Inclusive Community Engagement Framework is the Community Engagement Spectrum, which establishes the county's commitment to the community to be clear about the level of engagement used to inform decisions.

Many jurisdictions have adapted the International Association of Public Participation's spectrum. Fairfax County has outlined an adapted approach that integrates engagement principles, along with equity and relationship building (including an arrow that shows where shared roles exist between the community and county).
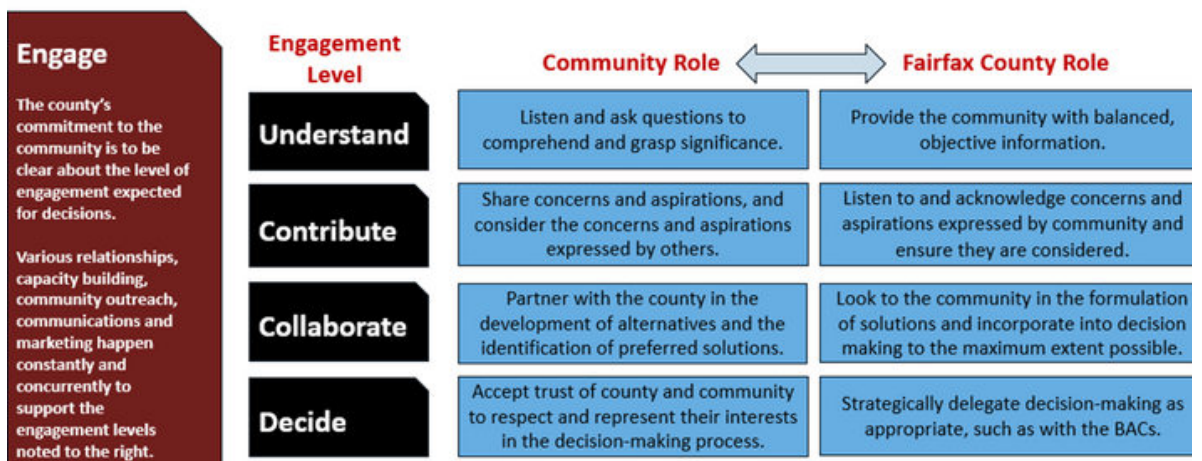
Engage Fairfax County
COMMUNITY ENGAGEMENT PLATFORM

Progress continues with many aspects of the county's Inclusive Community Engagement framework, including <u>Engage Fairfax County</u>, the official public participation portal. Powered by Public Input, the online platform hosts surveys and collects feedback from residents, employees, and other stakeholders.

Public Input provides a common user experience for residents and staff, while also allowing for more consistent and quality survey data. This includes standardized demographic and geographic information about participants to work toward equitable engagement across our community. The platform also invites feedback by voicemail, text message, email and other languages.

PUBLIC INPUT IN THE MEDIA

Link: https://engage.fairfaxcounty.gov/

Inclusive Community Engagement
#FAIRFAXFORWARD CAMPAIGN

In April 2023, the Office of Public Affairs launched a new digital marketing campaign using the branded hashtag **#FairfaxForward** to highlight our services and programs, tell our stories and connect our exceptional work to the Countywide Strategic Plan.

The **#FairfaxForward** campaign is aligned with the Ten Community Outcome Areas of the Countywide Strategic Plan and we have highlighted accomplishments and best practices in various themes including new **economic opportunities, environmental indicators, cultural and recreational events and programs, transportation initiatives, land development services,** and **public safety.**
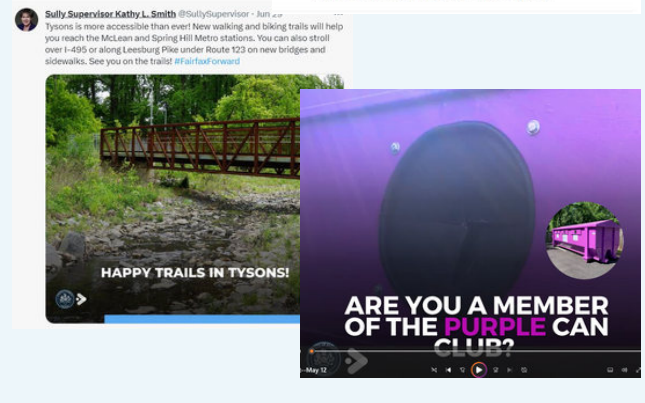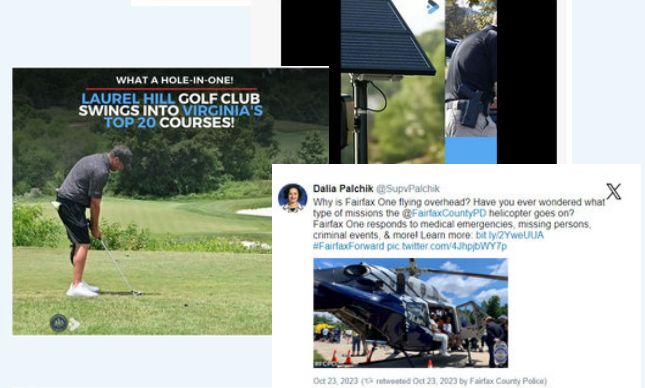
#FairfaxForward content has been widely shared through numerous countywide channels, and metrics indicate a positive reception and a successful reach into the community - this pilot project will be expanded in 2024.

TOTAL #FAIRFAXFORWARD SOCIAL MEDIA IMPRESSIONS
- Facebook: **383,910**
- Twitter: **364,008**

#FAIRFAXFORWARD
ON SOCIAL MEDIA

POLAR PLUNGE, MERRIFIELD

Looking
AHEAD

Year Three
IMPLEMENTATION MODEL

January 2024 to February 2025

BACKGROUND

The Countywide Strategic Plan was adopted by the Board of Supervisors in October 2021. As we begin our third year of implementation, we remain focused on taking specific and tangible actions to advance our plan drivers of **Equity, Community Outcomes, Data Integration** and **Inclusive Engagement**. The specific results of these actions will be highlighted in the second Annual Report and the updated version of the Countywide Strategic Plan which will be posted concurrent with the annual budget in June 2024.

ONE FAIRFAX EQUITY LENS

We consider equity to be a plan "super-driver" that requires us to consider disparities by place and population in everything we do, and to continually use the plan as a framework to operationalize our One Fairfax racial and social equity policy.

1 TRANSITIONAL SUPPORT

Support previous phase of work that carries over to the new year, including Phase 2 of our Economic Opportunity pilot, launching dashboards and data stories for each of the 10 Community Outcome Areas, our Strategic Planning Community of Practice, and implementing the action plan currently being developed by the Communications and Engagement Advisory Team.

4 LAUNCH STRATEGY PRIORITIZATION TEAMS

As dashboards and data stories are published, refine Economic Opportunity pilot framework and launch remaining Community Outcome Area teams.

Primary team objective is to identify 3-5 strategies that are recommended to the Steering Committee for initial implementation; as these recommendations are refined and/or adopted by the Steering Committee, the teams will be continuously refreshed to seek broad-based employee engagement and actively promote professional development.

3 PRODUCE REMAINING DASHBOARDS AND DATA STORIES

Using the completed Economic Opportunity Dashboard and Data Stories as a replicable sample, complete the remaining 7 Community Outcome Area dashboards.

Outcome Area Deputy County Executive Champions provide leadership and support as outcome-area teams analyze data, develop data-driven recommendations and present to the Steering Committee.

2 UPDATE PLAN

As the plan is continuously revised to target specific strategies and identify headline metrics, these revisions will be reflected in the updated plan documents posted publicly.

5 LAUNCH PUBLIC ENGAGEMENT PLAN IMPLEMENTATION TEAM

Once the recommendations of the Communications and Engagement Pilot Team are refined and adopted by the Steering Committee, strategic planning team will immediately move forward to implementation.

Strategic planning staff will collaborate with departments who have existing contracts for community engagement platforms to effectively leverage existing communication channels; this feedback will be tagged and funneled to the appropriate Community Outcome Area(s).

6 STRATEGIC PLANNING COMMUNITY OF PRACTICE

Once the recommendations of the Community of Practice Pilot Team are refined and adopted by the Steering Committee, this team will either continue through rotating leadership of its members and transitional support from strategic planning staff, or close out its work once the strategic planning resource site is completed.

* ANNUAL REPORT AND UPDATED PLAN

Drafts released in February 2024 and final documents posted in June 2024.

Note: *Content of this model is subject to change as a result of experience, new information and changes in process requirements.*

Staff Recognition
THANK YOU!

Thank you to all of the Annual Report Contributors who gave so generously of their time to help us highlight the important work being done throughout the county.

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PHOTO CONTRIBUTIONS

A special thank you to Visit Fairfax, Celebrate Fairfax, Tyson's Partnership, and all the departments and agencies who contributed the photos from around the county.

FAIRFAX COUNTY EMPLOYEE FIELD AND FITNESS DAY

Countywide Strategic Plan
IMPLEMENTATION TEAM

COUNTYWIDE STRATEGIC PLAN STEERING COMMITTEE

- Bryan J. Hill, County Executive
- Christina Jackson, Chief Financial Officer
- Christopher Leonard, Deputy County Executive
- Ellicia Seard-McCormick, Deputy County Executive
- Rachel Flynn, Deputy County Executive
- Thomas Arnold, Deputy County Executive
- Karla Bruce, Chief Equity Officer
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- Phil Hagen, Department of Management and Budget Director

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LOVEWORKS INSTALLATION, SPRINGFIELD

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

www.fairfaxcounty.gov/strategicplan